

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

For the financial
year ended
28 February 2021



trōcaire



Husband and wife Chernor and Fatmata Barrie were among the people in Sierra Leone to receive support from Trócaire after the Covid-19 pandemic led to a loss of jobs and income. (Photo: Stephen Douglas)

Front cover image: Wubit Abelo (23), from Addis Ababa in Ethiopia, who participates in a project supporting women who have lost income as a result of Covid-19 restrictions. See page 26. (Photo: Barnaby Skinner)

Regina Koroma with daughter Zainab.
Regina contracted Covid-19 and was helped
by Trócaire partner Action for Advocacy and
Development-Sierra Leone who delivered
rice, cooking oil, onions and other staple
foods to the family compound two weeks
into their isolation. Photo: Stephen Douglas.

OUR VISION & VALUES

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


OUR VISION:

We are working to create a fairer world where:

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

OUR VALUES:

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

A close-up portrait of an elderly woman, Angelina Mhlana, looking directly at the camera. She has a weathered face with visible wrinkles and a gentle expression. She is wearing a headwrap with a repeating pattern of small white circles on an orange background. Her top is a vibrant orange fabric with a large, stylized floral or leaf pattern in a darker shade of orange. The background is a solid, deep black, which makes her features and clothing stand out.

Angelina Mhlana is a 66 year old widow living with her three granddaughters. Drought has caused her family to go hungry. This year's harvest only produced half of what the country needs. Over 5 million people, one in every three people in Zimbabwe are going hungry. Covid restrictions have made life harder. "The lockdown made hunger worse for us farmers. I sell goods to the local community but during the lockdown we couldn't move around."

Photo: Ben Mahaka.

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HOW WE BRING ABOUT CHANGE

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

We believe real change can be delivered only by working in partnership with local communities affected by poverty and injustice.

Partnership means working with individuals, communities and local organisations to help bring about the change they want to see in their lives. Fundamentally, partnership is about solidarity, respect and empowerment.

We believe that to bring about change we must work at four different levels:

- Empowering women and men to secure their basic rights
- Mobilising communities and engaging leaders to build sustainable and resilient communities

- Strengthening civil society to challenge injustice and tackle poverty
- Influencing those in power to create a fairer and more sustainable world.

We measure our impact against these four levels.

In Ireland, we work with communities north and south to educate, inspire and motivate people to take action in the name of global justice.

Our work is funded by the Irish public and institutional donors, including the Irish government through Irish Aid.

OUR YEAR IN NUMBERS

2.7m
people
supported



358
programmes



25
countries



RESPONDING TO COVID

With Irish Aid funding, **426,383 individuals** were reached with support to mitigate the risks of Covid-19, including secondary impacts such as food insecurity and violence against women.

The Covid-19 pandemic impacted every community and all of our programmes.

Our response built on what we had learned from responding to Ebola in DR Congo and Sierra Leone. Working with our partners around the world, our response focused on:

- Information and public health campaigns
- Providing protective equipment
- Installing handwashing stations and repairing water points
- Providing cash assistance, vouchers, food and other emergency aid
- Psychosocial support

COMPASSION IN ACTION – A MESSAGE FROM THE CHAIR OF THE BOARD

2020 was a year none of us will ever forget. The Covid-19 pandemic upended our lives in ways we never would have imagined possible. This is particularly true for people living in countries that lack the resources and infrastructure to protect their people from the awful health and economic consequences of the pandemic.

The pandemic led to millions of people around the world losing their source of income. In the countries where Trócaire works, there are no social safety nets to protect people from that loss. For the poorest people in the world, the reality is that if you do not work, you do not eat. For them, the pandemic has made a desperate situation unbearable.

I am proud of how Trócaire responded to the challenges posed by Covid-19. Maintaining its programmes, and pivoting many of those programmes to respond to the sudden challenges faced, was and is not an easy task, but it is a challenge Trócaire teams around the world are rising to.

Trócaire staff work every day to support the most vulnerable members of our society. Whether it is providing medical care in Somalia or working with local partners to implement solutions to enormous challenges such as displacement, violence and hunger around the world, Trócaire teams are the living embodiment of the Catholic Church's mission.

The pandemic has reminded us of how interconnected we

are. Our response to this crisis must be global. Since this crisis began, we have been reminded that nobody is safe until everybody is safe. We now must ensure vaccines are available to everybody irrespective of wealth or race.

We must also learn from this crisis and begin to face other global crises together. Climate change, conflict and displacement are global crises. Wouldn't it be wonderful if in the post-Covid world we faced these crises together and acted as one for the betterment of all people and our planet?

Pope Francis addressed the need for increased global solidarity in his encyclical, *Fratelli Tutti*, released in October 2020:

"Solidarity means much more than engaging in sporadic acts of generosity. It means thinking and acting in terms of community. It means that the lives of all are prior to the appropriation of goods by a few. It also means combatting the structural causes of poverty, inequality, the lack of work, land and housing, the denial of social and labour rights."

As Chair, I am proud of the work Trócaire - our teams and



supporters – does to further the cause of global solidarity.

I would also like to acknowledge my fellow board members for their time and expertise in helping to ensure the transparency, accountability and impact of Trócaire. I would also like to thank my fellow Bishops for their continued support for Trócaire's work, as well as the countless clergy, parishioners and communities around Ireland who are the driving force behind Trócaire.

This annual report is testament to the life-saving and transformational work being carried out on behalf of our Church around the world.

A handwritten signature in black ink, appearing to read 'Wm Crean'.

William Crean

Bishop of Cloyne
Chair of the Board of Trócaire

MESSAGE FROM THE CEO

This report looks back at the work of Trócaire from March 2020, the month the World Health Organisation (WHO) declared a global pandemic. Covid-19 brought unparalleled changes to every facet of human life, in every corner of the planet.



In 2020/21, despite all of the challenges presented by the pandemic, we supported 2.7 million people in 25 countries. This level of impact would not be possible without the commitment of our teams, partners and supporters all over Ireland.

I am immensely grateful for - and humbled by - the response of our staff, partners, supporters, governing body members and donors. All of these individuals and organisations worked extremely hard to help Trócaire respond in support of those most affected by this global pandemic.

In 2020/21, despite all of the challenges presented by the pandemic, we supported 2.7 million people in 25 countries. This level of impact would not be possible without the commitment of our teams, partners and supporters all over Ireland.

In the two decades to 2020, the number of people living in poverty globally fell by 1 billion, to 613 million. This was an incredible achievement. However, the World Bank estimates that Covid has driven an additional 120 million people into extreme poverty.

The Covid crisis shone a light on fundamental injustices and inequalities in our world and exacerbated multiple crises that already existed. Rich countries made relatively modest contributions to COVAX, the global vaccination programme set up to enable poor countries to access vaccines for a mere 20% of their populations. At

the same time, they engaged in bilateral procurement of vaccines that drove the global vaccine supply towards their own countries.

This left millions of frontline workers and highly vulnerable people in poor countries without timely and effective access to vaccines. This has been described by the WHO as a “catastrophic moral failure,” the impact of which will be felt for years.

Our partners and the communities they work with around the world have continued to tackle the drivers of poverty, injustice and violence with courage and perseverance despite the added pressure of the pandemic. Our teams have had to tailor their responses because of the virus, and have done so with flexibility, innovation and impact.

Our teams and partners have reached 426,383 people through programmes responding to the Covid-19 crisis. This support ranges from handwashing facilities to reduce the likelihood of virus transmission, to food for people in quarantine, and psychosocial support for women experiencing violence.

We also funded large-scale public information campaigns on

public health messaging. These campaigns were mounted on radio, social media and face-to-face, encouraging social distancing and good hygiene.

These public information campaigns were particularly important in displacement camps and crowded urban settlements where there was a strong possibility of the virus spreading at speed and with potentially devastating consequences.

Of course, our response to other crises continued, too. Central America saw two hurricanes hit the region within two weeks in November. Hurricanes Eta and Iota caused devastation in Nicaragua and Honduras. Our staff and partners worked quickly to get assistance to affected communities. At the same time, Trócaire staff and partners responded to the threats to the lives of human rights defenders, as governments used the cover of Covid restrictions to imprison them without charge or trial and

to cut off their access to the communities they defend.

In Somalia, where maternal and child health is a huge challenge, Trócaire has been the only healthcare provider in the Gedo region for over 30 years, providing healthcare services to 19,000 people every month. Should just one doctor be unable to work because of Covid, it could be life threatening for thousands of expectant mothers. Our doctors, nurses and midwives faced the threat of Covid every day. They remained - and continue to do so - on the frontline of the public health emergency in one of the world's most complex and fragile environments.

In these cases, and many others around the world, we have supported our partners and their communities to continue with their life-changing work, while also mounting public health responses to the pandemic.

In Ireland, too, we have had to change the way we interact with our supporters. Our teams have come up with new and engaging online ways to connect with people. Our supporters

have embraced these new ways of engaging with global justice issues.

We were privileged to hear from Dr. Mike Ryan of the WHO in February. Dr. Ryan and Dr. Lilian Otiso from our Kenyan partner LVCT Health jointly received Trócaire's Romero Award in recognition of their efforts to protect vulnerable communities from Covid-19. Dr. Ryan's words summed up the importance of solidarity and social justice to defeat the Covid-19 virus:

"Covid-19 does not discriminate. We too cannot, must not, discriminate in our fight against this pandemic. Doing so will only work in the pandemic's favour. The last eight months have shown us that unity, not singularity, defeats pandemics."

We in Trócaire will continue to work with courage and determination to respond to the greatest social justice challenges of our times, and to advocate for unity as an expression of our common humanity.

Cecilia de Barra

Habiba Mohamed, one of Trócaire's health workers, checks the temperature of Mohamed Abdi Ali at Luuq hospital, in the Gedo region of Somalia. Photo: Trócaire.



OUR WORK AT A GLANCE

In 2020/21 Trócaire's work improved the lives of 2.7 million people in some of the poorest countries in the world.



HUMAN RIGHTS

€2.7m spent

107,000 people
supported directly

Key successes

- Supporting the protection and defence of human rights by documenting violations, providing legal aid, taking legal cases, supporting human rights defenders and providing psycho-social support.
- Partners' advocacy efforts contributed to UN member states raising serious rights violations issues at the UN Universal Periodic Review of Honduras.
- Over 1,000 Palestinians were able to continue living in their homes in the West Bank due to the temporary suspension of demolition orders as a result of legal proceedings.



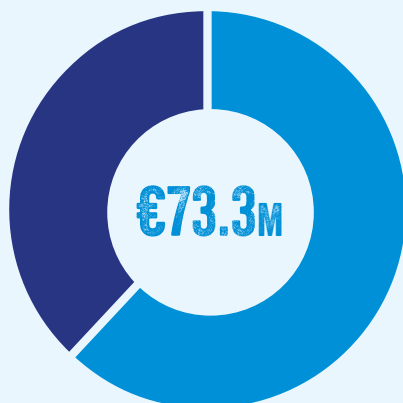
RESOURCE RIGHTS

€13.6m spent

301,000 people
supported directly

Key successes

- In spite of Covid-19, conflict and climate shocks, the trend across our programmes is that people are eating more nutritious and diverse diets.
- Communities we support have increased access to water, including water harvesting and communal water resource protection.
- In countries such as Myanmar, Honduras and Kenya, we have supported communities to confront powerful government or corporate entities that seek to deprive them of their right to land, water and even identity.



INCOME

TOTAL INCOME: €73.3m

- Institutional funders and grants: €45.5m
- Public donations: €27.8m



WOMEN'S EMPOWERMENT

€11.1m spent

278,000 people supported directly

Key successes

- We significantly increased the number of women and girls at risk of gender-based violence being supported. This was particularly important given the high levels of violence being reported linked to Covid-19 restrictions.
- We recorded increases in women's confidence with respect to raising their voices, protecting their rights and accessing resources as a result of our work.
- We saw an increase in the proportion of men and women participating in our gender programmes who believe it is wrong to commit violence against women and girls.



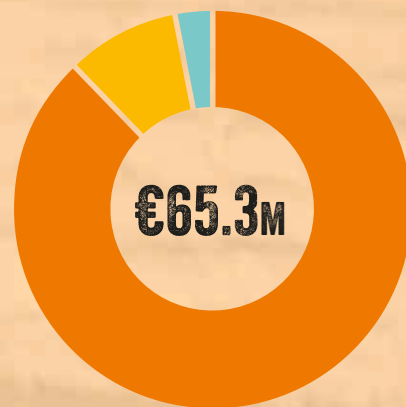
HUMANITARIAN

€29.1m spent

2,100,000 people supported directly

Key successes

- We responded to Covid-19 across all countries while supporting ongoing humanitarian crises in countries affected by conflict or climate change.
- Life-saving nutrition interventions led to treatment and cure of acute malnutrition in over 17,000 children and 3,588 pregnant and lactating women.
- Working with local partners, we brought humanitarian assistance to 180,000 people in Central America in response to cyclones and other issues prompting humanitarian interventions.



EXPENDITURE

TOTAL EXPENDITURE:
€65.3m

- Overseas programmes: €57.2m
- Fundraising: €6m
- Public Engagement: €2.1m



WHERE WE WORK

In 2020/21 we funded partners in 25 countries around the world.

The approximate number of people directly supported in each country is listed in brackets beside the country name.

CENTRAL AMERICA

1. Guatemala (56,000)
2. Honduras (33,000)
3. Nicaragua (39,000)

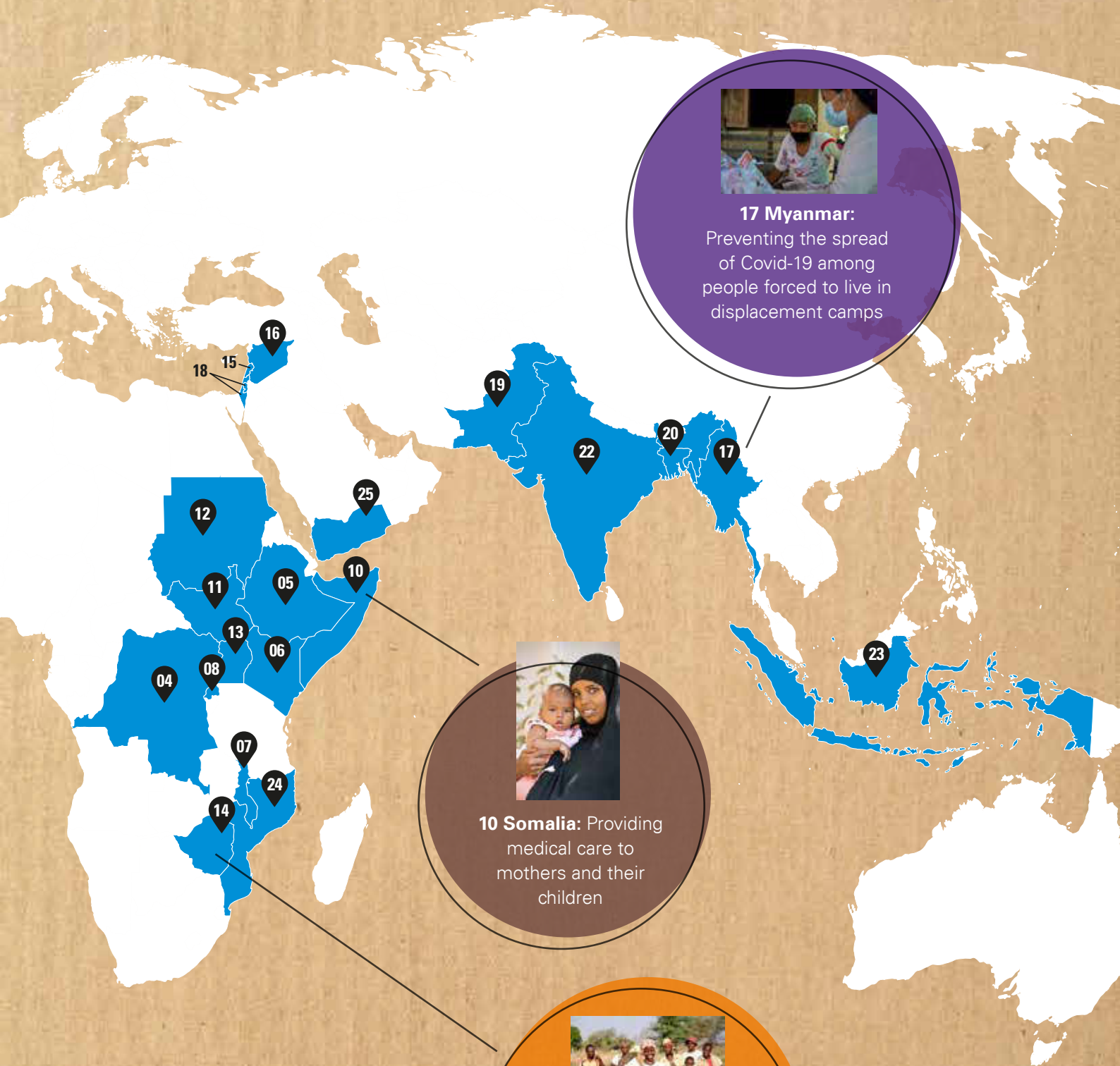
AFRICA

4. Democratic Republic of Congo (524,000)
5. Ethiopia (246,000)

6. Kenya (146,000)
7. Malawi (16,000)
8. Rwanda (11,000)
9. Sierra Leone (103,000)
10. Somalia (289,000)
11. South Sudan (15,000)
12. Sudan (165,000)
13. Uganda (227,000)
14. Zimbabwe (25,000)

ASIA & MIDDLE EAST

15. Lebanon (13,000)
16. Syria (29,000)
17. Myanmar (110,000)
18. Israel/Palestine (5,000)
19. Pakistan (11,000)



17 Myanmar:
Preventing the spread
of Covid-19 among
people forced to live in
displacement camps



10 Somalia: Providing
medical care to
mothers and their
children



14 Zimbabwe: Training
farmers on innovative
techniques to mitigate
against the impact of
climate change

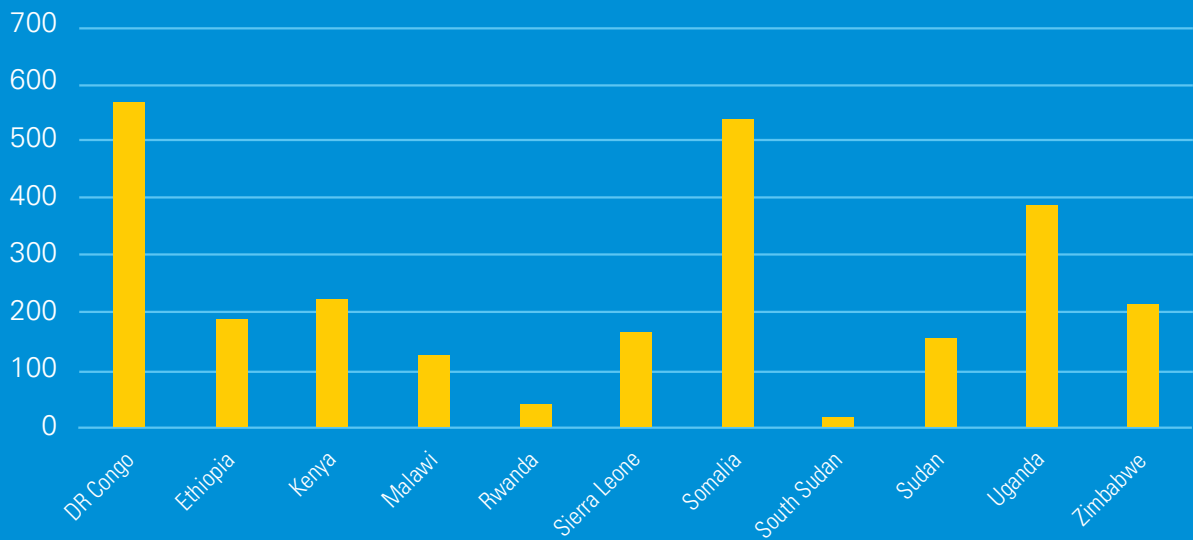
**We also funded humanitarian
assistance in:**

- 20. Bangladesh (>1000)
- 21. Ecuador (>1000)
- 22. India (>1000)
- 23. Indonesia (>1000)
- 24. Mozambique (4,000)
- 25. Yemen (2,000)

LAST YEAR TRÓCAIRE SUPPORTED 2.7m MILLION PEOPLE AROUND THE WORLD.

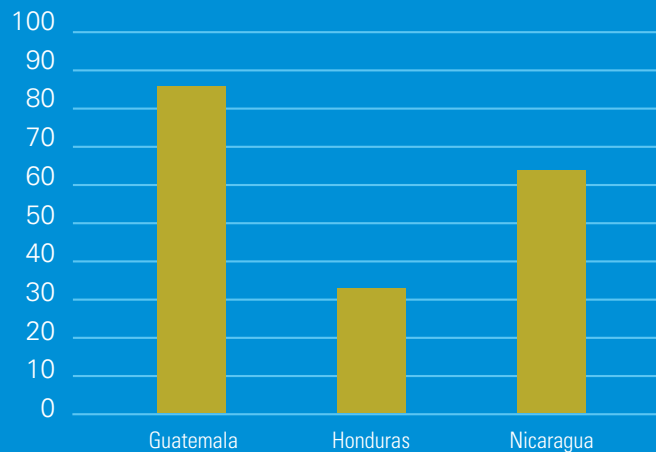
We operate long-running programmes in 18 countries across Africa, Latin America, Asia and the Middle East.

Africa



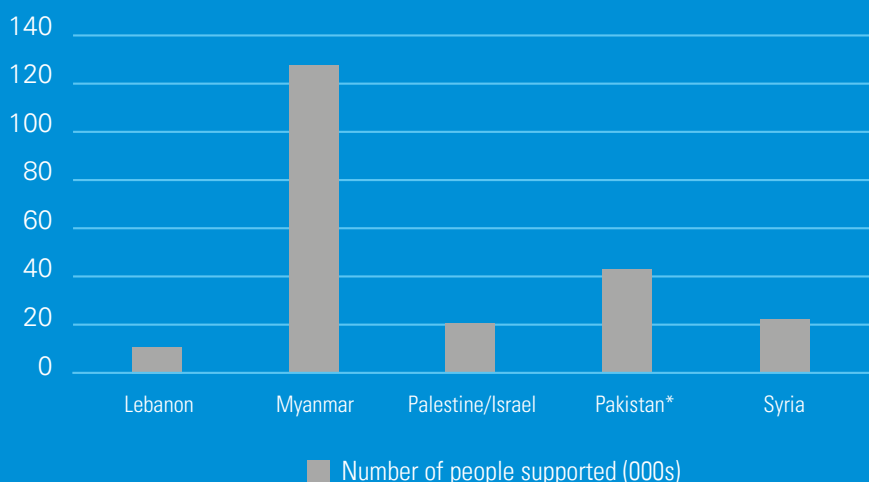
■ Number of people supported (000s)

Latin America



■ Number of people supported (000s)

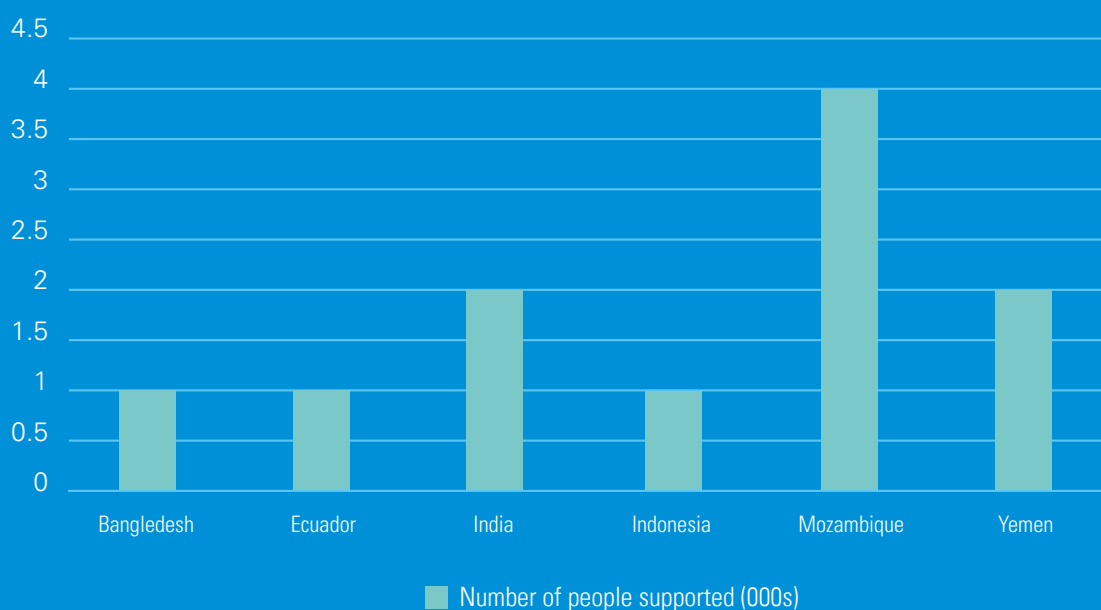
Asia & Middle East



**We closed our Pakistan programme in 2019 and are phasing out our support for partners.*

Last year, we also supported one-off humanitarian responses in six countries.

One -off humanitarian support



Impact figures throughout this report relate to people directly supported by our work. For example, they will have participated in a project activity or will have increased access to food because a member of their household has participated in the project. For each person reached directly, many more would be reached indirectly through advocacy and community mobilisation.

Our figures are based on data collected in communities by our partners through a variety of means, including registration sheets and community consultations. The figures are validated by Trócaire

with adjustments made to avoid double-counting across Goal areas. The data is input into Salesforce at project level and rolled up to grant and country level to facilitate country and global calculations of reach. Standardised indicators (global indicators) are also used to assess impact across a number of priority areas and are included in the chapters on Goals 1-4.

Throughout this report impact figures have been rounded to their nearest zero. The figures for one-off humanitarian support have been rounded to their nearest thousand.

GOAL 1: THE HUMAN RIGHTS OF MARGINALISED WOMEN AND MEN ARE RESPECTED AND DEMOCRATIC SPACE IS PROTECTED

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.

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

This work supports the Sustainable Development Goals, including:



Some repressive regimes have used the pandemic as a smokescreen to excessively curtail rights and freedoms.

In order for people to lift themselves out of poverty and create better futures, they must be able to express their basic human rights and challenge injustice. People have to be able to live free from fear of violence by the state or other powerful forces, and they must have access to justice. Last year, our work under this goal area supported 107,000 people in six countries: Guatemala, Honduras, Nicaragua, Pakistan, Palestine and Zimbabwe.

2020 saw significant challenges to democratic space and the protection of human rights. There was a continued trend of authoritarianism and corruption in countries we work in, which was exacerbated by Covid-19.

Some repressive regimes have used the pandemic as a smokescreen to excessively curtail rights and freedoms. During the pandemic there has been a rise in arbitrary detentions and excessive use of force to enforce government restrictions. Widespread mobility restrictions have also made it very difficult for human rights defenders to monitor human rights violations and support communities face-to-face.

We also witnessed a rise in attacks on human rights defenders. In Guatemala, 845 non-lethal attacks and 14 murders were recorded, while in Honduras, partners recorded

14 murders and five kidnappings and forced disappearances.

Repressive measures introduced to further restrict civic space have including the NGO Law in Guatemala, the violent military response to anti-coup protests in Myanmar, and legislative proposals in Zimbabwe to curb civil society action.

This abuse of power was evident in several specific cases, such as the Guapinol case in Honduras of eight human rights defenders held in pre-trial detention. In Guatemala, several institutions set up to implement the peace process were closed, there was political interference in court appointees, as well as violent repression of public demonstrations against government corruption.

In the face of almost complete impunity for its policies and practices, Israel continued its systematic campaign of violating Palestinian rights across the West Bank, East Jerusalem and the Gaza Strip.

While the overall picture for protection of human rights is bleak in many countries, Trócaire's partners continue to courageously defend people's human rights often at great personal risk. In 2020 we continued to support partners to protect human rights through actions including documenting human rights violations,

providing legal aid, taking strategic legal cases, supporting human rights defenders and providing psychosocial support.

Examples of impact include:

- Partners in Guatemala led 51 emblematic cases that resulted in favourable sentences for human rights defenders and survivors of rights violations. 627 actions were also taken to safeguard human rights defenders (HRDs) and ensure protection services for 2,308 rights-holders and HRDs under threat in indigenous and campesino communities.
- In Honduras, partners kept 36 legal cases active in national and inter-American courts despite Covid restrictions, obtaining specific measures to protect defenders at risk. Partners' advocacy efforts contributed to UN member states

raising serious rights violations issues at the UN Universal Periodic Review of Honduras. Twelve recommendations were raised relating to impunity, protection of defenders, forced disappearance, political prisoners and the disproportionate use of force.

- 1,063 Palestinians were able to continue living in their homes in the West Bank due to the temporary suspension of demolition orders as a result of legal proceedings brought by our partner St Yves. Also, after many years of campaigning by our partner Al-Haq and others, the UN finally released its database of businesses operating in illegal Israeli settlements.
- Trócaire-led research on strategic litigation in Guatemala and Honduras resulted in training for members of the judiciary and led to

the establishment of an international partner learning exchange across Zimbabwe, Palestine and Myanmar.

Looking forward:

With a deterioration in human rights standards compounded by Covid-19 restrictions, we will continue to assist communities and human rights defenders at risk by providing legal and psychosocial assistance as well as advocacy support.

In Myanmar, the military coup in February 2021 will have far-reaching impacts for our human rights work, which is shifting from a long-term citizen empowerment approach to an emergency human rights protection response.

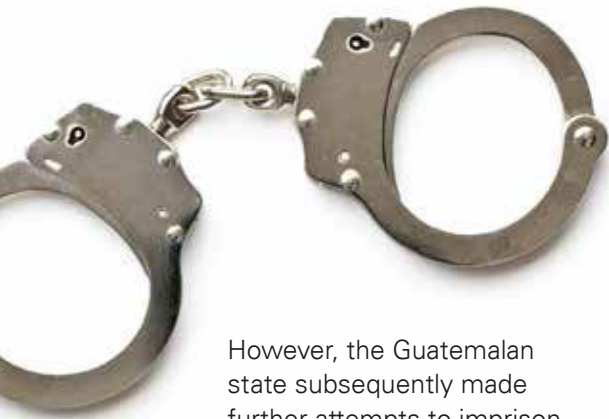
In Ireland, we will continue to be support this work through two campaigns: advocacy on trade and investments with illegal Israeli settlements, and campaigning in support of a UN treaty on business and human rights.



Marcia Martínez of Trócaire partner organisation Committee of Relatives of Disappeared Migrants of El Progreso (COFAMIPRO) in Honduras. COFAMIPRO supports families of people who have disappeared while migrating within Central America. (Photo: Giulia Vuillermoz)

813 DAYS IN PRISON FOR PROTECTING HIS COMMUNITY'S LAND

He spent 813 days behind bars for standing up and defending the rights of his people. Deprived of his liberty, taken away from his family and his community on false charges, Abelino Chub Caal was acquitted in 2019.



However, the Guatemalan state subsequently made further attempts to imprison this courageous human rights defender. With Trócaire providing legal support, these efforts were defeated.

Abelino's work is risky and dangerous, and involves standing up to powerful vested political and corporate interests. He is a member of the Guillermo Toriello Foundation and CUC (The Committee for Peasant Unity), which advocate for access to land and housing. These are very sensitive issues in Guatemala. Trócaire supports both of these organisations.

Abelino is a member of the Q'eqchi indigenous community and has campaigned against the land dispossession suffered by his community. The Q'eqchi community faces violence, repression, criminalisation and eviction from their land.

Megaprojects continue to be imposed on community lands in violation of rights protected by the Guatemala Constitution

which establishes respect for indigenous lands and the right to prior, free and informed consultations concerning the use of those lands.

Abelino acts as a mediator for these indigenous communities fighting for their land rights against landlords and mining companies. Human rights defenders in Guatemala are often subjected to death threats, harassment, stigmatisation, arbitrary detention, and even murder. Female human rights defenders are targeted with even more measures, often related to the threat of sexual violence or violence against their families.

The exceptionally high level of impunity enjoyed by the perpetrators increases the risk for defenders. The campaign against Abelino follows a well-established pattern of criminalisation of human rights defenders in Guatemala.

Abelino spent over two years behind bars falsely accused of arson and other crimes. He was found innocent of all charges in April 2019. Later that year, he was awarded the Trócaire Romero Award for his defence of human rights.

Sadly, the Guatemalan Public Prosecutor's Office lodged an appeal against his acquittal, early in 2021. Keeping Abelino

embroiled in a criminal process handcuffs his ability to carry out his work in defence of the indigenous Q'eqchi people.

According to Abelino Chub's defence, "it is clear that this continues to be a case of criminalisation and a strategy for dispossession of Q'eqchi lands".

Thankfully, justice was delivered as the appeal against Abelino's acquittal was rejected by the courts. Trócaire has provided the essential funding for Abelino's legal defence, without which he wouldn't have been able to defeat this attempt to re-imprison him.

Despite the ongoing harassment, intimidation and threats of re-arrest, Abelino remains undeterred to continue to struggle for his community.



Broadcaster John Creedon presents Guatemalan activist Abelino Chub Caal with Trócaire's Romero International Award in Cork City. (Photo: Gerard McCarthy)

PROTECTING HUMAN RIGHTS

6 COUNTRIES 107,000 PEOPLE



Number of people directly supported per country*



Guatemala: 15,000



Pakistan: 6,000



Honduras: 4,000



Palestine: 13,000



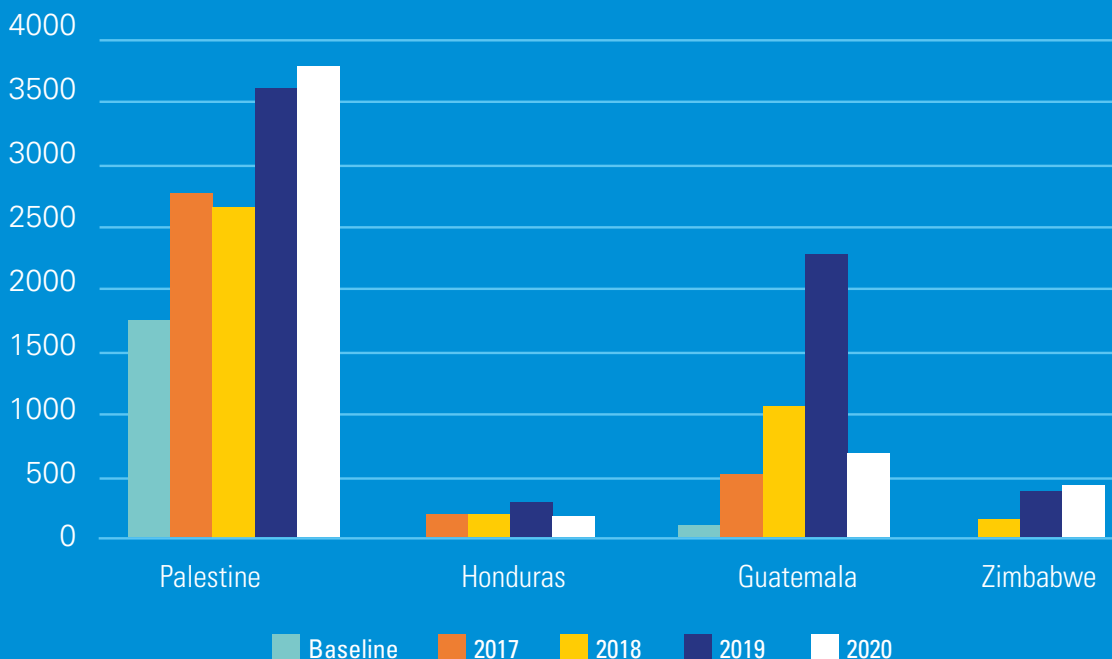
Nicaragua: 2,000



Zimbabwe: 65,000

*All figures rounded to their nearest thousand

Total Number of Actions



This graph charts the number of actions taken by men, women and communities to access justice and assert their rights. Actions can include legal aid, dialogue, human rights monitoring and solidarity actions. The deteriorating human rights picture is reflected in the upward trend of actions in four of the countries where we work. In Guatemala and Honduras, actions dropped significantly in 2020 because of Covid-19 restrictions. Human rights monitoring was impacted and communities were unable to meet to assert their rights.

GOAL 2: EQUITABLE ACCESS TO AND USE OF RESOURCES

Outcome 1: People living in poverty, particularly rural women, benefit from the sustainable use and management of natural resources.

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

This work supports the Sustainable Development Goals, including:



Climate change continues to have its most devastating impacts in poorer countries, while marginalised groups are routinely denied access to vital natural resources.

A lack of access to basic resources such as land, food and water traps millions of people in extreme poverty. We work with communities to ensure they have access to land and water, as well as the knowledge and equipment necessary to provide income and food for their families.

Climate change continues to have its most devastating impacts in poorer countries, while marginalised groups are routinely denied access to vital natural resources. Work under this goal area focuses on building community resilience to the impact of climate change and ensuring people's right to access and use natural resources, particularly land and water.

Last year, our programmes under this goal area supported 301,000 people in 13 countries: DR Congo, Ethiopia, Guatemala, Honduras, Kenya, Malawi, Myanmar, Nicaragua, Pakistan, Rwanda, Sierra Leone, Uganda and Zimbabwe.

2020 was an incredibly challenging year. The Covid pandemic affected all of the countries we work in, pushing millions further into poverty and food insecurity. Covid lockdowns affected people's ability to access markets and seeds, and in a number of countries was used to restrict human rights including the right to natural resources.

The Covid crisis landed on top of existing crises, many linked

to climate change. Heavy rains in Rwanda, drought followed by hurricanes in Central America, and huge locust infestations in Africa decimated food production. In the Democratic Republic of Congo, continued conflict and insecurity limited the ability of people to access their fields and negatively impacted their livelihoods.

An ongoing challenge is the promotion of economic and agricultural models that threaten the existence of smallholder farmers. Furthermore, powerful links between private companies and corrupt government agents has led to the criminalisation of many of those defending the resource rights of their communities, including women and indigenous people.

Despite all of these challenges, our programmes have managed to still have significant impact in the last year.

A key aim of our work is to diversify the diets of families and remove over-reliance on one crop. The trend across our programmes is that people are eating more nutritious and diverse diets.

For instance, in Nicaragua, 78% of people are now eating foods from at least eight different food groups. This is due to nutrition education alongside the introduction of more vegetables and tropical fruits being produced in people's own backyards and plots. In Malawi, 29 seed banks

benefiting over 2,000 people enabled households to have a sustainable source of seeds across diverse food groups.

We have also seen an increase in access to water. In four countries, 18,655 people gained better water access using sustainable systems including water harvesting and communal water resource protection.

547 community committees across eight countries were supported to protect and enhance the productivity of their natural resources in 2020. This is improving their water supply, soil moisture against droughts and preventing erosion and the threat of landslides.

Our partners also focus on diversifying income sources so people are not overly reliant on crop production. Progress on income generation activities has been seen in seven out of eight countries measured.

Successful actions were also supported in the last year to defend resource rights. We support communities to confront powerful government or corporate entities that seek to deprive them of their right to land, water and even identity.

In Honduras, the community of Azacualpa were supported in a legal case against a Canadian gold mining giant. The company was illegally exhuming corpses from the local cemetery as part of their mining operations. A significant victory was achieved in late 2020, when the Supreme Court of Justice ruled that the exhumation was illegal and prohibited further exhumations.

In Myanmar, a strategic litigation case was taken against a tin mining company that polluted the Pauk Tine River in the Tanintharyi region. A National Court awarded compensation to the farmers affected and

our partners are now seeking a reversal of the environmental damage caused.

In Kenya, four communities in Turkana secured registration of their community land. This provides recognition and protection of their right to collectively use, manage and administer communal land.

Access to land often has gender dimensions. In Uganda, for example, customary practices often discriminate against women. Our partners have worked with communities there to strengthen knowledge on gender sensitive processes for land conflict resolution.

Looking ahead

Supporting communities to access natural resources and strengthening their ability to use those resources effectively in the face of worsening climate change are key to our new strategic plan. Under this new plan, we have aligned our work on natural resources more closely with our human rights programming.

Our new organisational strategy continues to focus on climate and environmental justice. This will encapsulate all of our work supporting communities to sustain their livelihoods, to mitigate and adapt to the impacts of climate change and environmental degradation and recover from crises. We will also work with farmers, many of them women, to enhance their ability to engage with and benefit from markets and to influence policies and processes that impact on their livelihoods.

Mallicha Wario drinks water from a Sawyer water filter provided by support from Trócaire. This will provide clean water for her family in southern Ethiopia. (Photo: Barnaby Skinner)



WHERE THE DEAD CAN FINALLY REST IN PEACE

All Floresmira Lopez wanted was for her late father to rest in peace. She did not expect to be on the frontline resisting the global rush for natural resources that often prioritises profit over people and the planet.



Floresmira Lopez from Azacualpa in Honduras. (Photo Garry Walsh / Trócaire)

Yet this is what happened when a mining company starting digging up bodies in her community's cemetery to access gold deposits below the graves.

Floresmira (59) lives in Azacualpa, Honduras, which is right beside the San Andreas open-cast mine. Operated by a Canadian company, Aura Minerals, huge quantities of gold have been extracted since the 1980s. There is still more gold to be extracted, and even the dead

were not going to stand in the way of the goldminers.

That's until Floresmira and other community members won a landmark legal action in Honduras' highest court to stop the exhumations. It represents the courage and perseverance of the community against powerful big business.

Her father's remains lie in the cemetery, which is at the top of a hill near Floresmira's home.

"He was tender, he was a lovely man," she says of her father who passed away eight years ago.

Floresmira explained that she was at home when she heard that the mining company was digging up her father's grave to access the gold deposits below. She raced to the cemetery, grabbed a stick and, with her children, insisted the workers place her father's body back in his grave.

"I didn't want them to take him out," she said. "I stood there and told them to put him back."

Families in Azacualpa town have buried their dead in the cemetery for 200 years. Therefore, Floresmira was not alone in objecting to the exhumations. Local community members, families of some of the deceased, and the local parish priest all spoke out in resistance.

Floresmira and others launched legal action against the local municipality for allowing the exhumations to take place without their consent. Through our local partner MADJ, Trócaire was among the organisations who supported the action.

After a lengthy legal battle, the Supreme Court in Honduras ruled in the community's favour. The company cannot exhume bodies from the cemetery.

"I am happy that they are not going to pull out my father again," said Floresmira. "I will always be there for him. No one will pull him out."

The victory brings hope to communities around the world who are resisting the actions of big businesses which trample on human rights in the pursuit of profit.

In Honduras, there are many more communities at risk of losing their land due to mining projects. Since a military coup in 2009, much of the natural wealth of the country has been opened up to global big business for extraction. Local communities are not consulted about these large projects and see no benefit from the abundance of natural resources on their lands. Furthermore, industries often damage community's resources by polluting the environment.

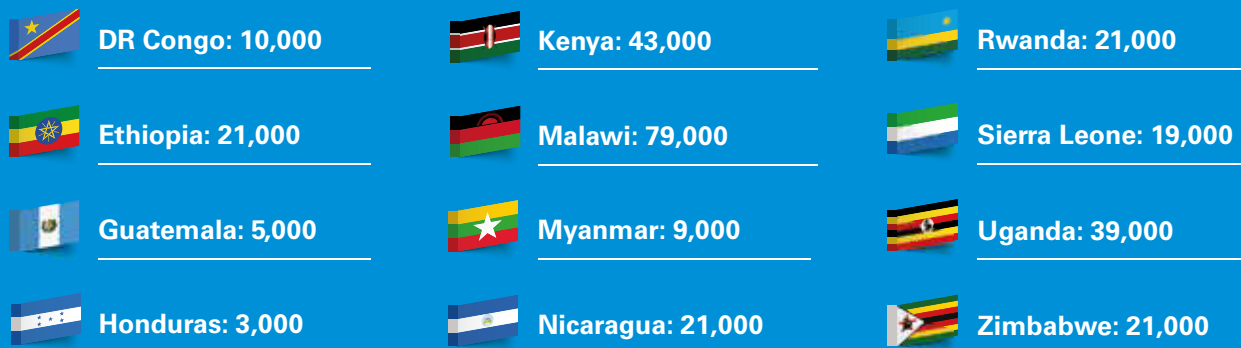


ENHANCING RESOURCE RIGHTS

13 COUNTRIES 301,000 PEOPLE

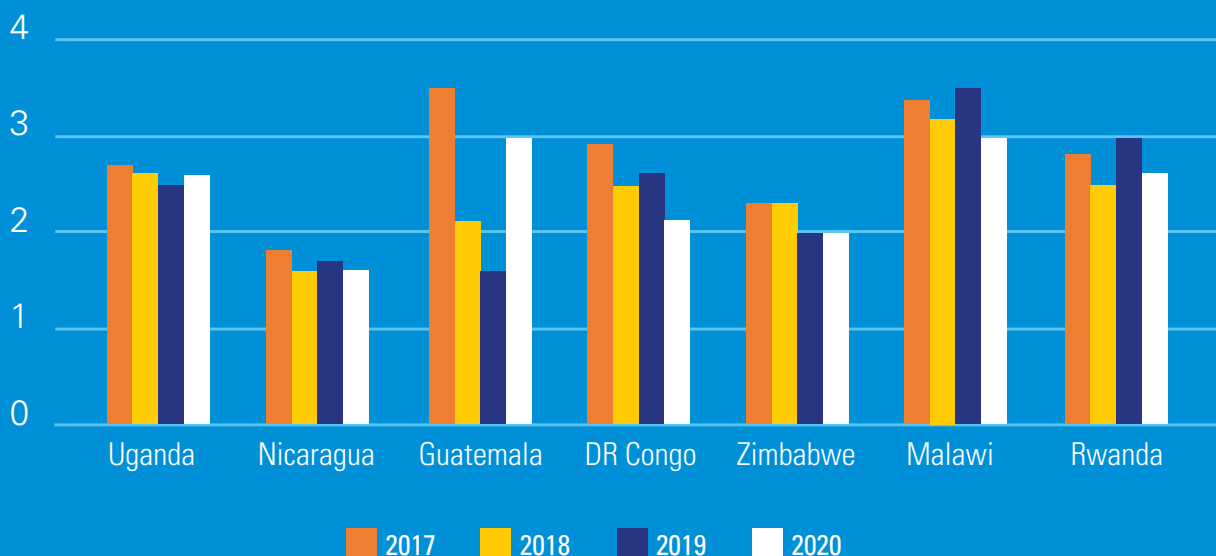


Number of people directly supported per country*



*All figures rounded to their nearest thousand

Food security amongst female headed households



This index ranks food security on four levels:

- 1) Secure,
- 2) Stressed,
- 3) Crisis,
- 4) Emergency

The lower the number, the greater the food security. Food security continues to be a challenge for farming communities. Although progress is slow, in general the trend is towards increased food security.

GOAL 3: WOMEN'S EMPOWERMENT



Lidy Kaswera (50) speaks out against sexual violence in her community in Bahaha village, Ituri province, East DR Congo. Lidy is a member of a protection committee in the village to support survivors of violence and seek justice. Photo: Garry Walsh / Trócaire

Outcome 1: Women, particularly young women, are participating in formal and informal decision making at all levels.

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

This work supports the Sustainable Development Goals, including:



Our women's empowerment programmes support women to increase their voice and influence in decision-making at family, community and national level. We aim to transform unequal gender norms, behaviours and structures that perpetuate gender inequality. We also work to reduce the risk of sexual and gender-based violence (SGBV) and respond effectively to SGBV using a survivor-centred approach focused on women and girls.

Last year, our work under this goal area supported 278,000 people in 14 countries: DR Congo, Ethiopia, Guatemala, Honduras, Kenya, Malawi, Myanmar, Nicaragua, Pakistan,

Palestine, Rwanda, Sierra Leone, Uganda and Zimbabwe.

Programming across all countries in 2020 was shaped and influenced by the Covid-19 pandemic and resultant restrictions. These restrictions are particularly challenging for much of our women's empowerment programming, which traditionally relies on communities coming together in collective spaces for training, education and peer support. Social distancing meant we had to switch to virtual and online engagement in many contexts. This was challenging given the digital divide between women and men in many countries.

Our women's empowerment programmes support women to increase their voice and influence in decision-making at family, community and national level.

We work to enhance women's voices, agency and participation in decision-making that impacts their lives. In Myanmar, prior to the military coup, we reported increases in women's confidence with respect to raising their voices, protecting their rights and accessing resources as a result of our programme.

Ethiopia recorded similar improvements, with our programme noting particular success with gender rights awareness-raising and life-skill training.

We work with women and men to challenge negative attitudes towards women being involved in decision-making. In Kenya, the proportion of women and girls in our programme who have a say in decision-making at household level rose from 66% to 72% in 2020. In decisions on major household purchases such as land, a car, house and farm, the proportion rose from 57% to 62%.

In Sierra Leone, 81% (229 out of 284) of women and 68% (99 out of 146) of men in our programmes demonstrate positive attitudes towards women participating in decision-making. This is an increase from 47% and 39% respectively in 2017.

Sexual and gender-based violence remains a pervasive reality for women and girls globally. The pandemic led to restrictions on movement, a loss of income and increased stress.

As a result, women faced an increased risk of violence - particularly domestic violence - as well as the threat of harmful practices including female genital mutilation and early, forced and child marriages.

Given the limited ability to offer consistent face-to-face programmes, programmes had to make significant adaptations to reach and support women at risk of and women living with SGBV.

Examples of successful adaptations can be drawn from Zimbabwe where our local partners, MUSASA and CONNECT, moved their face-to-face services to phone-based services, opening an emergency hotline to support new cases. The availability of online counselling and the establishment of the toll free helpline made counselling accessible to survivors during restrictions, with a total 1,245 survivors receiving support.

To address the challenge of access to technology faced by many women, women's group focal persons in 21 communities in Sierra Leone were provided with mobile phones and telephone credit to provide women in need of support with access to the newly established psychosocial support phone line.

A similar process was undertaken in Nicaragua, where community members were provided with mobile phones to create an active communication network that would make it

easier to protect women and children facing SGBV.

The sharp increase in demand, the establishment of free-phone support lines and the provision of remote psychosocial and legal aid support led to a significant increase in the number of women and girls supported in this area in 2020.

Looking ahead

Under the new organisational strategic plan (2021-2025), women's empowerment will continue to be central to Trócaire's work. At the core of this work is our goal that women and girls in communities where we work experience increased safety, psychosocial well-being, meaningful and active participation and leadership in all spheres.

Our key strategies for delivering this goal will be to train and support women to increase their voice, support women at risk of violence, and work with both women and men to change attitudes towards women's involvement in decisions and their right to live free from violence.

As part of the wider organisational strategy, we will also focus on bespoke strategies for supporting women human rights defenders and women living through conflict.

| “THERE IS A BETTER DAY TOMORROW”

The sounds of quiet conversation and the rhythm of sewing machines gently fills this small room in Ethiopia’s capital city of Addis Ababa.



Wubit Abelo (23), in Ethiopia, is enthusiastic about the sewing project that’s changing her life. (Photo: Barnaby Skinner)

Through a Covid mask-making project with local Trócaire partner Timret Lehiwoh, the women behind the machines hope it will be the sound of their futures through the new sewing skills they are learning. 23-year-old Wubit Abelo is among them.

When coronavirus reached Ethiopia, Wubit began to despair. Access to basic household items was reduced, transport shut down, and the ability to buy and sell changed dramatically as local markets closed. Wubit lived in fear of the health risks to her three-year-old son Anania, and to what might happen if her family was left with no income. There is no government support for them.

Then in this time of worry came an unexpected opportunity. A new market that was previously unavailable – mask-making – plus training and sewing machines to use, gave Wubit and her family a glimmer of hope. The mask-making project has become a modest but vital source of income to Wubit.

Her dreams for the future are firmly set: to have her own business making cultural dresses by her own hand, to make sure her son can have a good education, and to provide for her family.

Ethiopia is like many countries in the developing world that operate on very traditional lines. Typically, this includes a very limited role for women to play in their communities and wider society. Decision-making is generally carried out by men with little or no involvement of women.

Our women’s empowerment programme helps women in Ethiopia to be more socially and economically empowered. By helping women like Wubit to generate an income, they can become more economically self-sufficient. It helps women to exercise greater control over their lives at the individual, household and community levels.

“There is a better day tomorrow” says Wubit. Wubit embodies this positive mantra, even in the hardest of times, like so many of the resilient and hardworking people we support in our women’s empowerment projects in Ethiopia.

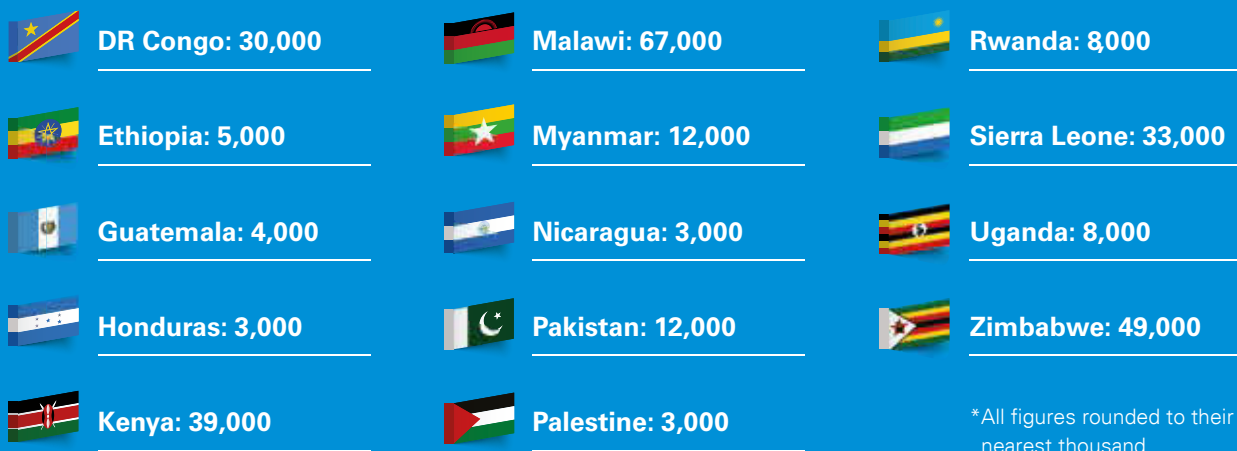


SUPPORTING WOMEN

14 COUNTRIES 278,000 PEOPLE

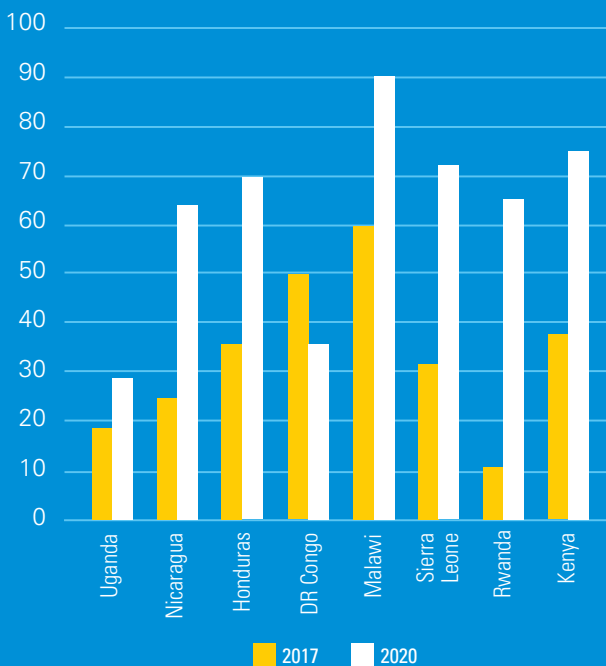


Number of people directly supported per country*

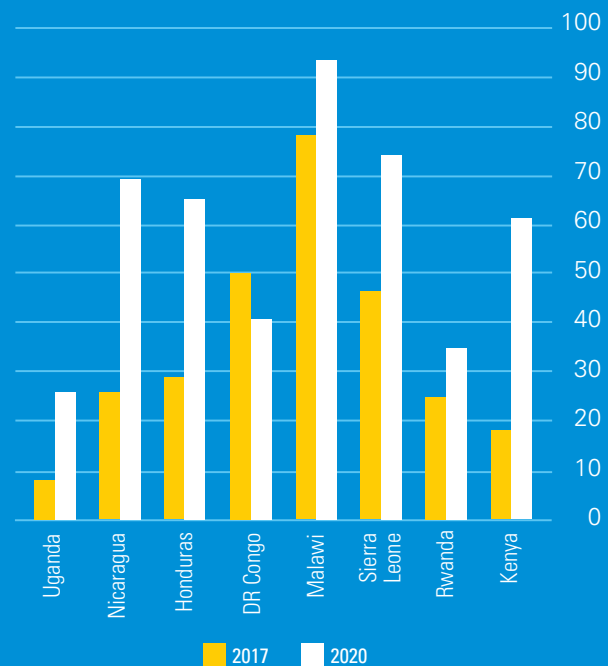


*All figures rounded to their nearest thousand

% of women who believe it is wrong to commit violence against women and girls



% of men who believe it is wrong to commit violence against women and girls



This indicator tracks the proportion of men and women participating in our gender programmes who hold beliefs that lead to gender inequality and gender-based violence. Awareness that violence against women and girls is wrong has increased significantly in seven out of eight countries. Only one country, DR Congo, shows a downward trend. The upsurge in violence in 2020 and increased human rights violations in the province where we work could be a contributing factor.

GOAL 4: PROTECTION OF HUMAN DIGNITY IN HUMANITARIAN CRISES

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

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

This work supports the Sustainable Development Goals, including:



Trócaire's humanitarian programmes seek to protect human life and dignity in the face of humanitarian crisis, as well as supporting communities to prepare for and reduce the impact of future humanitarian crises.

Trócaire's humanitarian programmes seek to protect human life and dignity in the face of humanitarian crisis, as well as supporting communities to prepare for and reduce the impact of future humanitarian crises.

Last year, our work under this goal area supported 2.1m people in 25 countries (see page 31).

Globally, humanitarian need is rising around the world, driven by a rise in conflict and the worsening impacts of climate change. Last year, however, the Covid-19 pandemic forced Trócaire to respond to the same crisis in all our countries of operation for the first time. The pandemic forced an urgent intervention as we worked with partners and communities to respond through public health initiatives.

Trócaire's humanitarian and development teams worked closely with our country teams and partners to adapt to the new Covid-19 context. Working through local partners, we continued to provide life-saving support and adapt to dynamic and ever-changing circumstances as the pandemic unfolded.

While responding to Covid-19, we also had to respond to a number of sudden or ongoing humanitarian crises. Our largest ongoing humanitarian programmes around the world are in countries affected by conflict (for example, DR

Congo and Somalia) or climate change (for example, Kenya and Zimbabwe).

Approximately 290,000 people were supported with humanitarian assistance in Somalia in 2020/21. Life-saving nutrition interventions led to treatment and cure of acute malnutrition in over 17,000 children and 3,588 pregnant and lactating women. This is part of a wider humanitarian programme that provides critical support in health, nutrition, education and emergency food security in an area that is beset by conflict. Flare-ups in the chronic insecurity in Somalia, alongside Covid-19, presented severe challenges to our programmes in 2020.

Elsewhere, in the conflict-affected South Kordofan region of Sudan, 156,467 people received essential health and nutrition support.

In late 2020 large scale ethnic conflict broke out in Tigray region of Ethiopia, displacing thousands of people. Sexual violence, including rape, has become a weapon of war in the conflict. Trócaire responded by providing psychosocial support to people and communities affected by the conflict, along with the delivery of temporary shelter materials, blankets, sleeping mats, cooking items and hygiene kits for families displaced by and made homeless by the conflict. Socio-economic conditions in Lebanon deteriorated dramatically. Beirut, where Trócaire supports Syrian

Trócaire and Irish Aid partnered to provide emergency supplies to people displaced by fighting in eastern DR Congo. Supplies included blankets, mosquito nets and tents.

refugees who have had to flee their homes because of conflict, saw a huge explosion in August which killed hundreds of people and left hundreds of thousands homeless. Working with our local partners, we supported over 13,000 Syrian refugees in Lebanon last year.

In addition to long-running humanitarian crises, new crises emerged in 2020/21. Central America was hit by two hurricanes in the space of two weeks in November 2020, leaving millions of people in need of humanitarian assistance in Honduras, Nicaragua and Guatemala. Working with local partners, we brought humanitarian assistance to 180,000 people in Central America in response to these cyclones and other issues prompting humanitarian interventions.

Vulnerable people, including young girls, are often at particular risk at times of humanitarian crisis. Trócaire provides protection support specifically focused on keeping vulnerable people safe during crisis contexts. Approximately 9,000 vulnerable people, predominantly women and girls, received specialised protection support in eight countries. This ranged from psychosocial support to individuals or groups, health responses for victims of gender-based violence, legal aid, emergency cash support and skills training for women.

Our protection work supported women to cope in very difficult circumstances. For example, in South Sudan 71% of women participants in group-based



psychosocial support maintained or improved their coping capacity. Psychosocial sessions adapted to the Covid context by using socially distanced groups in Myanmar and South Sudan and WhatsApp groups in Lebanon.

As well as providing humanitarian aid in our core countries of operation, Trócaire also responds to emergency situations in countries where we do not have a presence by funding local organisations, including those from the Caritas network of Catholic relief agencies.

In total, we provided humanitarian relief in six countries where Trócaire does not have an ongoing presence: Bangladesh, Ecuador, India, Indonesia, Mozambique and Yemen. These interventions can range from grants to support specific projects targeting a small number of people (Bangladesh, Ecuador, Indonesia) to larger grants supporting several thousand

people (India, Mozambique, Yemen).

Looking ahead

While it is expected the Covid-19 crisis will ease in many parts of the world over the second half of 2021, that will not be the case for many countries in the developing world, where a shortage of vaccines coupled with the devastating economic impact of the pandemic will ensure a prolonged crisis.

We anticipate food shortages will continue in many countries, as the longer-term impact of Covid restrictions will combine alongside drought and other weather extremes to reduce food supply.

The pandemic has also led to a stagnation of longer-term capacity-building activities to help communities to become more resilient to the threat and likely impact of humanitarian disasters. A renewed focus on these activities will be required in 2021/22.

HOW A PANDEMIC FORCED FAMILIES TO GO TO BED HUNGRY

Janvier and Sandrine both lost their jobs due to the Covid-19 lockdown in Rwanda. With no income and their food running out, they began to skip meals to keep the children fed.

"We started hating ourselves and our children were complaining to us about food," says Janvier. "My wife and I felt no hope."

Thankfully, hope has returned again to the family now due to food supplies being provided by Trócaire's local partner organisation, Kibungo Justice and Peace Commission (CDJP).



Janvier, Sandrine and their children outside their home in eastern Rwanda.

The family lives in Kirehe district in eastern Rwanda. Janvier and Sandrine have two girls, aged 10 and 7.

Trócaire's partner, Kibungo Justice and Peace Commission (CDJP), had supported the family before. When heavy rains collapsed the roof of their home, CDJP provided iron sheets to build a new house.

However, hard times returned to the family since the arrival of Covid-19 in Rwanda. Janvier worked as waiter and Sandrine was a cook in a local bar. When the pandemic forced the closure of businesses, they both lost their only source of income.

Without any income, they had to ration out their supplies – eating porridge at 10am and having nothing to eat again until the next morning. Some days they ate nothing at all, and eventually Janvier and Sandrine stopped eating completely, so that at least they could provide something for the children.

"The little we could get was reserved for children and the two of us would sleep hungry," said Janvier.

Trócaire's local partner Kibungo CDJP have provided emergency supplies to Janvier and Sandrine.

The family has received maize flour, beans, soap and other non-food items. They can now feed themselves and their two daughters. They have also been informed about hand-washing and information about how to prevent the spread of the virus.

"My family is very happy for these items we received, particularly for the food," he said. "I thank Trócaire and CDJP Kibungo for the relief support they have given to me, and pray for whatever they do."

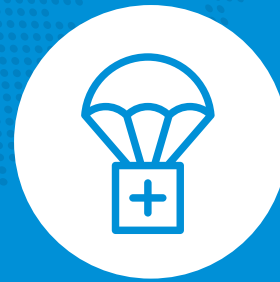
The story of Janvier is not unique. Covid-19 led to millions of people working in insecure employment losing their jobs. Through the generous support from Irish Aid and the Irish people, Trócaire and our partners are supporting people around the world to survive this crisis.

As well as providing food to people who have lost jobs or are in quarantine, we are also providing a range of other responses. This includes funding public health messaging, providing protective equipment for medics, supplying soap and hand-washing facilities, and the provision of medical isolation facilities for people reporting symptoms of the virus.




























DELIVERING HUMANITARIAN SUPPORT

25 COUNTRIES 2,100,000 PEOPLE



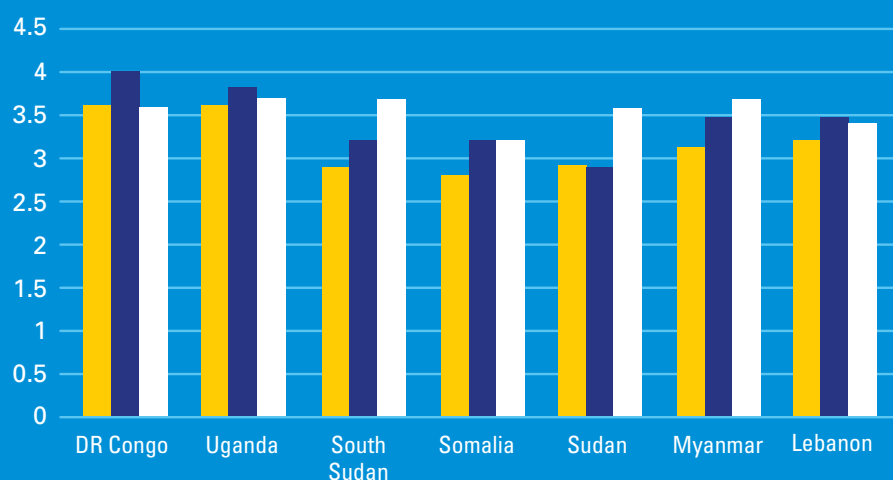
Number of people directly supported per country*

 Bangladesh: >1,000	 Kenya: 146,000	 Rwanda: 11,000
 DR Congo: 524,000	 Lebanon: 13,000	 Sierra Leone: 103,000
 Ecuador: >1,000	 Malawi: 16,000	 Somalia: 289,000
 Ethiopia: 246,000	 Mozambique: 4,000	 South Sudan: 15,000
 Guatemala: 56,000	 Myanmar: 110,000	 Sudan: 165,000
 Honduras: 33,000	 Nicaragua: 39,000	 Syria: 29,000
 India: >1,000	 Pakistan: 11,000	 Uganda: 227,000
 Indonesia: >1,000	 Palestine: 5,000	 Yemen: 2,000
		 Zimbabwe: 25,000

* All figures rounded to their nearest thousand

Community satisfaction with humanitarian support provided

2018 2019 2020



We assess programme participants' satisfaction with any humanitarian assistance that has been provided. Satisfaction is ranked on a scale of 1–4, (1 not satisfied and 4 very satisfied). Average levels of satisfaction in 2020 across seven countries where we work indicate high levels of satisfaction. In Uganda, South Sudan and Myanmar, participants expressed satisfaction in particular with the support provided in relation to Covid-19. Dissatisfaction with the use of vouchers in Lebanon has been addressed and the team switched to in-kind distributions.

GOAL 5: PEOPLE AND LEADERS IN IRELAND ACTING FOR A JUST WORLD

Outcome 1: The Irish public is informed, educated and takes action on the root causes of global injustice.

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

This work supports the Sustainable Development Goals, including:



Our public engagement work encapsulates our engagement, both face-to-face and digitally, with parishes, schools, third level institutions and other community groups.

Trócaire's dual mandate means that as well as providing support to people in the developing world, we also focus on educating and engaging people in Ireland on global injustice. Engaging with the public and with policy-makers in Ireland on issues of global justice is core to our mission and mandate.

Our public engagement work encapsulates our engagement, both face-to-face and digitally, with parishes, schools, third level institutions and other community groups. It also includes our work in highlighting global justice issues in the media and on our own digital channels and advocating for change at Irish, EU and International levels in support of global justice.

Among our key advocacy priorities in 2020/21 were investment in Ireland's overseas aid budget and the advancement of our campaign for Ireland to support a binding UN Treaty on Business and Human Rights.

Following positive political engagement and campaigning, The Programme for Government included a number of Trócaire priorities, including a commitment to reaching 0.7% of GNI for overseas aid, a commitment to strengthen Ireland's legislative framework on climate action, and also to consider mandatory human rights due diligence for business. In its allocations for Budget 2021, Ireland increased its investment in overseas aid.

There were a number of other policy successes: Ireland joined the EU bloc of countries pushing for further EU engagement on business and human rights, and the Government committed to develop a new action plan on business and human rights.

One of our key digital initiatives was the development and launch of a new Trócaire website. Our website is a vital tool for effectively communicating the issues facing the communities we work with around the world. In 2020/21 we saw significant increases in engagement and income through our website.

In addition, we saw a huge increase in our social media engagements, which rose to over 6.8 million. Our digital engagement complements the work we do with national and regional media, where Trócaire continues to have the largest presence of any Irish international development organisation.

Trócaire's public outreach is a vital component of our dual mandate. This work is focused on campaigning and activism, development education, volunteering and working with parishes and dioceses across the island of Ireland.

Despite the global pandemic significantly limiting our ability to deliver our outreach face-to-face, we moved quickly and effectively online and adapted our programmes to avail of the many opportunities of the digital world. Throughout the year, we

reached over 122,000 people through all of these digital channels.

Our campaigning and activism work further enhanced progress on our key advocacy priorities. Key to this was our constituency campaigning approach, which saw us mobilising Trócaire campaigners and volunteers to lobby their local representatives on advocacy priority issues to great success.

At parish level, we provided resources for use in online masses and held virtual engagement sessions for parish groups. We also held a range of seminars and online screenings to support our advocacy campaigns and wider public engagement work. One such webinar took 20 Bishops on a virtual tour of our work in Sierra Leone and South Sudan and was a very informative and engaging experience for all involved.

Our development education work continues to be a

cornerstone of Trócaire's public engagement programme. The overall goal of our development education work is that educators and students in Ireland play an integral role in building a just and sustainable world. We pivoted our activities to digital engagement and promotion of our digital resources to teachers for both remote and in-school learning. We continued to engage educators through initial teacher education and continuous professional development (CPD). During 2020, sessions were delivered to key third level institutions such as Mary Immaculate College, Maynooth University, regional ITs and St. Patrick's/DCU. A number of CPD sessions were also delivered to youth workers in Maynooth University through a games and development education course run with the National Youth Council of Ireland (NYCI).

Our volunteer programme focused on keeping our

existing volunteers engaged while face-to-face activities were not possible. Volunteers attended webinars on migration, environmental sustainability, Trócaire's response to Covid, our work in Israel and Palestine, and the enormous impact of the support we receive through our partnership with Irish Aid.

Looking ahead

The continuation of Covid-19 restrictions into 2021/22 has led to us maintaining our focus on digital engagement with parishes, schools and other key audiences in Ireland. Our intention is to move into a blended approach of digital and face-to-face once public health advice permits more traditional engagement initiatives. While digital has opened up new opportunities and, in some cases, larger audiences for public engagement work, our hope is to return to classrooms, universities and parish settings in 2021.



Niall Ennis returning his Trócaire box to Fr. Paul Thornton at a drive-thru Trócaire box collection in Brackenstown, Swords. (Photo: Mark Stedman)



Trócaire's volunteer programme encourages people across Ireland, north and south, to get involved in our work promoting and fostering a culture of global solidarity. Here, two of our volunteers speak about why they got involved and the sort of activities they have been involved with as a Trócaire volunteer.

Abosede Grace Ogunsanya

Having arrived in Galway with my husband and two young boys, I was looking to express my passion for social justice so I applied to volunteer for Trócaire in early 2019.

As a volunteer in Trócaire, I have been involved in a range of campaigns and activities, including the annual Lent talk in parishes in Galway, school talks, the Bloom Festival, Galway Climate Strikes and the Trócaire hut at the Galway Christmas Market, among others. In particular, I enjoy the opportunity to engage with diverse people on campaigns highlighting the situation of vulnerable people in Africa and elsewhere.

Volunteering with Trócaire has been both rewarding and gratifying. Helping with administrative work in the Galway office gave me a sense of purpose. What I appreciate particularly about Trócaire is the fact that there is a space for everyone—indeed, despite joining while nursing a six-week old baby, Trócaire found a space for me to flower and fulfil my dream of advocating for social justice. It is an experience that is worth your time and there is dignity in being associated with such a noble organisation.



Tony Devlin

I've had the opportunity to do so many different things with Trócaire. From hosting a refugee simulation for students, to sitting in the freezing sea at Dollymount Strand for a photo stunt. It's always different, and always rewarding.

Trócaire trains its volunteers well. You always feel equipped for the challenge.

Speaking with school students is particularly rewarding. If you're tired of cynicism, the remedy is to spend a morning in a primary school talking to kids. They are optimistic, fun and have boundless curiosity. Most importantly, they have a simple goodness which tired old adults can only envy.

Volunteering with Trócaire has been a revelation. It's life-affirming to spend time with like-minded people. There are so many good things I could say about Trócaire and about the people who work there.

THANK YOU FOR YOUR SUPPORT!



Clockwise from top left:

Actress and comedian Deirdre O'Kane helps Trócaire CEO launch the 2020 Christmas campaign, which focused on hunger as a result of the Covid pandemic. (Photo: Mark Stedman)

Siblings Anna (9) and Joseph (3) from Co. Galway launching Trócaire's Gifts of Love campaign in November 2020. (Photo: Andrew Downes)

Siblings Connla and Liadh Fallon from Drumcondra, Dublin, launching the 2021 Lenten Appeal. (Photo: Mark Stedman)

Tommy McKee (6) from Lisburn launching Trócaire's matched funding appeal with the UK Government. Donations made in Northern Ireland during Lent 2021 were matched by the UK Government. (Photo: Justin Kernaghan)

GOAL 6: INNOVATION, LEARNING AND IMPROVEMENT

Outcome 1: An environment of innovation and research is cultivated within Trócaire's programmes.

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

Outcome 3: Trócaire engages in evidence-based decision-making and continuous learning and improvement.

We believe in embedding a culture of continuous learning and evidence-based decision-making across our work.

Research, innovation and learning are core to how Trócaire goes about its work. We believe in embedding a culture of continuous learning and evidence-based decision-making across our work.

A key piece of research conducted in 2020/21 related to the development of our new strategic plan, 'Local Power, Global Justice'. This plan was developed throughout 2020/21 through widespread learning, reflection and research with partners and the wider sector.

The publication of this plan in March 2021 will lead to changes in our programme structure and focus and is evidence of how we engage in research and learning to guide strategy and decision-making. The two major shifts are to sharpen our focus around country contexts (specifically fragile and conflict-affected states; climate change and gender inequality; and human rights and democratic space) and to promote learning and practice on localisation.

We undertook a number of research projects in 2020/21 aimed at providing an evidence base for decision-making and continuously strengthening the impact of our work at community-level.

Through the CIDSE network of European Catholic social justice agencies, we engaged with Coventry University to analyse the international institutions' contributions to food system transformation. The first report,

'Finance for Agroecology: More Than Just A Dream?', found that public money channelled towards agroecology is insufficient.

Among the key findings of the report were that only 2.7% of EU funds channelled through United Nations bodies supported agroecology, with 80% of all funding supporting conventional agricultural approaches.

Trócaire continues to use this research to engage with EU and Irish targets to advocate for increased funding for agroecological programmes.

In Uganda, we worked with the Uganda Debt Network (UDN) to review local and national budget allocations for natural resource management. The report provided evidence to assist with advocating for a strengthening of natural resource management.

In June 2020, we released a research report analysing the impact of extractive industries on women in Guatemala, Honduras, Kenya and Myanmar. The study showed a clear need to address gendered impacts of large-scale land based investments and a key role for civil society organisations in supporting women and communities in raising their own voices.

The Covid-19 pandemic challenged Trócaire and our partners to innovate in order to both maintain our programmes in the face of a radically altered reality and also respond to



Honduran Human rights defender Juana Zuniga (38). A key piece of research in 2020 focused on the gendered impacts of extractive industries in Central America. (Photo: Jiulia Vuillermoz / Trócaire)

new and emerging needs at community-level.

The story of LVCT Health in Kenya on page 40 is illustrative of how partners adapted their programmes to respond to needs throughout the pandemic.

Restrictions reduced people's ability to engage and participate in community meetings. In Rwanda and Zimbabwe, we worked with partners to transfer their community training sessions to radio and social media. This increased the reach of the sessions and maintained contact with remote families in the face of travel and other restrictions.

Throughout this year, Trócaire continued to progress the use of mobile technology for data collection. This was particularly important for programme monitoring during the pandemic. The use of SMS was also

promoted in a number of countries to broadcast health messages. As civil society space was restricted, partners and human rights defenders were provided with additional training on digital solutions including on personal and digital security to support the continuation of essential human rights work securely.

Digital innovations were also evident in our work in Ireland, where we held online seminars, workshops and training sessions to maintain our engagement with students and other key audiences. We continued our pioneering use of gaming to support development education. Despite Covid restrictions, our Game Changers competition successfully challenged young people nationwide to use innovation and creativity to explore global justice.

Looking forward

Our key focus from an innovation, learning and improvement perspective will be implementing the organisation's new strategic plan (2021-2025). This plan sets an ambition to continuously learn and innovate. This includes the establishment of a localisation hub in Kenya to promote learning on partnership and localisation in our global programmes. We will promote learning and research across our new country classifications. Over the course of the strategic plan, we also aim to use information technology and digital more effectively to drive decision making and innovate in programmes.

GOAL 7: EFFECTIVE PARTNERSHIPS

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

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.

The Covid-19 pandemic highlighted the invaluable and central role of local organisations in providing humanitarian and development assistance.

Working in partnership with local organisations is fundamental to our values, beliefs and ways of working. Trócaire's commitment to partnership stems from the belief that development and humanitarian aid must be locally owned and driven by a vibrant civil society and the communities they represent and work with.

We work with over 400 local organisations of varying size, capacity and experience. This includes community-based organisations, local and national NGOs, missionaries, civil society networks, co-operatives and social movements. A list of Trócaire 50 largest partnerships by grant size is included on page 126.

In 2020 a number of initiatives aimed at evolving our approach to partnership came to a conclusion, resulting in an ambitious strategy on partnership and the localisation of aid. This was informed by several processes, including a partner survey and research on the localisation of aid in several countries. Our strategy was also informed by our experiences in Myanmar, Honduras and Sierra Leone of supporting local partners to take the lead in accessing donor funds with Trócaire providing a technical support role.

We welcome the increasing focus on power dynamics in our sector. These have brought into clear focus the need to strengthen efforts to rebalance the power between local and

international development actors and the need to truly shift power to the Global South.

This context and learning have informed a new partnership framework that we adopted in 2020. Our new approach will bring about sustained and systemic change in the role of local organisations in humanitarian and development processes. This framework has four pillars: increasing the voice and influence of partners; strengthening partner capacity; strengthening and deepening our relationships with partners; and supporting partners to access greater direct funding.

The Covid-19 pandemic highlighted the invaluable and central role of local organisations in providing humanitarian and development assistance. We witnessed local organisations adapt, innovate and persevere.

Close communication, coordination and support for partners was critical throughout 2020/21. This support was provided in new ways, with online workshops and meetings replacing traditional face-to-face support.

Our ongoing capacity strengthening work continued with partners in 2020. In Myanmar, following work on developing internal capacity strengthening plans, partners Kachin Conservation Working Group (KCWG) and Htoi progressed 70% of their planned improvements. Both partners developed key organisational

policies including safeguarding and code of conduct policies and took significant steps towards greater accountability by establishing feedback handling mechanisms.

Strengthening the Capacity of Local Organisations to Respond Effectively in Emergencies (SCORE) was an EU funded programme that we delivered in 2020. The programme was an 18-month project between Trócaire, Cordaid and 12 local partners in Ethiopia, Sierra Leone, Rwanda and DR Congo. SCORE promotes a leading role for local actors in humanitarian response by strengthening the capacity of local organisations to respond effectively to crises.

At the end of the programme, partners assessed themselves as improving in all thematic areas using the Partner Capacity Assessment Scores (PCAS) tool. Partners reported significant improvements, with digital data collection and cash transfer programming recording increases of 27%.

We sustained efforts towards amplifying the voice and influence of local and national NGOs by linking them into key coordination and advocacy mechanisms. In Rwanda, Trocaire has supported the establishment of an independent secretariat for the Climate Change and Development Network (RCCDN) to coordinate the efforts of various CSOs engaged in this area.

In Kenya, Trocaire brought partners Pamoja Trust, KLA and CJPC Lodwar into the Turkana Extractive Network, a forum of INGOs engaging on extractive work in Turkana County to facilitate a dialogue on resolution mechanisms around community land and conflict.

We continued to monitor and review our engagement with partners. A review of our work in Palestine and Israel included a survey of our nine partner organisations in the region. All nine agreed that the working relationship with Trócaire strengthens their work.

All nine also agreed that Trócaire was either extremely or very responsive to their needs.

In February, we awarded the Trócaire Romero Award jointly to LVCT Health in Kenya and Dr. Mike Ryan of the World Health Organisation to honour their efforts at local and global levels to keep people safe throughout the pandemic. Now in its third year, the Trócaire Romero Award is an annual award recognising the outstanding work of partners.

Looking forward

The establishment of Trócaire localisation hub in Kenya is a dynamic and very important step as we significantly increase our commitment to localisation. This hub will drive localisation across the organisation.

Separately, strengthening our support to women-centred organisations is a priority for us and is an area we will grow over the new strategy.



Yehuda Shaul of partner organisation Breaking the Silence meets former all-Ireland winner Oisín McConville in Jerusalem (Photo: Garry Walsh / Trócaire)

PARTNER IN FOCUS: LVCT HEALTH

In February 2021, LVCT Health, one of Trócaire's partners in Kenya, was named as co-recipient of Trócaire's Romero Award, alongside Dr. Mike Ryan of WHO.

The Trócaire Romero Award honours partners who have made an outstanding contribution to human rights. Dr. Lilian Otisio, LVCT Health CEO, explains how they responded to Covid-19 by protecting vulnerable young women.

"LVCT Health works with communities to prevent gender-based violence and HIV infections, as well as working with government to strengthen health systems. We're currently implementing a project with Trócaire to get girls back into school. This project provides education and peer-to-peer mentorship. When Covid came we had to quickly transition this project.

The pandemic led to containment measures including a nationwide curfew and restrictive movement. This led to loss of jobs, lack of income and increased cases of gender-based violence. It made the poor and vulnerable even more desperate. I remember hearing a lot about should I spend money on buying a mask or buying food? As you're giving instructions like buy masks, we have to recognise that people may not be able to afford that. A key lesson from Covid is

that we have to think of the most vulnerable so that we're implementing approaches that meet their needs.

We responded to the pandemic in different ways. We sustained the HIV and gender-based violence services that we were providing. We gave community education on Covid-19 through our one-to-one toll-free hotline and SMS messages. We also trained peer educators and community health workers to be the frontline to reach community members, as well as giving psychosocial support to health workers.

We also used some of our resources to provide nutrition support because people could not afford to buy food. This went alongside ensuring that those who are facing gender-based violence got services and facilities and the HIV clients were able to get their commodities delivered to them or find a way of getting access to the services. For example, we provide courier service to deliver anti-retroviral drugs (ARVs) or pre-exposure prophylaxis.

We already had 560 vulnerable girls in the Trócaire-funded Imara project. When schools closed, they went home with nothing

to do. Our staff thought through quickly what could happen and we transformed our safe spaces into formal learning centres where they could get online classes.

We were able to make sure that poorer community members in informal settlements and rural settings would be able to go to those centres to maintain their education. They also got nutrition packs and hygiene packs.

To give an example, Deborah, a 16-year-old girl from an informal urban settlement, had dropped out of school but through the project we got her back in school. When schools shut down, she felt quite hopeless and was lost for several weeks but she felt relieved that the programme staff kept checking in on her through phone calls and other ways.

When they were able to offer their online classes, she was very happy. She said that the introduction of virtual learning was timely and would like the classes to be sustained as she feels that sometimes the home environment is not conducive for studies.

Trócaire allowed us to adapt and respond to Covid based on the needs of the community. That ensured we were able to really address the emerging needs."

**Dr. Lilian Otisio,
CEO of LVCT Health**



CHANGING LIVES THROUGH PARTNERSHIP



Caritas Lebanon teams distributed hot meals and water to people in Beirut following the devastating explosion in August 2020. (Photo: Caritas Lebanon)



Lorena Eucenda of partner organisation CICESCT, who combat sexual exploitation and human trafficking in Honduras. (Photo: Giulia Vuillermoz)



Samuel Abandeno Anoalite, Water & Sanitation Assistant with Trócaire partner Caritas Wamba, shows the new latrines built in the school in Mabukulu village in Ituri province, DR Congo. (Photo: Garry Walsh / Trócaire)

GOAL 8: INCREASED SCALE AND INCOME

Outcome 1: Trócaire has increased and diversified institutional funding income.

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.

In 2020/21, we raised approximately €73.3m from the public in Ireland and our institutional funding partners. This represents a 15% increase from 2019/20 (€63.7m).

The loyalty and compassion of people all over Ireland, north and south, contributed to a very strong financial year. Donations from the general public rose by 21% last year, resulting in an incredible €27.8m donated to Trócaire. This figure is even more remarkable given the economic context due to Covid-19.

The first national lockdown struck in the middle of our 2020 Lenten Appeal. This could have had a catastrophic impact on our fundraising, as people were unable to return Trócaire boxes. We pivoted and escalated all our fundraising plans. Thankfully, people all over Ireland responded to our call to make their Lenten donation online, resulting in €8.1m in donations during Lent.

In a huge outpouring of support, the Trócaire group had a 98% increase in direct donations and committed gifts set up year on year. From 61,436 to 121,906 donations in support our Covid-19 interventions and ongoing life-saving work around the world worth an additional €4.9m. And a 40% rise in donations to our Christmas Appeal and Christmas Gifts campaigns.

In total, we raised €45.5m from institutional funding partners. Our most important institutional funding partner continues to be the Irish Government through Irish Aid. In 2020/21, we received €22.0m in funding from Irish Aid. This represents 48% of all our institutional funding and approximately 30% of all organisational income.

Other significant institutional funders included the European Union (€5.2m) and fellow members of the Caritas network of global Catholic relief agencies (€6.5m).

The Covid crisis has led to some governments cutting official development assistance (ODA) in response to domestic economic pressures. Trócaire welcomed the decision of the Irish Government to increase its ODA spend in Budget 2021. The Irish Government has also re-affirmed its commitment to reach 0.7% GNI by 2030.

Overall, the trends are worrying, however, and it is likely that there will be reductions in official development assistance at a time of ever greater need, leading to even more competition for funds.

The loyalty and compassion of people all over Ireland, north and south, contributed to a very strong financial year.



Looking forward

The impact of the global pandemic is likely to impact funding in 2021/22 and beyond. It is estimated that cuts to government aid budgets could result in an estimated decline of \$11-14 billion in net overseas development assistance.

We will strengthen relationships with key institutional donors whose areas of focus are aligned to our values and new strategic plan.

We aim to increase the number of people who would consider supporting Trócaire. We will adapt to an ever-changing

society, connecting with like-minded audiences and creating a better understanding of the work we do and the impact we make together.

Hkawng Nyo (42) and her family receive soap and information materials about preventing the spread of Covid from Trócaire's local partner organisation Htoi, a local women's rights organisation in Myanmar. Photo: Yawng Htang / RANIR

	2020/21	2019/20	2018/19	2017/18	2016/17
General public donations	€27.4m	€21.9m	€22.0m	€23.6m	€21.3m
Lent	€8.1m	€8.3m	€7.6m	€8.7m	€7.4m
Christmas	€3.2m	€2.3m	€2.3m	€2.1m	€2.1m
Committed Giving	€4.5m	€4.4m	€4.4m	€4.6m	€4.8m
Legacies	€3.2m	€3.8m	€3.9m	€3.3m	€2.8m
Other public fundraising*	€8.4m	€3.1m	€3.8m	€4.9m	€4.2m
Humanitarian appeals	€0.4m	€1.0m	€1.2m	€5.5m	€0.9m
Institutional funding	€45.5m	€40.7m	€45.8m	€45.8m	€40.1m

*Other public fundraising includes donations received in response to direct mail appeals, digital appeals and one-off donations not linked to Lent or Christmas.

GOAL 9: AN ACCOUNTABLE AND EFFECTIVE ORGANISATION

Outcome 1: Trócaire can be held to account by our key stakeholders for delivery of our commitments to them.

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

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

Accountability is one of Trócaire's five core values, and the organisation remains committed to expressing the principles, ideals and standards associated with it throughout our organisational culture, policies and practices.

Accountability is one of Trócaire's five core values, and the organisation remains committed to expressing the principles, ideals and standards associated with it throughout our organisational culture, policies and practices. To this end, Trócaire prioritises accountability at every level of the organisation to ensure it remains central to the actions of each individual who acts on our behalf.

In 2020, Trócaire's Accountability Steering Group conducted a review of global work in this area as part of broader reflections to inform the development of our new strategic plan. Consultations with staff and partners indicated that the organisation has clearly demonstrated its ongoing commitment to accountability by dedicating resources and taking action to strengthen specific bodies of work or approaches which support our accountability of to a diverse body of stakeholders. However, gaps remain, and findings from this review have been used to develop an ambitious plan designed to ensure we remain a sectoral leader in this critical area of work.

In this regard, Trócaire continued to chair the Caritas Internationalis Accountability and Protection Mainstreaming Working Group in 2020, playing a key role in the development of resources and driving capacity strengthening across the confederation. We also continued to prepare for the external certification of Trócaire

policies and practices against the Core Humanitarian Standard on Quality and Accountability (CHS). However, due to Covid-19 restrictions, the audit was deferred to 2021.

To support our ongoing efforts to ensure concepts, tools and resources which support accountability are operationalised within all elements of our work, Trócaire developed an Accountability & Programme Quality Framework which brings together multiple initiatives, international standards and approaches which support and strengthen all of our programmes and projects, both overseas and in Ireland. A self-assessment tool was developed and will be piloted over the course of 2021, with a subsequent global roll-out planned to support the development of country-level improvement plans that reflect the findings of Trócaire's global CHS audit.

Safeguarding people from exploitation and abuse remains a central tenet of our approach to accountability, as reflected in our institutional and programmatic policies, practices and approaches. Support provided by the Head of Safeguarding to countries and partners in 2020 included country visits (Kenya, DRC and Rwanda), remote guidance, online trainings and meetings with partners (Sierra Leone, Somalia, Guatemala) and support to all country safeguarding focal points who work directly with partners.

Being accountable also involves being transparent and ensuring best practice is adhered to across all our areas of operation. We are registered with the Charities Regulatory Authority, the Charity Commission of Northern Ireland and the Fundraising Regulator, as well as being members of various bodies including the Charities Institute of Ireland, Dóchas and BOND.

We have also signed-up to various voluntary codes aimed at ensuring best practice across the charity sector. These include Charities SORP, the Good Fundraising Guide and the Corporate Governance Association of Ireland's Code of Corporate Governance for NGOs. We have achieved 'triple lock' standard with the Charities Institute of Ireland in recognition of our best practice approach to financial reporting, fundraising and governance.

We believe we also have to be accountable for our carbon

emissions. Our Glas (green in the Irish language) initiative tracks our carbon emissions. Our total emissions in 2020 were 687 tonnes of CO₂, a reduction of 62% on our 2019 emissions. The Covid-19 crisis resulted in this radical reduction in our emissions. Our emissions from flights in 2019 represented 76% of our carbon footprint, reducing to 48% in 2020. Energy made up 21% of our footprint in 2020, road travel 16%, and paper 15%.

We will revise our carbon management strategy based on the significant reduction in our 2020 footprint.

Attracting and retaining skilled staff is crucial for the effective running of any organisation. Trócaire has been classified as a Great Place to Work since 2019. We operate a performance management system to ensure staff are clear on their objectives and that these objectives are SMART (specific, measurable, achievable, realistic and time-bound).

Looking ahead

In 2021 we will undertake an audit with a view towards receiving external certification against the Core Humanitarian Standard on Quality and Accountability (CHS). We will also pilot our self-assessment tool relating to our Accountability & Programme Quality Framework.

Accountability and staff empowerment are two cultural components of our new strategic plan. Another key area is equality, diversity and inclusion (EDI). We have initiated an external EDI advisory group to help guide us on our journey towards strengthening our practices towards equality, diversity and inclusion at all levels of the organisation.

2021/22 will also see us introduce a new HR system to the organisation to help employees access relevant information and better manage various processes.



Maria Teresa Osorio from Trócaire partner ADIVIMA provides food and hygiene supplies to Natividad Xitumul, survivor of the Chixoy massacre in Guatemala.



7 year old Joy-Faith washes her hands to prevent the spread of Covid. The home-made tap was made out of recycled household items. Photo : Denis Kioko / Trócaire

REPORT OF THE DIRECTORS

Structure, Governance and Management

REGISTRATION & CONSTITUTION

Trócaire is the overseas development agency of the Catholic Church in Ireland. The organisation was established to express the concern of the Irish Catholic Church for injustice in the developing world.

It is a registered charity in the Republic of Ireland (charity number CHY 22508), granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act 1997 and with a Charities Regulatory Authority Number 20204842. Trócaire was registered as a company with the Companies Registration Office (CRO) in Ireland on 21st November 2019. Trócaire's Company Number is 661147.

Trócaire was previously governed by a trust deed dated 18 December 1973 and is now governed as a company limited by guarantee (CLG) with a constitution, memorandum and articles of association dated 18th November 2019.

A transfer agreement was made between the trust and the company to transfer all operations, assets, contracts, liabilities, branches, and its subsidiary (Trócaire Northern Ireland) from the trust to the company on 1st March 2020, on the first day of the financial year for this annual report.

GROUP STRUCTURE

Trócaire has one subsidiary company called Trócaire (Northern Ireland). It is a registered charity in Northern Ireland (Charity Commission Number NIC 103321), and it is a company limited by guarantee registered in Northern Ireland (Company Number NI021482) on 20th April 1988. On 3rd April 2020 the Charity Commission for Northern Ireland approved the agreed amendments to the Trócaire (Northern Ireland) memorandum and articles of association to reflect the incorporation of Trócaire group. Trócaire (Northern Ireland) has five directors (trustees) and one company member, which is the parent company.

Trócaire registers its country offices with the appropriate national authorities in the countries where it operates. These country offices are branches of Trócaire.

At the year end 29th February 2020 Trócaire used merger accounting principles under Charities SORP to report the financial activities of the Trust entity transferring all assets to the CLG, which was allowable under the Companies Act 2014.

Throughout this annual report financial information, activity reports and narrative information refers to the activity of the whole group except where specifically stated otherwise. The Trócaire (Northern Ireland) annual report is published separately and is available to view on the Trócaire website.

COMPANY MEMBERS

Trócaire's seven members during financial period 2020/21 and up to the date of approval of the financial statements

Archbishop Eamon Martin

Archbishop Diarmuid Martin (Retired 2nd February 2021)

Archbishop Kieran O'Reilly

Archbishop Michael Neary

Archbishop Dermot Farrell

Bishop William Crean

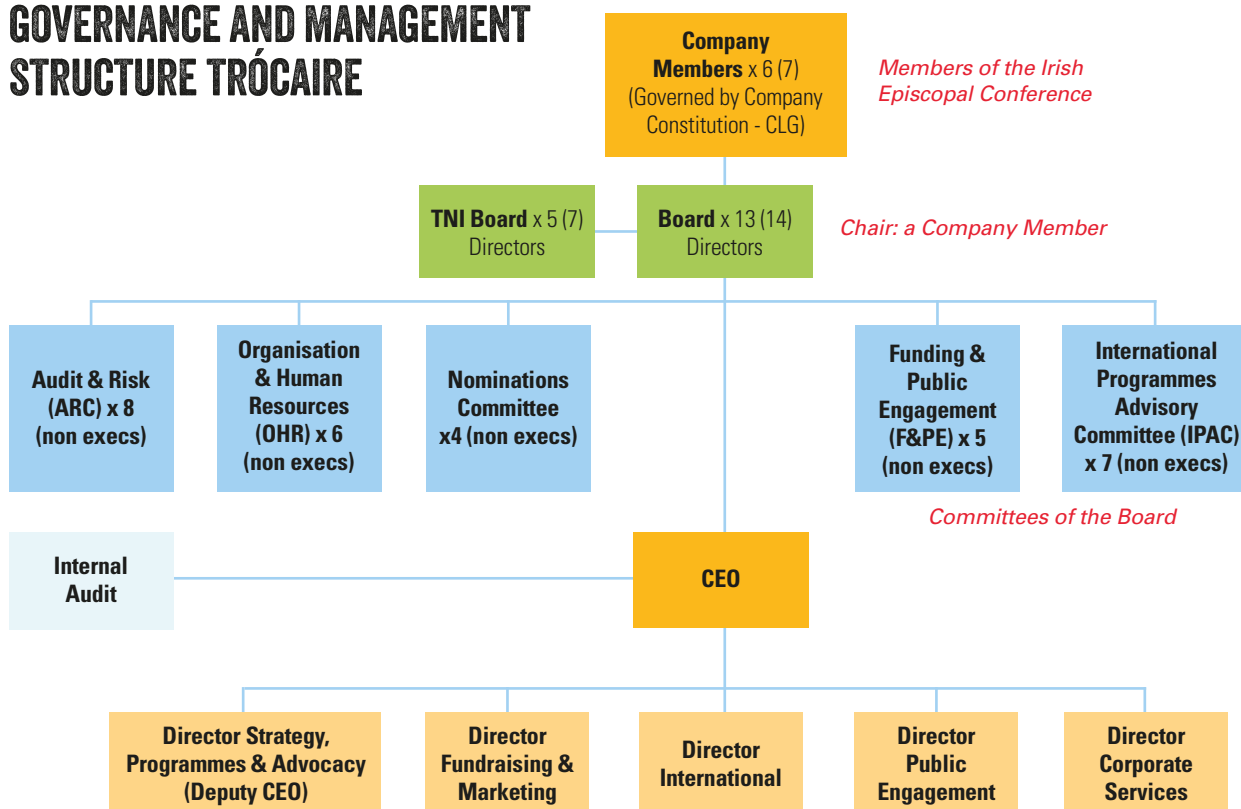
Bishop Noel Treanor

Trócaire's company members are appointed by the Irish Episcopal Conference. Company members approve the appointment of new company directors (trustees) and external auditors. Trócaire's Board consists of thirteen non-executive directors including three ex-officio positions.

Trócaire's 2020 Annual General Meeting (AGM) was held on 31st August 2020 via virtual platform.

The 2021 AGM will be held on 1st July 2021, this meeting will also be held virtually.

GOVERNANCE AND MANAGEMENT STRUCTURE TRÓCAIRE



Profiles of Trócaire's Board Members

Bishop William Crean (Chair of Board)	Bishop William Crean of Cloyne Diocese has been the Chairperson of Trócaire's Board since June 2013. He was ordained Bishop of Cloyne in January 2013. He was previously a parish priest in the Diocese of Kerry.
Archbishop Kieran O'Reilly	Archbishop Kieran O'Reilly SMA was ordained in June 1978. He has worked in Liberia and Nigeria. He became Archbishop of Cashel and Emly in January 2015. He is a member of various bodies, including the Episcopal Commission for Social Issues and International Affairs. He is Episcopal Secretary of the Bishops' Conference.
Harry Casey	Harry Casey is currently Executive Administrator of the Commissions and Agencies of the Irish Episcopal Conference. He worked for 18 years as a secondary teacher in St. Patrick's Classical School, Navan, Co. Meath. He also served as diocesan adviser for post primary catechetics in the diocese of Meath.
Annette Honan	Annette Honan is a qualified post-primary teacher who was Coordinator of Education and Campaigns with Trócaire between 1995 and 2002. Annette currently works for the National Council for Curriculum and Assessment (NCCA) with responsibility for curriculum development in a range of subjects.
Conall O'Caoimh	Conall O'Caoimh is the founder of Value Added in Africa (VAA), an Irish registered charity. VAA's mission is to build a channel into European markets for African-made goods. Conall has worked as a consultant to many Irish NGOs on planning, evaluation, policy, and funding projects.
David Donoghue	David Donoghue is a retired Irish Ambassador who was also Director of Irish Aid and Political Director in the Department of Foreign Affairs. From 2013-17 Ambassador Donoghue was the Permanent Representative of Ireland to the United Nations in New York. He served as co-facilitator (with Kenya) for the UN negotiations which led to the adoption of the 2030 Agenda for Sustainable Development in 2015.
Emma Murray	Emma Murray is a partner with PricewaterhouseCoopers LLP (PwC). She holds the position of audit partner for businesses and charities in the United Kingdom and Ireland. Emma has worked in professional services with PwC for almost 21 years. She is vice chair of Chartered Accountants Ireland – Ulster Society.

Karen Dillon	Karen Dillon is a chartered accountant specialising in risk management and corporate governance. She is Chief Risk Officer for AIB Merchant Services. She has previously worked with KPMG, AIB and Ulster Bank. Karen is also the lead tutor of a professional diploma at the Institute of Chartered Accountants.
Matt Walsh	Matt Walsh is Executive Director of Human Resources for AbbVie in Ireland. He was previously Director of Corporate Affairs with Trócaire. Matt was Associate Director of HR with Pfizer BioPharma. He has also worked for companies including Aer Lingus, Xerox, and Coca-Cola.
Rosemary McCreery	Rosemary McCreery has worked in international development since the 1970s. She worked with UNICEF in Togo, Madagascar, Indonesia and Romania, and headed the office for Russia, Ukraine, and Belarus. She has also served as Director of the Cambodia office of the UN High Commissioner for Human Rights and as UN Assistant Secretary General for Human Resources Management. She retired from the UN in 2007.
Sandra Lawler	Sandra is Founder Director of the Alternatives Group, providing marketing, digital and leadership talent solutions. Before setting up Alternatives, Sandra worked for companies including Irish Distillers and Kerrygold. Sandra is a member of the Institute of Directors, and she is also a mentor with Social Enterprise Ireland.
Sr. Carmel Flynn	Sr. Carmel Flynn is a member of the Sacred Heart Congregation. She started her teaching career in Uganda. She later taught in Indonesia, before returning to Ireland in the late 1990s. Sr. Carmel chairs a committee in the congregation which provides funding to development projects around the world.
Gerry Culligan	Gerry Culligan is Commercial Director of Iarnród Éireann/Irish Rail. He has over 25 years commercial and financial experience across a number of industries. Gerry has held senior roles with Aviva, Eircom, and Mars Ireland. Gerry is a non-Executive Director of the Carmichael Centre, the largest shared services centre for not-for-profit organisations in Ireland.

BOARD & COMMITTEE FOCUS

Terms Of Reference (TOR)	Focus in 2020/21
Board: Trócaire Board	
Trócaire's Board updated their TOR during the year to reflect the new company structure (CLG). They have an annual workplan to cover their responsibilities throughout the year. At least one meeting per annum is an "away day". In 2020, as with all the other meetings, this was held over two days via Zoom.	<p>Trócaire's Board concentrated on leading the organisation through the volatile Covid pandemic period in 2020/21. Two additional meetings were held (nine in total) with 96% overall attendance rate. The Board focused on:</p> <ul style="list-style-type: none"> • Business continuity and risk management in response to Covid. • Trócaire's transition from Trust to Company Limited by Guarantee. • Development and approval of Trócaire's new strategic plan 2021-2025. • Risk management (all risks) and risk appetite. • Reviewing Board effectiveness. • Review of compliance with Charities Regulator Governance Code. • Review the work and recommendations of the Trócaire Northern Ireland Board and the Board's Committees. • Approval of selected policies such as safeguarding and Trócaire as a Church agency. • Oversight of Trócaire's finances and financial sustainability. • Oversight of Trócaire's impact. • Meet with directors of Trócaire's partner organisations to learn about partnership and localisation. • Ratify Trócaire's membership of the Irish Emergency Alliance. • Review of the quarterly CEO report to the Board, including context analysis, strategic scorecard, shifts in risk, and key performance indicators. • Review of the Covid lessons learned findings and recommendations. • Support with recruitment of key staff members (i.e. Executive Leadership Team).

Board: Trócaire Northern Ireland Board (TNI)

The Trócaire Northern Ireland Board also updated their TOR during the year to reflect the new constitution. There is a service level agreement between Trócaire and TNI and this was also reviewed and updated during the year.

During 2020/21, the Trócaire Northern Ireland Board focused on:

- Oversight of the operations of Trócaire Northern Ireland.
- Oversight of Trócaire Northern Ireland's finances, external audit, and ongoing improvements to the annual report.
- Oversight of strategic risks to TNI with a particular focus on Brexit and safeguarding related risks.
- Review of Trócaire's new strategic plan (2021-2025) with a particular focus on its applicability to Northern Ireland.
- Reviewing the staffing structure of Trócaire Northern Ireland.
- Review of the Head of Region's quarterly report.

Committee: Audit & Risk Committee (ARC)

ARC assists the Board by independently reviewing financial statements of Trócaire and Trócaire Northern Ireland and the effectiveness of internal controls. This Committee monitors the effectiveness of the external and internal audit functions. ARC assists the Board in determining the nature and extent of the risks it is willing to take in achieving its strategic objectives.

During 2020/21, Trócaire's Audit and Risk Committee concentrated on supporting the organisation to manage increased risk arising as a result of Covid. The ARC focused on:

- Covid scenario planning, reserves management, multi-annual financial forecasts, expenditure management, Board reporting and overall risk to the sustainable financing of Trócaire.
- Recommending to the Board the approval of the 2019/20 annual report and financial statements in context of transition from Trust to Company Limited by Guarantee.
- Receipt and review of external audit plan and audit report.
- Risk framework and risk management.
- Review the work of internal audit including resourcing.
- Oversight of fraud risk, fraud management, fraud reporting and fraud policies.
- Oversight of data protection and information security risk and implementation of mitigations.
- Oversight of treasury, cashflow and FX risk.
- Oversight of the finance transformation project.
- Recommend to the Board the approval of the annual budget and review of the quarterly management accounts and budget revisions.

Committee: International Programmes Advisory Committee (IPAC)

Trócaire's International Programmes Advisory Committee (IPAC) fulfils an advisory, governance and supporting role including strategic oversight of programmes and policy, risk, impact, and funding.

During 2020/21, the IPAC focused on:

- Oversight of Trócaire's Covid-19 response in country offices and programmes and the business continuity plans in place.
- The development of Trócaire's new strategy 2021-2025 against the four programme goal areas.
- Oversight of Trócaire's staff security risk and deep dives on high-risk contexts such as Myanmar, Ethiopia, and Somalia.
- Oversight of Trócaire's institutional funding strategy and risk management.
- Review of Trócaire's safeguarding in programmes strategy and risk management.
- Oversight of the International Division risk register and the shifts in trends.
- Review of programme impact and key performance indicators.
- Review of research and implications for Trócaire (e.g. Trócaire's Keystone partner report).
- Review of work on the country portfolio review and recommend to the Board the closure of the Uganda programme.
- Recommend the programme section of the annual report to the Board for approval having reviewed the robustness of programme impact data.
- Review of Trócaire's new quality benchmark tool developed for programme evaluations.

Committee: Fundraising & Public Engagement Committee (FPE)

Trócaire's Fundraising and Public Engagement Committee (FPE) oversees the development, implementation and evaluation of the public fundraising and public engagement strategies.

During 2020/21, the FPE focused on:

- Oversight of Trócaire's public income risk.
- Oversight of the organisation's pivot of fundraising and public engagement activities to have maximum impact under the unprecedented constraints of the pandemic.
- Review of the public engagement and fundraising elements of Trócaire's new strategic plan 2021-2025.
- Oversight of return on investment and demonstration of impact across the Ireland-facing work.
- Recommendation to the Board on Trócaire's membership of the Irish Emergency Alliance (IEA).
- Oversight of the Project Evergreen advertising campaign.

Committee: Organisation Human Resources Committee (OHR)

Trócaire's Organisation Human Resources Committee (OHR) is responsible for giving advice to the Board and management on organisational structure, human resources, and the allocation of resources to ensure the objectives of the strategic plan are achieved within the approved budget. It has oversight of safeguarding risks.

During 2020/21, the OHR focused on:

- Oversight of the organisation's response to the impact of the global pandemic including the transition to remote working and the impact on the global workforce (health, safety, security, and engagement).
- Oversight of Trócaire's global staff wellbeing strategy and risk management.
- Oversight of Trócaire's staff development, mobility, recruitment and retention strategy and risk management.
- Oversight of Trócaire's global safeguarding strategy and risk management.
- Oversight on implementation of the existing people strategy and development of the new people strategy, aligned to the new strategic plan (2021-2025), including monitoring of key performance indicators.
- Oversight of the implementation of recommendations from the independent review of HR in 2019.
- Provision of expertise and insights in relation to work with the union Committee, planning for a HRMIS system, staff surveys, and performance management process.

Committee: Nominations Committee

The Nominations Committee is responsible for ensuring that the Board is of sufficient size, composition, and diversity to discharge its duties and responsibilities. It oversees the recruitment of new Board and Committee members and ensures there are strong processes in place to support Board effectiveness.

During 2020/21, the Nominations Committee focused on:

- Recruitment of ten new Committee members for ARC, IPAC and OHR.
- Design, roll out and interpretation of the Board effectiveness survey and implementation of the resulting action plan.
- Review of implementation of Board diversity policy and targets.

BOARD & COMMITTEE MEMBERSHIP & ATTENDANCE

Trócaire Board Members and Sub Committee Membership @ 28th Feb 2021													
#	ARC	FPE	IPAC	Nominations	OHR	TNI Board	Trócaire Board	Name	Appointed	Re-Appointed / Retirement	Latest Retirement	2020/21 Meeting Attendance	
1							B	Bishop William Crean (Chair)	2013	Ex Officio		9/9	Board Meetings 2020/21
2							B	Archbishop Kieran O'Reilly	2019	Ex Officio		7/9	
3				N			B	Harry Casey	2004	Ex Officio		8/9	
4				N			B	Rosemary McCreery (Deputy Chair)	2017	2020	2023	9/9	
5		F					B	Annette Honan	2018	2021	2024	7/9	
6							B	Conall O'Caoimh	2015	2018	2021	9/9	
7			I				B	David Donoghue	2018	2021	2024	9/9	
8	A						B	Emma Murray	2018	2021	2024	9/9	
9	A						B	Karen Dillon	2019	2022	2025	9/9	
10				N	O		B	Matt Walsh	2019	2022	2025	9/9	
11		F					B	Sandra Lawler	2016	2019	2022	9/9	
12						T	B	Sr. Carmel Flynn	2017	2020	2023	9/9	
13		F		N			B	Gerry Culligan	2016	2019	2022	9/9	
14						T		Karen Gallagher (Chair)	2016	2019	2022	4/4	TNI Board Meetings 2020/21
						T	B	Sr. Carmel Flynn	2019	2022	2025	4/4	
15						T		Dr. Satish Kumar	2019	2022	2025	3/4	
16			I			T		Martin O'Brien	2019	2022	2025	4/4	
17						T		Tiarnán O'Neill	2019	2022	2025	3/4	
	A					T	B	Emma Murray	2019	Resigned 2020		2/2	ARC Meetings 2020/21
	A						B	Karen Dillon (Chair)	2017	2020	2023	9/9	
18	A							Denis Murphy	2017	2020	2023	9/9	
19	A							John Farrelly	2019	2022	2025	9/9	
	A						B	Emma Murray	2020	2023	2026	7/7	
20	A							Aderemi Sotunbo	2020	2023	2026	3/3	
21	A							Aoife Fay	2020	2023	2026	3/3	
22	A							Luke Fitzgerald	2021	2024	2027	1/1	
23	A							Paul Woods	2021	2024	2027	1/1	
	A							Donal Flynn	2015	Retired 2021		6/8	
	A							Fergal Power	2015	Retired 2021		8/8	
	A							Yvonne Hill	2015	Retired 2021		8/8	
		F		N			B	Gerry Culligan (Chair)	2016	2019	2022	4/5	FPE Meetings 2020/21
		F					B	Sandra Lawler	2016	2019	2022	5/5	
		F					B	Annette Honan	2018	2021	2024	5/5	
24		F						Bronagh Twomey	2016	2019	2022	5/5	
25		F						Ruairi McKiernan	2019	2022	2025	4/5	
		F						Salome Mbugua	2019	Resigned 2020		1/3	
			I				B	David Donoghue (Chair)	2018	2021	2024	4/4	IPAC Meetings 2020/21
26			I					Sr. Denise O'Boyle	2018	2021	2024	4/4	
27			I					Dr. Nata Duvvury	2017	2020	2023	4/4	
			I			T		Martin O'Brien	2020	2023	2026	1/1	
28			I					Ibrahim Fatu Kamara	2020	2023	2026	1/1	
29			I					Gertrude Chimange	2020	2023	2026	1/1	
30			I					Jane Ann McKenna	2019	2022	2025	4/4	
			I					Harry Goddard	2019	Resigned 2020		3/3	
			I	N			B	Rosemary McCreery	2014	Retired 2020		3/3	
				N			B	Rosemary McCreery (Chair)	2019	2022	2025	4/4	
				N			B	Harry Casey	2019	2022	2025	4/4	
				N	O		B	Matt Walsh	2019	2022	2025	4/4	
				N	F		B	Gerry Culligan (Rotating Position)	2020	2021	N/A	4/4	
				N	O		B	Matt Walsh (Chair)	2019	2022	2025	5/5	OHR Meetings 2020/21
31					O			David Cagney	2019	2022	2025	4/5	
32					O			John Corbett	2019	2022	2025	5/5	
33					O			Lorraine Kenny	2019	2022	2025	5/5	
34					O			Joe ffrench	2021	2024	2027	0/0	
35					O			Melissa Bosch	2021	2024	2027	0/0	
					O			Nicola McCracken	2017	Retired 2020		2/2	



Lethukuhle and Angelina working on their small farm.
Photo : Ben Mahaka

BOARD & COMMITTEE DIVERSITY

The Board have an approved Board and Committee diversity policy statement. The purpose of this policy statement is to ensure that Trócaire has Board and Committee members with different backgrounds, perspectives, and experiences. This brings diversity of thought, which is vital at every level of the organisation.

It is also to ensure key objectives are developed and key targets are set, monitored, and reported on periodically.

The Nominations Committee is responsible for reviewing the policy and its implementation periodically. This includes ensuring objectives are developed and key targets are set, monitored, and reported on. The Committee has decided initially to focus on the three following areas of diversity: gender, ethnicity, and all-Ireland representation.

GENDER DIVERSITY

In Irish society and globally, women remain under-represented in leadership roles. As Trócaire's programme work includes a priority focus on gender equality and women's empowerment, we seek strong representation of women at Board and Committee level. The Nominations Committee set a target range of between 40% and 60% female members of the Board, Committees and the Trócaire (Northern Ireland) Board and Trócaire continue to achieve this target.

The Board percentage for gender diversity is unchanged as there was no change to Board members during the financial year. The percentage figures for gender diversity remain within the target range. The overall trend across Board and Committee members has changed from 50% female in 2019/20 to 43% female

in 2020/21. This shift is due to one female Committee member resigning from each of FPE and TNI who are yet to be replaced. Trócaire will recruit new Committee members in late 2021 when the ongoing Board skills assessment has been concluded. Trócaire's Nominations Committee ensure Board and Committee recruitments are in line with the Board Diversity Statement.

Trócaire Board & Committees Gender Diversity @ 28th February 2021

Gender	Male		Female		Total	
Board	7	54%	6	46%	13	100%
TNI	3	60%	2	40%	5	100%
Committee Members (external)	10	59%	7	41%	17	100%
All current Board & Committee Members	20	57%	15	43%	35	100%

ETHNIC DIVERSITY

Trócaire's programme participants, partners and country office staff are primarily from Latin America, Africa, the Middle East, and Asia. However, as with many organisations in Ireland/Northern Ireland, the vast majority of Board and Committee members are of white Irish/UK ethnicity.

Six of Trócaire's thirty five current Board and Committee members (17%) represent diverse ethnicities. This has improved from 11% in 2019/20.

Trócaire intends for its Board and Committees to reflect the diversity of the stakeholders that it serves and the diversity of society in Ireland and Northern Ireland.

Trócaire is on track to ensure all Boards and Committees will have members of diverse ethnicities by the end of 2021. This is based on opportunities for change arising from future retirement of existing members, as well as a proactive approach to increase diversity. More of the governance meetings are likely to be held online in the future. This enables the organisation to identify candidates from a global pool of talent, for its Board and Committees.

Currently three of Trócaire's Board Committees, as well as the Trócaire Northern Ireland Board, are on or over their current target for diverse

membership, with at least one member on each being from a non-white Irish/UK background. As with the other diversity statistics, the Board composition remains unchanged due to no membership changes during the period. However, the Board is on track to bring in one new member from a diverse background in 2021.

Revised succession plans will accompany the new targets set for the Board and Committees by the Nominations Committee during the next financial reporting period (2021/22).

ALL-IRELAND PERSPECTIVE

Trócaire is an all-Ireland organisation. Although it is headquartered in the Republic of Ireland, Northern Ireland is a major element of Trócaire's support base. To ensure that Northern Irish society is reflected in the leadership of Trócaire, Trócaire wishes to ensure there are members of its Board and Committees from Northern Ireland. The Nominations Committee set that a minimum of one Board member should be from Northern Ireland at all times. There are currently two Trócaire Board members from Northern Ireland.

BOARD EFFECTIVENESS

Trócaire's Board, the Board of Trócaire Northern Ireland and all five Committees completed an in-depth review of effectiveness through an anonymous self-assessment survey in 2020. A survey tool was used to assess responses to 50 questions under six main sections. The results of the survey gave a highly positive assessment of the Board's capacity, its methods of working, its ability to oversee and guide the work of the organisation and the support provided to it by staff. The Board held a comprehensive dedicated session to discuss the results of the survey at the 'away day' Board meeting held over two days in October via Zoom. This was followed up with agreement on the Board effectiveness action plan report at the December 2020 meeting and there is now a standing action item at every Board meeting to review the implementation of the recommendations. Eighteen priority actions were identified across the six sections surveyed. Examples include Board skillsets, Board diversity, Board reporting, more invitations to external speakers from the sector, strategy, finance, risk, and HR. A review of Board skills has been undertaken in 2021.

The Board has private Board-only sessions at the start and end of each meeting to enable members to openly discuss effectiveness

without the presence of the Executive Leadership Team. A Board workplan calendar is developed each year taking account of the Board's feedback and priority focus areas identified through the annual self-evaluation. The workplan is updated as needed by the Board throughout the year, in response to new or emerging risks.

In addition to the reforms referenced above, the terms of reference for the Trócaire Board and Trócaire Northern Ireland Board were both reviewed in 2020 reflecting the new structure and constitutions of both organisations. The service level agreement between Trócaire and Trócaire Northern Ireland was also reviewed and updated in 2020.

Terms of reference for all Committees are reviewed every two years and will be reviewed again in 2021.

An external independent review of Trócaire's Board was carried out in 2017 and there is an intention to carry out another external independent review of Board effectiveness in 2022 following on from Trócaire's first year of reporting full compliance with the Charities Governance Code in 2021.

BOARD & COMMITTEE RECRUITMENT

The Nominations Committee met four times during the financial year. They are tasked with overseeing recruitment and nomination of candidates to the Board as well as with reviewing proposed new members of Board Committees. The Committee considers the skillsets required by the Board as well as the need for diversity among Board members.

At Trócaire's AGM in August 2020 two Board members (Sister Carmel Flynn and Rosemary McCreery) were re-appointed to second terms on the Board.

Board membership and composition was unchanged in 2020/21, with no new members appointed and no retirements or resignations. The Trócaire Northern Ireland Board also had no new members, though one member resigned during the period in order to take up a role on Trócaire's Audit and Risk Committee.

The Nominations Committee recommended to Board the appointment of ten new Committee members. There were five new members

appointed to ARC, three members appointed to IPAC and two members appointed to OHR.

Archbishop Diarmuid Martin retired as a company member in February 2021. The Archbishop's replacement in the Archdiocese of Dublin, Archbishop Dermot Farrell, is an existing Trócaire company member.

BOARD TRAINING, INDUCTION & FIELD VISITS

A comprehensive day of induction is offered to all new Board and Committee members on their appointment to build an understanding of Trócaire's work and core operations. Induction is provided by the Executive Leadership Team as well as other staff members. The topics covered by induction include: Trócaire's strategic plan, international programming, public engagement, fundraising and marketing, finance, human resources, and risk. There were no new Board members in the period and ten new Committee members for ARC, IPAC and OHR.

All Trócaire Board members and Trócaire Northern Ireland Board members attended dedicated training on safeguarding relevant to Trócaire's staff and operations during 2020/21. One Trócaire Board and ARC member, Emma Murray, attended four sessions on the Charities Governance Code run by Senan Turnbull for Dóchas members. Trócaire Northern Ireland Board members and secretary attended training specific to charities law and company law in Northern Ireland.

Board members are usually afforded the opportunity to travel to visit programmes overseas on one occasion during their term. This supports Board members to understand Trócaire's work and their oversight responsibilities. Due to Covid travel restrictions there were no overseas trips in 2020/21. However, Trócaire hosted several Zoom conferences to bring Board members closer to Trócaire's global staff and operations. The use of online tools has created the opportunity for invitations to be extended to Board members for many of Trócaire's internal global townhall meetings where staff discuss issues such as strategy, learning and country contexts. This has been well received by staff and Board members alike.

Trócaire occasionally facilitates visits to overseas programmes for members of the Irish Episcopal Conference, which includes Trócaire company members and Board members. In January 2021, Trócaire hosted a Zoom call attended by 20 Irish Bishops and Archbishops with presentations,

partner interviews and videos of Trócaire's work in South Sudan and Sierra Leone.

BOARD DECISION MAKING

The company members and Board are the custodians of Trócaire's vision, mission, and values. The Board approve strategy, structure, annual plans, and budgets and ensure the organisation is effective and accountable. Terms of reference for the Board provide details on the functions of the Board and the matters reserved for the company members. Each year at the AGM, the Board of Directors and Executive Leadership Team make a detailed annual report to the company members. The company members appoint the CEO. The Board of Directors have delegated a range of day-to-day decision-making powers to the CEO and the Executive Leadership Team.

RISK MANAGEMENT AND INTERNAL CONTROL

Risk management is a crucial constituent of Trócaire's governance arrangements. Our appetite for risk is set out in a formal risk

appetite statement which is agreed annually with the Board. Our specific responses to risks are captured in risk registers and action plans established at strategic, divisional, country office and major project levels. We have adopted a 'three lines of defence' model to enable us to evaluate and plan our responses to our key risks. This model clearly sets the roles and responsibilities for risk management. The Executive Leadership Team and divisional management teams report quarterly on key risks and mitigations. The two Boards and five Committees share their analysis of key risks following review and discussion each quarter. Further detail regarding our risk appetite statement, three lines of defence model and strategic risks is provided below. There is commentary on the work of internal audit and our work in addressing the risk of fraud, including information regarding investigations on pages 68 & 69.

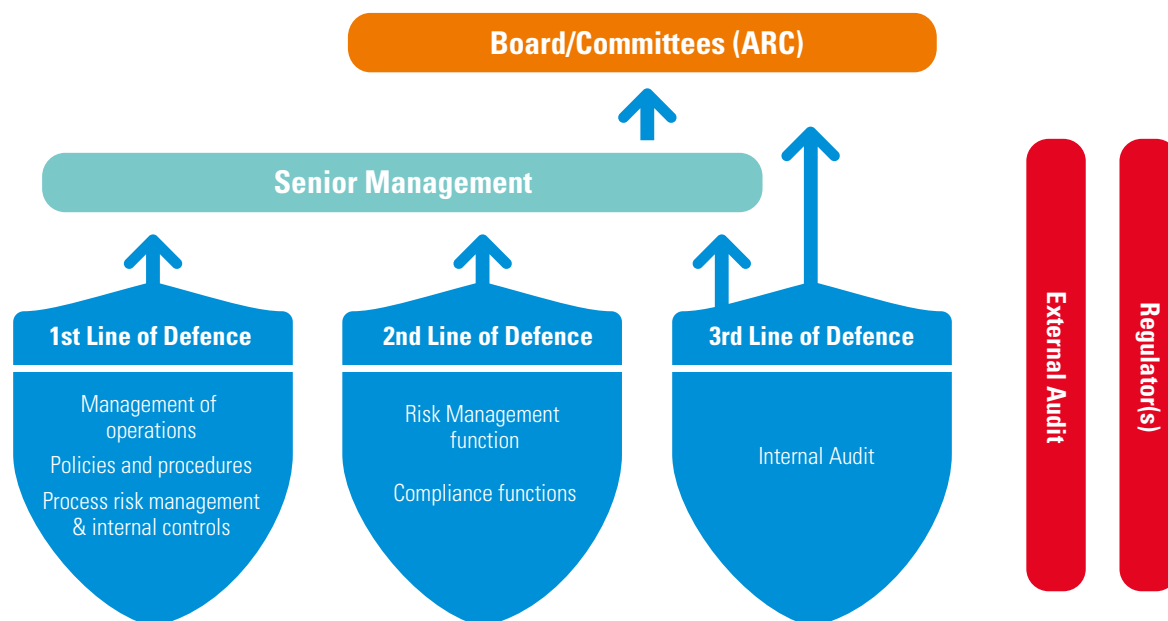
RISK APPETITE STATEMENT

The statement reflects our approach to managing risks and opportunities and is aligned to our

Trócaire's Risk Appetite Levels

Courage in programming: advocacy & campaigning on global justice issues			High
Courage in programming: humanitarian response programming			
Courage in programming: partnership work in line with our social justice mandate			
Courage in programming: innovation in programming to achieve quality impact			
Ambition to grow scale and mix of income: maintenance and growth of public income and institutional funding			Cautious
Adaptivity to change			
Innovation to maintain Trócaire relevance			Low
Development & maintenance of ICT Systems			
Securing the financial stability of Trócaire and maintenance of financial reserves			No appetite
Reputation and public trust			
Development of staff			
Information security & data protection			
Response to global events (e.g. Brexit, Covid-19)			
Compliance with regulation, codes of conduct, grants			
Maintaining strong church relations			
Staff security and controls & staff well-being (protection from excessive workload)			
Fraud, bribery, and corruption management			
Safeguarding of people in programmes from risk of abuse			

Three Lines of Defence Model



In the Three Lines of Defence Model, management control is the first line of defence in risk management and internal control, the various risk and compliance oversight functions established by management are the second line of defence, and independent assurance is the third

new strategic plan. The risk appetite statement, pictorially summarised below, sets out risk appetite levels in relation to key areas of activity. This statement helps direct management in understanding Board expectations in terms of the parameters for operation and likewise supports management to prioritise the allocation of the organisation's resources to manage risk based on defined risk tolerance.

How to read the table on risk appetite levels:

A high-risk appetite level indicates that we believe that these areas are core to our mandate. While we will recognise and carefully mitigate risks that arise, we will not seek to avoid the risk, nor will we act conservatively when our mandate requires us to do otherwise. For example, we will design and implement courageous programmes that protect and defend the human rights of the vulnerable in fragile and conflict affected settings. However, we will strongly mitigate the security risks associated with this work for staff, partners, and communities. Similarly, we are prepared to take a stand on justice and human rights issues, in line with our mandate, even where this is controversial.

On the other hand, we have a low-risk appetite for any areas which involve a breach of a core policy or standards we hold ourselves to. For example, we have zero tolerance for breaches of our code of conduct and safeguarding policy.

Therefore, we implement policies, processes, and protocols to prevent and respond to this risk. Similarly, we have zero tolerance for fraud, theft, bribery and corruption and for any intentional breaches of our security protocols.

THREE LINES OF DEFENCE APPROACH

There is a three-line approach to risk management and internal control in Trócaire. The first line is the policies, processes, and procedures for the management of operations. The second line represents risk management and compliance, supporting effective oversight through constructive challenge to ensure material risk exposures have been identified, evaluated and controllable risks mitigated. The third line is the internal audit function, which independently monitors these first two lines. In addition, Trócaire also derives assurances from external audits and donor audits.

This is illustrated in the diagram above.

RISK MANAGEMENT FRAMEWORK

Trócaire has established a comprehensive risk management process to ensure the organisation identifies, manages, and mitigates risks in line with Trócaire's risk framework. We use a '5 x 5' grading matrix to assess the impact and likelihood of risks. Risks are regularly discussed

and assessed at all levels in the organisation up to Board level.

Trócaire was awarded a Carmichael Good Governance Award in November 2019 for Best Governance Improvement Initiative for our work in strengthening risk management. Since then, we have built on our risk management approach by integrating risk management into our quarterly management review processes at Executive Leadership Team level and by reviewing our strategic risk register format and reporting. The strategic risk register outlines how risks are managed, the governance, Committee oversight and associated responsibilities, the recent risk

score trend, expert judgement on risk velocity and planned priority actions.

The strategic register was reviewed throughout 2020/21. As with all INGOs we have had many risks and challenges to navigate in 2020/21. This reflects the volatile, uncertain, complex, and ambiguous (or 'VUCA') environment that we find ourselves operating within particularly regarding the Covid-19 pandemic which, while a risk in itself, also impacts on almost all the other strategic risks that Trócaire manage.

The table below shows our strategic risks as of March 2021 and the trend since last year.

TRÓCAIRE'S STRATEGIC RISKS:

Risk Contents	Trend in score	Trócaire's Strategic Risks	Board Committee Oversight	Page Ref.
1	↔	Covid-19	ARC/IPAC/FPE/OHR	Pg 59
2	↑	Staff safety & security	IPAC	Pg 62
3	↑	Global staff well-being	OHR	Pg 64
4	↑	Staff development, mobility, recruitment & retention	OHR	Pg 65
5	↔	Attract and manage institutional funding	IPAC	Pg 66
6	↓	Sustainable finances	ARC	Pg 66
7	↓	Public income	FPE	Pg 66
8	↑	Information security & data protection	ARC	Pg 67
9	↔	Fraud	ARC	Pg 68
10	↔	Safeguarding	OHR	Pg 70



Health workers at Mambasa hospital who administer the ebola vaccine.
Photo: Garry Walsh / Trócaire

COMMENTARY ON STRATEGIC RISKS

The following section of the report provides additional detail about each of Trócaire's strategic risks and how they are managed. There is extended information on Trócaire's response to Covid-19 and how risks have been managed in the context of our three lines of defence model. Commentary on the security, fraud and safeguarding risks includes additional information on incident reporting and statistics.

1. Covid-19 Trócaire's Response to the Covid-19 Pandemic – Governance, Risk Management and Lessons Learned to Date



Risk Description: The risk that the Covid-19 pandemic becomes very prolonged, with disproportionate impact on our overseas staff and operations. As well as being drawn out as a key risk in itself, Covid-19 also impacted on all Trócaire's key risks and activities. The description of the Covid risk has been revised to reflect the risk to our overseas staff and operations which we see as the biggest part of the risk going forward. This is because significant mitigations were implemented during 2020/21 to secure public and institutional funding. This is captured in the lessons learned section (finance) on page 61 and also in separate detail on public income in the annual report.



Risk Appetite: Trócaire is proactive in monitoring global events which are outside of its control, but which can have major impacts on its staff and operations. Where such events are viewed to have the potential to cause significant disruption, Trócaire puts together multi-disciplinary teams drawn from relevant teams across the organisation to plan its mitigating actions. Trócaire has a low risk appetite in response to such global events. It aims to put in place mitigations that are sufficient to respond to the threat. It takes a whole organisation and global approach. Where possible, existing resources, tools and policies are used in response. There is clear reporting provided to the leadership and appropriate communications to the wider organisation and relevant stakeholders.

Context

2020/21 was dominated by the impact of the Covid-19 pandemic. The pandemic affected all the work of Trócaire, from our Ireland-based activities of fundraising, public engagement, and corporate services, through to our international offices, programming, and advocacy work. Its impact will continue through 2021/22 and potentially, far beyond.

While Trócaire has experience of managing business disruption - especially in the context of some of the environments we operate in - this challenge was on a different scale. In short, a failure to respond rapidly and appropriately threatened to present significant risks to the future of our organisation, our partners, and our beneficiaries. On the other hand, as with all crises, Trócaire was keen to recognise and explore the opportunities which opened up under the rapid change environment.

Governance and Risk Management

A Crisis Management Team (CMT) was immediately convened, chaired by the CEO, with directors and key functional leads as members. The CMT initially met daily, gradually moving to less regular meetings over a period of three months, as the management of the crisis was integrated into normal systems. The CEO reported directly to the Board on management of the crisis. Covid-19 related risks were identified and assessed using our existing risk management methodology. An understanding of existing risks helped inform our response to the Covid crisis. With the support of the Head of Internal Audit, an overall business continuity plan and 11 separate functional and 17 country office continuity plans were prepared. This enabled required responses to be identified, assessed, and prioritised. The CMT received updates from each of the directors and functional leads on the key issues affecting their areas at each meeting and was able to lead an effective coordination of efforts.

A combination of reporting tools including risk management, financial forecasting and context scenario planning methodologies together proved effective for agile Board and Committee discussions and decisions. Successful navigation of the rapidly changing environment relied on increased Board and Committee engagement. There were two additional Board meetings and the Audit and Risk Committee met nine times compared to five times the previous year.

Globally, staff moved to remote working almost overnight. One immediate action was to ensure that our staff were equipped to do their jobs. Prior investment in our IT and data management systems proved critical and Trócaire's small IT team worked tirelessly to support 400 staff with hardware, software, accessibility, and information security suitable for remote working. In some Irish and global locations, internet access presented an ongoing challenge.

The first Irish lockdown occurred during the second week of the Lenten period. Schools and churches closed across the island of Ireland. Trócaire's supporters responded positively to fundraising and public engagement pivoting online. Thousands of donors shifted from physical filling and returning Trócaire boxes to making online donations. This was enabled by a very clear communications strategy to the public, to supporters and to key stakeholders such as the parish structures that support our Lenten campaign. This strategy ensured media coverage and public awareness of our work in the context of the Covid-19 crisis.

Early engagement with our institutional donors, country offices and partners enabled funds to be secured and repurposed. The use of communications technology enabled international meetings and staff support and management to continue. Financial processes were adapted, building upon existing arrangements for electronic review and approval of transactions. Additional security, HR and health and safety supports were provided to our staff. This included working with the UN on medivac options, with overseas insurers on Covid-19 cover and with networks on safety information on civil unrest.

Lessons Learned to date

While Trócaire felt its response to addressing the risks presented by the pandemic had been broadly successful, it was important not to lose the lessons that we had learned. An extensive review was conducted in late 2020 to capture lessons. This was led by the CEO and coordinated by the Head of Internal Audit, with input from all key functions (including programmes, fundraising and public engagement). The main objective was to identify what we had learned and needed to do in the future to enhance our resilience, sustainability, effectiveness, and efficiency. The outcomes were reported to Board and Committees in February 2021. The key learnings identified were:

1. Organisational Culture

Our organisational culture, including trusted relationships at senior level and within teams, coupled with effective systems to access and manage information, enabled a strong organisational response. Some good examples of empowerment and agility were present in our decision making, but we identified scope to further develop managed autonomy and delegated authority arrangements to enable ongoing agility in decision making.

2. People

HR and processes to support people adapted well. However, issues relating to high workloads of staff did arise. We implemented new well-being supports but identified this as an area for continued focus. We also noted the need to develop and adapt our induction, recruitment, retention, and staff management processes in the light of ongoing remote working, future 'blended' approach to home / office working and greater global mobility. These issues are now being taken forward as part of our people strategy.

3. Risk Management and Business Continuity

Very good prior understanding of organisational risks helped to inform the response to the crisis. The Crisis Management Team operated well to ensure business continuity during the early stages of Covid-19. We identified that more could be done to focus on the flipside of risk (i.e. recognise likely opportunities and develop plans to pursue them). We also identified some areas for improvement in our risk management and business continuity management processes.

4. Processes and New Ways of Working

Covid-19 changed the way we had to work, especially in terms of restricted travel and remote working. Our existing 'cloud based' computing approach and new approaches to coordination enabled us to move quickly, but some of our processes were rooted in office-based working and ability to travel. We identified the need to critically look at areas where we are dependent on physical or manual processes or the ability to travel and hold meetings (information management, approvals, auditing, partner support etc.) to ensure optimum solutions in a more blended model of working. This is being taken forward under a number of workstreams in the new strategic plan.

5. Digitisation

We benefitted greatly from previous investment in IT cloud-based computing solutions. The Covid-19 experience affirmed the importance of having a strong understanding of future organisational requirements for investment in technology, in the context of an ongoing blended working model and future business continuity risk management. We identified that a further strategic focus was needed on future investment in solutions to increase effectiveness, efficiency, and resilience. This is now being taken forward by the development of a new digital strategy.

6. Finance

We were able to pivot our public fundraising and institutional funding efforts to secure the organisation's finances. During the previous financial year, we had developed a flexible strategic financial management tool called the Multi Annual Financial Framework (MAFF). This tool continues to mature and

proved critical in Covid-19 scenario planning, communicating to Board, and making strategic financial decisions. At the operational level, several of our financial systems and processes are dependent on physical access to offices, files, and partners. The Covid shock also coincided with the completion of a voluntary redundancy programme initiated in the previous year, putting pressure on workloads in several areas connected to finance. These issues were recognised at Executive Leadership Team, Audit and Risk Committee and Board level. The Head of Finance is now being supported in a review of resourcing and ways of working under a finance transformation project aimed at building future resilience.

In terms of the 'three lines of defence' the Covid-19 risks are partly managed through adapting responses to existing risks, but there are specific controls, oversight, and assurance arrangements in place, as illustrated below.

Risk:		Covid-19
Description:		The risk that the Covid-19 pandemic becomes very prolonged, with disproportionate impact on our overseas staff and operations.
Committee:		ALL / Board
Lines of Defence		Key Risk Responses
1	Controls	<ul style="list-style-type: none"> Increased health cover for staff at country level. Emergency travel options identified. Psychosocial support programmes in place locally and globally. Remote support to overseas offices for security, safety, financial management and programme implementation. Strong multiannual financial planning in place. Advocacy on vaccine equity.
2	Oversight	<ul style="list-style-type: none"> Risk Management process incl. Implementation of mitigations in related risks (staff safety, security & wellbeing; systems & technology; financial management; surge support to field). Committee and Board reporting. Continuous monitoring of infection rate indices in countries & regions of operation (from Global Security Advisor).
3	Independent assurance	<ul style="list-style-type: none"> Internal Audit (Business Continuity Management / risk review / lessons learned review).

2. Staff Safety & Security



Risk Description: The risk that external events or inadequate / failed internal processes could lead to death, injury, illness, kidnap, or trauma of staff members or others to whom we have a duty of care.



Risk Appetite: Trócaire accepts that it operates in high-risk environments. Trócaire has put in place extensive policies, training, and monitoring processes to manage this risk and has no appetite to put staff and those to whom we owe a duty of care at personal risk. We will not compromise the security and safety of staff and those to whom we owe a duty of care on grounds of cost. We have a zero-tolerance approach towards non-compliance with safety and security policies.

Staff safety and security is a key risk for Trócaire. Trócaire's global security strategy has elements of protection, deterrence, and acceptance. The strategy is most heavily weighted towards acceptance, seeking to build a safe operating environment through consent, approval and cooperation from local communities and authorities. We see acceptance as a cornerstone to our operating model and a true indicator of progress and our impact. This is measured by a holistic approach where safety and security information is shared freely with our staff through the community. This approach continues to reap dividends and is highly effective in allowing Trócaire's continued operations in some of the world's most unstable security environments. The global security strategy is underpinned by the Trócaire security policy document. The table below summarises the control arrangements in place to manage security risk in Trócaire.

Risk:		Staff Safety and Security
Description:		The risk that external events or inadequate or failed internal processes could lead to death, injury, illness, kidnap or trauma of staff members or others to whom we have a duty of care.
Committee:		International Programmes Advisory Committee (IPAC)
Lines of Defence		Key Risk Responses
1	Controls	<ul style="list-style-type: none"> • Global Security Advisor. • Trócaire security policy and strategy. • Intelligence reporting, including weekly Covid reports. • Incident reporting and management. • Travel policy restrictions and approval process. • Organisational security manual. • Country office security plans and protocols. • Mandatory security training for staff. • Crisis management team. • Membership of Global Interagency Security Forum.
2	Oversight	<ul style="list-style-type: none"> • Overseas management group. • Executive Leadership Team briefings. • Committee reporting and oversight. • Global Security Advisor visits and security assessments. • Global Security Advisor reporting to Director of International.
3	Independent assurance	<ul style="list-style-type: none"> • Internal audit (HQ and country office audit programme).

The security function has seen significant investment in terms of time and funding and has been central to decision making around operations during the reporting period. While more robust security protocols and controls are in place, over the past year we have faced greater and sustained levels of instability and insecurity in our country programmes. This is as a result of the Covid-19 crisis, as well as political uncertainty and conflict in countries such as Myanmar, Ethiopia, Nicaragua, Lebanon, DR Congo and Somalia. Other countries, particularly in Central America, have recently faced natural disasters, while east Africa faces regional instability amidst drought and famine. We are managing multiple crises simultaneously. Some staff have been evacuated from countries due to insecurity. The impact of the pandemic on safety and security has been palpable. Everyday safety and security risks were compounded by Covid-19 and further complicated by the associated restrictions. Challenges around air travel have added further risks to security managers.

Trócaire has a crisis management plan which outlines the process undertaken in times of crisis. The plan and staff are exercised annually to ensure staff are aware of its contents and crisis can be pre-practiced. Crisis management exercises are planned, designed, and rehearsed so that country teams and the HQ crisis management team are exercised simultaneously.

Travel. Travel has been a key agenda item in the reporting period. International travel has been restricted to essential travel only due to Covid-19. The following constitutes essential travel:

Essential Travel	Recommended by:	Approved by:
Emergency surge for overseas offices in a crisis (including humanitarian crises and new and significant humanitarian response)	The Director of International Division, Heads of Region / Head of Humanitarian and Global Security Advisor	Chief Executive Officer
Support for critical incidents such as safeguarding, fraud and security	Head of Safeguarding or Global Security Adviser in consultation with the Director of International Division.	Chief Executive Officer

Incident Management. Trócaire seeks to capture and learn from security and safety incidents so as to continually improve its processes and procedures. Any staff member who is involved in an accident or security incident or a 'near miss' is required to complete an incident report form. This form must be routed through management at the country level and forwarded to senior management at Trócaire head office. This information is collated, and lessons learned are shared in case of more serious incidents and briefed in detail to the Executive Leadership Team, IPAC and the Board as required. Staff were involved in 54 incidents during the reporting period. Although all countries were impacted by Covid-19 we had five specific Covid-19 related incidents. A further 16 incidents related to exposure to armed conflict and eight to civil unrest. The key countries where incidents occurred were Somalia, DR Congo, Lebanon, Ethiopia, and Myanmar. Isolated incidents were managed at country level and measures have been put in place to minimise their likelihood of reoccurrence. Others were broader and related to the pandemic. This included cases of Covid-19 among staff, travel challenges, staff being stranded due to entry restrictions which have largely been dealt with the introduction of a more restrictive travel policy (essential travel only for the duration of the pandemic), an introduction of measures at country level associated with office management, prevention techniques and case management.

2020/2021	2019/2020	2018/2019	2017/2018
Number of Incidents	Number of Incidents	Number of Incidents	Number of Incidents
54	42	11	8

Note: reporting procedures were changed in 2019, which has led to an increase in reporting. Previously staff had to be directly impacted. The current process includes the reporting of incidents in the vicinity that affect operations. Therefore from 2019/2020/2021 onwards there is a greater scope of incidents that require reporting.

3. Global Staff Well-being



Risk Description: The risk that anxiety related to the rapid changes, restrictions, health, and other impacts of the global pandemic results in excessive workload pressure or stress impacting negatively on staff wellbeing and potentially causing staff burn-out or health risks.



Risk Appetite: Given the dynamic nature of the sector and the organisation, there is a risk that poor management, lack of monitoring and control could lead to excessive workload pressure on staff causing health risks, staff burn-out or harm, churn or difficulty in recruitment and retention. Trócaire accepts that there are and will be peak pressure times in the organisation's operations cycle to meet donor and other requirements. However, it has a low-risk appetite for poor management planning and no appetite for management continuously not acting upon signs of stress or burnout. Resource restrictions and cost reductions, including headcount reduction contribute to this risk. These factors must be managed in a manner to reduce the impact on staff wellbeing.

Across all locations, staff continue to be affected by the impacts of the pandemic. Globally, staff experienced disruption to work and home life in shifting to remote working; isolation from family and colleagues; concerns for their health and that of vulnerable family members; and additional burdens including managing childcare, home schooling, care for elderly relatives, lack of ability to travel, quarantine and other restrictions.

In our programme countries, many of these issues became more acute. Access to healthcare remains a priority issue. We addressed this early on by expanding health insurance, identifying clinical service providers, and putting in place medivac systems. Travel restrictions within and between countries and strict quarantine requirements led to long periods of isolation from family members for some staff. Communication connectivity was often poor outside of offices, leading to significant pressure on staff.

In this context, staff wellbeing was prioritised by the Board and senior leadership. Psychological

safety, including guaranteed salary continuity and access to healthcare, was a focus along with a wide range of other practical and psychosocial measures to support staff to cope with disruption and to maintain wellbeing.

Despite the stark backdrop, Trócaire's global team has turned crisis into opportunity and delivered a record year across all income sources, programmes, stakeholder engagements and support services. Trócaire's staff have truly lived our values of perseverance, courage, and solidarity.

Staff Wellbeing, Health and Safety

At the start of the pandemic, Trócaire brought together a group of qualified staff to lead a well-being group to identify wellbeing issues affecting staff globally. This work informed decisions taken at senior leadership level on immediate supports for staff. Trócaire's HR team developed the Be Well programme, which focuses on six key dimensions of wellbeing and is now being rolled out globally.

Wellness is 'a state of complete physical, emotional and social well-being and not merely the absence of disease or infirmity':
World Health Organisation (WHO) quote

Staff health and safety also became an area of increased focus as offices implemented Covid safety practices such as restricted access, social distancing, facemasks, and deep cleaning. Safety assessments and online training were implemented to keep staff safe in their home working environment.





4. Staff Development, Mobility, Recruitment & Retention



Risk Description: The risk that insufficient commitment to staff development, mobility and retention strategies leaves the organisation with insufficient skills and experience in country offices and in Ireland to deliver the strategic plan.



Risk Appetite: Trócaire accepts that as an accountable organisation it needs to remain within reasonable limits of reward and related staff development costs, in order to maintain support from public and private donors. Trócaire has a low risk appetite for consistent patterns showing failure to recruit or retain staff, without putting measures in place to mitigate these. We also have a low risk appetite for Learning, Development, Talent Management and Succession strategies failing to deliver the outcomes of the Strategic Plan under “Goals for a stronger Trócaire.”

It is vital that the organisation has the requisite skills and experience in overseas offices and in Ireland to deliver on the Strategic Plan. There is a risk that, without sufficient commitment to staff development and retention strategies, the organisation could have inadequate human resources to deliver the plan.

In the reporting period, there has been some significant changes in staffing that were implemented within the period or have future implications. Twenty-one people in the island of Ireland were granted voluntary redundancy in early 2020 in the context of a strategic financial review. The country operating model review resulted in the decision to close the Uganda country programme and to reshape our role in Kenya (see page 84 for more information on these changes). Learning and development programmes have also been disrupted by the departure of some staff as well as by the move to remote working.

However, changes in policy, such as the national reward framework, coupled with work practice changes arising from the pandemic, have also given rise to opportunities for increased diversity and inclusion in our global structures. Many centralised or cross-organisational roles that were traditionally recruited in Ireland are now open to employees from all offices. This has led to greater opportunities for staff at field office level in particular to progress within the organisation. This has been and will continue to be intentionally developed as part of our commitment to increased inclusion and diversity, as reflected in our new strategic plan.

In February 2021 Trócaire was delighted to welcome nine highly qualified and experienced contributors to form an external advisory panel

on equality, diversity, and inclusion. The role of this group is to advise the organisation on how we can strengthen our policies and practices to promote greater equality, diversity, and inclusion both within the organisation and with respect to our communications with the public and key stakeholders in Ireland.

Staff Engagement

Staff engagement is a critical component of any successful organisation, even more so in times of crises. Effective internal communication was essential during the pandemic to enable staff to stay informed, connected and supported. The internal communications strategy included many levels of engagement. It involved clear and regular communications between the organisation's leadership and staff on the financial stability of the organisation, especially during the initial months of the pandemic. It included regular engagement on issues of strategy with the leadership forum, which is comprised of 90 members across the organisation including at least three from each country office. Regular internal communications also included monthly global townhalls and monthly CEO email and video messages in three languages, along with global updates from HR on key issues relating to management of the organisation throughout the pandemic. Surveys were used to assess staff morale and well-being. Trócaire's social club also moved online, hosting quizzes, games, tea parties and the Christmas party for staff around the globe.

5. Attract and manage institutional funding



Risk Description: The risk that Trócaire fails to attract and manage increased levels of institutional funding from diverse sources.



Risk Appetite: Trócaire relies heavily on institutional funding to fund its programmes and this stream of income has risen considerably in recent years. We have a cautious risk appetite to this risk, in that, while we are open to sourcing and availing of institutional funding, we are mindful of ensuring that we have the arrangements in place to comply with donor terms and conditions and that we do not incur undue financial or legal risk. Trócaire has an open risk appetite to

growing its grant portfolio with its existing donors in line with its areas of strategic focus. Trócaire is a new entrant in the area of commercial contracts and therefore has a low to cautious risk appetite in this area as well as for high compliance donors, new funding streams and funding with high co-financing requirements. Trócaire has no appetite for ethically compromised donors.

N.B Narrative of Trócaire's management of this as a key risk is described on pages 42-43 and 80.

6. Sustainable Finances



Risk Description: The risk we fail to secure the financial position of Trócaire in a sustainable way.



Risk Appetite: Trócaire endeavours to be an effective and agile organisation that uses its resources efficiently to achieve impact in line with our mandate and strategic plan. Trócaire has a cautious risk appetite to short-term, annual financial deficits and it has an open risk appetite to making strategic investments out of reserves. However, it has a low risk appetite to ongoing structural deficits and seeks to close these in a managed fashion when they are identified.

Trócaire sets thresholds for the amount of unrestricted income it holds in reserves. We refer to this as our 'free' reserves. This level should not fall below the equivalent of 5 months of operating expenditure or above 7 months of operating expenditure. Trócaire has no risk appetite for falling below this lower threshold.

N.B Narrative of Trócaire's management of this as a key risk is described on pages 83-86.

7. Public Income



Risk Description: The risk that we cannot maintain or grow diverse sources of public income at the levels necessary to meet our mandate and deliver on our objectives.



Risk Appetite: Trócaire relies heavily on the generation of public income to fund its programmes. In particular, we rely on having unrestricted funding that

can be applied to priority programmes and to provide matched funding to complement institutional funding. Trócaire has an open-risk appetite to examine and implement different ways to grow our public income. By this we mean that we will take measured risks to realise funding opportunities. Investment is made using a prudent and evidence-based approach. We have a low risk appetite with regard to any projected fall in annual public income by 10% compared to budget as this would have a significant impact on programmes and operations and would require immediate intervention.

N.B Narrative of Trócaire's management of this as a key risk is described on pages 42-43, 80 and 85.

8. Information Security & Data Protection



Risk Description: The risk a data protection or an information security breach leads to a loss of system access, loss of data, or breach of trust in managing stakeholder's personal data.



Risk Appetite: Trócaire faces a significant risk of cyber-attacks that could cause the integrity, availability, and confidentiality of our information to be compromised or affect our ability to access and use key business systems to perform routine operations. We cannot manage the risk of these attacks occurring and accept that issues will arise from time to time. We also accept that should short-term system outages occur; we will have to manage this risk. We therefore have a low risk appetite for system accessibility issues. However, we have no risk appetite for breaches of computer use policies or the inadequacy of infrastructure to reasonably manage the risk of cyber-attacks. Failure to comply with data protection and information security requirements in all territories could lead to a compromise of our data, regulatory action, or reputational damage. Trócaire is committed to compliance with relevant legislation, standards and codes and has put in place a number of policies and processes to address this risk. The organisation continues to monitor these requirements and is in the process of further strengthening its policies and

processes to meet these needs. Minor breaches are possible from time to time but will be reported and responded to. Trócaire has a low risk appetite for non-conformance to information security and data protection principles. There may be a small number of instances where other principles such as safeguarding or humanitarian principles must be weighed against data protection principles.

Although ultimately the responsibility of the Board, information security and data protection are risks that cannot be effectively managed without the understanding of all staff. Risk management is led by the corporate services team with strong oversight at Audit and Risk Committee level.

We view personal data protection as an accountability requirement rather than a compliance requirement. While we implement legal best practice guided by GDPR, if necessary, we will go further in accordance with our commitment of accountability to our stakeholders.

Despite these good intentions it can be challenging and expensive to stay ahead of this risk which is on the rise for all organisations globally. For this reason, in August 2020, Trócaire re-organised our resources in this area and are now supported by a company with expertise in both information security and data protection. Trócaire utilises this expertise to mitigate risk by implementing an information security management program aligned with best practice.

Trócaire has a clear governance structure to oversee the management of this risk centred around the internal Data Protection and Information Security Steering Group (DPISSG). There is a programme to increase staff awareness, a dedicated risk register and an engaged group of data champions from across the organisation. In 2020/21 Trócaire implemented enhanced technical measures to reduce the risk (including network segmentation and website penetration testing).

Risk:		Information Security, Data Confidentiality, Integrity & availability
Description:		The risk a data protection or an information security breach leads to a loss of system access, loss of data, or breach of trust in managing stakeholder's personal data.
Committee:		Audit & Risk Committee (ARC)
Lines of Defence		Key Risk Responses
1	Controls	<ul style="list-style-type: none"> • Roles and responsibilities for delivery of information security and data protection services. • Policies, guidance, and training. • Incident monitoring and reporting. • All staff allocated client device. • Use of Box, DocuSign. • Multi-factor authentication.
2	Oversight	<ul style="list-style-type: none"> • Executive Leadership Team reporting. • Data Protection and Information Security Steering Group (DPISSG). • Info security and data protection risk register. • Audit and Risk Committee (ARC) oversight.
3	Independent assurance	<ul style="list-style-type: none"> • Consulting reports / ongoing technical input. • Internal Audit.

9. Fraud Risk



Risk Description: The risk that a material fraud perpetrated by employees, partners, or others may adversely affect our relationship with donors, other external stakeholders, or lead to reputational and financial damage.



Risk Appetite: Trócaire accepts that its operating environment heightens its exposure to the risks of fraud and corruption. The risk is that fraud perpetrated by employees, partners, or others may adversely affect our relationship with donors, other external stakeholders, or lead to financial loss. Trócaire has established a number of policies and controls to reduce the risk of fraud occurring and detect it where it does, together with processes for reporting / investigations and donor reporting. While the risk cannot be eliminated, Trócaire has no risk appetite for fraud and corruption and will take decisive action in all cases. The nature of Trócaire's operating environment gives rise, on occasions, to allegations and concerns of fraud or other financial wrongdoing. In such circumstances, the cases are investigated. The investigations are typically resourced in-country, with assistance from Internal Audit, HR (where cases involve staff) and the International Division.

Risk:		Fraud
Description:		The risk that a material fraud perpetrated by employees, partners or others may adversely affect our relationship with donors or other external stakeholders or lead to reputational and financial damage.
Committee:		Audit & Risk Committee (ARC).
Lines of Defence		Key Risk Responses
1	Controls	<ul style="list-style-type: none"> • Fraud policy setting out roles and responsibilities for prevention, detection, and investigation of fraud / financial wrongdoing. • Partner minimum requirements / due diligence prior to engaging with partners. • Programme Officer / Programme Accountant monitoring including field visits, vouching of expenditure and programme outcomes. • Internal financial procedures and controls / finance manual setting out internal controls / authorisation requirements.
2	Oversight	<ul style="list-style-type: none"> • Case reporting by Head of Internal Audit to relevant Executive Leadership Team members. • Head of Internal Audit reporting to Audit and Risk Committee (ARC) on investigations and outcomes including year-end report.
3	Independent assurance	<ul style="list-style-type: none"> • Internal Audit (risk-based audits). • Grant expenditure audits.

In 2020/21, investigations into seven new cases of allegations or concerns of fraud or other financial wrongdoing were initiated. There is a process to ensure donors are informed about cases when they arise and following completion of investigations. The cases and investigations that have arisen during the year do not point to a lack of organisational control; rather they reflect the environment in which Trócaire operates. The table below summarises the number of cases received and closed and prior year comparisons.

Fraud Investigations	2020/21	Breakdown of 2020/21 figures	2019/20	Breakdown of 2019/20 figures
Number of open cases c/f at start of financial year (March)	3	Trócaire (0), Partner (3)	5	Trócaire (3), Partner (2)
New cases received in year	7	Trócaire (4), Partner (3)	12	Trócaire (1), Partner (10), Contractor (1)
Cases closed in year following investigation	6	Trócaire (2), Partner (4)	14	Trócaire (4), Partner (9), Contractor (1)
Open cases as at end of financial year (February)	4	Trócaire (2), Partner (2)	3	Trócaire (0), Partner (3)

Of the seven new cases received in the year, our own monitoring / reporting processes detected four, with three coming to light via external sources.

The amount of fraud or potential loss through ineligible and irrecoverable spend verified from our overseas operations was as shown in the table below, which also highlights monies recovered:

Year	2020/21	2019/20
Value of potential fraud / loss (including unrecovered ineligible expenditure) following investigations.	€25,368	€2,425
Value of ineligible expenditure recovered following investigations	€3,036	€14,611
Cases where partnerships terminated following investigations	1	1
Cases where disciplinary action taken (internal)	2	1

There were no new fraud cases in Ireland during 2020/21. The loss Trócaire experienced in Ireland (reported in detail in 2019/20) as the result of the actions of an external contractor continues to be investigated by the Irish authorities.

Trócaire's total loss of funds during the 2020/21 financial year represents 0.04% of total expenditure in the year (2019/20: 0.09%).



Jess and Finn help to launch Trócaire's Christmas 2020 Gifts of Love campaign in Co Kildare. Trócaire has added a new gift this year - a quarantine care kit to help families in 17 countries during the Covid-19 pandemic. Photo: Mark Stedman.

10. Safeguarding



Risk Description: The risk that our organisational systems and processes fail to protect persons (particularly children and vulnerable adults) from exploitation or abuse by our staff, people working on our behalf, or our partner organisations. The risk that our programmes or activities create opportunities for others to abuse or exploit children or vulnerable adults.



Risk Appetite: Trócaire's work is inspired and informed by Catholic Social Teaching, one of the fundamental principles of which is the dignity of each individual. The right to freedom from all forms of exploitation and abuse is implicit in this principle. Trócaire recognises that abuse of power has led, and continues to lead, to many forms of exploitation and abuse. The nature of our work creates a power differential between those employed by or working with Trócaire and programme participants. We acknowledge that the potential exists for those who work with programme participants to abuse their position of power. Due to the inherent nature of our work, there is a risk that persons (particularly children and adults who may be vulnerable) can be exploited or abused by our staff, people working on our behalf, or our partner organisations." Trócaire has

put in place extensive policies, training, and monitoring processes to manage this risk, including confidential reporting. "Trócaire is committed to ensuring its policies are fit for purpose and that the actions of its staff, contracted parties and other third parties including visitors and volunteers are always appropriate. We also require that our partner organisations demonstrate a similar commitment." Therefore, we have no appetite concerning this risk. We will respond immediately and decisively to any reports of exploitation or abuse.

Safeguarding people from exploitation and abuse caused by our representatives, programmes or activities remains a core commitment for Trócaire as part of our accountability framework. Trócaire has worked extensively to ensure that safeguarding is embedded throughout all our work both in Ireland and overseas. As Trócaire works in partnership, we also continue to work with our partners to strengthen their safeguarding policies and practices.

The key theme for 2020 was adapting ways of working to adjust to restrictions in place due to the pandemic. These adaptations created an opportunity to reflect on our safeguarding work and potential for different models of delivery into the future. The table below outlines a sample of the controls Trócaire have in place to mitigate the risk of exploitation and abuse. These are set out according to our three lines of defence model:

Risk:		Safeguarding people from exploitation and abuse by our staff or others who represent us or as a result of our programmes or activities
Description:		<p>The risk that our organisational systems and processes fail to protect persons (particularly children and vulnerable adults) from exploitation or abuse by our staff, people working on our behalf, or our partner organisations.</p> <p>The risk that our programmes or activities create opportunities for others to abuse or exploit children or vulnerable adults.</p>
Committee:		Organisational Human Resources Committee (OHR)
Lines of Defence		Key Risk Responses
1	Controls	<ul style="list-style-type: none"> • Dedicated Head of Safeguarding. • Focal persons in country supporting country directors. • Nominated Board member. • Code of conduct. • Policies and procedures. • Mandatory training. • Partner training, minimum requirements, policy advice (focus on partners needing most support). • Safe recruitment and vetting procedures. • Complaints procedures include channels to report safeguarding concerns. • Case management process. • Work with programming & humanitarian teams on Safe Programming Framework, Core Humanitarian Standards Framework. • Work with Ireland teams on safe activities.
2	Oversight	<ul style="list-style-type: none"> • Compliance audits. • Committee / Board oversight.
3	Independent assurance	<ul style="list-style-type: none"> • Independent review and assurance on safeguarding arrangements by safeguarding specialist, including follow-up of actions arising from review by Internal Audit. • Internal Audit – country audit visit programme.

Overseas visits by Head of Safeguarding & ongoing work by country offices

As overseas travel was suspended in March 2020 due to the Covid-19 pandemic, plans for support and assessment visits by the Head of Safeguarding were adapted to continue this work remotely. Training was modified for remote delivery so that country safeguarding focal points had other options than face-to-face to continue partner training and meetings. The Head of Safeguarding also facilitated online training and meetings with partners from Sierra Leone, Somalia, Guatemala, and Uganda. Country office teams continued to work with our partners to ensure that safeguarding and accessible complaints mechanisms remained a key focus as programmes were adapted to responded to changing contexts.

Pilot programme in Guatemala and Nicaragua

Learning from the Irish Aid funded safeguarding pilot in 2019 demonstrated a challenge in safeguarding due to the lack of in-country independent specialists who can be identified to

work with partners to support capacity building or investigation processes. This is particularly relevant in locations that are difficult to access and during the restrictions we are experiencing due to the pandemic.

In continuing to develop solutions to address this, Trócaire embarked on an innovative project towards building local capacity. In both Guatemala and Nicaragua Trócaire engaged a local consultant to work with two partners in each country. The consultant was supported remotely by the Head of Safeguarding who provided upskilling support and accompaniment throughout the process. The advantages of this approach are that:

- Consultants who understand safeguarding and Trócaire's approach can work with partners via Trócaire or directly commissioned by the partner (or other organisations).
- A local response and understanding of safeguarding.

- Better communication/receiving of safeguarding message when it is being delivered by somebody with a local background.
- An understanding of local legislation and cultural complexities (including retaliation or further harm) when supporting the response to concerns.

Case Management

Trócaire's case management process continued to operate effectively, though it was particularly important to adapt given constraints due to travel restrictions (including in-country). The table below outlines the cases during the period 2020/21. For all substantiated cases the staff members were dismissed in accordance with the organisations disciplinary processes. Trócaire includes supports to survivors and requirements to report to authorities as part of its case management processes.

Trócaire	Sexual Harassment	Sexual Abuse	Physical and/or verbal abuse of adults
Substantiated	2		
Unsubstantiated/Unfounded			1
Partner			
Substantiated	1	1	1
Unsubstantiated/Unfounded		2 (brought forward from 2019/20)	

Safeguarding Governance

Overall accountability for ensuring implementation of appropriate safeguarding measures lies with Trócaire's trustees (Board of Directors). Safeguarding risk is monitored by Trócaire's Organisation and Human Resources Committee. In 2020 Trócaire further strengthened its safeguarding governance by appointing the Chairperson of the Committee as the dedicated Board safeguarding representative. The Chairperson of Trócaire's Board in Northern Ireland was appointed the dedicated safeguarding representative for that Board.

The Head of Safeguarding, who reports to the CEO, is responsible for ensuring best practice policies and processes are in place.

The Head of Safeguarding also updates the Board safeguarding representatives regularly throughout the year. Each country director is responsible for ensuring policies are implemented in Trócaire's programme countries.

Trócaire Safeguarding Policies are available on our website. Safeguarding concerns can be reported to Trócaire by contacting a member of staff or through our confidential e-mail address: safeguarding@trocaire.org

TRÓCAIRE'S RESPONSE TO COMPLAINTS

Complaints Handling & Feedback

Trócaire listens to the needs, concerns, and views of those involved in our work. This includes the communities and individuals involved in the activities we fund, our partners, donors, supporters, staff, and all other stakeholders.

Trócaire maintains systems to receive and respond to complaints and feedback from its stakeholders in Ireland and overseas. We want to hear people's feedback whether that is positive, identifying a concern or making a complaint. We promise to treat what people tell us seriously and to take appropriate action.

A complaint is a formal communication where there is an expectation of a response from Trócaire. Feedback is a communication which does not necessarily imply that a response is expected. Complaints can be sensitive (e.g. relate to a breach of our Code of Conduct, such as suspected safeguarding, data protection or fraud issue) or non-sensitive (e.g. relating to the quality of our work but not affecting the security, safety or dignity of a person, asset, or data).

Responding to Complaints in our overseas programmes:

Trócaire has multiple options in place for people to give feedback, raise concerns or make complaints. This includes dedicated e-mails for each country office, feedback boxes and face-to-face. Complaints e-mails are also monitored by Heads of Regions to ensure transparency and follow-up. We continue to explore ways of communicating these methods as well as listening to feedback on how we can enhance our processes.

Trócaire partners are required to have their own complaints mechanisms in place and Trócaire supports partners with this process. We recognise the need for complaints mechanisms to be accessible, safe, and responsive for both sensitive and non-sensitive complaints. We also recognise that for feedback and complaints handling mechanisms to be effective, they need to be rooted in strong community engagement and information sharing processes in line with community preferences. Partners are required to report to Trócaire all complaints relating to safeguarding, fraud, or reputation risk. As part of Trócaire's capacity building work with partner organisations we include reviews of partners' complaint monitoring arrangements.

In 2020/21, seven cases of allegations or concerns of fraud or other financial wrongdoing were investigated with three cases carried forward from the previous year (see page 69). Safeguarding complaints are detailed on page 72.

Responding to complaints, queries, and feedback in Ireland:

Feedback, queries, and complaints are received through many channels, including telephone, post, email and face-to-face. All are centrally recorded in Trócaire's Salesforce system. They are assigned to the relevant staff member and our commitment – as per our Supporters' Charter – is to resolve the issue within 48 hours. Most complaints are responded to and closed off on the day of receipt.

The Ireland-based Donor Services team deals with the complainant or person providing feedback in a professional and courteous manner and, in the case of a complaint, ultimately aims to resolve the issue to the complainant's satisfaction. Sensitive complaints are escalated directly to a senior manager.

Weekly and monthly reports and dashboards highlight and display all feedback, queries and complaints received from the public. These reports and dashboards are circulated to relevant staff and management to ensure visibility and oversight.

Trends in complaints and feedback are used to help Trócaire better engage with the Irish public.

In 2020/21 Trócaire received 211 complaints in our Irish offices (2019/20: 326 complaints). This number is reflective of the fact that Trócaire engaged with a large number of supporters

and potential supporters throughout the year resulting in over 120,000 donations from over 80,000 separate individuals and organisations. Requests to amend communications preferences, or to be removed from the mailing list entirely, made up the majority of these interactions (129 out of these 211).

The second largest category saw eight individuals contact us to share the view that too much paper was used in the printing of Trócaire boxes and mailings, while six people were in touch to share views on salaries and costs of administration. A handful of donors contacted us concerning issues navigating our website, to share political views or to feed back on the nature of our messaging. Trócaire seeks to close all complaints and queries to the satisfaction of those who contact us. Feedback often expresses admiration or support for Trócaire's work.

INTERNAL AUDIT

Trócaire has a dedicated Internal Audit unit. Its aims are as follows:

- to provide independent assurance on governance, risk management and internal control processes;
- to provide a high quality internal advisory service;
- to help develop the organisation's capacity with regard to good governance, risk management and internal control through education / awareness training and related activity.

The Head of Internal Audit reports directly to and has unrestricted access to the Chair of the Audit & Risk Committee (ARC). The scope of Internal Audit's work spans across all Trócaire geographic locations, all head office functions and Trócaire (Northern Ireland). Internal Audit's work is not restricted to financial considerations; it embraces the range of risks facing a modern NGO. The Internal Audit function also provides important support and advice to the organisation in its duty to prevent, detect and investigate allegations of fraud or other financial wrongdoing.

The focus of Internal Audit work in 2020/21 was on consulting and assurance work relating to the organisational response to Covid-19. This included advising on and reviewing business

continuity management plans and, towards the end of the financial year, undertaking a review of the lessons learned to date from the organisation's response to the pandemic. Internal Audit also continued to assist the organisation in advising on and managing fraud and related investigations and helping facilitate the risk management process.

Internal Audit did operate at reduced capacity during the year due to a staff vacancy and Covid-19 travel restrictions, which rendered it

unfeasible to use 'guest' (volunteer) auditors to complete overseas audits (as we have traditionally done). While Internal Audit capacity was reduced, the risk was partly mitigated by the continuance of external and donor audits of programme related income and expenditure. In late 2020/21 a critical review of the Internal Auditor post was completed, and a decision taken to appoint an Internal Auditor based in Africa (Kenya). This auditor's focus is on internal audit work in Trócaire's country offices.



Eleam Diida, 40, stands in her village shop in Combisa, a small village hub in Borana, southern Ethiopia. The shop is the product of her adult literacy classes made possible through a Trócaire drought resilience programme across the region. Photo: Barnaby Skinner.

CODES OF GOVERNANCE, STANDARDS, COMMITMENTS AND CHARTERS FOR TRÓCAIRE

Trócaire's work, and its approach to governance in particular, is informed by relevant statutes, good practice, and the adoption of a number of relevant codes and standards. Some of the key codes, standards and charters we work to are highlighted below:

GOVERNANCE CODES

Charities Governance Code [<https://www.charitiesregulator.ie/en/information-for-charities/charities-governance-code>]

Trócaire is a signatory of the Charities Governance Code, which is overseen by the Irish Charities Regulator.

Trócaire's Board reviewed and approved Trócaire's self-assessed compliance record form in April 2020, confirming it was satisfied Trócaire was compliant with all six principles of the Code, both the core standards and the additional standards.

2021 will be the first year Trócaire and other charities will formally report on their compliance with the Code to the Irish Charities Regulator. Trócaire's Board will review compliance again in 2021 and Trócaire will formally report compliance to the Charities Regulator at the annual return date in 2021.

Triple Lock

Trócaire has been confirmed as a Triple Locked charity. The Triple Lock is a standard, introduced by the Charities Institute Ireland, that allows organisations to actively demonstrate openness, transparency and integrity to beneficiaries and donors. The three standards covered include transparent reporting (compliance with Charity SORP), ethical fundraising (formally adopted the CRA Guidelines for Charitable Organisations on Fundraising from the Public) and good governance (formally adopted CRA Charities Governance Code).



FUNDRAISING CODES:

Fundraising Regulator of England, Wales, and Northern Ireland:



Code of Fundraising Practice and the Fundraising Promise

Trócaire is registered with the Fundraising Regulator Northern Ireland. Registration commits Trócaire to following the Code of Fundraising Practice and the Fundraising Promise, confirming our commitment to legal, open, honest, and respectful fundraising.

ACCOUNTABILITY AND QUALITY CODES AND STANDARDS:

Core Humanitarian Standard (CHS) on Quality and Accountability Trócaire is a member of the Core Humanitarian Standard on Quality and Accountability (CHS) Alliance.

Trócaire conducted an internal self-assessment in 2017 which informed the development and implementation of a CHS improvement plan. Trócaire made significant progress in the past year to improve the quality and effectiveness of our humanitarian and development work.

Trócaire intends to apply for certification in 2021, which will include a rigorous external audit of our policies and practices conducted by the Geneva-based Humanitarian Quality Assurance Initiative (HQAI).

Caritas Internationalis Management Standards (CI MS)



The CI MS, first introduced in 2015 and updated in 2020 to strengthen the aspects around safeguarding, are the reference tool of the Caritas International confederation for organisational development. They are based on existing good practices and accepted global principles within the humanitarian and international development community. Trócaire was first assessed under the CI MS in 2016 and is now due a new assessment under the updated standards, which will take place in 2021.

The Dóchas Code of Conduct on Images & Messaging and Code of Conduct on Safeguarding



As a member of Dóchas, the Irish network of overseas development and humanitarian NGOs, Trócaire has signed up to the Dóchas Code of Conduct on Images and Messages. By signing the code, we have committed to choosing images and messages that represent the full complexity of the situations in which we work and that we will seek the permission of the people portrayed in the photos we use. Trócaire is also a signatory to the Dóchas Code

of Conduct on Safeguarding, confirming our commitment to lead a culture of safeguarding in the Irish humanitarian and development sector and to support the creation of stronger safeguarding cultures.

Counter Trafficking and Modern Slavery Statement

In line with the UK Modern Slavery Act 2015, as well as other relevant legislation in Ireland and the countries where we work, Trócaire considers that modern slavery and trafficking in persons is both abusive and exploitative and will not tolerate this within any of our programmes or activities or by any person representing Trócaire. We are committed to continuing to review, monitor and evaluate our policies, procedures, agreements, and training to ensure modern slavery and trafficking in persons does not occur in Trócaire's work. Trócaire publishes an annual counter trafficking and modern slavery statement outlining the steps we are taking to prevent modern slavery in Trócaire and in our supply chain.

UN Global Compact

The UN Global Compact is the world's largest corporate sustainability initiative. It covers ten principles with respect to human rights, labour, environment, and anti-corruption. Trócaire signed up to the UN Global Compact in 2019. To demonstrate our continued engagement with the UN Global Compact and the ten principles, Trócaire will submit our first Communication on Engagement (COE) in 2021.

Integrity at Work (IAW)

Trócaire is a member of Integrity at Work (IAW), a programme designed by Transparency International Ireland to help foster workplaces where people are supported to raise concerns of wrongdoing and act with integrity. Members commit to developing supportive and effective systems to deal with reports, and to signposting workers to TI Ireland's Speak Up Helpline and the Transparency Legal Advice Centre (TLAC). When joining IAW in 2018, Trócaire signed the IAW Pledge to protect anyone who raises concerns of wrongdoing from being penalised and promise to take action in response to those concerns.

ICVA Principles of Partnership

Trócaire is a signatory of the Principles of Partnership (PoP) initiated in 2007. The principles of equality, transparency, results-oriented approach, responsibility, and complementarity provide a framework for organisations and other

actors in the humanitarian space to engage on an equal and transparent footing.

Charter for Change

Trócaire is signatory of the Charter for Change, which was launched following the 2016 World Humanitarian



Summit in Istanbul. The Charter for Change includes eight commitments that INGOs agree to implement to address imbalances and inequality in the global humanitarian system. As a signatory, Trócaire has committed itself to deliver the changes identified in the Charter for Change within our own organisational way of working so that southern-based national actors play an increased and more prominent role in humanitarian response.

Sphere Standards

Trócaire's humanitarian work is guided by the Sphere standards, a set of principles and minimum humanitarian standards in four technical areas of humanitarian response: water supply, sanitation, and hygiene promotion (WASH); food security and nutrition; shelter and settlement; and health. Founded in 1997, Sphere is one of the earliest initiatives aiming to improve the quality and accountability of the humanitarian sector. Today, the Sphere standards are the most widely recognised humanitarian standards across the globe.

IFRC Code of Conduct

Trócaire is a signatory of the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief, developed by the International Federation of Red Cross and Red Crescent Societies (IFRC) in 1994. The Code seeks to maintain the high standards of independence, effectiveness and impact to which disaster response NGOs and the International Red Cross and Red Crescent Movement aspires.

IDEA Code of Good Practice for Development Education

Trócaire is a signatory to the Code of Good Practice for Development Education, launched by the Irish Development Education Association (IDEA) in 2019. The code represents a collective agreement by IDEA members, including Trócaire, to both strengthen and articulate quality development education work in Ireland.



DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the directors' report and the financial statements in accordance with the Companies Act 2014.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland issued by the Financial Reporting Council* ("relevant financial reporting framework"). Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities, and financial position of the company as at the financial year end date and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing those financial statements, the directors are required to:

- Select suitable accounting policies for the Parent Company and Group financial statements and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with the applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and directors' report comply with the Companies Act 2014 and enable the financial statements to be audited.

They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



Trócaire distributing emergency supplies at Rwampara Health Zone in Ituri province of Eastern DRC. The supplies include thousands of fleece blankets, hygiene kits, mosquito nets and solar LED lamps, as well as family-sized tents and tarpaulins. Photo: Trócaire

Directors' Compliance Statement

- As required by Section 225 of the Companies Act 2014, the directors acknowledge that the directors are responsible for securing the Company's compliance with its relevant obligations; and
- The directors confirm that they are in the process of completing the following three procedures in order to comply with the directors' obligations:
 - (a) the drawing up of a "compliance policy statement" setting out the Company's policies that, in the directors' opinion, are appropriate to the Company, and respecting compliance by the Company with its relevant obligations;
 - (b) the putting in place of appropriate arrangements or structures that are, in the directors' opinion, designed to secure material compliance with the Company's relevant obligations; and
 - (c) reviewing of any arrangements or structures that are in place or being put in place.

Audit and Risk Committee (ARC)

In accordance with Section 167 of the Companies Act 2014, the Company has an Audit and Risk Committee in place for the duration of the financial year. The Audit and Risk Committee's responsibilities include monitoring:

- (a) the Company's financial reporting process;
- (b) the effectiveness of the Company's systems of financial internal control and risk management;
- (c) the Company's statutory audit and statutory financial statements; and
- (d) reviewing the independence of the statutory auditor.

Disclosure of Information to Auditors

In the case of each of the persons who are directors at the time the directors' report and financial statements are approved:

- (a) So far as the director is aware, there is no relevant audit information of which the Company's statutory auditors are unaware; and
- (b) Each director has taken all steps that ought to have been taken by the director in order to make himself / herself aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of Section 330 of the Companies Act 2014.

Auditors

The auditors, Deloitte Ireland LLP, Chartered Accountants and Statutory Audit Firm, continue in office in accordance with Section 383(2) of the Companies Act 2014.

Subsidiary Undertaking

Trócaire Northern Ireland (charity number XR 10431) is a subsidiary undertaking.

Subsidiary undertakings are those over which Trócaire exercises a significant influence, being the ability to direct the operating and financial policies of the undertaking.



Bishop William Crean



Karen Dillon

Date: 3rd June 2021

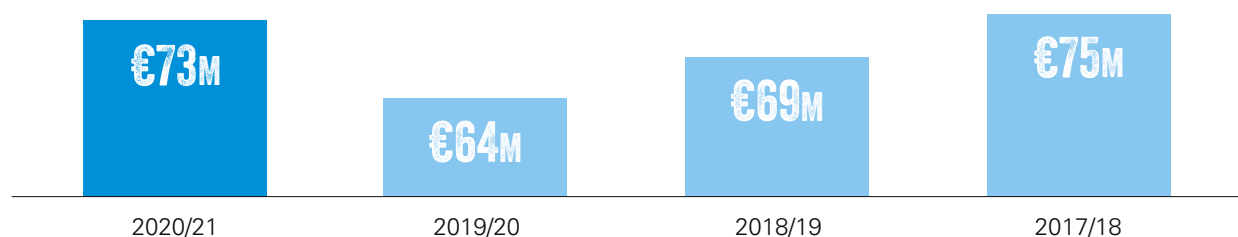


FINANCIAL REVIEW

The results for the year are presented on page 91 in the form of a Consolidated Statement of Financial Activities. The financial statements comply with the Companies Act 2014 and Financial Reporting Standard 102 (FRS 102), which is the Financial Reporting Standard applicable to charities in Ireland and the UK for accounting and reporting in order to provide transparency and a true and fair view.

A detailed commentary on the financial results reflected in the 2020/21 Annual Report is provided. The key risks facing the company are set out in the section on structure, governance and management on pages 58-73.

TOTAL INCOME



INCOME

In 2020/21 we raised €73m (€64m in 2019/20) a 15% increase on the prior year. This is the highest income since 2017/18 when €75m of income was achieved, mainly due to the response to the crisis in East Africa.

Public donations and legacies

The Irish public very generously donated €28m. This was an increase of €5m on the previous year.

- Unrestricted donations and legacies were significantly higher than the previous year at €26m (€22m in 2019/20). The Lenten campaign remains Trócaire's largest annual fundraising campaign, generating €8m in the current year, a marginal decrease on the prior year. General donations and legacies were higher in the current year at €15m (€10m in 2019/20) despite the impact of Covid.
- Restricted donations and legacies were €1m, an increase on prior year. The majority of this increase relates to legacies. There was no special appeal during the current year. The restricted donations relate mainly to support for the Yemen crisis and the Beirut explosion.

Trócaire and our beneficiaries give special thanks to all of our donors who have continued to support our work.

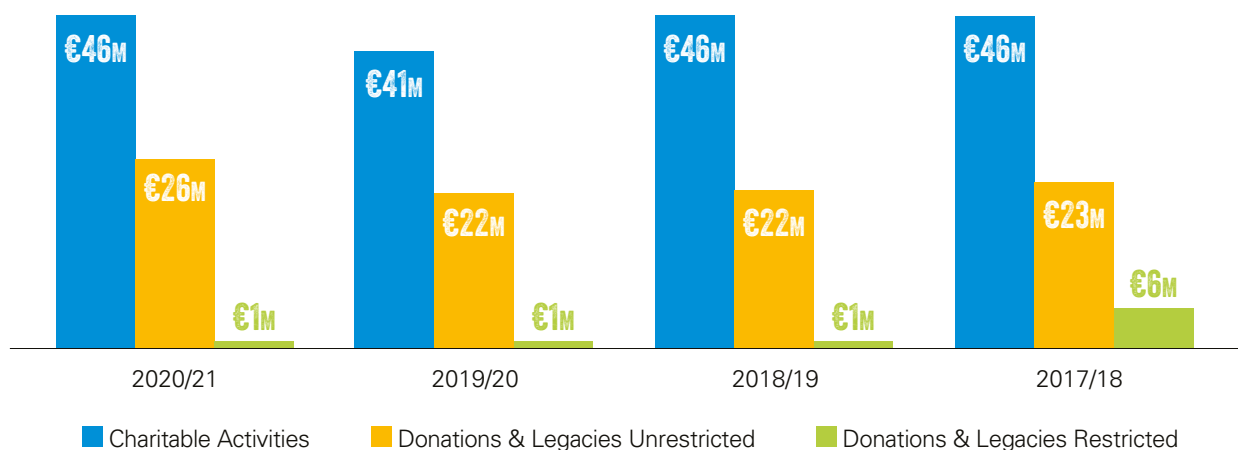
Charitable Activities

Income from charitable activities of €46m (€41m in 2019/20) is comprised of funds received through institutional funding.

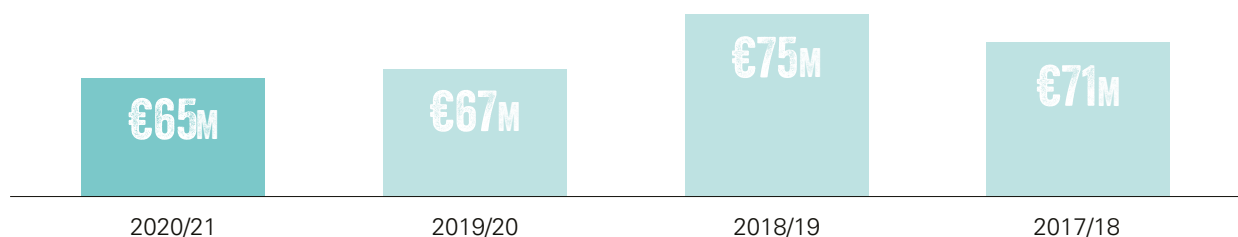
- €30m from governmental organisations (€30m in 2019/20);
- €9m from agencies and other groups (€6m in 2019/20);
- This was further supplemented by €7m from the Caritas network (€5m in 2019/20).

Of the €30m secured from governmental organisations, €22m was from the Irish Government. In addition to the Irish Aid Programme Funding scheme, which accounted for almost €17m, Trócaire was allocated over €5m from Irish Aid towards emergency response. The Irish Government continues to be Trócaire's single largest donor contributing 30% of the total organisational income (34% in 2019/20).

SOURCE OF INCOME



TOTAL EXPENDITURE



Goal 8 of the strategic plan aims to ensure a diversified funding base as new donors and contracts were secured during the financial year. Further information on income is included on pages 42 and 43. Public income growth and the ability to attract and manage institutional funding are among the principal risks and uncertainties facing Trócaire. There is more detail on these strategic risks on pages 66 and 67.

EXPENDITURE

The statement of financial activities shows the analysis of charitable expenditure between charitable activities, Goals 1-5 and the cost of raising funds, Goal 8. Our total expenditure for the year was €65m which represents a €2m (2%) decrease over 2019/20 levels. This decrease in expenditure primarily relates to the impact of Covid on activity spend as well as a cost management process carried out by the company during 2020/21.

Charitable activities spend was €59m (€61m in 2019/20) which represents 91% (91% in 2019/20) of total expenditure. This is within the 90%-95% range that the Trócaire Board and Executive Leadership Team deems as acceptable.

Trócaire expenditure on charitable activities was as follows.

- Overseas programme: Grants to partner organisations increased to €37m up from €36m in 2019/20. This represents 56% of our total spend (53% in 2018/19). This is within the acceptable range of 50% to 62% for grants to partners agreed by the Trócaire Executive Leadership Team. The key driver of this increase was the uplift in institutional funding and related expenditure. In the last financial year Trócaire worked with partners in over 25 countries. Trócaire's largest programme is in Somalia. Please see Appendix 1 for a full list and spend on all of Trócaire's country programmes. Spend on

Goal 4, the protection of human dignity in humanitarian crises, is the largest programme spend with €29m (€26m in 2019/20).

- Ireland programme: Charitable activities also includes expenditure on Goal 5, which is aimed at creating a greater awareness of the causes of global poverty and injustice and how change can be achieved. The focus of this goal is that people and leaders in Ireland are acting for a just world. Spend under this Goal was €2m (€3m in 2019/20).

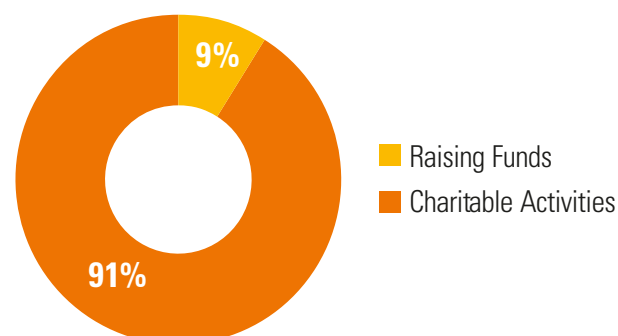
Raising Funds

Spend on raising funds of €6m represented 9% (9% in 2019/20) of total expenditure. This is within the agreed range of 5% to 10%. For every €1 invested in fundraising from the general public, Trócaire received €4.65 in return (€3.70 in 2019/20). This is within the target range of €3.50 to €5 agreed by the Executive Leadership Team. The rate of return achieved is above the sector average (based on Audited Charity annual reports).

Fundraising performance is discussed further on pages 42 and 43 under Goal 8 and on page 66 under Strategic Risks.

The total costs set out above in relation to charitable activities and raising funds include an allocation of support costs.

EXPENDITURE



Support Costs

Support costs, which are those costs which cannot be directly attributed, have been allocated in proportion to estimated benefits received. These include costs such as finance, compliance and standards, human resources, ICT, premises and governance costs. These services play a crucial role in providing core organisational support in the delivery of our programme globally. Our total support costs for the year were €4m (€5m in 2019/20). This represents 7% of our total expenditure, a decrease from 8% in the previous financial year. This decrease is mainly due to cost reductions in human resources due to voluntary redundancies in the Learning & Development department and Directorate, the fact that set up costs in the Standards & Compliance unit were charged in 2019/20 and an overall decrease in premises and facilities costs. IT costs have risen by €0.1m due to additional costs of establishing remote working as a result of the Covid-19 pandemic.

Expenditure by Goal

Expenditure on Goals 6, 7 and 9 which are Goals for a stronger Trócaire are intrinsically part of the Goals 1 to 5 and Goal 8. Success in these areas is monitored through balanced scorecard reporting with the key developments set out on pages 16-45.

VALUE FOR MONEY

Trócaire uses a Value for Money policy together with toolkits and guidance to clarify and embed value for money across the company. These were developed in 2019.

Trócaire's understanding of and commitment to Value for Money

Trócaire's understanding of Value for Money (VfM) is guided by our values: *solidarity, participation, perseverance, courage and accountability*. This means that VfM in Trócaire is a commitment to ensure that impact is maximised and resources managed in the most appropriate way to enable change to happen. In line with the UK's Department for International Development's (DFID) definition, Trócaire understands VfM as 'the maximization of each Euro spent to improve programme participants' lives'. We endeavour to have suitable policies, procedures and tools in place to guide our organisational ways of working and our relationship with partners to deliver the changes we want to see which account for VfM considerations throughout the company. Our ambition is to have VfM considerations integrated into our existing systems and processes, therefore not duplicating work, but linking results and costs more effectively. The VfM framework

EXPENDITURE BY GOAL

Goal 1: Human rights and democratic space

Goal 2: Equitable access to and use of resources

Goal 3: Women's empowerment

Goal 4: Protection of human dignity in humanitarian crises

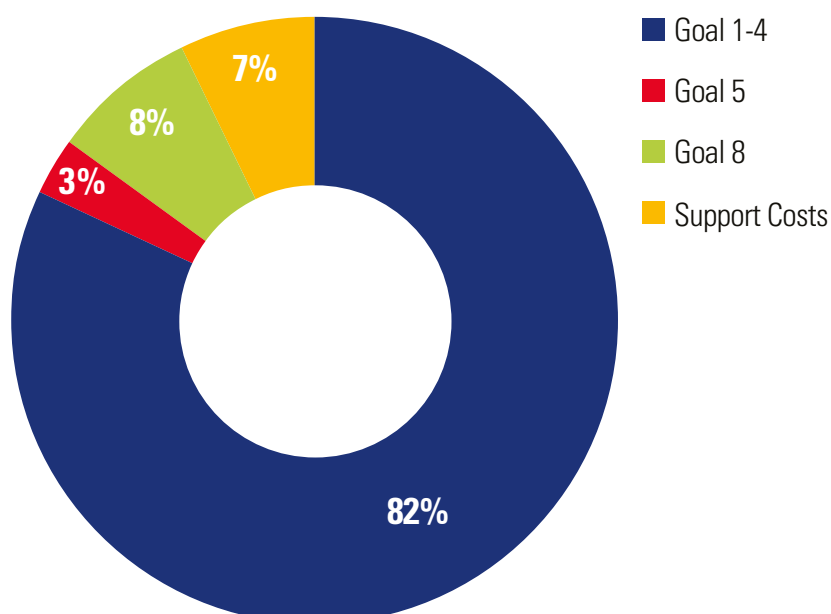
Goal 5: People and leaders in Ireland acting for a just world

Goal 6: Innovation, learning and improvement

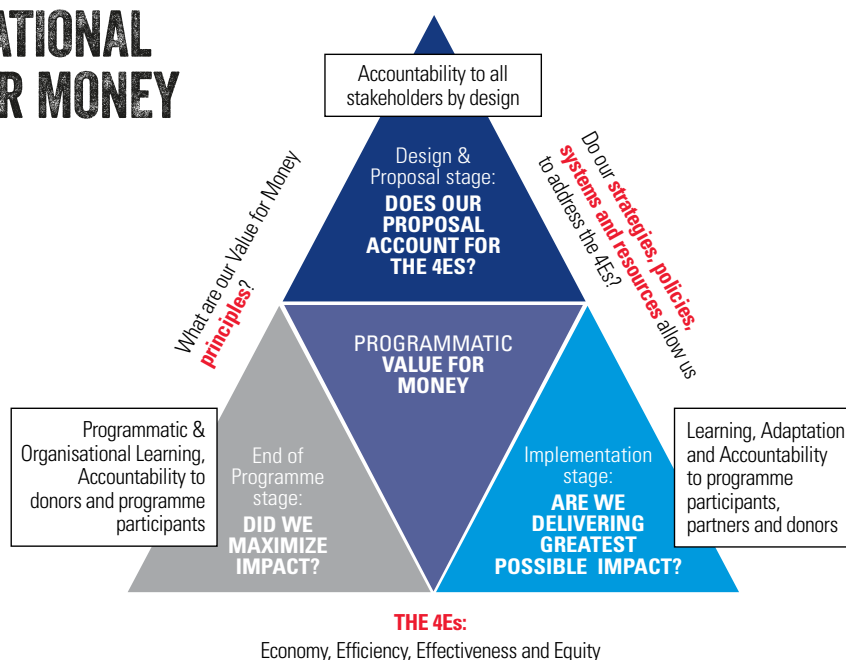
Goal 7: Effective partnerships

Goal 8: Increased scale and income

Goal 9: An accountable and effective organisation



ORGANISATIONAL VALUE FOR MONEY



will be embedded within our Accountability Stakeholder Framework and linked to our monitoring, evaluation and learning processes to encourage VfM analysis in a more systematic way.

Trócaire's Framework and Principles of Value for Money

Trócaire has adopted the renowned 4Es framework (*Economy, Efficiency, Effectiveness and Equity*) to communicate its VfM at organisational level, in proposals and for reporting purposes. We will also employ complementary approaches when the purpose is to generate learning to inform strategic management decisions in our programmes.

Trócaire's VfM work is guided by the three core principles:

- Ensuring that our investments produce the most sustainable and positive change possible within the different contexts that we work;
- Demonstrating our accountability to all our stakeholders- particularly people living in poverty and exclusion, partners, donors and the Irish public; and
- Questioning, learning and adapting systems, processes and programmes to continually improve our impact.

In practice, this means that:

- *Organisationally*: Trócaire must continuously ensure that its policies, systems and

procedures are updated and improved where needed, to ensure it is able to deliver VfM and is working in accordance to its VfM principles.

- *Programmatically*: at different stages of the programme cycle (whether it is a programme in the global South, in Ireland or a campaign) it must integrate VfM analysis and use the evidence generated to make decisions and adapt programmes.

The diagram above illustrates the VfM framework, with the main purposes, the organisational framework as the enabling environment that sets out principles, policies and systems according to the 4Es and, at the centre, the programmatic approach to VfM, highlighting the key questions Trócaire aims to answer at the different stages of the programme cycle.

FINANCIAL POSITION AND RESERVES POLICY

It is Trócaire's policy to maintain a prudent level of reserves to enable the charity to deliver on our commitments and mandate and to ensure that we manage financial, governance and operational risk. An adequate and working reserves policy provides essential accountability to our beneficiaries, institutional funders, public supporters, and other stakeholders and assures them that the charity's activities are sustainable. Trócaire's available resources at the end of the year are €49m (2019/20 - €40m). Of the available resources, €24m (2019/20 - €21m) is held in **restricted funds**, as the funds were donated for

specific areas and activities. **Unrestricted funds** of €25m (2019/20: €19m) are held in general and designated funds.

- In managing its unrestricted reserves of €25m, the company has an agreed policy of holding a contingency reserve in its Emergency Fund, to cater for emergencies and to allow the company to respond rapidly in such circumstances. The amount in this reserve at 28 February 2021 is €0.5m.
- The reserve in the General Fund stood at €23.5m. €1m of this is invested in fixed assets and is not available for other use. The balance will be used to fund programmes overseas to further the objectives of the company.
- The reserve in Designated funds stood at €1m. Due to external events causing disruption to the banking systems in Myanmar, there has been limited access to bank balances held in country of €750k since 1 February 2021. The Board deemed it prudent to designate this cash balance and potential additional operational expenditure of €0.3m until the situation has resolved and Trócaire has the ability to withdraw this cash freely.

Free Reserves

As recommended by the Charities SORP (FRS 102), in order to ensure that the company has access to funds it is necessary to adjust unrestricted reserves by excluding Fixed Assets and the Defined Benefit Pension Liability as valued under FRS102. It would be unlikely that the company would be able to liquidate the fixed assets in a timely manner.

Free reserves as at 28 February 2021 are €25m. This is equivalent to 8 months of planned expenditure for 2021/22 based on the organisational budget as approved by the Board in February 2021. This is in excess of the Board's policy of holding free reserves in a range of a minimum of five to a maximum of seven months of planned expenditure and is as a result of increased public income in 2020/21. The organisation has a financial plan to reduce this reserves amount in a managed way.

RESERVE TRENDS & FINANCIAL SUSTAINABILITY

Each year at the AGM the Directors review the level of restricted reserves to ensure that funds donated or granted for specific purposes are spent on a timely basis. Due to the nature of restricted

reserves surpluses in one year are usually balanced by deficits in later years as surplus funds received are spent down over time. Trócaire has a surplus of €3m in restricted reserves at 28 February 2021. Expenditure on those restricted funds continues in 2021/22.

However, unrestricted reserves are required to be maintained at specific levels in order to meet Trócaire's reserves policy detailed above. As such, recurring years of deficits in unrestricted reserves could threaten the financial sustainability of Trócaire.

Trócaire began the 2020/21 financial year with an approved structural deficit of €1m and financial management plan. This financial management plan factored in the results of a 2019 Country Portfolio Review which assessed the viability and sustainability of all country programmes. As a result of this comprehensive review, a decision was made to close Trócaire's country office in Uganda and repurpose the Kenya office as a global localisation hub. This will happen in December 2021. The original financial forecast for 2020/21 also included the impact of the voluntary redundancy scheme in the Irish offices that had been carried out during the financial year 2019/20. These original forecasts were revised in April 2020 based on projections for an expected Covid-related fall in income. The management of Trócaire took a proactive approach to the uncertain conditions caused by the onset of the Covid pandemic. An internal control measure called "Securing the Organisation's Future" was used which created parameters and agreed review points during the year by the Executive Leadership Team, with approval by the Audit & Risk Committee and the Board.

Trócaire uses a Multi-Annual Financial Framework to monitor projected unrestricted income and expenditure over the medium term. This tool was key to scenario planning and stress testing projections at a number of review points during the year. A series of cost cutting measures were taken to reduce unrestricted expenditure during 2020/21. As the year progressed, an expected drop in public income did not materialise and the financial management plan was adjusted accordingly. Additional humanitarian programme spend was approved in the last quarter of the financial year as a result. The organisation plans to spend the 2020/21 surplus over a number of years in order to ensure financial sustainability.

In 2020/21, Trócaire also developed a Strategic Resourcing Plan which complements the Multi-Annual Financial Framework and provides a basis for decision making on individual human and financial resource requests. Both of these financial planning tools are reviewed quarterly by the Executive Leadership Team and used to ensure that Trócaire does not carry a long-term structural deficit.

In addition to the reserves position and related surplus/deficit projections, cash balances are monitored closely. The most significant inflows and outflows of cash are largely predictable within the calendar cycle each year. Where necessary, adjustments can be made to the size and frequency of partner transfers in order to manage cashflow during the low points of this annual cycle. In 2020/21, the finance team initiated a Treasury Management review to streamline cash management across the organisation. This project will be completed in 2021/22.

The original unrestricted public income budget of €22m for the year was exceeded (€27m), despite more pessimistic projections in the early part of the financial year caused by uncertainty over the impact of Covid.

The 2021/22 budget approved by Board includes a planned deficit. This will reduce the level of reserves to below 7 months as per the agreed policy. There is further comment on financial sustainability under the Principal Risks and Uncertainties section of this Annual Report on page 66.

INVESTMENT POLICY AND PERFORMANCE

The objective of the Investment Policy is to maintain high liquidity while ensuring maximum security, meeting ethical standards and achieving the highest possible return within these limiting

factors. Investments will be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio, mitigating against credit risk, interest rate risk, currency risk and country risk. The interest earned is applied to our work.

The primary mechanism for meeting the objectives is to invest in fixed interest deposits accounts, spreading the total invested and limiting the amount invested with any individual financial institution. These financial institutions are reviewed by the Audit & Risk Committee and recommended to the Board for authorisation. The management of the company will determine the level of funds and the period of investment with these institutions taking into account the day-to-day cash flow requirements.

The investment return in the current year was in line with expectations having factored in the rates currently offered in the market.

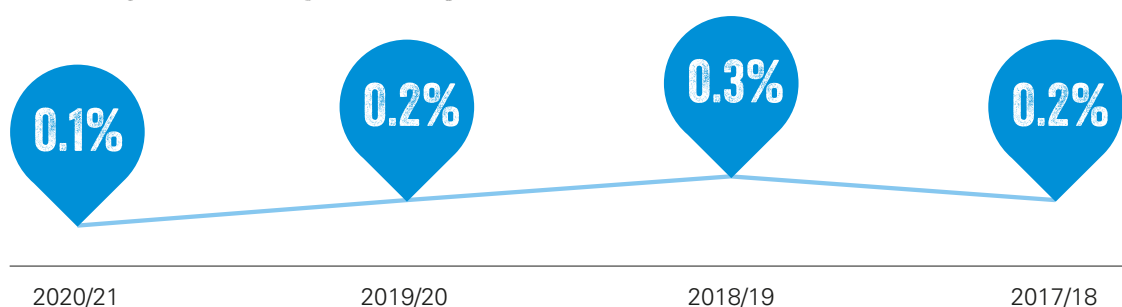
The Investment Policy is reviewed by the Audit & Risk Committee and recommended to the Board for approval.

DEFINED BENEFIT PENSION SCHEME DEFICIT

The valuation of the pension scheme at 28 February 2021, for the purposes of FRS102, showed a funding deficit of €1.5m (2019/20: €2.0m).

This deficit represents the difference between the liabilities of the pension fund and the value of its underlying assets; it does not represent an immediate cash commitment, as the cash flow required to meet the €1.5m deficit relates to future pension contributions. The valuation of the pension scheme's assets under FRS102 is different from the triennial actuarial valuation, which determines the pension contributions required to reduce the deficit.

AVERAGE RATE OF RETURN



The triennial valuation was last completed on the 28 February 2019 and Trócaire have committed to an annual contribution of €50k.

FRS102 requires that the pension deficit should be shown as a reduction in unrestricted funds.

The defined benefit pension scheme is closed to new entrants and all future benefits have ceased.

KEY PERFORMANCE INDICATORS

The following are key financial performance indicators which are reported on by management as a measure of performance and financial strength.

Grants to Partners as a % of total expenditure	
2020/21	2019/20
56%	53%

Return on Fundraising Spend	
2020/21	2019/20
€4.65	€3.70

Support Costs as a % of total expenditure	
2020/21	2019/20
7%	8%

Unrestricted Reserves in months	
2020/21	2019/20
8 months	6 months

- Grants to partners is a measure of how much of our funds is spent by our partner organisations in the field. Trócaire work with a diverse, relevant portfolio of partners that can deliver innovative and impactful programmes in an accountable manner.
- Support costs as a % of total expenditure shows how much of total expenditure is absorbed by essential but noncore activities and functions.
- Return on fundraising spend is how much we get back for every €1 invested. This is total public income and can be affected (positively) in years when a special emergency appeal occurs.

- Unrestricted reserves is a measure in months of how much resources Trócaire has available to draw down on in order to continue its work in the event of an economic downturn.

The first three financial KPIs have improved in 2020/21 compared to previous year. Continuing cost reduction measures and efforts to increase income levels are aimed at maintaining these KPIs in future years.

There is work ongoing to reduce the level of unrestricted reserves back to within the agreed range of 5-7 months.

FINANCIAL RESULTS OF SUBSIDIARY

In addition to the parent company, Trócaire holds a subsidiary - Trócaire Northern Ireland (Registered office: 50 King Street, Belfast, BT1 6AD, Company number: NI021482). In the 2020/21 year, Trócaire Northern Ireland generated an income of GBP£7.1m, had expenditure of GBP£5.6m, with total funds of GBP£6.2m as at the financial year end. The year-end position of the company was satisfactory and it is expected to continue in operation for the foreseeable future.



Patricia and her mother Evelyn from Uganda. Patricia featured on the 2019 Trócaire Box. Photo: Trócaire.

POST BALANCE SHEET EVENTS

There have been no events subsequent to the year-end that require any adjustment to or additional disclosure in the 2020/21 financial statements.

Trócaire continues to monitor the ongoing impact of the Covid-19 pandemic on the organisation's finances.

GOING CONCERN

Trócaire has a very robust Multi Annual Financial Framework in place which is used for financial modelling. This framework includes income and expenditure projections, key performance indicators, assessment of external factors and scenario planning. This is reviewed quarterly and adjusted as necessary.

A going concern assessment was completed based on this comprehensive analysis, the current year end financial position and the expected performance for a period of at least 12 months from the date of approval of the financial statements. As a result, the Directors consider that the Group has adequate resources to remain in operation for the foreseeable future and have therefore used the going concern basis in preparing the financial statements.

RELATED PARTIES

There were no Related Party transactions which require disclosure under FRS 102.

POLITICAL CONTRIBUTIONS

There were no political contributions which require disclosure under the Electoral Act 1997.

SIGNED ON BEHALF OF THE BOARD:

Date: 3rd June 2021



Bishop William Crean



Karen Dillon



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TRÓCAIRE

Report on the audit of the financial statements

Opinion on the financial statements of Trócaire (the 'company')

In our opinion the group and parent company financial statements:

- give a true and fair view of the assets, liabilities and financial position of the group and parent company as at financial year end date and of the incoming resources and application of resources of the group for the financial year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

The financial statements we have audited comprise:

the group financial statements:

- the Consolidated Statement of Financial Activities;
- the Consolidated Balance Sheet;
- the Consolidated Cash Flow Statement; and
- the related notes 1 to 22, including a summary of significant accounting policies as set out in note 1.

the parent company financial statements:

- the Statement of Financial Activities;
- the Balance Sheet;
- the Cash Flow Statement; and
- the related notes 1 to 22, including a summary of significant accounting policies as set out in note 1.

The relevant financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council] "the relevant financial reporting framework.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are described below in the "*Auditor's responsibilities for the audit of the financial statements*" section of our report.

We are independent of the group and parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TRÓCAIRE

Report on the audit of the financial statements

Other information

The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group and parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group and parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group and parent company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the entity or the group to cease to continue as a going concern.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TRÓCAIRE

Report on the audit of the financial statements

Auditor's responsibilities for the audit of the financial statements (cont/d...)

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the business activities within the group to express an opinion on the consolidated financial statements. The group auditor is responsible for the direction, supervision and performance of the group audit. The group auditor remains solely responsible for the audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that the auditor identifies during the audit.

Report on other legal and regulatory requirements

Opinion on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the parent company were sufficient to permit the financial statements to be readily and properly audited.
- The parent company financial statements are in agreement with the accounting records.
- In our opinion the information given in the directors' report is consistent with the financial statements and the directors' report has been prepared in accordance with the Companies Act 2014.

Matters on which we are required to report by exception

Based on the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the provisions in the Companies Act 2014 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink, appearing to read "Kevin Sheehan".

Kevin Sheehan
For and on behalf of Deloitte Ireland LLP
Chartered Accountants and Statutory Audit Firm
Deloitte & Touche House, Earlsfort Terrace, Dublin 2

8 June 2021

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2021

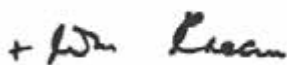
		Unrestricted Funds €'000	Restricted Funds €'000	Total 2021 €'000	Unrestricted Funds €'000	Restricted Funds €'000	Total 2020 €'000
	Notes						
Income from:							
Donations and legacies	3.1	26,411	1,359	27,770	21,873	1,046	22,919
Charitable activities	3.2	-	45,518	45,518	-	40,684	40,684
Investment Income	3.3	22	2	24	48	4	52
TOTAL INCOME		26,433	46,879	73,312	21,921	41,734	63,655
Expenditure on:							
Raising funds	4	(5,971)	-	(5,971)	(6,160)	(21)	(6,181)
Charitable activities	5	(15,174)	(44,167)	(59,341)	(16,203)	(44,934)	(61,137)
TOTAL EXPENDITURE		(21,145)	(44,167)	(65,312)	(22,363)	(44,955)	(67,318)
Net income/(expenditure)		5,288	2,712	8,000	(442)	(3,221)	(3,663)
Other recognised Gains/(Losses):							
Exchange gain/(loss) on consolidation of subsidiary		240	-	240	(22)	21	(1)
Actuarial gain/(loss) on valuation of retirement benefit scheme	18	465	-	465	(649)	-	(649)
NET MOVEMENT IN FUNDS		5,993	2,712	8,705	(1,113)	(3,200)	(4,313)
Reconciliation of funds							
Fund Balances at beginning of the financial year	15/16	19,032	20,798	39,830	20,145	23,998	44,143
FUND BALANCES AT END OF THE FINANCIAL YEAR	15/16	25,025	23,510	48,535	19,032	20,798	39,830

There are no other recognised gains or losses other than those listed above and the net movement in funds for the financial year. All income and expenditure derives from continuing activities.

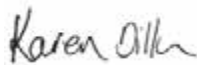
CONSOLIDATED BALANCE SHEET AS AT 28 FEBRUARY 2021

		2021	2020
	<i>Notes</i>	€'000	€'000
FIXED ASSETS			
Tangible fixed assets	8	547	526
		<hr/>	<hr/>
CURRENT ASSETS			
Stock	9	586	447
Debtors	10	34,947	32,752
Cash at bank and in hand	11	30,063	21,977
Short term investments	12	2	1
		<hr/>	<hr/>
		65,598	55,177
		<hr/>	<hr/>
CREDITORS (Amounts falling due within one year)	13	(16,136)	(13,903)
		<hr/>	<hr/>
NET CURRENT ASSETS		49,462	41,274
		<hr/>	<hr/>
Retirement benefit scheme liability	18	(1,474)	(1,970)
		<hr/>	<hr/>
TOTAL NET ASSETS		48,535	39,830
		<hr/>	<hr/>
FUNDS OF THE CHARITY			
Restricted funds	15	23,510	20,798
Unrestricted funds	16	25,025	19,032
		<hr/>	<hr/>
TOTAL FUNDS		48,535	39,830
		<hr/>	<hr/>

The financial statements were approved by the Board of Directors on 3rd June 2021 and signed on its behalf by:



Bishop William Crean



Karen Dillon

CONSOLIDATED CASH FLOW STATEMENT FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2021

	Note	2021 €'000	2020 €'000
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	17	8,100	(4,742)
Cash flows from investing activities			
Purchase of Fixed Assets	8	(37)	-
Interest received		24	51
Net cash from investing activities		(13)	51
Change in cash and cash equivalents in the financial year		8,087	(4,691)
Cash and cash equivalents at the beginning of the financial year		21,978	26,669
Cash and cash equivalents at the end of the financial year		30,065	21,978
Analysis of cash and cash equivalents:			
Cash at bank and in hand		30,063	21,977
Short term investments		2	1
Total cash and cash equivalents		30,065	21,978

CLG STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2021

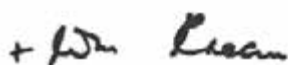
		Unrestricted Funds €'000	Restricted Funds €'000	Total 2021 €'000	Unrestricted Funds €'000	Restricted Funds €'000	Total 2020 €'000
	Notes						
Income from:							
Donations and legacies	3.4	19,068	1,211	20,279	15,717	866	16,583
Charitable activities	3.5	-	45,121	45,121	-	40,275	40,275
Investment Income	3.6	22	2	24	41	3	44
TOTAL INCOME		19,090	46,334	65,424	15,758	41,144	56,902
Expenditure on:							
Raising funds	4	(4,782)	-	(4,782)	(5,018)	(20)	(5,038)
Charitable activities	5	(10,175)	(43,854)	(54,029)	(10,356)	(44,331)	(54,687)
TOTAL EXPENDITURE		(14,957)	(43,854)	(58,811)	(15,374)	(44,351)	(59,725)
Net income/(expenditure)		4,133	2,480	6,613	384	(3,207)	(2,823)
Actuarial gain/(loss) on valuation of retirement benefit scheme							
	18	465	-	465	(649)	-	(649)
NET MOVEMENT IN FUNDS		4,598	2,480	7,078	(265)	(3,207)	(3,472)
Reconciliation of funds							
Fund Balances at beginning of the financial year	15/16	13,479	20,791	34,270	13,744	23,998	37,742
FUND BALANCES AT END OF THE FINANCIAL YEAR	15/16	18,077	23,271	41,348	13,479	20,791	34,270

There are no other recognised gains or losses other than those listed above and the net movement in funds for the financial year. All income and expenditure derives from continuing activities.

CLG BALANCE SHEET AS AT 28 FEBRUARY 2021

	Notes	2021 €'000	2020 €'000
FIXED ASSETS			
Tangible fixed assets	8	308	280
		<hr/>	<hr/>
		308	280
CURRENT ASSETS			
Stock	9	586	447
Debtors	10	34,606	32,303
Cash at bank and in hand	11	27,053	17,102
Short term investments	12	2	1
		<hr/>	<hr/>
		62,247	49,853
CREDITORS (Amounts falling due within one year)			
	13	(19,733)	(13,893)
NET CURRENT ASSETS			
		<hr/>	<hr/>
		42,514	35,960
Retirement benefit scheme liability	18	(1,474)	(1,970)
		<hr/>	<hr/>
TOTAL NET ASSETS		41,348	34,270
FUNDS OF THE CHARITY			
Restricted funds	15	23,271	20,791
Unrestricted funds	16	18,077	13,479
		<hr/>	<hr/>
TOTAL FUNDS		41,348	34,270
		<hr/>	<hr/>

The financial statements were approved by the Board of Directors on 3rd June 2021 and signed on its behalf by:



Bishop William Crean



Karen Dillon

CLG CASH FLOW STATEMENT FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2021

		2021	2020
	Note	€'000	€'000
Cash flows from operating activities			
Net cash provided by/(used in) operating activities	17	9,966	(1,329)
Cash flows from investing activities			
Purchase of Fixed Assets	8	(37)	-
Interest received		23	44
Net cash from investing activities		(14)	44
Change in cash and cash equivalents in the financial year		9,952	(1,285)
Cash and cash equivalents at the beginning of the financial year		17,103	18,388
Cash and cash equivalents at the end of the financial year		27,055	17,103
Analysis of cash and cash equivalents:			
Cash at bank and on short term deposit		27,053	17,102
Short term investments		2	1
Total cash and cash equivalents		27,055	17,103

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2021

1. ACCOUNTING POLICIES

The following accounting policies are applied consistently in dealing with items which are considered material to the charity's financial statements:

BASIS OF PREPARATION

Trócaire is a company incorporated in Ireland under the Companies Act 2014. The address of the registered office is given on page 130. The nature of the company's operations and principal activities are set out in the Directors' Report on pages 47-78.

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) – Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) "Charities SORP (FRS 102)" and the Companies Act 2014.

Trócaire is a public benefit entity as defined by FRS 102.

The consolidated financial statements have been prepared on a going concern basis. Following the Directors review of Trócaire's results for the year, the year-end financial position, the approved 2021/22 budget and other medium term projections, the Directors believe that the charity has adequate resources to continue in operational existence for the foreseeable future and consequently believe there are sufficient resources to manage any operational or financial risks. There is no material uncertainty about the ability to continue.

The presentation currency of these financial statements is Euro (€). This is the functional currency of the charity as the majority of the funds raised by the Group are in Euro (€). All amounts in the financial statements have been rounded to the nearest €1,000.

PRINCIPLES OF CONSOLIDATION

The consolidated financial statements include a 100% consolidation of the financial statements

of Trócaire's subsidiary undertaking Trócaire (Northern Ireland). The results and balance sheet of Trócaire (Northern Ireland) have been consolidated on a line by line basis. No separate income and expenditure account of the subsidiary undertaking has been presented, as permitted by the Charities SORP (FRS 102) – Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). Trócaire is availing of the exemption under FRS 102 (33.11) Related Party Disclosures not to disclose details of transactions with companies within the Group.

The work of the company in the developing world is carried out through branches of the CLG located in the countries of operation. All funds held by the branches are the legal property of the CLG. Expenditure, assets and liabilities are included in the financial statements of the CLG.

INCOME

Income is recognised when the company becomes legally entitled to the funds, the income can be measured reliably, and it is probable the funds will be received.

Where income has been received in advance, it is deferred until the conditions are met. Where income has not yet been received, but all criteria for recognition has been satisfied, the income is accrued as a debtor in the balance sheet.

Income reflected in the financial statements includes;

- Donations and Legacies: donations from the public, corporates, trusts, legacies, major donors and related tax refunds.
- Charitable Activities; Income from institutional donors which includes Governments and other agencies and groups.
- Investment income, in the form of bank deposits, received during the year.

Donations and Legacies

- Monetary donations from the public are recognised as income when the donations are received.

- Legacy income is recognised when confirmation of unconditional entitlement to the bequest is received.
- Tax refunds are recognised when all legislative requirements have been met and the amounts can be measured with reasonable certainty.

Charitable Activities

As per income recognition conditions under Charities SORP, grants from institutional donors are recognised when Trócaire is legally entitled to the income and is fulfilling the conditions contained in the related funding agreements which may be time or performance related. All grant agreements are reviewed using these criteria to ensure income is recognised consistently and correctly.

Trócaire may be liable for any disallowable expenditure - no provision or disclosure has been made in these accounts for any such liabilities because the likelihood is deemed remote and immaterial.

Non-monetary donations utilised by the company as part of programmes designed, implemented, and managed by Trócaire are valued and included in income in the year in which they are received. These Goods in Kind donations are valued at the estimated market price at the time of receipt.

FUND ACCOUNTING

There are two types of funds maintained as follows:

Restricted funds represent income which can only be used for particular purposes as specified by donors.

Unrestricted funds are comprised of general funds and designated funds. General funds are expendable at the discretion of the company in furtherance of the objectives of the charity while designated funds are a portion of the unrestricted funds that have been set aside for a particular purpose.

Income is treated as being general and unrestricted, unless a donor has specified the manner in which the donation is to be spent, in which case it is treated as restricted income.

The Board review the restricted income funds on an annual basis. Where restricted public funds remain unspent three years following receipt and

the Board consider that funds exist which are surplus to requirements, an appropriate transfer can be made to unrestricted funds.

In accordance with the Charities SORP (FRS 102), the defined benefit pension scheme is included with unrestricted funds.

EXPENDITURE

All expenditure is accounted for on an accruals basis and has been analysed between cost of raising funds and charitable activities.

Expenditure can be subcategorised as follows:

Charitable Activities

Grants to partners: Grants are charged to the Statement of Financial Activities when they have been approved and where a contractual commitment has been made to the partner company. Grants represent funds made available to partners and comprise either cash funds transferred to the partners or in kind provision of goods and services procured on their behalf. Grants that have been approved but not yet disbursed at the balance sheet date are carried forward as approved partner commitments in the balance sheet.

Programme costs: Those costs, excluding grants to partners, which can be directly attributed to our overseas and Ireland programmes. This expenditure is primarily spent in our countries of operation and is focused on partner capacity building, monitoring, evaluation and ensuring we maximise our impact. In Ireland our programme work is aimed at creating a greater awareness of the causes of world poverty and injustice and how change can be achieved.

Raising Funds

Costs of raising funds comprise the costs incurred in fundraising, including the costs of advertising, producing publications, printing and mailing fundraising material and staff costs.

Support Costs

Support costs are those costs which cannot be directly attributed and have been allocated in proportion to estimated benefits received. These include costs such as finance and logistics, human resources, IT and communications, premises and governance costs. The support costs have been allocated as follows, 80% to overseas programme, 10% to Ireland

programme, and 10% to raising funds. This allocation ratio is the same as that which was used in the prior year.

FOREIGN CURRENCIES

The consolidated financial statements are prepared in Euro (€), as it is the Group's functional currency.

Transactions in foreign currencies during the financial year are translated at the rate of exchange ruling on the date of the transaction. Foreign currency balances at the balance sheet date are translated at the rate of exchange on that date. Any gain or loss arising from a change in exchange rates subsequent to the date of a transaction is included in the Statement of Financial Activities.

PENSIONS

Trócaire operates both defined contribution and defined benefit pension schemes.

Defined Contribution Scheme

Pension benefits are funded over the employees' period of service by way of contributions from the company and employees. Contributions are charged to the Statement of Financial Activities in the year in which they become payable.

Defined Benefit Scheme

The defined benefit scheme was closed to new members on 1 September 2013. The defined benefit scheme is administered by Trustees and is independent of the charity's finances. Contributions are paid to the scheme in accordance with the recommendations of independent actuaries to enable the Trustees to meet from the scheme the benefits accruing in respect of current and future service.

For defined benefit schemes the amounts charged to operating surplus are the costs arising from employee services rendered during the financial year and the cost of plan introductions, benefit changes, settlements and curtailments. They are included as part of staff costs. The net interest cost on the net defined benefit liability is charged to income and expenditure. Re-measurement comprising actuarial gains and losses and the return on scheme assets (excluding amounts included in net interest on the net defined benefit liability) are recognised immediately in other recognised gains & losses.

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the charity, in separate Trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method. Actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

Other long-term employee benefits are measured at the present value of the benefit obligation at the reporting date.

TAXATION

No charge to corporation taxation arises as the Group has been granted exemption under Sections 207 and 208 of the Taxes Consolidation Act 1997. Irrecoverable value added tax is expensed as incurred.

TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets costing €3,000 or more are capitalised and stated in the balance sheet at cost less accumulated depreciation. Depreciation is calculated to write off the cost of the asset, other than freehold property, over its expected useful life at the following annual rates:

Leasehold property	Over term of lease
Freehold and long leasehold property	2% straight line method
Computer installation	33.3% straight line method
Fixtures, fittings and equipment	12.5% reducing balance method
Motor vehicles	20% reducing balance method

The Board reviews the estimates of useful lives and residual values regularly, based on prices prevailing at the time of acquisition and based on their estimates. The carrying values of tangible fixed assets and Freehold property are reviewed annually for impairment in periods if events or changes in circumstances indicate the carrying value may not be recoverable.

Tangible fixed assets held by overseas locations are not included in the tangible fixed assets in the balance sheet but expensed at the time of purchasing as part of the charitable expenditure.

SHORT TERM INVESTMENTS

Current asset investments are stated at market value.

STOCKS

Stocks consist of medical and nutrition relief supplies held pending distribution and are valued at the lower of cost and net realisable value. Cost is the purchase price, less any trade discount, plus any additional costs associated with bringing the items to their current location and condition.

DEBTORS

Debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Debtors and prepayments in countries of operation comprise balances arising from programme activities. Income recognised by the Group from institutional funders, but not yet received at year end, is included in debtors.

CASH AT BANK AND IN HAND

Cash at bank and in hand is comprised of cash on deposit at banks requiring less than 3 months' notice of withdrawal. These are carried at amortised cost.

CREDITORS

Creditors and provisions are recognised where the Group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be reliably measured or estimated. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due and at their present value where the time value of money is deemed significant. Creditors in countries of operation comprise accruals and trade payables arising from programme activities. Funds already received from institutional donors that do not yet meet the criteria for recognition as income are shown in creditors.

FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions of the instrument. Financial liabilities are classified according to the substance of the contractual arrangements entered into.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar instrument.

Financial assets and liabilities are offset in the balance sheet when, and only when there exists a legally enforceable right to set off the recognised amounts and the entity intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are recognised when and only when:

- a) the contractual rights to the cash flows from the financial asset expire or are settled,
- b) the entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or
- c) the entity, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are recognised only when the obligation specified in the contract is discharged, cancelled or expires.

OPERATING LEASE

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities (SOFA).

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the entity's accounting policies, which are described in note 1, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The following are the critical judgements and estimations that the Board of Directors have made in the process of applying the company's accounting policies and that have the most significant effect on the amounts recognised in the financial statements:

DEFINED BENEFIT PENSION SCHEME

The company has a defined benefit pension scheme in operation for certain employees. There are estimates with respect to certain key assumptions made in calculating the actuarial liability relating to the scheme including the discount rate, inflation and mortality rates, as disclosed in note 18 to the financial statements.

PROVISIONS

Trócaire's activities encompass many foreign territories which can be subject to in-country assessment locally in respect of employment taxes and related obligations. The Directors review in-country potential liabilities and where necessary take professional advice, and make appropriate provision where required.

3 INCOME

Group:	Unrestricted Funds €'000	Restricted Funds €'000	Total 2021 €'000	Unrestricted Funds €'000	Restricted Funds €'000	Total 2020 €'000
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3.1 DONATIONS AND LEGACIES

General Donations & Legacies	13,827	942	14,769	9,105	454	9,559
Lenten Campaign	8,069	-	8,069	8,343	-	8,343
Committed Giving	4,515	-	4,515	4,425	-	4,425
Special Appeals	-	417	417	-	592	592
Total Donations and Legacies	26,411	1,359	27,770	21,873	1,046	22,919

3.2 CHARITABLE ACTIVITIES

Contributions from Governments and similar bodies:

Irish Aid	-	22,032	22,032	-	21,706	21,706
EU & ECHO	-	5,178	5,178	-	2,654	2,654
UN Agencies	-	1,829	1,829	-	1,600	1,600
Swedish Government, SIDA	-	971	971	-	2,153	2,153
US Aid	-	258	258	-	198	198
UK Government, DFID	-	(42)	(42)	-	815	815
Australian Aid	-	(3)	(3)	-	437	437
	-	30,223	30,223	-	29,563	29,563

Contributions from Caritas agencies:

SCIAF (Scotland)	-	2,319	2,319	-	2,333	2,333
Caritas Relief Services (USA)	-	1,703	1,703	-	1,185	1,185
Cafod (England and Wales)	-	923	923	-	-	-
Caritas Germany	-	486	486	-	1,339	1,339
Development & Peace (Can)	-	385	385	-	32	32
Misereor (Germany)	-	307	307	-	176	176
Caritas France	-	301	301	-	250	250
Caritas Korea	-	90	90	-	-	-
Cordaid The Netherlands	-	50	50	-	-	-
Caritas Rwanda	-	-	-	-	2	2
Secour Catholique (France)	-	-	-	-	(19)	(19)
Caritas Australia	-	(36)	(36)	-	1	1
	-	6,528	6,528	-	5,299	5,299

3.2 CHARITABLE ACTIVITIES (CONTINUED)

	Unrestricted Funds €'000	Restricted Funds €'000	Total 2021 €'000	Unrestricted Funds €'000	Restricted Funds €'000	Total 2020 €'000
Contributions from agencies and groups:						
PSI (DFID)	-	2,424	2,424	-	2,239	2,239
Start Fund	-	1,187	1,187	-	773	773
TRACE	-	823	823	-	1,090	1,090
DRC Stabilization Coherence Fund	-	760	760	-	-	-
Concern	-	705	705	-	-	-
Child welfare company of the Catholic church in Germany	-	644	644	-	300	300
Canadian Food & Grain Bank	-	572	572	-	453	453
Jersey Overseas Aid Commission	-	354	354	-	-	-
Oxfam	-	299	299	-	437	437
Paung Sie Facility	-	232	232	-	-	-
Bisschoppelijke Vastenactie	-	182	182	-	150	150
ELHRA – Humanitarian Innovation Fund	-	156	156	-	-	-
Straros Niarchos Foundation	-	100	100	-	-	-
Food and Agriculture Company	-	62	62	-	-	-
Community Foundation Ireland	-	60	60	-	-	-
State of Guernsey OAC	-	56	56	-	44	44
Electric Aid	-	48	48	-	46	46
Franciscan Sisters of Mary	-	46	46	-	44	44
Bank of Ireland	-	45	45	-	45	45
Nylen (Shalom) Foundation	-	20	20	-	-	-
Friends of the Earth Europe	-	12	12	-	-	-
Help in Action Fund	-	8	8	-	-	-
The Save the Children Fund	-	3	3	-	13	13
ACF International	-	(1)	(1)	-	-	-
Drivers of Food Choice	-	(30)	(30)	-	28	28
Kenneally Int'l Foundation	-	-	-	-	91	91
Porticus Foundation	-	-	-	-	50	50
ISHIARA Partnership Dam Project - Waterford Parish	-	-	-	-	25	25
IRF	-	-	-	-	18	18
World Health Company	-	-	-	-	12	12
Human Dignity Foundation	-	-	-	-	8	8
International Land Coalition	-	-	-	-	4	4
ASB Deutschland	-	-	-	-	(1)	(1)
Danida	-	-	-	-	(2)	(2)
Dreams	-	-	-	-	(20)	(20)
Palladium	-	-	-	-	(25)	(25)
	-	8,767	8,767	-	5,822	5,822
Total Charitable Activities	-	45,518	45,518	-	40,684	40,684
3.3 INVESTMENT INCOME						
Interest Receivable	22	2	24	48	4	52
TOTAL INCOME	26,433	46,879	73,312	21,921	41,734	63,655

CLG:

	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	2021	Funds	Funds	2020
	€'000	€'000	€'000	€'000	€'000	€'000

3.4 DONATIONS AND LEGACIES

General Donations & Legacies	9,648	892	10,540	6,845	427	7,272
Lenten Campaign	5,978	-	5,978	5,524	-	5,524
Committed Giving	3,442	-	3,442	3,348	-	3,348
Special Appeals	-	319	319	-	439	439
Total Donations and Legacies	19,068	1,211	20,279	15,717	866	16,583

3.5 CHARITABLE ACTIVITIES

Governments and similar bodies:	-	30,235	30,235	-	29,197	29,197
Caritas agencies	-	6,527	6,527	-	5,298	5,298
Agencies and groups:	-	8,359	8,359	-	5,780	5,780
Total Charitable Activities	-	45,121	45,121	-	40,275	40,275

3.6 INVESTMENT INCOME

Total Investment Income	22	2	24	41	3	44
TOTAL INCOME	19,090	46,334	65,424	15,758	41,144	56,902

4. RAISING FUNDS EXPENDITURE

Goal 8: Increased scale and income

Group:	Unrestricted Funds €'000	Restricted Funds €'000	Total 2021 €'000	Total 2020 €'000
Cost of generating donations and legacies	3,667	-	3,667	4,185
Cost of generating Lenten Campaign	1,299	-	1,299	1,028
Cost of generating Committed Giving	570	-	570	362
Cost of generating Special Appeals	3	-	3	89
Support Costs (Note 6.1)	432	-	432	517
	5,971	-	5,971	6,181

CLG:	Unrestricted Funds €'000	Restricted Funds €'000	Total 2021 €'000	Total 2020 €'000
Cost of generating donations and legacies	2,892	-	2,892	3,072
Cost of generating Lenten Campaign	1,030	-	1,030	1,028
Cost of generating Committed Giving	452	-	452	362
Cost of generating Special Appeals	3	-	3	89
Support Costs (Note 6.1)	405	-	405	487
	4,782	-	4,782	5,038

Raising funds expenditure is comprised of the costs incurred in fundraising. These include the costs of advertising, producing publications, printing and mailing fundraising material, staff costs in these areas, and an appropriate allocation of support cost.

I 5. CHARITABLE ACTIVITIES EXPENDITURE

Group:	Programme		Support	Total	Total
	Grants	Costs	Costs	2021	2020
	€'000	€'000	€'000	€'000	€'000
Overseas Programme					
Strategic Plan 2016-2020					
Goal 1: Human rights and democratic space	1,713	865	163	2,741	3,649
Goal 2: Equitable access to & use of resources	7,832	4,972	761	13,565	15,573
Goal 3: Women's empowerment	6,414	4,107	626	11,147	12,744
Goal 4: Protection of dignity in humanitarian crises	20,459	6,783	1,861	29,103	25,637
International projects	462	151	41	654	557
	36,880	16,878	3,452	57,210	58,160

Ireland Programme

Goal 5: People and leaders in Ireland are acting for a just world

102	1,597	432	2,131	2,977
36,982	18,475	3,884	59,341	61,137

Group:	Unrestricted	Restricted	Total	Total
	Funds	Funds	2021	2020
	€'000	€'000	€'000	€'000
Overseas programme (Goals 1-4)	13,078	44,132	57,210	58,160
Ireland programme (Goal 5)	2,096	35	2,131	2,977
	15,174	44,167	59,341	61,137

Expenditure on charitable activities is analysed as shown above.

Further analysis of our overseas programme (by country) can be seen in Appendix 1 and a list of our 50 largest partner grants can be seen in Appendix 2. (Appendices are not covered by the audit report).

5. CHARITABLE ACTIVITIES EXPENDITURE (CONTINUED)

CLG:	Grants €'000	Programme Costs €'000	Support Costs €'000	Total 2021 €'000	Total 2020 €'000
Goals 1-4:					
Overseas programme	32,577	16,403	3,239	52,219	52,146
Goal 5:					
Ireland programme	102	1,303	405	1,810	2,541
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	32,679	17,706	3,644	54,029	54,687
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

CLG:	Unrestricted Funds €'000	Restricted Funds €'000	Total 2021 €'000	Total 2020 €'000
Overseas programme (Goals 1-4)	8,400	43,820	52,220	52,146
Ireland programme (Goal 5)	1,775	34	1,809	2,541
	<hr/>	<hr/>	<hr/>	<hr/>
	10,175	43,854	54,029	54,687
	<hr/>	<hr/>	<hr/>	<hr/>

6. SUPPORT COSTS

6.1 SUPPORT COSTS

	Group		CLG	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
Human resources, safeguarding, learning and development	992	1,340	992	1,340
Information communications and technology	1,193	1,091	1,193	1,091
Premises and facilities	811	996	567	789
Finance	584	595	583	595
Governance (see note 6.2)	363	592	341	571
Standards and Compliance	373	559	373	485
	4,316	5,173	4,049	4,871

Support costs which cannot be directly attributed have been allocated in proportion to estimated benefits received and are apportioned as follows:

- 80% to the Overseas programme (Goals 1-4)
- 10% to Ireland programme (Goal 5)
- 10% to Raising funds (Goal 8)

	Group		CLG	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
Analysed as follows:				
Overseas programme (Goals 1-4)	3,452	4,139	3,239	3,897
Raising funds (Goal 8)	432	517	405	487
Ireland programme (Goal 5)	432	517	405	487
	4,316	5,173	4,049	4,871

6.2 GOVERNANCE COSTS

	Group		CLG	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
Strategic management and directorate	227	401	218	393
Internal audit	82	137	82	137
Statutory audit fee*	54	54	41	41
	363	592	341	571

* In the current and prior financial year our auditors provided an external audit service only.

7. STAFF COSTS

The average number of employees in Ireland and overseas during the financial year was 444 (2020: 471).

The full staff profile is as follows:

	Group		CLG	
	2021 Numbers	2020 Numbers	2021 Numbers	2020 Numbers
Staff engaged in:				
Overseas programme	357	366	357	366
Management and support staff in Ireland	34	41	33	38
Ireland programme	29	37	24	31
Raising funds	24	27	20	22
	<u>444</u>	<u>471</u>	<u>434</u>	<u>457</u>

The aggregate amounts paid to or on behalf of staff are as follows:

	Group		CLG	
	2021 €'000	2020 €'000	2021 €'000	2020 €'000
Salaries	12,926	13,689	12,561	13,214
Employer's social security contributions	996	1,023	964	979
Employer's pension contributions – Defined Contribution Scheme	871	957	838	913
Redundancy Costs	355	724	354	658
Employer's pension contributions – Defined Benefit Scheme	19	24	19	24
	<u>15,167</u>	<u>16,417</u>	<u>14,736</u>	<u>15,788</u>

The Directors of the Board do not receive remuneration for their services as Directors of the Board.

Directly incurred expenses are reimbursed, if claimed, and amounted to €nil (2020: €741).

The redundancy costs relate to the planned closure of the country offices in Kenya and Uganda in December 2021. The closure plan has been communicated to employees in those offices, prior to the financial year end, so a provision for calculated severance costs has been included here. During the prior year a voluntary redundancy scheme was made available to Ireland contracted employees as part of a cost management programme.

The number of employees whose total employee benefits (excluding employer social security contributions and pension costs) was greater than €60,000 is as follows:

	Group		CLG	
Salary Range	2021 Numbers	2020 Numbers	2021 Numbers	2020 Numbers
€60,000 to €70,000	16	20	15	18
€70,001 to €80,000	5	4	5	4
€80,001 to €90,000	3	3	3	3
€90,001 to €100,000	3	3	3	3
€100,001 to €110,000	-	1	-	1
€120,001 to €130,000	1	1	1	1
	<u>28</u>	<u>32</u>	<u>27</u>	<u>30</u>

I 7. STAFF COSTS (CONTINUED)

The defined benefit pension scheme was closed to new entrants and accrual of benefits ceased with effect from 1 September 2013. A revised defined contribution scheme was established with standard employer contributions of 8-14% dependent on age.

The Organisation and Human Resource Committee has the responsibility for approval and monitoring of the company's compensation strategy, its compensation framework, salary management processes and benchmarking mechanisms to determine pay and benefits including pension arrangements of all staff below the Chief Executive Officer. The Executive Leadership Team have set Trócaire's market reference point to construct pay ranges and to benchmark remuneration around the median of the market having regard to similar employment in the NGO sector as well as general business/ public service sectors where appropriate. Pay and conditions of the Chief Executive Officer are approved by the Remuneration Committee.

Chief Executive Officer, Caoimhe de Barra is paid a salary of €125,000 per annum and is a member of the company pension scheme. This year, as part of a prudent cost management measure during the height of the Covid-19 pandemic uncertainty, the effective salary for the year was reduced to €122,917.

The Executive Leadership Team (which is considered key management) remuneration and severance, including employers' social security and pension contributions, is €835,721 (2020: €827,766).

8. FIXED ASSETS

Group:	Fixtures, fittings and equipment €'000	Software Computer installation €'000	Freehold property €'000	Leasehold property €'000	Total €'000
COST:					
Balance at 1 March 2020	318	1,845	263	444	2,870
Additions	-	37	-	-	37
Disposals	-	(90)	-	-	(90)
Balance at 28 February 2021	318	1,792	263	444	2,817
DEPRECIATION:					
Balance at 1 March 2020	286	1,845	15	198	2,344
Charge for year	4	-	5	5	14
Exchange difference	-	-	-	2	2
Disposals	-	(90)	-	-	(90)
Balance at 28 February 2021	290	1,755	20	205	2,270
Net Book Value					
Balance at 1 March 2020	32	-	248	246	526
Balance at 28 February 2021	28	37	243	239	547

- Leasehold properties: The properties are located at 50 King Street, Belfast and 9 Cook Street, Cork.
- Freehold property: Located at 12 Cathedral Street, Dublin 1.

8. FIXED ASSETS (CONTINUED)

CLG:	Fixtures, fittings and equipment €'000	Software Computer installation €'000	Freehold property €'000	Leasehold property €'000	Total €'000
COST:					
Balance at 1 March 2020	117	1,834	263	6	2,220
Additions	-	37	-	-	37
Disposals	-	(80)	-	-	(80)
Balance at 28 February 2021	117	1,791	263	6	2,177
DEPRECIATION:					
Balance at 1 March 2020	86	1,834	15	5	1,940
Charge for year	4	-	5	-	9
Disposals	-	(80)	-	-	(80)
Balance at 28 February 2021	90	1,754	20	5	1,869
Net Book Value					
Balance at 1 March 2020	31	-	248	1	280
Balance at 28 February 2021	27	37	243	1	308

- Leasehold property: The property is located at 9 Cook Street, Cork.
- Freehold property: Located at 12 Cathedral Street, Dublin 1.

9. STOCK

	Group		CLG	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
Value at 28 February 2021	586	447	586	447

Stocks consist of medical and nutrition relief supplies held pending distribution and are valued at the lower of cost and net realisable value. Cost is the purchase price, less any trade discount, plus any additional costs associated with bringing the items to their current location and condition.

10. DEBTORS

	Group		CLG	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
Amounts falling due within one year:				
Donor income accrued	31,252	29,739	31,182	29,432
Taxation refundable	1,860	1,483	1,668	1,352
Other debtors/prepayments	1,041	1,075	962	1,065
Advertising prepaid	794	451	794	451
Deposit income accrued	-	4	-	3
	34,947	32,752	34,606	32,303

Group figures include donor income accrued of €0.4m (2020: €0.8m) relating to legacies and €30.9m (2020: €28.8m) due from institutional funders. Included in the institutional funders income accrued is Irish Aid Programme Funding and Irish Aid Humanitarian Programme Funding of €20m (2020: €20.6m).

Advertising prepaid of €0.8m (2020: €0.5m) relates to the Lenten fundraising campaign.

11. CASH AT BANK AND IN HAND

	Group		CLG	
	2021 €'000	2020 €'000	2021 €'000	2020 €'000
Funds held in:				
Parent Company	20,031	10,373	20,031	10,373
Trócaire Northern Ireland	3,010	4,875	-	-
Countries of operation	7,022	6,729	7,022	6,729
	<u>30,063</u>	<u>21,977</u>	<u>27,053</u>	<u>17,102</u>
	<u><u>30,063</u></u>	<u><u>21,977</u></u>	<u><u>27,053</u></u>	<u><u>17,102</u></u>

12. SHORT TERM INVESTMENTS

	Group		CLG	
	2021 €'000	2020 €'000	2021 €'000	2020 €'000
Amounts falling due within one year:				
Market value at 1 March 2020 and at 28 February 2021	2	1	2	1
	<u>2</u>	<u>1</u>	<u>2</u>	<u>1</u>
Historical Cost	2	1	2	1
	<u><u>2</u></u>	<u><u>1</u></u>	<u><u>2</u></u>	<u><u>1</u></u>

The short-term investments held by Trócaire are Prize Bonds (State Savings) donated by supporters.

13. CREDITORS

	Group		CLG	
	2021	2020	2021	2020
	€'000	€'000	€'000	€'000
Amounts falling due within one year:				
Amounts due to subsidiary undertaking: Trócaire (Northern Ireland)	-	-	3,697	519
Approved partner commitments	10,076	9,405	10,076	9,405
Accruals	1,886	2,814	1,810	2,296
Donor income deferred	2,679	752	2,679	752
Trade creditors	1,277	674	1,264	672
Payroll taxes	218	258	207	249
	16,136	13,903	19,733	13,893

Approved partner commitments

Grants are charged to the Statement of Financial Activities when they have been approved and where a contractual commitment has been made to the partner company. Grants represent funds made available to partners and comprise either cash funds transferred to the partners or in-kind provision of goods and services procured on their behalf. Grants that have been approved but not yet disbursed at the balance sheet date are carried forward as approved partner commitments in the balance sheet.

Donor income deferred

Income is deferred when it is received ahead of Charities SORP income recognition criteria being met.

14. ANALYSIS OF TOTAL NET ASSETS BETWEEN FUNDS

	Unrestricted	Restricted	Total	Total
	Funds	Funds	2021	2020
	€'000	€'000	€'000	€'000
Net current assets, after retirement benefit scheme deficit	24,478	23,510	47,988	39,304
Tangible fixed assets	547	-	547	526
Fund balances at end of financial year	25,025	23,510	48,535	39,830

In the opinion of the Directors, sufficient resources are held in an appropriate form to enable each fund to be applied in accordance with the restrictions imposed. The majority of funds are held in short term cash deposits to enable the charity to respond rapidly to unforeseen emergency situations.

I 15. RESTRICTED FUNDS

Group:

	Balance at beginning of year €'000	Income €'000	Expenditure €'000	Balance at end of year €'000
Institutional funding and donor advised funds	20,241	46,462	(43,243)	23,460

Specific Funds:

Syria and refugee crisis	556	103	(647)	12
Cyclone Idai	1	-	(1)	-
Yemen	-	128	(100)	28
Hurricane ETA	-	7	(7)	-
Beirut	-	162	(152)	10
Occupied Palestinian Territory	-	11	(11)	-
South Sudan	-	2	(2)	-
Somalia	-	4	(4)	-
	20,798	46,879	(44,167)	23,510

CLG:

Institutional funding and donor advised funds	20,234	46,015	(43,028)	23,221
Specific funds	557	319	(826)	50
	20,791	46,334	(43,854)	23,271

The balances on the restricted funds represent amounts received from donors for specified purposes in response to specific appeals, which have not been expended at the balance sheet date. The balance on specified funds will be spent on relief and recovery.

16. UNRESTRICTED FUNDS

Group:

	Balance at beginning of year €'000	Income €'000	Expenditure €'000	Balance at end of year €'000
General Funds	17,565	26,433	(20,440)	23,558
Emergency Fund	467	-	-	467
	<u>18,032</u>	<u>26,433</u>	<u>(20,440)</u>	<u>24,025</u>
Designated Funds	1,000	-	-	1,000
	<u>19,032</u>	<u>26,433</u>	<u>(20,440)</u>	<u>25,025</u>

CLG:

General and Emergency Funds	12,479	19,090	(14,492)	17,077
Designated Funds	1,000	-	-	1,000
	<u>13,479</u>	<u>19,090</u>	<u>(14,492)</u>	<u>18,077</u>

(a) General Funds

General Funds are used to support relief and development programmes overseas, in partnership with local communities.

(b) Emergency Funds

The Emergency Fund is set aside out of general income to enable Trócaire to react in the event of a disaster or emergency for which resources may not be otherwise available.

(c) Designated Funds

Designated Funds are set aside for a particular purpose. Trócaire has designated funds of €1m as a prudent measure due to the ongoing disruption in Myanmar banking operations. These designated funds are to cover a contingent liability due to current restrictions on standard access to banking as well as potential additional operational expenditure for Myanmar should the crisis there become protracted.

The presentation by fund type has been amended in 2020/21 with previously designated funds for programme and emergency spend now appearing as general funds. The Board has approved the designation of €1m only.

Expenditure includes the exchange difference arising on consolidation of subsidiary and the actuarial movement on the valuation of the defined benefit pension scheme as per the SOFA.

17. RECONCILIATION OF CHANGES IN RESOURCES TO CASH FLOW FROM OPERATING ACTIVITIES

Group:	2021	2020
	€'000	€'000
Adjusted for:		
Net income/(expenditure) for the financial year (as per SOFA)	8,000	(3,663)
Depreciation	14	169
(Increase)/Decrease in stock	(139)	96
Defined Benefit Pension Scheme costs	19	24
Defined Benefit Pension Scheme contribution	(50)	(50)
Interest and investment income receivable	(24)	(51)
(Increase)/Decrease in debtors	(2,195)	701
Increase/(Decrease) in creditors	2,233	(1,968)
Exchange Gain	242	-
	<hr/>	<hr/>
Net cash used in charitable activities	8,100	(4,742)
	<hr/> <hr/>	<hr/> <hr/>
CLG:	2021	2020
	€'000	€'000
Adjusted for:		
Net income/(expenditure) for the financial year (as per SOFA)	6,613	(2,823)
Depreciation	9	164
(Increase)/Decrease in stock	(139)	96
Defined Benefit Pension Scheme costs	19	24
Defined Benefit Pension Scheme contribution	(50)	(50)
Net movement with group undertakings	3,178	3,400
Interest and investment income receivable	(24)	(44)
(Increase)/Decrease in debtors	(2,302)	53
Increase/(Decrease) in creditors	2,662	(2,149)
	<hr/>	<hr/>
Net cash used in charitable activities	9,966	(1,329)
	<hr/> <hr/>	<hr/> <hr/>

18. RETIREMENT BENEFIT SCHEMES

Defined contribution schemes

The Group and CLG operates a defined contribution retirement benefit scheme for all qualifying employees of Trócaire. The total expense charged to the statement of financial activities in the year ended 28 February 2021 was €0.9m (2020: €0.9m).

Defined benefit schemes

Following an in-depth review of the defined benefit scheme, the Trustees approved the closure of the scheme to new entrants and that all future benefits would cease. This came into effect on 1st September 2013. A revised defined contribution scheme was established with employer contributions of 8-14% dependent on age.

The most recent actuarial valuations of scheme assets and the present value of the defined benefit obligation were carried out at 28 February 2021 by Mr Shane Wall, of Joseph G. Byrne Sons Consulting Actuaries Limited, who is a Fellow of the Institute of Actuaries. The present value of the defined benefit obligation, the related current service cost and past service cost were all measured using the projected unit credit method.

Valuation at

2021 2020

Key assumptions used:

Discount rate	1.10%	1.00%
Future pension increase for service prior to 1 May 2007	5.00%	5.00%
Future pension increase for service after 1 May 2007	3.00%	3.00%
Inflation	1.30%	1.00%

Demographic assumptions:

The key demographic assumptions used to calculate the retirement benefit liabilities under FRS102 at the beginning and end of the period were:

Valuation at

2021 2020
Years Years

Retiring today:

Males	23.7	23.5
Females	24.3	24.2

Retiring in 20 years:

Males	25.8	25.7
Females	26.3	26.2

18. RETIREMENT BENEFIT SCHEMES (CONTINUED)

Amounts recognised in the Group and CLG's Statement of Financial Activities in respect of the defined benefit scheme are as follows:

	2021 € '000	2020 € '000
Net interest cost	(19)	(24)
	<u>(19)</u>	<u>(24)</u>

Amounts recognised in the Group and CLG's other recognised gains/(losses) within the Statement of Financial Activities in respect of the defined benefit scheme are as follows:

	2021 € '000	2020 € '000
Actuarial gain/(loss)	102	(1,644)
Return on plan assets (excluding amounts included in net interest costs)	363	995
	<u>465</u>	<u>(649)</u>
Total gain/(loss) relating to defined benefit scheme	<u>446</u>	<u>(673)</u>

The amount included in the Group and CLG's Balance Sheet arising from the Group and CLG's obligations in respect of its defined benefit retirement benefit schemes is as follows:

	2021 € '000	2020 € '000
Present value of defined benefit obligations	(11,208)	(11,233)
Fair value of scheme assets	9,734	9,263
Net liability recognised in the balance sheet	<u>(1,474)</u>	<u>(1,970)</u>

Movements in the present value of defined benefit obligations were as follows:

	2021 € '000	2020 € '000
At 1 March	11,233	9,470
Interest cost	112	170
Actuarial (gain)/loss	(102)	1,644
Benefits paid	(35)	(51)
At 28 February	<u>11,208</u>	<u>11,233</u>

18. RETIREMENT BENEFIT SCHEMES (CONTINUED)

Movements in the fair value of scheme assets were as follows:

	2021 € '000	2020 € '000
At 1 March	9,263	8,123
Interest income	93	146
Return on plan assets (excluding amounts included in net interest cost)	363	995
Contributions from the employer	50	50
Benefits paid	(35)	(51)
At 28 February	9,734	9,263

The analysis of the scheme assets at the balance sheet date was as follows:

	2021 %	2020 %
Fair value of assets		
Equity instruments	41.0	37.1
Debt instruments	59.0	62.9

19. LEASE COMMITMENTS

Total future minimum lease payments under non-cancellable operating leases are as follows:

Group	2021 €'000	2020 €'000
Leasehold premises:		
Within one year	416	416
Between two and five years	1,482	1,534
After five years	1,183	1,547
	3,081	3,497
CLG:		
	2021 €'000	2020 €'000
Leasehold premises:		
Within one year	416	416
Between two and five years	1,482	1,534
After five years	1,136	1,499
	3,034	3,449

20. FINANCIAL INSTRUMENTS

The carrying value of the Group's financial assets and liabilities are summarised by category below:-

Group:

	2021 €'000	2020 €'000
Financial Assets		
<i>Measured at undiscounted amount receivable</i>		
Donor income accrued	31,252	29,740
Other debtors	378	310
Deposit income accrued	-	4
	<hr/>	<hr/>

CLG:

	2021 €'000	2020 €'000
Financial Assets		
<i>Measured at undiscounted amount receivable</i>		
Donor income accrued	31,182	29,432
Other debtors	304	279
Deposit income accrued	-	3
	<hr/>	<hr/>

20. FINANCIAL INSTRUMENTS (CONTINUED)

Group:

	2021	2020
	€'000	€'000
Financial Liabilities		
<i>Measured at undiscounted amount payable</i>		
Approved partner commitments	10,076	9,405
Trade creditors and accruals	3,113	3,490
Donor income deferred	2,679	752
	<hr/>	<hr/>

CLG:

	2021	2020
	€'000	€'000
Financial Liabilities		
<i>Measured at undiscounted amount payable</i>		
Approved partner commitments	10,076	9,405
Trade creditors and accruals	3,014	2,968
Donor income deferred	2,679	752
Amounts due to subsidiary undertaking	3,697	519
	<hr/>	<hr/>

21. MERGER ACCOUNTING

Analysis of Principal SoFA components for the current reporting period

	Trócaire Trust (pre-merger) €'000	Trócaire CLG (pre-merger) €'000	Trócaire CLG (post-merger) €'000	Combined Total €'000
Total Income	-	-	65,424	65,424
Total Expenditure	-	-	(58,811)	(58,811)
Net Income/(expenditure)	-	-	6,613	6,613
Other gains/(losses)	-	-	465	465
Net movement in funds	-	-	7,078	7,078

21. MERGER ACCOUNTING (CONTINUED)

Analysis of principal SoFA components for the previous reporting period

	Trócaire Trust (pre-merger) €'000	Trócaire CLG (pre-merger) €'000	Combined Total €'000
Total Income	56,902	-	56,902
Total Expenditure	(59,725)	-	(59,725)
Net Income/(expenditure)	(2,823)	-	(2,823)
Other gains/(losses)	(649)	-	(649)
Net movement in funds	(3,472)	-	(3,472)
Total funds brought forward	37,742	-	37,742
Total funds carried forward	34,270	-	34,270

Analysis of net assets at the date of merger

	Trócaire Trust (pre-merger) €'000	Trócaire CLG (pre-merger) €'000	Combined Total €'000
Net assets	34,270	-	34,270
Represented by:			
Unrestricted funds	13,479	-	13,479
Restricted income funds	20,791	-	20,791
Endowment funds			
Total funds	34,270	-	34,270

22. SUBSEQUENT EVENTS

There have been no events subsequent to the year-end that require any adjustment to or additional disclosure in the 2020/21 financial statements. Trócaire continues to monitor the ongoing impact of the Covid-19 pandemic on the organisation's finances.

SUPPLEMENTARY INFORMATION

(NOT COVERED BY THE INDEPENDENT AUDITOR'S REPORT)

APPENDIX 1 – CHARITABLE EXPENDITURE BY COUNTRY FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2021

The following table shows the breakdown of charitable expenditure to overseas programmes. This includes grants to partners, programme activities and support costs.

	Country	2020/21 €'000	2019/20 €'000
1	Somalia	8,835	8,042
2	Democratic Republic of Congo	5,753	6,047
3	Myanmar	4,633	5,048
4	Zimbabwe	3,841	3,945
5	Ethiopia	3,716	2,769
6	Kenya	3,637	3,506
7	Uganda	3,448	2,338
8	Malawi	3,235	5,262
9	Nicaragua	3,174	2,612
10	Honduras	3,115	2,390
11	Sierra Leone	2,827	2,361
12	Rwanda	2,748	2,783
13	Guatemala	2,708	2,461
14	Lebanon	1,847	2,008
15	Sudan	1,793	1,444
16	South Sudan	744	1,547
17	Occupied Palestinian Territory	570	655
18	Pakistan	344	2,145
19	Mozambique	-	80
20	Yemen	-	49
21	Indonesia	-	25
22	India	-	11
	Other countries and projects	242	632
	Total overseas programme costs	57,210	58,160

APPENDIX 2 – TOP 50 GRANTS TO PARTNERS

			Total Grants
	Partner Name	Country	€' 000
1	CAFOD	South Sudan	1,087
2	CAFOD UK	South Sudan	848
3	Movimiento Comunal Nicaraguense - Somoto	Nicaragua	659
4	HILINA ENRICHED FOODS PLC	Somalia	586
5	Basmeb & Zeitooneh - A Lebanese Association	Lebanon	538
6	DIOCESIS DE QUICHE	Guatemala	523
7	Club des Volontaires pour l'Appui aux Peuples autochtones	DRC	516
8	CICOD	Malawi	501
9	Caritas Nicaragua	Nicaragua	423
10	Bishop Gassis Relief and Rescue Foundation	South Kordofan	403
11	CASM Comision de Accion Social Menonita	Honduras	403
12	CARITAS, Pastoral Social Arquidiocesis de Tegucigalpa	Honduras	377
13	Action for Advocacy and Development Sierra Leone	Sierra Leone	374
14	Cadre D'Appui pour la Recherche des Solutions	DRC	370
15	Association pour la Protection de l'Enfance au Congo	DRC	353
16	Diocese of Mutare Community Care Programme	Zimbabwe	351
17	Liverpool VCT Care & Treatment	Kenya	347
18	Bridging Rural Integrated Dev and Grassroot Empowerment	Myanmar	328
19	Programme Nourriture D'Abord	DRC	326
20	Kambia District Development and Rehabilitation Organisation	Sierra Leone	301
21	Agri Services Ethiopia	Ethiopia	295
22	Women Now	Lebanon	289
23	Katswe Sistahood	Zimbabwe	266
24	Zimbabwe Lawyers for Human Rights	Zimbabwe	265
25	Community Initiative Facilitations Assistance - Ethiopia	Ethiopia	263
26	Ethiopian Catholic Secretariat	Ethiopia	254
27	Adigrat Diocesan Catholic Secretariat - Mekelle	Ethiopia	252
28	TESO DIOCESE PLANING & DEVT OFFICE	Uganda	249
29	Churches Action in Relief and Development	Malawi	246
30	Centre for Research Institute and Development	Somalia	245
31	Social Economic Development & Human Rights Organization	Somalia	227
32	Soroti Catholic Diocese Intergrated Development Organisation	Uganda	227

33	CADECOM MANGOCHI	Malawi	223
34	African Women Rising	Uganda	217
35	KDG	Myanmar	213
36	Forum des Mamans de l'Ituri	DRC	210
37	CADECOM ZOMBA	Malawi	209
38	NAG	Myanmar	202
39	ECS-SDCOA	Ethiopia	193
40	SAWA for Development and Aid	Lebanon	188
41	Adigrat Diocesan Catholic Secretariat - Adigrat	Ethiopia	185
42	CADEC / CARITAS Masvingo	Zimbabwe	183
43	Commission Diocésaine Justice et Paix Bunia	DRC	173
44	Daughter of Charity-Tigray	Ethiopia	166
45	Fair & Sustainable Ethiopia	Ethiopia	166
46	Social Enterprise Development SL	Sierra Leone	166
47	Acholi Religious Peace Initiative	Uganda	164
48	Cooperativa de Ahorro y Crédito Orfilia Vázquez	Nicaragua	163
49	Duharanira Amajyambere y'Icyaro	Rwanda	161
50	COPAE - Comisión Pastoral Paz y Ecología	Guatemala	161
Sub total			16,033
Other Grants to Field Partners			20,717
Other Grants to Ireland Partners			130
Total Grants to Partners			36,880

COMPANY MEMBERS, DIRECTORS AND OTHER INFORMATION

TRÓCAIRE COMPANY MEMBERS:

Archbishop Eamon Martin (Chair)
 Archbishop Diarmuid Martin (Retired February 2021)
 Archbishop Kieran O'Reilly
 Archbishop Michael Neary
 Archbishop Dermot Farrell
 Bishop William Crean
 Bishop Noel Treanor

BOARD

Bishop William Crean (Chair)
 Archbishop Kieran O'Reilly
 Harry Casey
 Annette Honan
 Conall O'Caoimh
 David Donoghue
 Emma Murray
 Karen Dillon
 Matt Walsh
 Rosemary McCreery
 Sandra Lawler
 Sr. Carmel Flynn
 Gerry Culligan

TRÓCAIRE NORTHERN IRELAND DIRECTORS:

Karen Gallagher (Chair)
 Sr Carmel Flynn
 Dr Satish Kumar
 Martin O'Brien
 Tiarnan O'Neill
 Emma Murray (Resigned August 2020)

BOARD SUB COMMITTEES**Audit & Risk Committee**

Karen Dillon (Chair)	
Denis Murphy	
John Farrelly	
Emma Murray	(Appointed July 2020)
Aderemi Sotunbo	(Appointed August 2020)
Aoife Fay	(Appointed August 2020)
Luke Fitzgerald	(Appointed January 2021)
Paul Woods	(Appointed January 2021)
Donal Flynn	(Retired January 2021)
Fergal Power	(Retired January 2021)
Yvonne Hill	(Retired January 2021)

**Organisation & Human
Resource Committee**

Matt Walsh (Chair)	
David Cagney	
John Corbett	
Lorraine Kenny	
Joe ffrench	(Appointed February 2021)
Melissa Bosch	(Appointed February 2021)
Nicola McCracken	(Retired May 2020)

**International Programmes
Advisory Committee**

David Donoghue (Chair)	
Sr. Denise Boyle	
Dr. Nata Duvvury	
Martin O'Brien	(Appointed December 2020)
Ibrahim Fatu Kamara	(Appointed December 2020)
Gertrude Chimange	(Appointed December 2020)
Jane Anne McKenna	
Harry Goddard	(Resigned December 2020)
Rosemary McCreery	(Retired November 2020)

**Funding & Public Engagement
Committee**

Gerry Culligan (Chair)	
Sandra Lawler	
Annette Honan	
Bronagh Twomey	
Ruairi McKiernan	
Salome Mbugua	(Resigned September 2020)

Nominations Committee

Rosemary McCreery (Chair)	
Harry Casey	
Matt Walsh	
Gerry Culligan <i>Rotating Position</i>	(Appointed April 2020)

SECRETARY

Michael Wickham Moriarty (Resigned July 2020)
 Dearbhla Fitzsimons (Appointed July 2020)

EXECUTIVE LEADERSHIP TEAM:

Chief Executive Officer	Caoimhe de Barra
Director of International Division	Sean Farrell
Director of Fundraising and Marketing	Gwen Dempsey
Director of Public Engagement	John Smith
Director of Strategy, Programmes and Advocacy	Finola Finnan
Director of Corporate Services	Dearbhla Fitzsimons

PRINCIPAL OFFICE:

Maynooth
 County Kildare

PRINCIPAL BANKERS:

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 7/12 Dame Street
 Dublin 2

Bank of Ireland
 Lower Baggot Street
 Dublin 2

AUDITORS:

Deloitte Ireland LLP
 Chartered Accountants & Statutory Audit Firm
 Deloitte & Touche House
 Earlsfort Terrace
 Dublin 2

SOLICITORS:

Mason Hayes & Curran
 South Bank House
 Barrow Street
 Dublin 4

REPUBLIC OF IRELAND

Company Number:	661147
CHY Number:	22508
Charities Regulatory Authority Number:	20204842

NORTHERN IRELAND

Company Number:	NI021482
HMRC Number:	XR10431
Charity Commission Number:	NIC103321

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