

TRÓCAIRE (NORTHERN IRELAND) ANNUAL REPORT AND FINANCIAL STATEMENTS

For the financial
year ended
28 February 2021



trócaire



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

Trocaire is the overseas development agency of the Catholic Church in Ireland and a member of the Caritas Internationalis confederation of Catholic aid agencies. 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 Mhlanga, looking directly at the camera. She has a weathered face with visible wrinkles and is wearing a headwrap with a repeating orange and white circular pattern. Her garment is a textured orange fabric with large, stylized yellow and black floral or leaf-like patterns on the shoulders. The background is a solid black.

Angelina Mhlanga 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 public in Ireland, north and south, and institutional donors, including the Irish government through Irish Aid and the UK government.

MESSAGE FROM THE CEO

This report looks back at the work of the Trócaire Group, comprising Trócaire (Northern Ireland) and its parent 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

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)

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





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:**

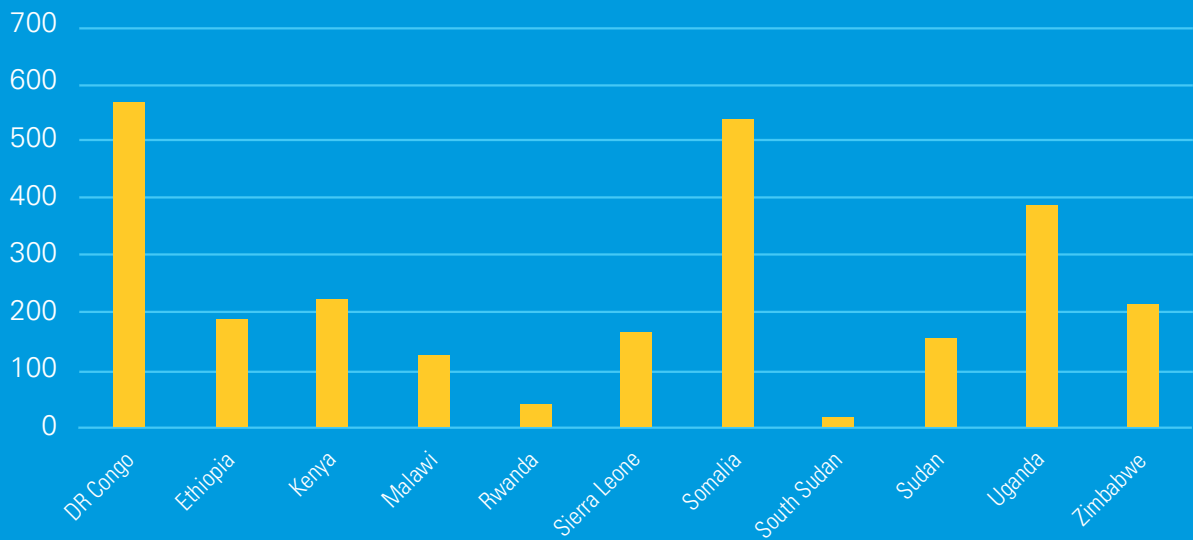
- 20. Bangladesh (<1000)
- 21. Ecuador (<1000)
- 22. India (<1000)
- 23. Indonesia (<1000)
- 24. Mozambique (4,000)
- 25. Yemen (2,000)

These results reflect the
work of the Trócaire Group,
comprising Trócaire (Northern
Ireland) and its parent Trócaire

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

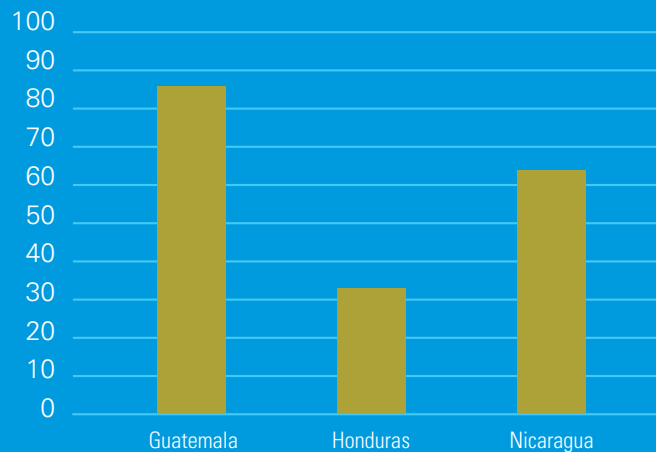
We operate long-running programmes in 18 countries across Africa, Latin America, Asia and the Middle East.

AFRICA



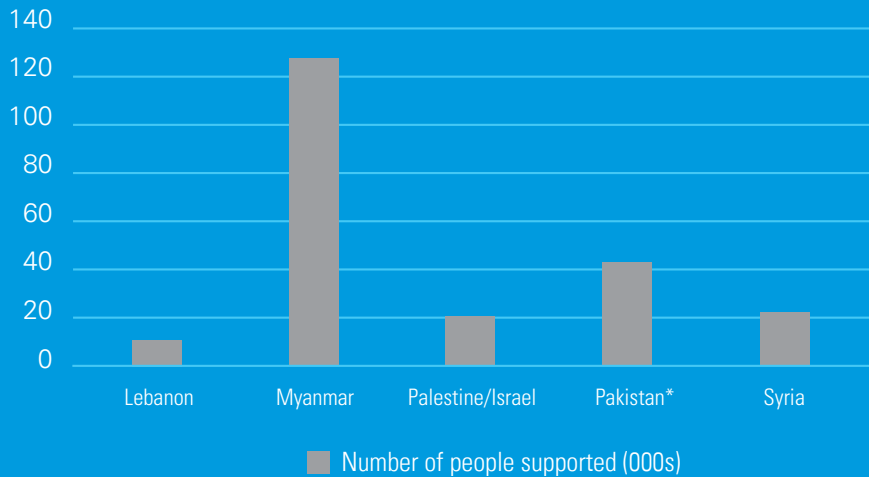
■ Number of people supported (000s)

LATIN AMERICA



■ Number of people supported (000s)

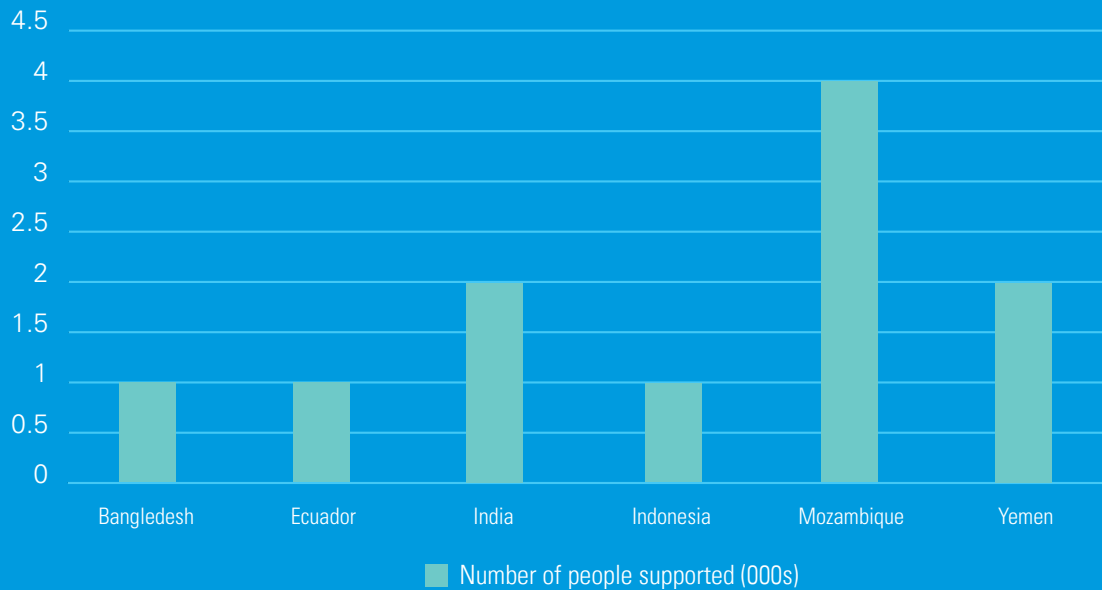
ASIA & MIDDLE EAST



**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



These results reflect the work of the Trócaire Group, comprising Trócaire (Northern Ireland) and its parent Trócaire. 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:



There was a continued trend of authoritarianism and corruption in countries we work in, which was exacerbated by Covid-19.

The following results reflect the work of the Trócaire Group, comprising of Trócaire (Northern Ireland) and its parent Trócaire. Trócaire (Northern Ireland) contributed £0.4m to this Goal which was 15% of total group expenditure on Goal 1.

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 psycho-social 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 and continues to struggle for his community.



Abelino Chub Caal receiving Trócaire's Romero Award in Belfast from CEO Caoimhe de Barra (right) and Head of Region for Northern Ireland Siobhan Hanley (Photo: Justin Kernaghan)

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



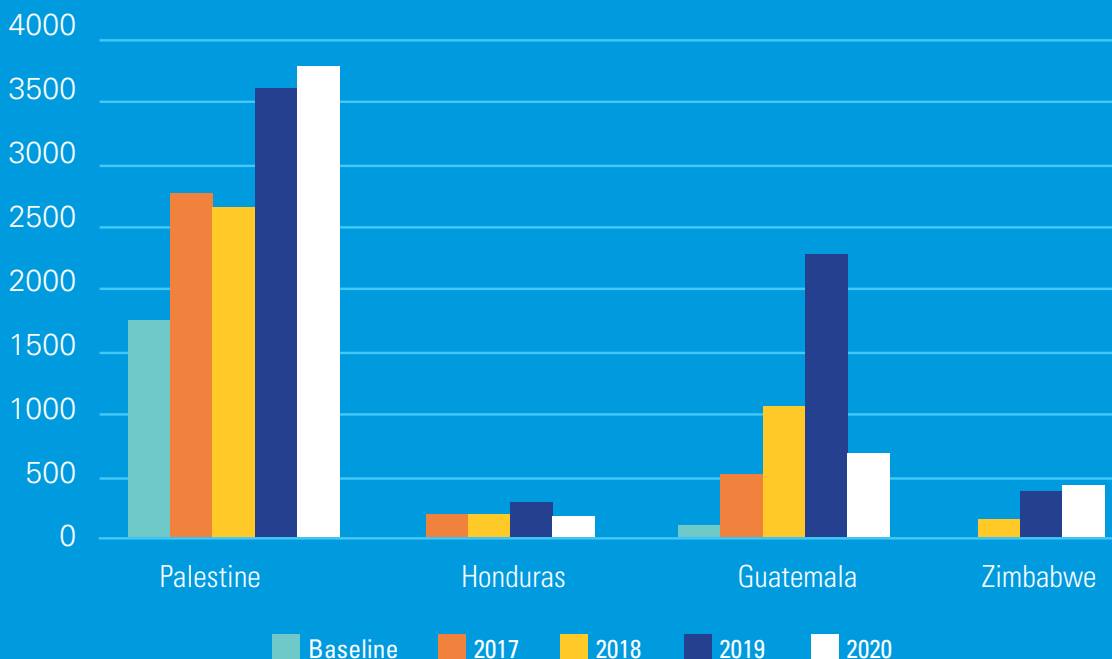
Nicaragua: 2,000



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.

The following results reflect the work of the Trócaire Group, comprising of Trócaire (Northern Ireland) and its parent Trócaire. Trócaire (Northern Ireland) contributed £1m to this Goal which was 8% of total group expenditure on Goal 2.

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.

Malicha 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.

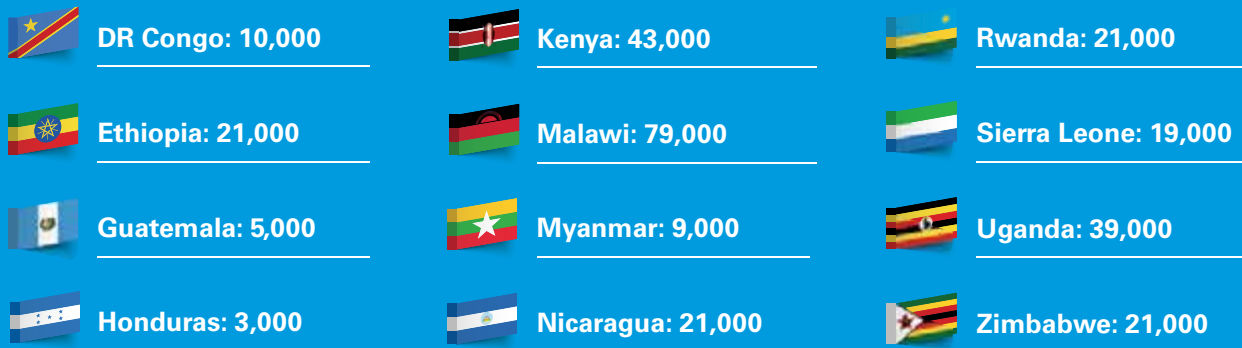


ENHANCING RESOURCE RIGHTS

13 COUNTRIES 301,000 PEOPLE

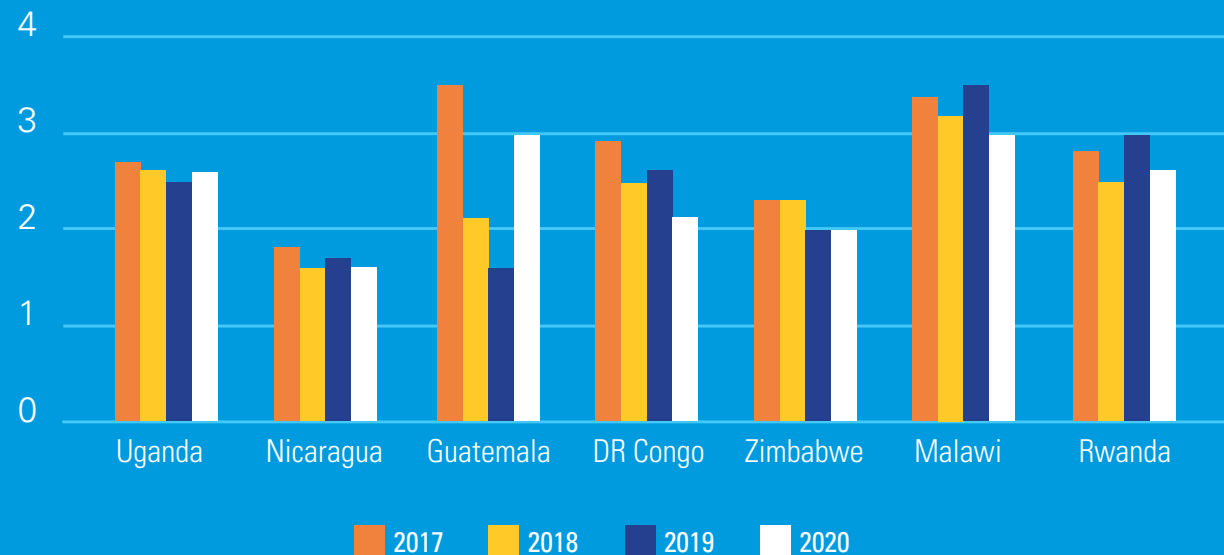


Number of people directly supported per country*



*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:



The following results reflect the work of the Trócaire Group, comprising of Trócaire (Northern Ireland) and its parent Trócaire. Trócaire (Northern Ireland) contributed £0.6m to this Goal which was 6% of total group expenditure on Goal 3.

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.

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

This was challenging given the digital divide between women and men in many countries.

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.

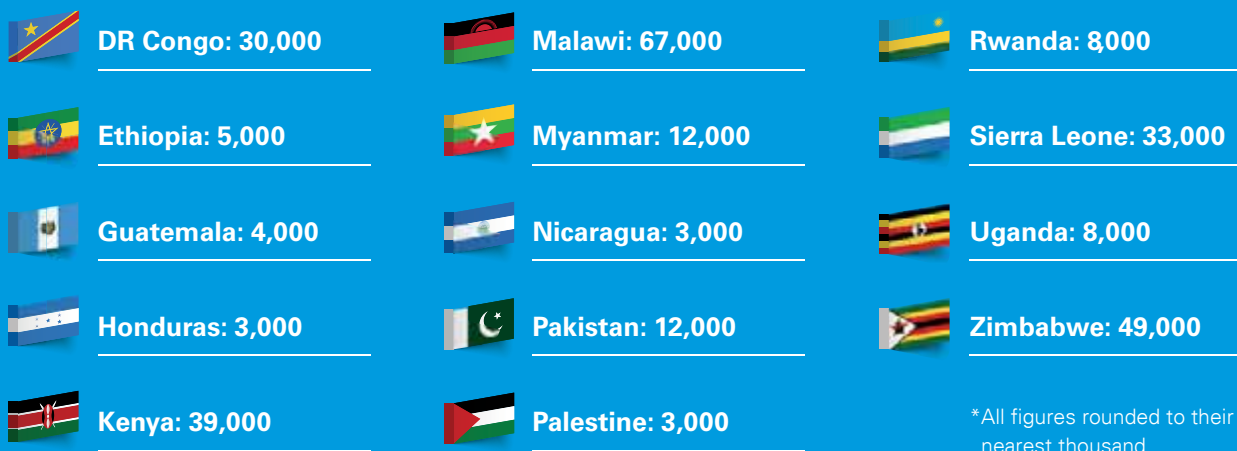


SUPPORTING WOMEN

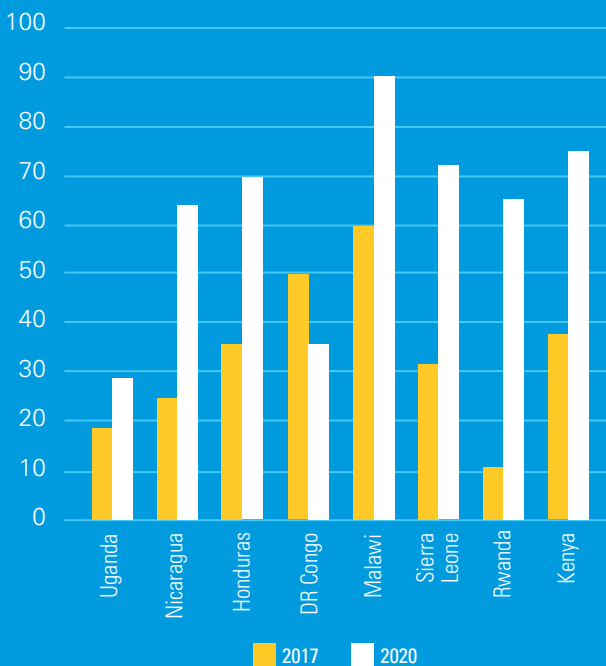
14 COUNTRIES 278,000 PEOPLE



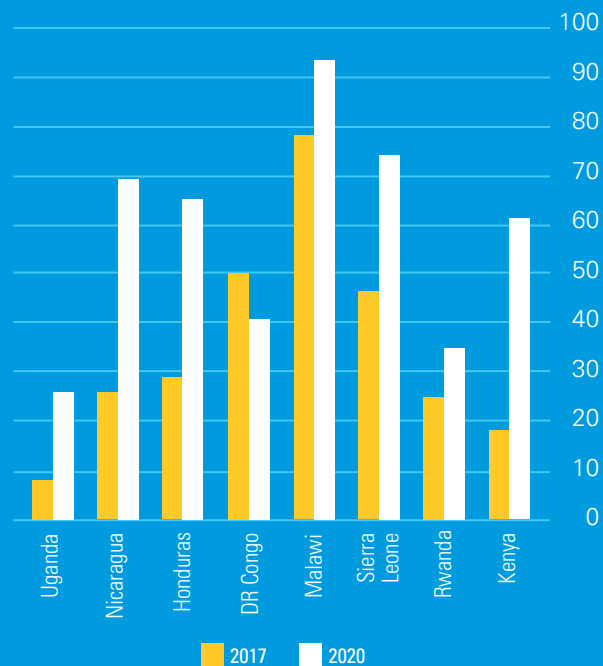
Number of people directly supported per country*



% 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.

The following results reflect the work of the Trócaire Group, comprising of Trócaire (Northern Ireland) and its parent Trócaire. Trócaire (Northern Ireland) contributed £2.1m to this Goal which was 8% of total group expenditure on Goal 4.

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 27).

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 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



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.

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.
(Photo: Theodore Nyamgali Kirehe)

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 a 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 Northern Irish people, Trócaire and our partners are supporting people around the world to survive this crisis.

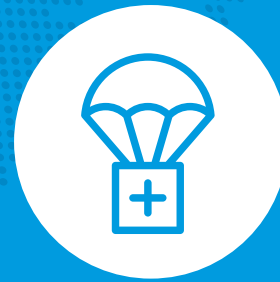
As well as providing food to people who have lost jobs or are in quarantine, we are also providing a range of other responses. This includes funding public health messaging, providing protective equipment for medics, supplying soap and hand-washing facilities, and the provision of medical isolation facilities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




























DELIVERING HUMANITARIAN SUPPORT

25 COUNTRIES

2,100,000 PEOPLE

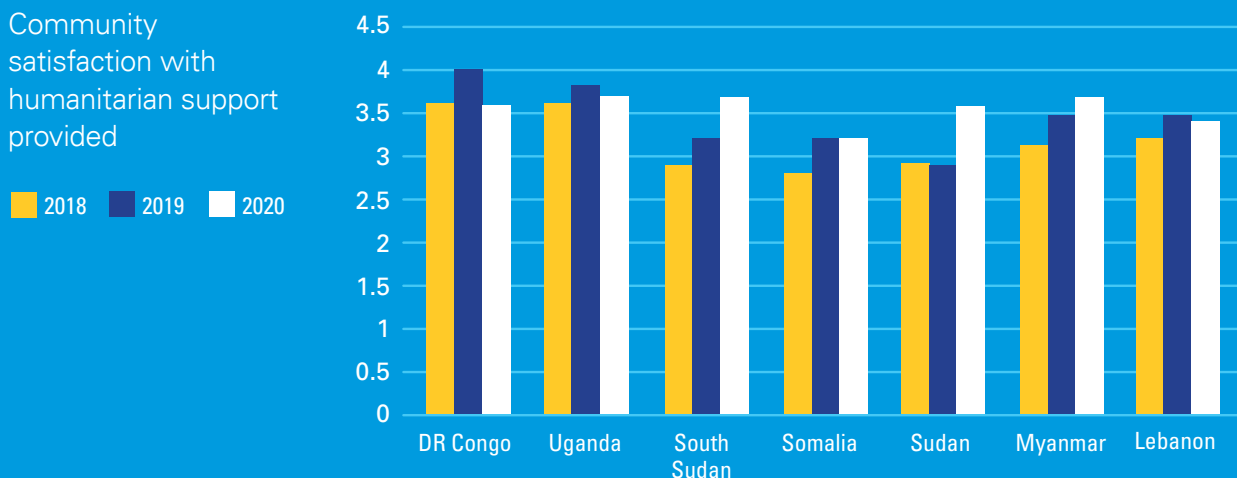


Number of people directly supported per country*

 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



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 public in Northern Ireland 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:



The outbreak of Covid-19 and subsequent lock-downs meant that our engagement with our key audiences looked very different over 2020.

Engaging with the public in Northern Ireland and policy-makers on the root causes of poverty is core to Trócaire's mandate. The outbreak of Covid-19 and subsequent lock-downs meant that our engagement with our key audiences looked very different over 2020. As with many other sectors, it became focused on digital outreach rather than face to face outreach, following a quick pivoting of plans to minimise disruption to our supporters and stakeholders.

Trócaire's Lenten Campaign is a key moment in the calendar, bringing issues of global justice into homes, parishes and classrooms nationwide. Our Lent 2020 Campaign focused on women around the world who are struggling to protect their families from intimidation, violence, hunger and drought. Where Trócaire works in countries like Kenya and Honduras, women are on the frontline protecting their families and battling enormous odds to provide for their children and keep them in school.

In March 2020 our Lenten Campaign had barely begun when the spread of Covid-19 led to a nationwide lockdown resulting in the closure of schools and churches. This meant that we would no longer be able to engage in school or mass talks. Prior to the lockdown being imposed in mid-March 2020, we had spoken in 63 masses across 20 parishes reaching around 48,005 parishioners. We had completed 54 school visits reaching around 34,350 students.

This represented a third of our targets for school and parish outreach.

As we were unable to deliver all our planned mass talks, we worked in a bigger way with our key contacts in the church to promote the campaign with their parishioners. We are hugely grateful to our six Diocesan Representatives for their tireless support in driving the campaign in their Dioceses, to the Bishops in Northern Ireland for their support of our special appeal over Pentecost weekend and to all parishes across Northern Ireland for their continued generous support of our work. We are especially grateful to Parish Priests and Parish and Diocesan administrative staff who did their utmost to ensure that Trócaire boxes could be received and counted safely and who encouraged their parishioners to donate online where possible.

Development Education

In addition, the closure of schools presented challenges in how we communicated with educators and students across Northern Ireland. Our Development Education resources, produced for early years, primary, post-primary and youth, focused on the theme of 'Protecting Families and Protecting the Earth' and were widely promoted among teachers across Northern Ireland. The resources are explicitly linked to our education work around the Sustainable Development Goals (SDG's) and align with the Northern Ireland Curriculum in a number

of subject areas, including Geography, Religious Education and 'Learning for Life and Work' (LLW) at Post-Primary level and the 'World Around Us' (WAU) and 'Personal Development and Mutual Understanding' (PDMU) at Primary level. As in previous years, training was delivered to St Mary's University College Post Graduate Certificate in Education (PGCE) students on how to use these resources before they undertook their teaching practice.

The Development Education programme is central to our dual mandate and crucial in empowering young people to take action towards a more just world. Our work with multipliers (teachers, youth leaders and third-level institutions) and relevant partners, such as Eco-Schools, ensures an extended and sustainable reach.

The closure of schools in March 2020 meant we had to change the way we engaged with educators and adapt our workshops to the digital space. This space, while challenging, brought us the opportunity to engage with educators from across Ireland in the same "virtual" space. Throughout the year 18 Digital Continuing Personal Development (CPD) and Initial Teacher Education (ITE) webinars and workshops were delivered to: Youth Leaders via the National Youth Council of Ireland (NYCI) and the Irish Girl Guides, Third Level PGCE students and Liberal Arts Students at St Mary's University College Belfast as well as several Primary and Post-Primary school teachers from across the island. The themes of these workshops ranged from games in Development Education, the Sustainable Development Goals, introduction to Development

Education and how to use our latest resources. These digital events allowed us to reach over 230 current and future Youth Leaders and educators across Ireland, north and south. Our Development Education officer also presented on 'How to Adapt Environmental Education to online Teaching' at an international webinar organised by the Foundation for Environmental Education which enabled us to reach a further 30 educators from around the world.

'Game Changers' is a competition for young people who want to change the world and believe games are a way to do this. We encourage young people all over Ireland to submit games (board games, card games, video games) based on one of these three themes: Climate Justice, Human Rights or the Sustainable Development Goals (SDG's). Due to Covid-19, this year's Game Changers was moved to a Home Challenge Competition. This approach was very important in allowing us to continue our work with students and young people, given that

school closures meant we were unable to deliver workshops directly to them in the classroom.

We continue to work in partnership and engage with key development education partners across the region. We have a close relationship with the Centre for Global Education and routinely meet with their education facilitators to share learning and best practice. Our relationship with Eco-Schools Northern Ireland also continues to be of vital importance to us. Over the past year, we presented a Game Changers webinar as part of an Eco-Schools series of webinars. We have also presented to teachers as part of the Eco-School cluster events in five different Borough Councils across Northern Ireland, reaching around 50 teachers. In the North West region, we have deepened our relationship with Changemakers, our Development Education partner in Donegal, taking a position on the Steering Committee for the Changemakers Programme. This partnership has strengthened our visibility across Donegal through events such as the



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)

Changemakers Annual Seminar, which this year featured Dr Mike Ryan from the World Health Organisation (WHO) and had an audience of around 80 people from various sectors across Donegal and Northern Ireland.

Church Engagement

Critical to our success are our relationships within the Catholic Church, not only during the Lenten Campaign but throughout the year. We are entirely grateful to the Catholic Bishops in Northern Ireland, to our Diocesan Representatives and to the Diocesan secretaries and offices, and all parishes for their continued generosity, support and guidance. Trócaire (Northern Ireland) continued to work closely with the Church to tackle issues of injustice and global poverty in the past year, despite the impact of Covid. As with all of our outreach work in 2020 we successfully pivoted our public engagement to digital outreach. As a result, we were able to hold our Autumn Diocesan Representative meeting online as well as delivering pre-Lent talks to clergy conferences in the Dioceses of

Down & Connor and Clogher. We continued to respond to requests for parish workshops delivering a Climate Justice webinar in Pennyburn Parish in March 2020 and undertaking planning with the Ballymena (Kirkcubbin) Parish Eco-Group in Feb 2021 for a virtual 'Laudato Si' bookclub which would take place during April and May 2021. We continue to value our engagements with the Diocesan Justice and Peace groups in the Raphoe and Clogher Dioceses and the Laudato Si Diocesan group in Derry.

Advocacy and Campaigning

During the year, we continued to encourage influential Northern Ireland voices to speak out in support of stronger regulation to hold companies to account for environmental and human rights violations. Over 100 Trócaire campaigners contacted their local MP's during the Lenten campaign. Baroness Margaret Ritchie made contributions in the House of Lords. We joined the Corporate Justice Coalition to link in to wider campaign activity across the UK. We made a submission to the consultation

on the creation of a Bill of Rights for Northern Ireland in which we urged the NI Assembly Committee to consider how stronger, legally binding corporate regulation could be included in a NI Bill of Rights. We hugely appreciate the time and guidance of our External Advisory Group on Business and Human Rights which is made up of locally-based, experienced activists and academics who support the campaign on a voluntary basis.

We also supported other key stakeholders to take action. For example, the NI Chief Commissioner for Human Rights and the NI Business and Human Rights Forum wrote directly to the Honduran Authorities to highlight the campaign for justice for the murdered Honduran human rights defender Berta Cáceres, after meeting Berta's daughter when she visited Belfast with Trócaire earlier in the year.

Once Covid-19 restrictions were introduced, we quickly pivoted our Campaigns outreach plans and started to engage audiences solely through digital channels. During this period, almost 1,000 people joined our webinars and virtual talks, workshops and film screenings which remained focused on the corporate accountability campaign. This included the Northern Ireland premiere of Trócaire's short documentary 'Never Waste a Crisis' at the One World Festival in October 2020. The documentary explores the impact of Covid-19 on human rights in the countries where Trócaire works. We also engaged audiences virtually at the Féile an Phobail, the Gasyard Feile, Culture Night Belfast, the NI Human Rights Festival and Derry Human Rights



Bishop Noel Treanor of Down & Connor Diocese celebrated the Trócaire Ash Wednesday Mass at St. Mary's Church in Belfast. (Photo: David O'Hare, Trócaire)

Festival, highlighting our work on Women's Empowerment and Business and Human Rights, through our 'Women in their Place' and 'Sumud' documentaries and our 'Face of Resistance' digital photo exhibition.

We continued to build on our relationships with universities, including by delivering virtual sessions to students in the School of Law at both Queen's University and Ulster University. We sought to engage new audiences in the community too, for example by delivering virtual talks to the Foyle Women's Information Network and Belfast Soroptimist Group.

Building on Trócaire's ten years' experience campaigning for Climate Justice, we joined the newly established Northern Ireland Climate Coalition and look forward to the anticipated Private Members' Climate Bill starting its legislative journey through the NI Assembly in the next reporting period. This period was also a turbulent time for UK Aid. During the summer, the Prime Minister announced that the Department for International Development would merge into the Foreign and Commonwealth Office, while in November 2020 the Chancellor announced plans to

cut overseas aid from 0.7% of GNI to 0.5%.

We liaised with colleagues in our sister agencies CAFOD and SCIAF in order to shape our response, which included sending a joint letter to the Prime Minister signed by each of the Chairs of our Board of Directors. Almost 50 Trócaire campaigners raised their concerns with their local MPs through email. As a member of the Coalition of Aid and Development Agencies (CADA) in NI, we supported the sector to also respond collectively. We will continue to campaign on this issue ahead of the anticipated legislation to impose the cuts coming before Parliament in the months ahead.

Communications, PR and Media

Our work in highlighting global justice issues in the media and on our own digital channels and advocating for change at Irish, UK, EU and International levels in support of global justice continued in 2020/21. One of our key digital initiatives in 2020 was the development and launch of a new Trócaire website. Our website is a key tool for effectively communicating the issues facing the communities we work with around the world. Approximately 380,000 people visit our website each

year. Our social media channels compliment the work we do with national and regional media, where Trócaire continues to have the largest presence of any Irish international development organisation.

Our communications and media engagement team were also instrumental in securing UK Aid Match funding for the Lenten Appeal 2021 by providing a number of media and communications partners across broadcast, print and online media and through corporate and celebrity partners.

Looking ahead

Fostering a culture of global solidarity is fundamental to Trócaire's mandate. This solidarity has always been strong, but external factors are creating challenges due to Covid-19, Brexit and increasing competition in our sector. However, with these challenges, come opportunities that will help shape how we connect with people across Northern Ireland in the coming years and support them to continue to fight for global justice. We will work to enhance our reputation and relevance by building dynamic communities of change online and offline. We will scale up our outreach through educators, volunteers, church stakeholders, campaigners and donors. Our advocacy will influence duty-bearers and work to bring policy change, where possible, in areas linked to our work overseas. We will use emotive story-telling to bring the voices of our partners in the global south to Northern Ireland, and to create a sustainable personal connection between our supporters and the work of Trócaire which further reinforces consistent messaging on our long-term commitment to our beneficiaries.



Dr. Martin McMullan from Co. Down helped launch Trócaire's 'Gifts of Love' for Christmas 2020. Martin raised over £50,000 for Trócaire in lockdown in May 2020 by walking a virtual camino in his driveway and his endeavour received huge media coverage. (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.

The following results reflect the work of the Trócaire Group, comprising of Trócaire (Northern Ireland) and its parent Trócaire.

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 rising their own voices.

The Covid-19 pandemic challenged Trócaire and our partners to innovate in order 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: Julia Vuillermoz / Trócaire)

both maintain our programmes in the face of a radically altered reality and also respond to new and emerging needs at community-level. The story of LVCT Health in Kenya on page 36 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 Northern Ireland, where we held online seminars, workshops and training sessions to maintain our engagement with students, teachers, volunteers, church leaders 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.

The following results reflect the work of the Trócaire Group, comprising of Trócaire (Northern Ireland) and its parent Trócaire.

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.

Trócaire's partnership approach is based on the core values of solidarity, participation and subsidiarity from Catholic Social Teaching. Trócaire (Northern Ireland) engages with a range of partners and networks across Northern Ireland including Eco-Schools, Climate Coalition NI, Corporate Justice Coalition in the UK, Diocesan JPI groups and a range of other organisations on key events/campaigns. There are clear procedures in place to ensure that our partners share our vision and values. Trócaire actively engages as a Board member of CADA (Coalition of Aid and Development Agencies) and the Centre for Global Education and as a Steering Committee member of Changemakers. Trócaire (Northern Ireland) works closely with partners to deliver on our annual objectives and supports partners to deliver on theirs.

Across the Group, we work with over 400 local organisations of varying size, capacity and

experience around the world. 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 pages 88-89.

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 has 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 (see page 36).

Looking forward

The establishment of Trócaire's 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 Armagh 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 Otiso, 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 Otiso,
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.

2020/21 was another strong year for donations from the public in Northern Ireland, despite the huge challenges caused by the impact of Covid-19.

Lent is the largest source of public income and is a fully integrated, multi-channel campaign that reaches thousands of people across Northern Ireland each year. The Lent Box is typically distributed to 135,000 households across the region. The majority of Lent income is returned through Diocesan offices and we appreciate and are grateful for the huge amount of work that entails. However, Covid-19 had a significant impact on income through churches and schools, as we endured our first lockdown starting during Lent. Our public engagement work is key to supporting the growth of income through the delivery of extensive outreach across church, volunteers, schools, universities, community organisations, partners and networks. However, this was also severely curtailed during lockdown.

Lenten income fell by 25% (£0.6m) year-on-year due to the issues mentioned above. However, Trócaire did everything possible throughout 2020 to keep our supporters informed of the challenges faced by people around the world, and how donors could help. Our supporters, volunteers and donors across Northern Ireland responded very generously to our direct mail appeals, newsletters and Covid-19 emergency appeal through the year and we are entirely grateful for their continued support. Our volunteers were key to our success of the annual Christmas Gifts appeal, selling gifts locally, where possible within Covid-19 government guidelines and restrictions, in their parishes. We also had an unprecedented level of income from legacies, driven mainly by one generous donation of a substantial legacy gift. Trócaire (Northern Ireland) typically raises over £5.5m gross annually from the public. However, in FY20/21, thanks to the amazing support of our donors, volunteers and supporters, our gross income was over £6.64m, a 17% increase on the previous year.

Our supporters, volunteers and donors across Northern Ireland responded very generously to our direct mail appeals, newsletters and Covid-19 emergency appeal through the year and we are entirely grateful for their continued support



Hkawng Nyoï (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)

Looking forward

As we look forward, we are closely monitoring the economic and social implications from Covid-19 and how they might impact on our income from the public in Northern Ireland. These implications are considered as part of the programme of work called 'Securing the Organisation's Future' in response to the risk of Covid-19 to the financial sustainability of Trócaire.

Mitigating these possible impacts, is the fact that Trócaire (Northern Ireland) and Trócaire have seen unprecedented growth in donor numbers in 2020. In 2021, we will also launch our revised fundraising and marketing strategy which is focused on future-proofing our income through improved retention and recruitment of donors, and through evolving our messaging to ensure we stay relevant in an ever-changing

society. This includes plans to invest in increased recruitment of donors in Northern Ireland. At all times, a sharp focus will remain on our Key Performance Indicators (KPIs) of donor retention, recruitment, and relevance, each contributing to net Income available to spend on the mission of Trócaire.

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.

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). During the pandemic, staff were supported and encouraged to review priorities against what they felt was achievable following the impact of voluntary redundancy earlier in the year and the pandemic that quickly followed. Staff health and well-being was prioritised as all staff moved to remote working at the first lockdown, moving in some cases to a combined approach of office and home working.

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

The Directors submit their report together with the audited financial statements of the company for the year ended 28 February 2021. The Strategic Report and Directors' Report are presented together as a Combined Strategic Report and Directors' Report.

Public Benefit- Vision, Mission & Values

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

Inspired by Gospel values, Trócaire (Northern Ireland) works for a just and sustainable world for all. Under its constitution and in line with Northern Ireland charity regulation its Objects are:

- the relief of poverty;
- the advancement of education; and
- to benefit the community by such further or other purposes as shall be exclusively charitable.

The work of Trócaire (Northern Ireland) is more specifically defined by the Subsidiary Objects in its constitution which are:

- To support the empowerment of the poor and marginalised, enabling them to claim their rights and live free from poverty and oppression;
- To provide timely, needs-based assistance to people affected by crises, protecting their safety, dignity and fundamental human rights, and enabling communities to prepare for and be more resilient to future crises;
- To tackle the structural causes of poverty by engaging people in Ireland and abroad to take action on issues of global justice; and
- To provide such services connected with the Objects as are considered to be of assistance and benefit in furthering the Objects.

Trócaire (Northern Ireland) does this by:

- Working in partnership with Church and civil society organisations abroad and in Ireland;
- Working directly on development education, advocacy and campaigns that emphasise the underlying causes of poverty,
- Grounding our work in Catholic Social Teaching, which stresses the dignity of each person and their inalienable human rights, along with their responsibilities, regardless of culture, ethnicity, gender or religion; and;
- Putting the following values into practice to achieve our mission: solidarity, perseverance, participation, courage and accountability.

Trócaire (Northern Ireland) is a subsidiary of Trócaire (see below). Trócaire (Northern Ireland) carries out most of its international programme work through the Country Offices of Trócaire, which are branches of the parent entity registered in their respective countries in Africa, Central America, Asia and the Middle East. Trócaire (Northern Ireland) has a services and funding agreement in place with Trócaire, the parent body, which grants responsibility to Trócaire for the development and overall management of the overseas programmes within the framework of its strategic direction, policies and standards. Trócaire (Northern Ireland) directly implements programme activities including fundraising, development education, campaigning and advocacy in Northern Ireland, under the Trócaire (Northern Ireland) strategy, in alignment with Trócaire's strategy.

Structure, Governance and Management

REGISTRATION AND CONSTITUTION

Trócaire (Northern Ireland) is a company limited by guarantee not having a share capital, governed by its memorandum and articles of association. It is a charity registered and domiciled in Northern Ireland under the Charities Act (Northern Ireland) 2008 and with the Charity Commission (charity number NIC103321). Its principal, and registered, office is 50 King Street, Belfast, BT1 6AD.

Trócaire (Northern Ireland) was incorporated to aid communities in the developing world by the relief of poverty and the advancement of education. This is achieved by providing support and relief to communities through development and emergency projects around the world and by carrying out education, campaigning and advocacy work in Northern Ireland on the global causes of poverty and injustice.

During the financial year significant work was undertaken to review and update the Trócaire Board of Directors Terms of Reference and the Service Level Agreement with Trócaire (Northern Ireland) and Trócaire, parent entity. The primary purpose of the updates to the Terms of Reference was to reflect the Northern Ireland Board of Directors' role and responsibility with regard to Safeguarding, elect a Board safeguarding representative, and to update the Service Level Agreement with Trócaire, the parent entity.

The updated Terms of Reference and Service Level Agreement were reviewed and approved by the Directors at the Board meeting on 24th November 2020. Karen Gallagher, Chair, was elected as the Board safeguarding representative at the Board meeting on 24th November 2020.

COMPOSITION OF GROUP

The company is a subsidiary undertaking of Trócaire, a registered charity in the Republic of Ireland. On 1st March 2020 the operations, assets and liabilities of Trócaire "The Trust" transferred to Trócaire "Company Limited by Guarantee (CLG)." The control of Trócaire (Northern Ireland) as a subsidiary company was transferred on 1st March 2020 as part of this transfer of operations with no break in control. Throughout this report the term Trócaire is used to refer to Trócaire (Northern Ireland)'s parent entity.

Since Trócaire (Northern Ireland) was established, Trócaire appointed the company members of Trócaire (Northern Ireland). It is on this basis that Trócaire (Northern Ireland) has been deemed a subsidiary of Trócaire. Trócaire (Northern Ireland) leverages significant support from its parent entity including HR, Finance, ICT and management support. The Chief Executive Officer of Trócaire is Caoimhe de Barra.

COMPANY MEMBERS

With the enactment of the updated constitution on 3rd April 2020 the sole Company Member is Trócaire, the parent entity registered in the Republic of Ireland with the Company Number 661147.

BOARD OF DIRECTORS

The company is managed by a Board of Directors. Additional Directors may be appointed at any time by the existing Board of Directors. The members of the Board are subject to retirement by rotation. The Directors are also the charity trustees under Northern Ireland charity law. The Board meets formally at least three times a year. Board Directors undergo an induction programme to ensure that collectively they have the overview necessary for the proper governance of the organisation. Ongoing training is arranged as and when a need is identified. They also travel overseas to view at first hand the work we support in the developing world, although this was not possible in the last year due to the impact of Covid-19 on travel.

The Board consists of five Directors and includes one Director from the parent Board. Karen Gallagher is the Chair of the Board of Directors for Trócaire (Northern Ireland). The Head of Region for Trócaire (Northern Ireland) serves as Company Secretary, and this is currently Siobhán Hanley.

The Board of Directors agreed an updated Terms of Reference document during the year setting out the Directors' role with regards to safeguarding. The Terms of Reference also sets out details of the Board's role in developing and approving annual plans and their stewardship for the finances of the organisation. It also sets out areas where the Board advise management including high level risk management, maintaining best practice in line with the charity sector in

Northern Ireland and maintaining good relations with stakeholders.

During the year, the Directors provided oversight of the operations of Trócaire (Northern Ireland). There was a focus on managing the increased risk as a result of the impact of Covid-19 and ensuring oversight of the care for staff well-being. The Directors reviewed strategic risks to the organisation with a particular focus on Brexit-related and Covid-19 risks. The Directors were engaged in the development of the new Trócaire Organisational Strategy with a particular focus on its applicability to Northern Ireland. They also reviewed the staffing structure of Trócaire (Northern Ireland) in light of both vacancies and voluntary redundancies and provided oversight for the re-design of staffing following voluntary redundancy.

Karen Gallagher

Karen Gallagher is a Fundraising Consultant with over 20 years' experience in the voluntary sector in Northern Ireland. Karen was previously Head of Concern Worldwide in Northern Ireland and has held a number of interim CEO roles in other leading not for profits. Karen has been on the Board of Trócaire (Northern Ireland) since 2016 and assumed the role of Chair in 2019.

Sister Carmel Flynn

Sister Carmel Flynn is a member of the Religious of the Sacred Heart RSCJ. Sister Carmel is an experienced educator and has been head of a secondary school for her congregation and one for the Ministry of Education in Uganda. She has also taught in a constituent college of Uganda's Makerere University. Sister Carmel has also spent time teaching in Indonesia. Now back in Ireland she is involved in the planning and assessment of her congregation's projects in Uganda and Kenya.

Dr Satish Kumar

Dr M. Satish Kumar is a Director for Internationalisation and a member of the AHRC Peer Review College and a leading international expert on colonial and postcolonial studies on South Asia. Satish has been an advisor on international development and higher education to the UK Department for International Development, Northern Ireland Assembly and Indian Government. He has also held a number of Visiting Professorships in Banaras Hindu University, Jawaharlal Nehru University and the University of Calcutta.

Martin O'Brien

Martin O'Brien is the Executive Director of the Social Change Initiative (SCI), a Belfast-based international NGO working with activists and donors to support and improve the effectiveness of their work for progressive social change, particularly in divided societies. Prior to joining SCI, Martin worked at the Atlantic Philanthropies where he was Senior Vice President. Martin previously led the Committee on the Administration of Justice in NI (CAJ).

Tiarnán O'Neill

Tiarnán O'Neill is a chartered accountant and currently the Group Finance Director at Galgorm Spa & Golf Resort. Tiarnán was formerly the Chief Operating Officer of the Diocese of Down and Connor. Tiarnán is the current chair of the Chartered Accountants Ireland Ulster Society - Not for Profit Group NI.

Emma Murray

Emma Murray is a Partner with Pricewaterhouse Coopers LLP (PwC) and holds the position of audit partner for a number of key businesses and charities in the United Kingdom and Ireland. She trained as a chartered accountant with PwC in

Board of Directors Trócaire (Northern Ireland)

Name	Appointed	Latest possible retirement	Eligible for Reappointment	Board Attendance
Karen Gallagher (Chair)	June 2016	June 2022	N/A	4/4
Sr Carmel Flynn	June 2019	June 2025	June 2022	4/4
Emma Murray	June 2019	Resigned August 2020		2/2
Dr Satish Kumar	June 2019	June 2025	June 2022	3/4
Martin O'Brien	June 2019	June 2025	June 2022	4/4
Tiarnán O'Neill	June 2019	June 2025	June 2022	3/4

Northern Ireland from 2000, became a member of Chartered Accountants Ireland in 2005 and a Fellow in 2015. Emma was appointed vice chair of Chartered Accountants Ireland – Ulster Society in June 2020.

BOARD DIVERSITY

During the year the parent entity approved Board & Committee Diversity Policy Statement was shared with the Board of Directors for Trócaire (Northern Ireland). The purpose of this policy statement is to ensure that diversity is considered when it comes to the recruitment of new Board members. The policy statement applies to both the Board of the parent entity and the Board of Trócaire (Northern Ireland). It is also to ensure key objectives are developed and key targets are set, monitored and reported on periodically.

Diversity in this instance is about ensuring Trócaire has Board members with different backgrounds, perspectives and experiences. This brings diversity of thought and perspectives, which is vital at every level of the organisation including at Board and Committee level.

The Nominations Committee of the parent entity is primarily responsible for setting targets for

Board and Committee Diversity and ensuring that these are monitored. The policy statement set out a range of areas of diversity within its scope. The Nominations Committee has decided initially to focus on gender, ethnicity and ensuring that the parent Board has an all-Ireland perspective.

GENDER

In Irish society and globally, women remain under-represented in leadership roles. As Trócaire's programme work includes a major focus on gender equality and women's empowerment, it should 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 Trócaire (Northern Ireland) Board.

ALL-IRELAND PERSPECTIVE

Trócaire is an all-Ireland group. Although the parent entity is headquartered in the Republic of Ireland, Northern Ireland is a major element of Trócaire's support base. To ensure that society in Northern Ireland is reflected in the leadership of Trócaire, Trócaire should ensure that there are members of its Board from Northern Ireland. The Nominations Committee set that a minimum of one Board member of the parent entity



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

	Male		Female	
	2020/21	2019/20	2020/21	2019/20
Directors at year end (n)	3	3	2	4
Directors at year end (%)	60%	43%	40%	57%

should be from Northern Ireland at all times. There are currently two parent Board members from Northern Ireland, and in addition all of the Directors of Trócaire (Northern Ireland) are from Northern Ireland.

ETHNICITY

As with many organisations in Ireland, the vast majority of Board and Committee members of Trócaire are of white Irish ethnicity, and this has been the case for the history of the organisation. Trócaire's programme participants, partners and country office staff are primarily from Latin America, Africa, the Middle East and Asia. Trócaire aspires to recruit a number of Board and Committee members whose ethnicity reflects the diversity of the stakeholders that it serves.

The Nominations Committee agreed that the Trócaire (Northern Ireland) Board should aim for at least one such member. The aspiration agreed by the Nominations Committee is that recruitment at Committee and subsidiary Board level would support the recruitment of at least one member from such an ethnic background to the Board of the parent entity by 2023. The timing is based on when Board vacancies become available, following the end of term of existing Board members.

There is currently one Director from a non-white Irish ethnic background on the Board of Trócaire (Northern Ireland).

DECISION MAKING

The Board of Trócaire (Northern Ireland) are the custodians of the vision, mission and values of the company; they approve the integration of the Ireland strategy in Northern Ireland, annual activity plans and budgets, and ensure the organisation is effective and accountable. Programmes are approved within agreed strategies on the basis of proposals that are subject to formal appraisal, approval, monitoring and evaluation. Trócaire (Northern Ireland) have a services and funding agreement in place with Trócaire, the parent body, which grants responsibility to Trócaire for the development

and overall management of the overseas programmes within the framework of its strategic direction, policies and standards. The Service Level Agreement between Trócaire (Northern Ireland) and Trócaire was updated and approved at the Board meeting on 24th November 2020. In addition, the Board also approved updates to the Terms of Reference for the Board of Directors of Trócaire (Northern Ireland), to ensure Board safeguarding responsibilities were included.

VOLUNTEERS

Trócaire (Northern Ireland) is dedicated to improving the lives of people living in poverty and dealing with human rights abuses and injustice around the world. Our outreach and awareness raising is central to that work, in enabling us to increase awareness of global issues here at home, helping people to understand the root causes of those issues and empowering them to take action in support of the people we work with. Our volunteers play a key role in supporting our work in schools and parishes throughout Northern Ireland. They help us to extend our reach, to fundraise for our work and to campaign and advocate on issues that are affecting the communities we work with overseas. Volunteers bring valuable skills, experience, local insight and energy to our work in Northern Ireland and we are incredibly grateful for their continued commitment to our work. We currently have 32 active volunteers across Northern Ireland who provide invaluable support to our major fundraising campaigns such as Lent and Christmas and who also engage with our advocacy work at local and international levels.

Prior to lockdown as a result of the Covid-19 pandemic in March 2020, 24 of our volunteers had signed up to speak at masses in support of our Lent 2020 Campaign. Many of the volunteers got the opportunity to do so, speaking at 51 masses across 17 parishes. While mass speaking wasn't a possibility for most of our volunteers for Lent 2021 as a result of the impact of Covid-19, nevertheless all our volunteers mobilised in their parishes to ensure that the Campaign was promoted in whatever way possible at the start of

2021. This included support with the distribution of Trócaire boxes, ensuring posters were on display once the Churches could reopen and ensuring Trócaire notices were included in the parish bulletin and promoting our online parish resources.

Volunteers also play a crucial role in our Christmas Gifts Campaign. Working within Covid-19 restrictions, and where possible, 14 of our Volunteers went above and beyond by holding Gift sales in their parishes, raising £28,500.

Training and capacity-building of our volunteers remains a priority and over the past year volunteers across the island have been offered a number of webinars and workshops on areas of our work. Many of our volunteers took part in our online Lent Campaign and Christmas Campaign briefing and training as well as webinars on Environmental Sustainability, Migration, Women's Empowerment and our work in Somalia, Israel-OPT and South Sudan. A number of our volunteers also took part in our online National Volunteer event with volunteers from across the other regions of Ireland during which they heard about our work in Lebanon and had an opportunity to share experiences and learning with each other.

SAFEGUARDING

Trócaire (Northern Ireland) believes that all individuals have the right to live with dignity and freedom from exploitation and abuse. Safeguarding people from exploitation and abuse caused by our representatives, programmes or activities remains a core commitment for Trócaire as part of the accountability framework. Trócaire has worked extensively to ensure that safeguarding is well embedded throughout all of our work.

In addition to group-wide Trócaire global safeguarding policies, additional policies and procedures have been developed to address specific safeguarding considerations associated with our work in Northern Ireland. These include a Policy on Communicating with Supporters who may be vulnerable, Visitors Policy and a Use of Images Policy. Training on safeguarding and associated policies forms part of induction for all staff and volunteers with regular refreshers.

The group-wide Head of Safeguarding led the implementation of a new safeguarding structure in the Northern Ireland office, clarifying roles and responsibilities for the Head of Region and safeguarding officer. The new structure also included a strengthening of safeguarding governance. A Terms of Reference was developed for the Board of Directors of



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

Trócaire (Northern Ireland) with regards to their responsibilities to safeguarding in Northern Ireland with Karen Gallagher being appointed as the Board safeguarding representative on 24th November 2020.

The Head of Safeguarding also facilitated safeguarding training with the Board on 2nd November 2020 with further induction for the Board safeguarding representative on 11 December 2020. Refresher training was conducted for the Head of Region and safeguarding officer in January 2021.

Trócaire's Safeguarding Commitment Statement and policies are published on Trócaire's website: <https://www.trocaire.org/about/safeguarding>

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

COMPLAINTS MANAGEMENT

Trócaire (Northern Ireland) has an effective complaints policy and process in place that is reviewed regularly. In the last year we received 65 complaints, all of which were in relation to the number of mailings received. Trócaire (Northern Ireland) welcomes and values feedback from our stakeholders. Trócaire is committed to continuous improvement and learning; stakeholder feedback enables us to identify areas we can improve. Trócaire (Northern Ireland) is also accountable to the Fundraising Regulator and ensures compliance to best standards and practice in fundraising and supporter communications.

Counter Modern Slavery and Trafficking in Persons

Trócaire (Northern Ireland) welcomes The UK Modern Slavery Act 2015 (as well as donor requirements) and the duty it places on organisations, including Trócaire (Northern Ireland), to disclose publicly the steps they are taking to prevent modern slavery in their own organisations and in their supply chains. Trócaire (Northern Ireland) considers that modern slavery and trafficking in persons both abuses and exploits an individual and will therefore not tolerate this within any of our programmes or activities or by any person representing Trócaire (Northern Ireland), including partner organisations whether within or external to our programmes and activities. Trócaire (Northern Ireland) recognises there is more work to be

done. 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 (Northern Ireland)'s work.

RISK MANAGEMENT AND INTERNAL CONTROL

Trócaire (Northern Ireland) has established a comprehensive risk management process which ensures that the organisation is not exposed to preventable, unacceptable risk. This risk management process is an integral part of the company's organisational governance system as shown in the diagram below.

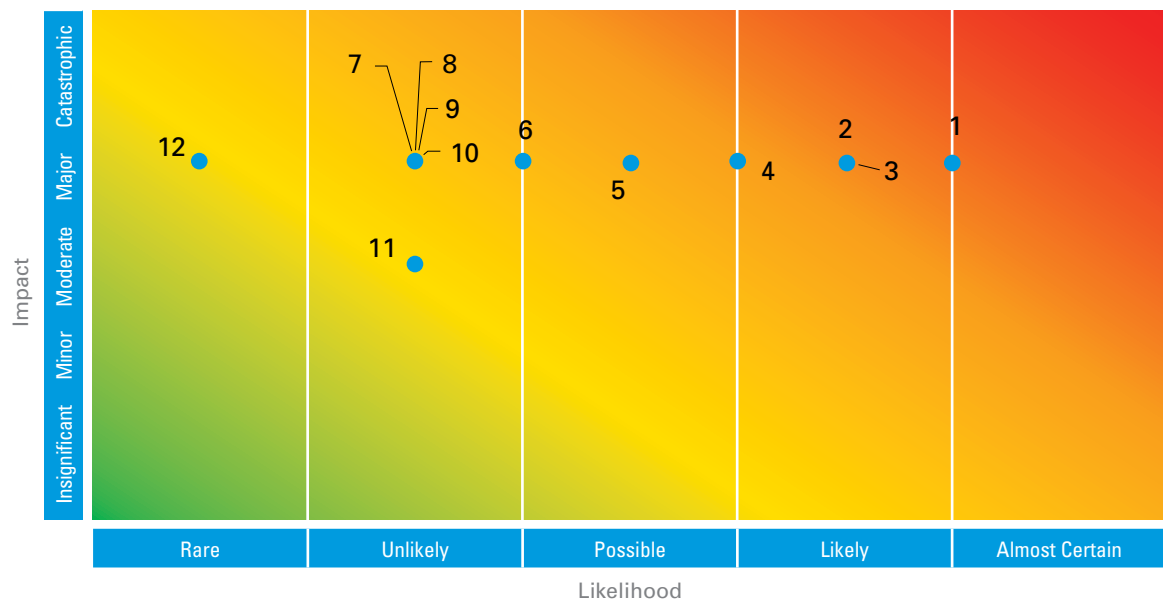
The risk oversight process begins with the Directors as they are primarily responsible for risk management within Trócaire (Northern Ireland). They are aware of the major risks to which the charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risks. The risk management process explicitly takes account of uncertainty, the nature of that uncertainty and how it can be addressed. Risk management is systematic, structured and timely. The risk management framework involves risk identification, analysis, control, review and reporting.

The TNI Board reviewed the TNI risk register shortly after year end (April 2021), the results are summarised below. This includes a table showing the strategic risks for TNI and the trend since last year. Below that is a heatmap which illustrates how these individual risks have been assessed using a 5 x5 scoring system for impact and likelihood of residual risk.



TRÓCAIRE'S STRATEGIC RISKS:

Risk Number	Trend in score	Trócaire's Strategic Risks
1	↔	Attract and Manage Institutional Funding
2	↓	Covid-19
3	↓	Public Income / New Donors / Income Growth
4	↓	Excessive Workload caused by under-resourcing
5	↑	Staff Security and Controls
6	NEW	Fraud
7	↔	Church Relationships
8	↔	Volunteers
9	↔	Market Relevancy
10	↔	Data Protection and Regulatory Compliance
11	↔	Media, Donor Trust and Donor Engagements
12	↔	Safeguarding Vulnerable Adults & Children

TRÓCAIRE RISK HEAT MAP - RISK RANKING

PRINCIPAL RISKS AND UNCERTAINTIES

In this section of the report we provide further information on the top 6 risks listed above.

Additional information on the Safeguarding risk can be found on page 48. We have also provided information on our assessment of Brexit as a risk to Trócaire NI.

1. Attract and manage institutional funding



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

Attracting and managing institutional funding is a key strategic risk for Trócaire (Northern Ireland), reflective of the volatility of available grant opportunities, changing government priorities and increased competition for funds. Trócaire (Northern Ireland) works within the organisation institutional funding strategy and seeks to continue to identify and apply for new sources of funding. As the funding landscape continues to change and evolve, Trócaire (Northern Ireland) engages with funders, key membership organisations and funding advisory groups to stay informed and up to date on funding opportunities. Trócaire (Northern Ireland) has advocated against the cuts by the newly merged FCDO to the UK international aid budget and will continue to do so. We evaluated our risk to the existing grants we held and will need to continue to monitor this closely in the next financial year. We will also work closely with our colleagues to identify new sources of institutional income to reduce our dependency on existing sources such as the FCDO.

2. Covid-19



Risk Description: The risk an unprecedented global pandemic causes major disruption to our employees and operations impacting business continuity, strategy, staff well-being, public income, donor income, cash flow and all front-line activities.

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 for the organisation. 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 at HQ level, 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 CMT provided guidance and direction to the Trócaire (Northern Ireland) team where the Head of Region led the Northern Ireland Business Continuity Plan. A key focus within the Northern Ireland plan was staff health and well-being and key initiatives to support team cohesion during lockdowns and when only some staff returned to the office three days a week to complete business critical tasks that could not be done from home. The Head of Region reported to the Board on management of the crisis and liaised regularly with the Chair of the Board on staff well-being and crisis management. Reports were also provided to the Board on the management of the crisis at HQ level and globally.

Covid-19 related risks were identified and assessed using our existing risk management methodology. An understanding of our pre-existing risks helped inform this process and the speed at which we were able to analyse the implications of the Covid-19 crisis. With the support of the Head of Internal Audit, an overall risk register and mitigations were outlined. This enabled required responses to be identified, assessed and prioritised. All staff across Northern Ireland moved to remote working almost overnight during the first lockdown. An immediate action was to ensure that staff were equipped to do their job. Prior investment in IT and data management systems in Trócaire enabled staff to be supported with remote working. An additional office plan for prevention of Covid-19 in our office

space was developed, implemented, evaluated and monitored weekly by the Head of Region, in consultation with staff and incorporating their feedback, concerns and needs.

The first Northern Ireland lockdown occurred during the second week of the annual Lent Appeal period. Schools and churches closed across Northern Ireland. Trócaire 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. Lent Appeal income was impacted in Northern Ireland, but not at the level initially forecasted, thanks to the generosity of our donors and supporters.

Trócaire (Northern Ireland) Response to the Covid-19 Pandemic – Governance, Risk Management and 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. Trócaire (Northern Ireland) contributed to this review as part of internal function feedback to the Executive Leadership Team.

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, with voluntary redundancy in the early part of the year contributing to the overall shock of Covid- 19. Staff did struggle with increased workloads, in addition to increased volume of donations through the year following the successful pivoting of key fundraising appeals.

Key initiatives were implemented in Northern Ireland to support staff, these included, recruitment of agency temp staff supports (within restrictions), team supports from across the Ireland operation with staff working at home in Cork supporting work in the Belfast office as one example, outreach teams in Northern Ireland were trained to help support other areas that were under pressure such as income processing and activity plans were reviewed to re-prioritise and assess what could be done with the resources available and within the challenges faced. HR also implemented new well-being supports but identified this as an area for continued focus.

3. **Risk Management and Business Continuity** - Very good prior understanding of organisational risks helped to inform the response to the crisis. The Covid-19 risk register was managed by the operations management team in Northern Ireland, with the support of the Head of Internal Audit when required. Overall, learnings included areas for improvement on risk mitigation management and the business continuity process and having resources to appropriately manage each during times of crisis.
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. This required some staff to come into the office to complete business critical tasks that are manual and could not be done from home. We quickly pivoted to delivering our outreach, advocacy and fundraising and communicating with our audiences through digital channels. Meetings were held online and we pivoted plans in response to staff and audience needs. Our volunteers and supporters responded positively to new ways of donating and engaging with us. However, we identified the need to critically look at areas where we are dependent on physical processes or the ability to travel to deliver our work as we aim to continue working in a more blended model. This is being taken forward under a number of workstreams in the new strategic plan and Trócaire (Northern Ireland) will be actively contributing to those.

5. **Digitisation** - We benefitted greatly from previous investment in IT cloud-based computing solutions and were able to move to cloud-based system quickly. The Covid 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 and Trócaire (Northern Ireland) will be actively contributing to that.
6. **Finance** - We were able to pivot our public fundraising and institutional funding efforts to secure the organisation's finances. An incredible £1M legacy pledged and donated in the financial year contributed hugely to that. We identified the need to have a specific Multi-Annual Financial Framework developed for Northern Ireland, with the organisation framework providing direction and oversight.

3. Public Income/ New Donors /Income Growth



Risk Description: The risk we cannot maintain or grow public funding, especially unrestricted, and also attract and retain sufficient numbers of new supporters.

The fundraising environment has been impacted by Covid-19 throughout the year but Trócaire (Northern Ireland) has been generously supported by donors despite the uncertain economic environment. This was a result of the successful pivoting of key fundraising appeals and enabling donors to contribute to those appeals on-line. We saw a huge increase in the volume of online donations in the past year, particularly for the Lent and Christmas appeals. The impact of Brexit on public income was monitored during 2020.

Trócaire (Northern Ireland) has developed an Ireland Strategy alongside our colleagues in HQ which outlines the key areas and key performance indicators to drive income, engagement and awareness over the coming years. Investments are also being made in fundraising to grow more sustainable income sources.

Trócaire Northern Ireland is also contributing to the new Ireland Fundraising and Marketing Strategy and will launch a Northern Ireland Business Plan in the 2021 financial year to further detail growth and opportunities to optimise income across a range of channels to deliver on the new Organisation Strategic Plan 2021-2025.

4. Excessive Workload caused by under-resourcing



Risk Description: The risk that financial cutbacks, loss of staff and redundancies results in excessive workload pressures that creates stress among staff, impacting on staff well-being causing health risks such as staff burnout or harm, churn and challenges in retention of existing staff and recruitment of new staff.

There were many challenges throughout 2020 which conflated to impact on staff workloads and pressure. These challenges included the impact of the pre-pandemic voluntary redundancy process coupled with remote working, Covid-19 restrictions, a shift from income received through schools and churches to income received through postal, telephone and online donations. A number of measures have been taken to address this risk including training and support for staff, recruitment of several new roles, implementation of a wellbeing programme and an ongoing review of Donor Services policies and processes.

Staff wellbeing

All staff in Northern Ireland were affected by the impacts of the pandemic, that included shifting almost overnight 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 this context, staff well-being was prioritised by the board and the management team. The staff were consulted with by their line manager regularly and supported to work flexibly. Key plans and priorities were reviewed and updated to reflect the unique situation the staff were working in, and to reduce pressure. HR guidance and support was provided by our parent entity. 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, our team demonstrated agility and resilience by turning the 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.

5. Staff Security and Controls



Risk Description: The risk of inadequate or failed internal processes, or external events, leading to injury or death of staff members or others to whom we have a duty of care.

This risk relates to staff security. With a relatively small staff based in the Belfast Office (and with our cash handling function) measures need to be taken to ensure the security of the office, staff and visitors. The Belfast office has a number of measures to manage this risk, including physical controls and working protocols. A Northern Ireland Office Security Plan was drafted in 2020, with the guidance and expertise of the Trócaire Global Security Advisor. The plan sets out a number of measures to guide staff security in the office, when travelling overseas and when welcoming overseas visitors to Northern Ireland. The plan will be reviewed and updated in 2021.

6. Fraud



Risk Description: The risk that fraudulent activities by staff, volunteers, contractors, imposters or partners exposes Trócaire to financial loss and erosion of reputation/credibility amongst key stakeholders. Or by an undesirable event in Trócaire such as financial mismanagement.

This has now been included as a specific risk in the risk register as good practice, reflecting risk of fraud to Trócaire (Northern Ireland) funded overseas programmes as well as inherent domestic fraud risk relating to income processing. Again, a number of measures are in place to address this risk including financial procedures and segregation of duties. In 2021 we will be completing the Donor Services review of policies / processes, updating our financial procedures and staff will be receiving specific fraud awareness training.

Brexit

In 2020/21, Trócaire carefully monitored the risk that Brexit presented. The concerns were that a 'no deal' Brexit could have caused a rapid devaluation in the value of sterling, impacting on the conversion of currency raised through NI when used to fund programme work. In addition, there was concern that Brexit could have provoked civil unrest, and impact on our public and institutional funding. Despite the volatility of Sterling (STG) in the 2020/21 period, Trócaire has not experienced any fall of significance as a result.

While Brexit and the Northern Ireland protocol may still have implications for Trócaire in Northern Ireland we now see 'Brexit' as a factor in our wider risks rather than a risk in itself.



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)

COMMITMENT TO STANDARDS IN FUNDRAISING PRACTICE

Trócaire (Northern Ireland) is fully committed to achieving the standards contained within the Code of Fundraising Practice as set out by the Fundraising Regulator in the UK. The Code of Fundraising Practice sets the standards that apply to fundraising carried out by all charitable institutions and third-party fundraisers in the UK.

The purpose of the Code of Practice is to:

- promote a consistent, high standard of fundraising;
- make sure charitable institutions, their governing bodies and fundraisers know what is expected of them;
- set out the standards to use when considering complaints;
- provide a benchmark for organisations and fundraisers to assess their practices against;
- develop a culture of honesty, openness and respect between fundraisers and the public.

Trócaire (Northern Ireland) continues to work to meet the standards as set out in the Code of Practice which was updated in 2019 by the UK Fundraising Regulator.

ETHICAL FUNDRAISING

Trócaire (Northern Ireland) has adopted Guidelines for Charitable Organisations on Fundraising from the Public. Staff, volunteers and anyone else fundraising on behalf of Trócaire (Northern Ireland) are fully trained on the requirements and controls have been implemented to ensure that all fundraising practices are fully in line with the guidelines and any related Codes of Practice. A review and report on compliance takes place annually.

ACTIVITIES

Trócaire (Northern Ireland) carries out a range of activities directly with support from its parent entity. This direct work includes:

- Public engagement in Northern Ireland including development education, campaigns, outreach and engagement with the Catholic Church
- Public fundraising in Northern Ireland

- Seeking institutional funding in Northern Ireland and the rest of the UK

Trócaire (Northern Ireland) carries out its international development and humanitarian work outside of Northern Ireland through its collaboration with its parent entity Trócaire and field offices in 18 countries.

This is primarily done by providing finance and grants to the partners of Trócaire. The oversight and management of this programme expenditure is carried out by Trócaire country offices in Africa, Asia, Latin America and the Middle East with the support of Trócaire personnel in Ireland.

Trócaire (Northern Ireland) has a services and funding agreement in place with Trócaire, the parent body, which grants responsibility to Trócaire for the development and overall management of these overseas programmes within the framework of its strategic direction, policies and standards.

We recognise that a variety of responses are needed to make a difference to the lives of poor and marginalised people in the developing world. We will face these challenges by:

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

Through the parent entity, Trócaire (Northern Ireland) builds long-term partnerships with local organisations in countries across Africa, Asia, Latin America and the Middle East, supporting their work to build a better world for people living in poverty.

In emergency situations we provide immediate humanitarian relief but also support long-term rehabilitation programmes to enable people to rebuild their lives. In much of our international emergency work, we act as part of the global Caritas network, a federation of 165 Catholic relief and development organisations operating in over 200 countries and territories, promoting social change and development, and responding to emergency and other social needs. Membership of Caritas Internationalis enhances our capacity to respond to the needs of people around the world. At times of emergency and crisis, aid can be co-ordinated by and channelled through the local

Caritas Internationalis organisation and its local church structures.

We also support the relief and development work of local missionaries in a number of countries.

Trócaire (Northern Ireland) is incredibly grateful to all our stakeholders, funders, donors and supporters in enabling our work to continue to reach those who need our support most in our countries of operation around the world. They make our work possible and we couldn't do it without their generosity. Our stakeholders, funders, donors and supporters continue to be inspired by the impact of our programmes overseas and by our overseas staff and partners.

STRATEGY (INCLUDING ACHIEVEMENTS AND PERFORMANCE)

Trócaire (Northern Ireland)'s strategic plan, For a Just and Sustainable Future 2016-2020, was developed following an in-depth analysis of the factors that drive poverty and injustice and a solid understanding of where we can achieve most impact. Trocaire strategic plan 2016-20 was extended into 2020/21.

For a Just and Sustainable Future recognises that the challenges facing the world's poorest people are related and that people often face multiple vulnerabilities in their lives. We must, therefore, respond to these different challenges in an integrated way. Under the new strategic plan, we will focus on three priority areas:

- **Resource Rights:** ensuring that those in need have access to, control over and the ability to effectively protect and use critical resources, in particular land and water
- **Women's Empowerment:** ensuring that women have a voice in decisions that affect their lives, within their homes, communities and beyond, and that they are free from violence
- **Humanitarian Preparedness and Response:** ensuring communities are prepared for, can respond effectively to and withstand crises

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

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

The following 9 Goals have been set out in our strategic plan. Goals 1 to 5 are goals for a just world. Goals 6-9 are how we will achieve a stronger Trócaire.

- **Goal 1:** The human rights of marginalised women and men are respected and democratic space is protected
- **Goal 2:** People living in poverty, particularly women, exercise their right to access and control natural resources and benefit from the sustainable use and management of those resources
- **Goal 3:** Women are empowered to exercise greater control over decisions that affect their lives
- **Goal 4:** Lives are saved, suffering is reduced and human dignity is maintained and protected in humanitarian crises resulting from natural disasters and conflict situations
- **Goal 5:** People and leaders in Ireland play an integral role in building a just and sustainable world
- **Goal 6:** Trócaire will maximise the impact of its work in Ireland and internationally through innovation, learning and improvement
- **Goal 7:** Trócaire works collaboratively with a strengthened and more diverse portfolio of partners that share our vision of a just world and that achieve programme impact and policy influence in an effective and accountable manner
- **Goal 8:** Trócaire builds a sustainable, growth oriented and diverse funding base
- **Goal 9:** Trócaire is accountable for bringing about positive change and is recognised as an excellent and effective organisation

The strategic results reported on pages 12 to 41 include total results for the Trócaire Group which includes both Trócaire (Northern Ireland) and its parent entity, Trócaire, a registered charity in the Republic of Ireland. During the financial year 2020/21 Trócaire (Northern Ireland)'s expenditure represented 10% (11% in 2019/20) of expenditure by the Trócaire Group.

As noted on page 55 Trócaire (Northern Ireland) supports Goals 1, 2, 3, 4 primarily through its funding of partners through the country offices of its parent entity Trócaire.

Trócaire (Northern Ireland) directly contributes to Goal 5 through its work in Northern Ireland. Trócaire (Northern Ireland) contributes to Goal 6, Goal 7 and Goal 9 directly itself and indirectly through its support for its parent entity. Trócaire (Northern Ireland) directly contributes to Goal 8 through its public fundraising in Northern Ireland and its engagement with institutional funders.

A new strategy was prepared immediately after year end.



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)

DIRECTORS' RESPONSIBILITIES STATEMENT

The Directors are responsible for preparing the combined Strategic and Directors' report, and the financial statements in accordance with applicable law and regulations, Companies Act 2006 and the Charities Act (Northern Ireland) 2008.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including FRS 102 "The Financial Reporting Standard" applicable in the UK and Republic of Ireland. 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 state of affairs of the company and of the statement of financial activities of the company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- observe the methods and principles in 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);

- state whether applicable UK Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements; 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 keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities Act (Northern Ireland) 2008. 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.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



Trocaire's installation in Belfast city centre to launch the Christmas Appeal 2020 highlighted the number of people in the world who were facing hunger. (Photo: Justin Kernaghan)



FINANCIAL REVIEW

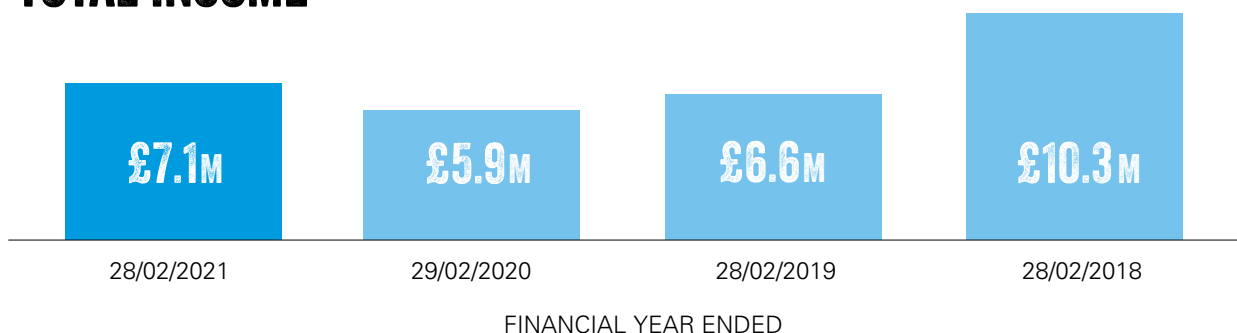
FINANCIAL MANAGEMENT ANALYSIS

The results for the year are presented on page 69 in the form of a Statement of Financial Activities and comply with Statement of Recommended Practice (SORP) Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard and relevant law applicable in the UK and Republic of Ireland (FRS 102).

FINANCIAL RISK MANAGEMENT

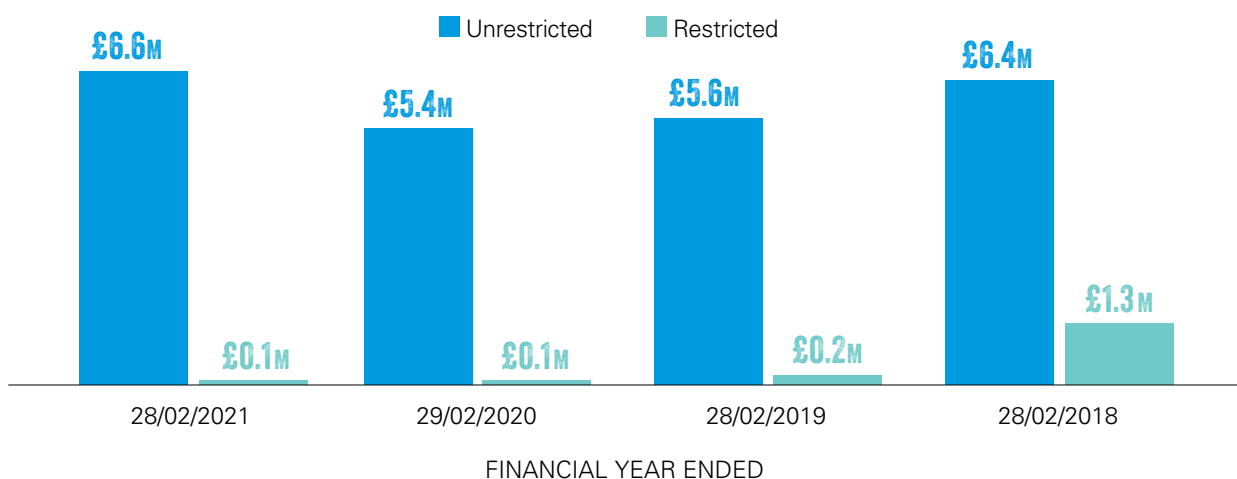
Financial stability risk is described on pages 51 and 53 under Principal Risks and Uncertainties.

TOTAL INCOME



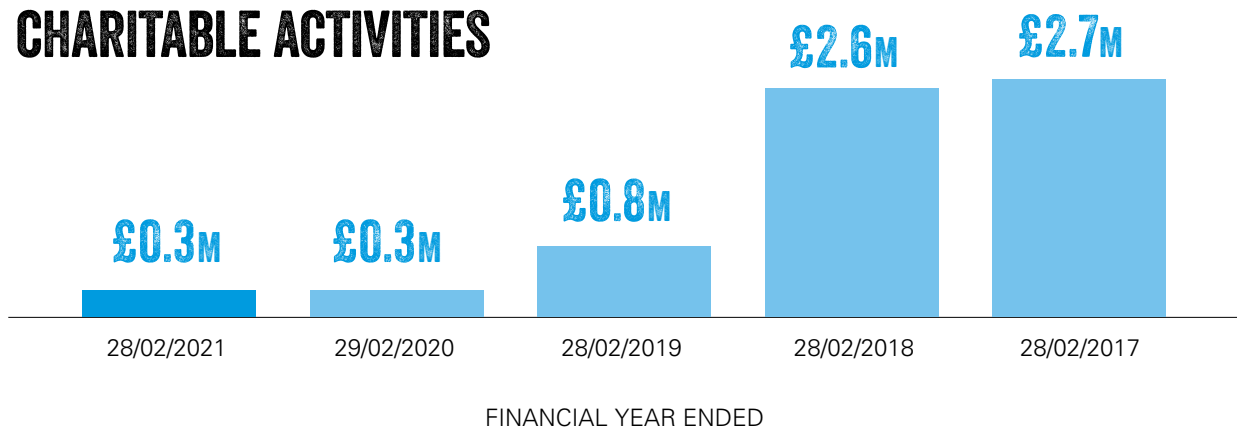
Total income in the period has increased by £1.2m. This represents a 19% increase from the income level achieved in 2019/20. The main reasons for the uplift are explained below:

PUBLIC DONATIONS



Income from the public in the form of legacies and donations has grown by £1.2m, a 21% increase. Unrestricted public donations in 2020/21 primarily grew in General Donations, Direct Mail and Legacies which increased overall to £3.8m (£2m in 2019/20). Covid-19 impacted the Lenten Campaign in the same period with income reducing by 25% to £1.9m (£2.5m in 2019/20).

CHARITABLE ACTIVITIES



In the current year, the organisation secured £0.3m from institutional donors in support of our work. This is at a similar level to the income achieved in 2019/20. The Jersey Overseas Aid Commission is the largest single donor this year (£0.3m).

EXPENDITURE

The statement of financial activities shows the analysis of charitable expenditure between charitable activities (overseas development, emergency, recovery and education programmes) and the cost of raising funds. Our total expenditure for the year was £5.6m, a decrease of 15% on the previous year.

The decrease in overall programme spend this year is primarily due to the end of the grant period of institutional donor funding in Kenya (£0.4m), Sierra Leone (£0.2m), Zimbabwe (£0.1m), Malawi (£0.1m) and Myanmar (£0.1m) as well as a timing difference of £0.2m in grants to South Sudan. In addition to this, there can be a timing delay between receipt of income and implementation in country; therefore the company expects to see the increased income in 2020/21 reflected in expenditure in 2021/22.

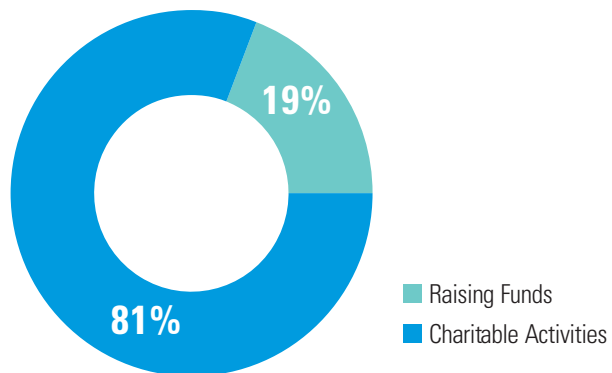
Charitable expenditure on programmes amounted to £4.6m and represents 81% of total expenditure. In the last financial year we worked in over 20 countries. The largest country spends were in Somalia £0.8m, South Sudan £0.7m and Rwanda £0.5m. Spend by the Goals as set out in the Trócaire strategic plan is as follows;

Goal 1: Human rights and democratic space	£0.4m
Goal 2: Equitable access to and use of resources	£1.0m
Goal 3: Women's empowerment	£0.6m
Goal 4: Protection of human dignity in humanitarian crises	£2.1m
Goal 5: People and leaders in Ireland acting for a just world	£0.3m

In addition to the above Trócaire (Northern Ireland) funded small scale projects through the international projects fund of £0.3m

Goal 8, spend on raising funds of £1.1m (£1.0m in 2019/20). This increase is due to increased fundraising costs because of a larger donor base. The percentage of total expenditure has increased to 19% (15% in 2019/20) primarily because of reduced programme spend in 2020/21 due to the ending of some institutional funds in several countries in addition to recharges of some

EXPENDITURE



costs from the Group. The company views this as a temporary percentage change which will be adjusted downwards as the increased income in financial year 2020/21 is spent on programmes in 2021/22. The overall Group ratio is 91% spend on Charitable Activities.

Goal 8: Increased scale and income £1.1m

Expenditure on Goals 6, 7 and 9, goals for a stronger Trócaire (Northern Ireland) are intrinsically part of the above goals.

FINANCIAL POSITION AND RESERVES POLICY

It is Trócaire (Northern Ireland)'s policy to maintain a prudent level of reserves to enable the charity to manage financial, governance and operational risk and deliver on our commitments and our mandate. An adequate and working reserve 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 (Northern Ireland)'s available resources at the end of the year were £6.2m (2020 - £4.8m). Of the available resources, £0.1m (2020 - £nilm) is held in restricted funds. These restricted funds relate to institutional donor funds donated for specific areas and activities which will be spent in the coming year. Unrestricted funds of £6.1m (2020 - £4.8m) are retained for organisational use.

- In managing its unrestricted reserves of £6.1m, the organisation has an agreed policy of holding a contingency reserve in its emergency fund to cater for emergencies and to allow the organisation to respond rapidly in such circumstances.

The amount in this reserve at 28 February 2021 is £0.1m (2020 £0.1m).

- The general funds reserve stood at £6.0m. This will be used to fund programmes overseas to further the objectives of the organisation.

Free Reserves

Unrestricted funds are not all freely available, should the organisation need immediate access to reserves. In order to ensure that the organisation has access to funds it is necessary to adjust unrestricted reserves as recommended by Charities SORP (FRS 102) by excluding Fixed Assets as it would be unlikely that the organisation would be able to liquidate the fixed assets in a timely manner. Therefore, free reserves are unrestricted funds less fixed assets. At 28th February 2021 free reserves were £5.8m (£4.6m in the prior year).

New Reserves Policy

Trócaire (Northern Ireland) have a Board approved reserves policy of holding free reserves of an amount equivalent to 5-7 months of operating expenses of the company. As at 28th February 2021 Trócaire (Northern Ireland) held 13 months of operating expenses as free reserves which is in excess of the agreed 5-7 months. This is partly as a result of increased income this financial year. As part of strategic financial management, the company has a clear plan to reduce these

reserves over the next 2 years to bring them in line with the approved policy. The Multi-Annual Financial Framework is key to this proactive management of unrestricted reserves.

INVESTMENT POLICY AND PERFORMANCE

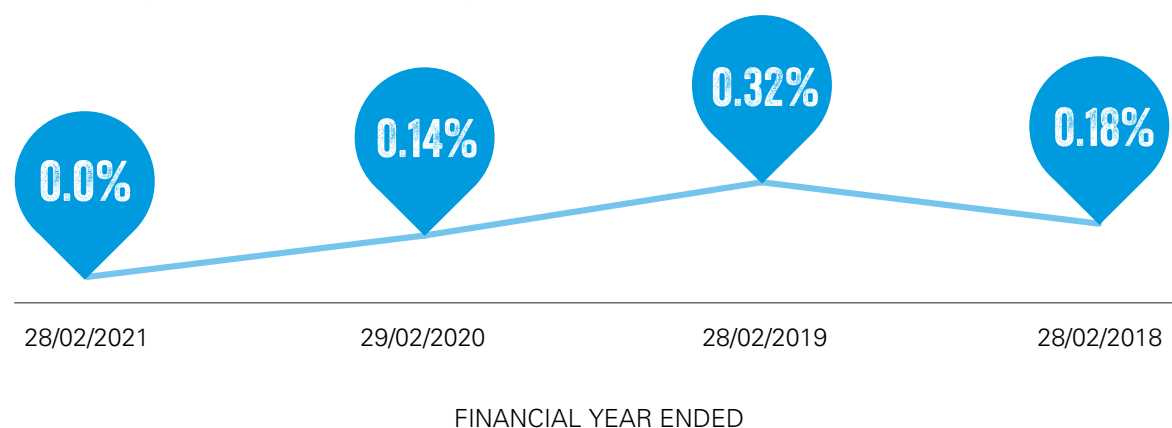
The objective of the investment policy is to maintain high liquidity while ensuring maximum security, meeting ethical standards and achieving the highest possible return within these limiting factors. Investments will be undertaken in a manner that seeks to ensure the preservation of capital in the overall 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 deposit accounts, spreading the total invested and limiting the amount invested with any individual financial institution. The management of the organisation 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 by the banking sector.

AVERAGE RATE OF RETURN



KEY PERFORMANCE INDICATORS

In addition to the above financial indicators there are a number of Key Performance Indicators. The following are key financial performance indicators of Trócaire (Northern Ireland) 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
59%	58%

Return on Fundraising Spend	
2020/21	2019/20
£6.33	£5.71

Support Costs as a % of total expenditure	
2020/21	2019/20
4%	3%

Unrestricted Reserves in months	
2020/21	2019/20
12.5 months	9.5 months

- Grants to partners is a measure of how much of our funds are spent by our partner organisations in the field. Trócaire works 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.
- Unrestricted reserves is a measure in months of how much resources Trócaire (Northern Ireland) has available to draw down on in order to continue its work in the event of an economic downturn.

The above indicators are considered satisfactory and in line with the expectations of the Directors.

STATE OF AFFAIRS AND EVENTS SINCE THE BALANCE SHEET DATE

The impact of Covid-19 on the Irish, UK and global economies threatens both public income and institutional funding for the foreseeable future. Trócaire (Northern Ireland) continues to work with the Group to proactively monitor this challenge and take mitigating measures where needed.

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

TAXATION STATUS

The company is a recognised charity within the meaning of the Income and Corporation Taxes Act 1988.

GOING CONCERN

The financial statements have been prepared on a going concern basis following the Board's review of Trócaire (Northern Ireland)'s results for the year, the year-end financial position, the approved 2021/22 budget, cash balances and the expected performance for a period of at least 12 months from the date of approval of the financial statements.

Trócaire (Northern Ireland) has the support, if it is required, of its parent entity Trócaire. While Trócaire (Northern Ireland) has a strong reserves position independent of its parent entity, it is heavily dependent on the structures of the parent company in order to carry out its operations. As noted on page 44, Trócaire (Northern Ireland) leverages significant support from its parent entity including HR, Finance, ICT and management support. Trócaire (Northern Ireland) carries out most of its international programme work through the Country Offices of Trócaire, which are branches of the parent entity registered in their respective countries in Africa, Central America, Asia and the Middle East. Trócaire (Northern Ireland) has a services and funding agreement in place with Trócaire, the parent body, which grants responsibility to Trócaire for the development and overall management of the overseas programmes within the framework of its strategic direction, policies and standards.

2020/21 saw a significant body of work carried out at Group level called "Securing the Organisations Future" which was initiated as

part of the organisational response to Covid-19. This included a key focus on cost reduction measures across the group to strengthen financial sustainability including in Trócaire (Northern Ireland). Income during the year was higher than originally projected, which coupled with the decreased expenditure has led to a surplus in unrestricted income. These funds are will be spent in 2021/22 and subsequent years.

Due to the support of its parent entity and the high level of reserves at year end the Board 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.

POLITICAL DONATIONS

There were no political donations made during this financial year or the previous financial year.

DIRECTORS AND SECRETARY

The membership of the Board during the year and up to the signing of the financial statements is set out on pages 45-46.

STATEMENT OF DISCLOSURE OF INFORMATION TO THE AUDITORS

Each of the persons who is a Director at the date of approval of this report confirms that:

1. so far as the Director is aware, there is no relevant audit information of which the company's auditors are unaware; and
2. the Director has taken all the steps that he/she ought to have taken as a 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 s418 of the Companies Act 2006. Based on its results for the current, and prior, financial year Trócaire (Northern Ireland) qualifies as a Medium Sized Company under the Companies Act 2006 and is entitled to the exemptions available to medium sized companies in preparations of its Directors' report.

INDEPENDENT AUDITORS

Deloitte Ireland LLP are eligible and have expressed their willingness to continue in office as auditors.

Approved by the Board and signed on its behalf by:



Karen Gallagher
Chairperson



Tiarnán O'Neill
Director



Deloitte Ireland LLP
Chartered Accountants &
Statutory Audit Firm

Independent auditor's report to the directors of Trócaire (Northern Ireland)

Report on the audit of the financial statements

Opinion on the financial statements of Trócaire (Northern Ireland)

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 28 February 2021 and of its incoming resources and application of resources, including its income and expenditure, for the financial year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act (Northern Ireland) 2008.

The financial statements we have audited comprise:

- the Statement of Financial Activities;
- the Balance Sheet;
- the Cash Flow Statement; and
- the related notes 1 to 23, 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 applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) 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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, 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 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 directors of Trócaire (Northern Ireland)

Report on the audit of the financial statements

Other information

The directors are responsible for the other information. The other information comprises the information included in the Reports and Financial Statements for the financial year ended 28 February 2021, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and 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 expected 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 expected to report that fact.

We have nothing to report in this regard.

Responsibilities of directors

As explained more fully in the Statement of Directors Responsibilities, the directors are responsible for the preparation of the financial statements and for being satisfied that give a true and fair view, 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 charitable 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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 65(2) of the Charities Act (Northern Ireland) 2008 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 (UK) 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 (UK), the auditor exercises professional judgment and maintains professional scepticism throughout the audit. The auditor also:

- Identifies and assesses the risks of material misstatement of the entity's financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence that is sufficient and appropriate to provide a basis for the auditor's 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.



Independent auditor's report to the directors of Trócaire (Northern Ireland)

Report on the audit of the financial statements

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

- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Concludes 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 entity's ability to continue as a going concern. If the auditor concludes that a material uncertainty exists, the auditor is required to draw attention in the auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. The auditor's 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 to cease to continue as a going concern.
- Evaluates 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 (i.e gives a true and fair view).

The auditor communicates 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.

This report is made solely to the charitable company's directors, as a body, in accordance with our engagement letter. Our audit work has been undertaken so that we might state to the charitable company's directors those matters we are expected 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 charitable company and the charitable company's directors as a body, for our audit work, for this report, or for the opinions we have formed.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and directors' report, which includes the strategic report and the directors' report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and directors' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report included within the trustees' report.



Independent auditor's report to the directors of Trócaire (Northern Ireland)

Report on the audit of the financial statements

Matters on which we are required to report by exception

Under the Charities (Accounts and Reports) Regulations (Northern Ireland) 2015 and the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and Part 4 of the Charities Accounts and Reports Regulations (Northern Ireland) 2015. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees 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, FCA (Senior Statutory Auditor)
For and on behalf of Deloitte Ireland LLP
Chartered Accountants and Statutory Audit Firm
Deloitte & Touche House, Earlsfort Terrace, Dublin 2

25 May 2021

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

		Unrestricted Funds £	Restricted Funds £	Total 2021 £	Unrestricted Funds £	Restricted Funds £	Total 2020 £
	Notes						
Incoming Resources:							
Donations and legacies	3.1	6,585,709	132,642	6,718,351	5,395,612	155,718	5,551,330
Charitable activities	3.2	-	347,392	347,392	-	360,225	360,225
Investment Income	3.3	409	-	409	6,037	-	6,037
Total Income	3	6,586,118	480,034	7,066,152	5,401,649	515,943	5,917,592
Expenditure:							
Raising Funds	4	(1,060,900)	-	(1,060,900)	(972,111)	-	(972,111)
Charitable activities	5	(4,191,696)	(376,334)	(4,568,030)	(5,145,139)	(510,628)	(5,655,767)
Total Expenditure		(5,252,596)	(376,334)	(5,628,930)	(6,117,250)	(510,628)	(6,627,878)
Net income/ (expenditure)		1,333,522	103,700	1,437,222	(715,601)	5,315	(710,286)
Reconciliation of Funds							
Fund Balances at beginning of the financial year	12/13	4,772,400	5,911	4,778,311	5,488,001	596	5,488,597
Fund Balances at end of the financial Year	12/13	6,105,922	109,611	6,215,533	4,772,400	5,911	4,778,311

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.

BALANCE SHEET AS AT 28 FEBRUARY 2021

		2021	2020
	Notes	£	£
FIXED ASSETS			
Tangible fixed assets	8	207,000	211,500
CURRENT ASSETS			
Debtors and prepayments	9	3,488,769	832,544
Cash at bank and on short term deposit		2,606,620	4,190,580
		6,095,389	5,023,124
CREDITORS (Amounts falling due within one year)	10	(86,856)	(456,313)
NET CURRENT ASSETS		6,008,533	4,566,811
TOTAL NET ASSETS		6,215,533	4,778,311
FUNDS OF THE CHARITY			
Restricted funds	12	109,611	5,911
Unrestricted funds	13	6,105,922	4,772,400
TOTAL FUNDS		6,215,533	4,778,311

The financial statements of Trócaire (Northern Ireland), registered number: NI021482 and associated notes integral to the accounts, were approved by the Board of Directors on 25th May 2021 and signed on its behalf by:



Karen Gallagher
Chairperson



Tiarnán O'Neill
Director

CASH FLOW STATEMENT FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash provided used in operating activities	14	(1,584,369)	(2,908,140)
Cash flows from investing activities			
Interest received	3.3	409	6,037
Cash flows generated from investing activities		409	6,037
Change in cash and cash equivalents in the financial year		(1,583,960)	(2,902,103)
Cash and cash equivalents at the beginning of the financial year	15	4,190,580	7,092,683
Cash and cash equivalents at the end of the financial year		2,606,620	4,190,580
Analysis of cash and cash equivalents:			
Cash at bank and on short term deposit	15	2,606,620	4,190,580

NOTES TO THE 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

The financial statements have been prepared in accordance with the Companies Act 2006, the Charities Act (Northern Ireland) 2008 and 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).

The financial statements have been prepared on a going concern basis following the Board's review of Trócaire (Northern Ireland)'s results for the year, the year-end financial position, the approved 2021/22 budget and the expected performance for a period of at least 12 months from the date of approval of the financial statements. Trócaire (Northern Ireland) also has the financial support of its parent entity if required. Therefore, the Board believes 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 as a going concern.

Trócaire (Northern Ireland) is availing of the exemption under FRS 102 (33.11) Related Party Disclosures not to disclose details of transactions with companies within the Group.

Trócaire (Northern Ireland) is a public benefit entity as defined by FRS 102.

INCOMING RESOURCES

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: Income earned on deposits 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 (Northern Ireland) 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.

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 organisation 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.

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

Programme costs: Those costs, including 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.

FUNCTIONAL AND PRESENTATION CURRENCY

The financial statements are prepared in British Pounds (GBP). This is functional currency of the charity as the majority of funds raised by the company are in GBP.

TRANSLATION OF FOREIGN CURRENCIES

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 (Northern Ireland) operates a defined contribution pension scheme. Pension benefits are funded over the employees' period of service by way of contributions from the organisation and employees. Contributions are charged to the Statement of Financial Activities in the year in which they become payable.

TAXATION

Trócaire (Northern Ireland) is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities. All of its income falls within the various exemptions available to registered charities.

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 Trócaire (Northern Ireland) 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 entity 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.

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).

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 over its expected useful life at the following annual rates:

Leasehold property straight line method	2%
Fixtures & fittings reducing balance method	12.5%
Computer & Software straight line method	33.3%

The carrying values of tangible fixed assets and leasehold 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.

STOCKS

The cost of publications and promotional and educational material is written off in the year in which it is incurred.

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 (which is 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.

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 Board is 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.

3 INCOMING RESOURCES

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Unrestricted Funds £	Restricted Funds £	Total 2020 £
3.1 DONATIONS AND LEGACIES						
Lenten Campaign	1,861,725	-	1,861,725	2,492,763	-	2,492,763
General Donations & Legacies	3,767,096	44,334	3,811,430	1,964,378	23,750	1,988,128
Committed Giving	956,888	-	956,888	938,471	-	938,471
Special Appeals	-	88,308	88,308	-	131,968	131,968
	6,585,709	132,642	6,718,351	5,395,612	155,718	5,551,330
3.2 CHARITABLE ACTIVITIES						
Jersey Overseas Aid Commission	-	297,392	297,392	-	-	-
State of Guernsey OAC	-	50,000	50,000	-	38,398	38,398
UK Government, DFID*	-	-	-	-	321,827	321,827
	-	347,392	347,392	-	360,225	360,225
3.3 INVESTMENT INCOME						
Deposit Income	409	-	409	6,037	-	6,037
Total Income	6,586,118	480,034	7,066,152	5,401,649	515,943	5,917,592
*DFID Income Analysis						
					Total 2021 £	Total 2020 £
DFID UKAID Match					-	321,827
					-	321,827

4. RAISING FUNDS EXPENDITURE

	2021 £	2020 £
Goal 8: Increased scale and income		
Costs of generating donations and legacies	1,037,592	952,388
Support Costs (see note 5.1)	23,308	19,723
	1,060,900	972,111

All the expenditure related to raising funds was funded from unrestricted resources. No restricted resources were used in year (2020: £nil).

During the year an amount of £1,016,854 (2020: £920,529) was recharged from Trócaire in respect of costs of generating donations and legacies by Trócaire on behalf of Trócaire (Northern Ireland). This recharge is based on the expenditure incurred per fundraising campaign by Trócaire apportioned in line with the proportion on income that campaign raises for Trócaire (Northern Ireland). The methodology for this recharge is as per previous years.

5. CHARITABLE ACTIVITIES EXPENDITURE

	Programme Costs £	Support Costs £	Total 2021 £	Total 2020 £
Overseas Programme				
Strategic Plan 2016-2020*				
Goal:				
1: Human rights and democratic space	332,092	18,691	350,783	343,193
2: Equitable access to & use of resources	951,286	33,889	985,175	1,367,964
3: Women's empowerment	549,437	22,261	571,698	1,009,647
4: Protection of human dignity in crises	1,999,930	99,143	2,099,073	2,147,288
International projects	258,576	12,476	271,052	407,682
	4,091,321	186,460	4,277,781	5,275,774
Ireland Programme				
Goal 5: People and leaders in Ireland acting for a just world	266,941	23,308	290,249	379,993
	4,358,262	209,768	4,568,030	5,655,767

*A new organisational strategic plan 2021-2025 was developed in March 2021.

Analysis of unrestricted and restricted Charitable Activities expenditure:

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Overseas programmes	3,902,566	375,215	4,277,781	4,765,146	510,628	5,275,774
People and leaders in Ireland acting for a just world	289,130	1,119	290,249	379,993	-	379,993
	4,191,696	376,334	4,568,030	5,145,139	510,628	5,655,767

5.1 SUPPORT COSTS

	2021 £	2020 £
Activities	213,059	178,533
Governance (note 6)	20,017	18,693
	233,076	197,226

The parent company Trócaire does not charge Trócaire (Northern Ireland) for support costs incurred on its behalf. The Directors of Trócaire (Northern Ireland) and the Directors of Trócaire are considering whether this should be changed for future years.

Support costs which cannot be directly attributed have been allocated in proportion to estimated benefits received. These include costs such as finance and logistics, human resources, IT and governance costs and are apportioned as follows:

- 80% to the Overseas Programme (Goals 1-4)
- 10% to People and leaders in Ireland acting for a just world (Goal 5)
- 10% to Raising Funds (Goal 8)

	2021 £	2020 £
Overseas Programme (Goals 1-4)	186,460	157,780
People and leaders in Ireland acting for a just world (Goal 5)	23,308	19,723
Raising funds (Goal 8)	23,308	19,723
	233,076	197,226

6. GOVERNANCE COSTS

	2021 £	2020 £
Audit fee	13,178	11,735
Strategic management	6,839	6,958
	20,017	18,693

The audit fee relates to external audit only. No other service is provided by our auditors, Deloitte Ireland LLP.

7. STAFF COSTS

The average number of employees in Trócaire (Northern Ireland) during the financial year was 11 (2020: 14). The aggregate amounts paid to or on behalf of staff based in Trócaire (Northern Ireland) were as follows:

	2021 £	2020 £
Salaries	293,642	425,903
Employer's social security contributions	30,366	37,922
Employer's pension contributions	29,750	33,503
	353,758	497,328

Included in the above are costs relating to redundancy and compensation for loss of office of £900. (2020: £56,435)

The Board members do not receive remuneration for their services as Directors and members of the Board. Directly incurred expenses are reimbursed, if claimed, and amounted to £nil (2020: £nil). The remuneration of the key management team was £70,704 (2020: £69,584). This includes Salaries, Employer's social security and pension contributions.

There were no employees whose total employee benefits (excluding employer pension costs) were greater than £60,000 in the current and preceding financial year.

Trócaire (Northern Ireland) has a compensation strategy, compensation framework, salary management processes and benchmarking mechanisms to determine pay and benefits including pension arrangements of all staff. Trócaire (Northern Ireland)'s market reference point is set 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.

8. FIXED ASSETS

	Leasehold property £	Fixtures & fittings £	Computer & Software £	Total £
COST				
Balance at 1 March 2020	380,144	172,456	10,477	563,077
Disposals during the year	-	-	(8,951)	(8,951)
Balance at 28 February 2021	380,144	172,456	1,526	554,126
ACCUMULATED DEPRECIATION				
Balance at 1 March 2020	168,644	172,456	10,477	351,577
Charge for year	4,500	-	-	4,500
Disposals during the year	-	-	(8,951)	(8,951)
Balance at 28 February 2021	173,144	172,456	1,526	347,126
NET BOOK VALUE				
Balance at 1 March 2020	211,500	-	-	211,500
Balance at 28 February 2021	207,000	-	-	207,000

The leasehold property relates to 50 King St, Belfast.

9. DEBTORS AND PREPAYMENTS

	2021 £	2020 £
Amounts falling due within one year:		
Amounts due from Trócaire	3,191,237	446,053
Donor income accrued	61,650	263,576
Taxation refundable	171,637	110,459
Other debtors/prepayments	64,245	11,429
Deposit income accrued	-	1,027
	3,488,769	832,544

Included in donor income accrued is an amount of £36,650 (2020: £73,168) relating to legacies and £25,000 (2020: £190,408) due from Institutional funders.

Amounts owed from Trócaire are receivable upon demand and are not interest bearing.

10. CREDITORS

	2021 £	2020 £
Amounts falling due within one year		
Sundry creditors & accruals	77,673	447,798
Payroll Taxes	9,183	8,515
	86,856	456,313

11. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Fixed assets	207,000	-	207,000	211,500
Net current assets	5,898,922	109,611	6,008,533	4,566,811
	6,105,922	109,611	6,215,533	4,778,311

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.

12. RESTRICTED FUNDS

	Balance at beginning of year £	Incoming resources £	Expenditure £	Balance at end of year £
Institutional funding and donor advised funds	5,911	391,992	(288,292)	109,611
Specific Funds:				
Beirut	-	43,464	(43,464)	-
Yemen	-	22,782	(22,782)	-
Syria and refugee crisis	-	17,413	(17,413)	-
Occupied Palestinian Territory	-	2,915	(2,915)	-
Somalia	-	790	(790)	-
Hurricane ETA	-	678	(678)	-
	5,911	480,034	(376,334)	109,611

13. UNRESTRICTED FUNDS

	Balance at beginning of year £	Incoming resources £	Expenditure £	Balance at end of year £
General Funds	4,672,400	6,586,118	(5,252,596)	6,005,922
Emergency Contingency	100,000	-	-	100,000
	4,772,400	6,586,118	(5,252,596)	6,105,922

(a) General Funds

General Funds are used to support relief and development programmes overseas, in partnership with local communities.

(b) Emergency Contingency

The Emergency Contingency is set aside out of general income to enable Trócaire (Northern Ireland) to react in the event of a disaster or emergency for which resources may not be otherwise available.

14. RECONCILIATION OF CHANGES IN RESOURCES TO NET CASH FLOW USED IN CHARITABLE ACTIVITIES

	2021 £	2020 £
Net income/(expenditure) for the financial year	1,437,222	(710,286)
Depreciation	4,500	4,577
Interest income	(409)	(6,037)
Net movement with group undertakings	(2,745,184)	(2,912,189)
Decrease in debtors	88,959	557,628
(Decrease)/Increase in creditors	(369,457)	158,167
Net cash used in charitable activities	(1,584,369)	(2,908,140)

15. ANALYSIS OF CHANGES IN NET FUNDS

	1 March 2020	Cash Flows	28 February 2021
	£	£	£
Cash at bank and on short term deposit	4,190,580	(1,583,960)	2,606,620

16. DETAILS OF GUARANTEE

The company is limited by guarantee having no share capital. At 28 February 2021, there was 1 member (2020 – 3) where guarantee is limited to £1. This guarantee continues for one year after membership ceases. The company is exempt from including the word limited in its name. From 3rd April 2020 onwards, there is only one member, the parent entity Trócaire.

17. GROUP AND RELATED PARTY TRANSACTIONS

Trócaire (Northern Ireland) is availing of the exemption under FRS 102 (33.11) Related Party Disclosures not to disclose details of transactions with companies within the Group.

18. REPORTING CURRENCY

The financial statements are stated in GBP.

19. LEASE COMMITMENTS

Total future minimum lease payments under non-cancellable operating leases as follows:

	2021	2020
	£	£
Leasehold premises		
Within one year	59	59
Between two and five years	234	234
After five years	42,260	42,319

20. TAXATION

Trócaire (Northern Ireland) is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities. All of its income falls within the various exemptions available to registered charities.

21. FINANCIAL INSTRUMENTS

The carrying value of the company's financial assets and liabilities are summarised by category below:-

	2021 £	2020 £
Financial Assets		
<i>Measured at undiscounted amount receivable</i>		
Amounts due from parent	3,191,237	446,053
Donor income accrued	61,650	263,576
Deposit income accrued	-	1,027
	<u> </u>	<u> </u>
Financial Liabilities		
<i>Measured at undiscounted amount payable</i>		
Sundry creditors and accruals	86,856	456,313
	<u> </u>	<u> </u>

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 (Northern Ireland) continues to monitor the ongoing impact of the Covid-19 pandemic on the organisation's finances.

23. ULTIMATE CONTROLLING PARTY

The company is a subsidiary undertaking of Trócaire, a registered charity in the Republic of Ireland. On 1st March 2020 the operations, assets and liabilities of Trócaire "The Trust" transferred to Trócaire "Company Limited by Guarantee (CLG)." The control of Trócaire (Northern Ireland) as a subsidiary company was transferred on 1st March 2020 as part of this transfer of operations.

Since Trócaire (Northern Ireland) was established, Trócaire appointed the company members of Trócaire (Northern Ireland). It is on this basis that Trócaire (Northern Ireland) has been deemed a subsidiary of Trócaire. With the enactment of the updated constitution of Trócaire (Northern Ireland) on 3rd April 2020, Trócaire the parent entity became the sole company member of Trócaire (Northern Ireland). Trócaire (Northern Ireland) leverages significant support from its parent entity including HR, Finance, ICT and management support. The Chief Executive Officer of Trócaire is Caoimhe de Barra. Copies of the group accounts are available to the public on Trócaire's website www.trocaire.org

SUPPLEMENTARY INFORMATION

(NOT COVERED BY INDEPENDENT AUDIT REPORT)

APPENDIX 1 – CHARITABLE EXPENDITURE BY COUNTRY

This includes grants to partners, programme and support costs

	2021	2021	2020
	Country	£'000	£'000
1	Somalia	754	565
2	Rwanda	516	255
3	Nicaragua	365	309
4	South Sudan	347	553
5	Honduras	342	356
6	Democratic Republic of Congo	286	108
7	Uganda	284	300
8	Guatemala	247	174
9	Kenya	194	629
10	Zimbabwe	173	293
11	Sierra Leone	170	411
12	Pakistan	166	228
13	Malawi	103	245
14	Myanmar	99	189
15	Lebanon	62	17
16	Occupied Palestinian Territory	30	25
17	Ethiopia	(2)	74
	Other countries and projects	142	545
	Total overseas programme costs	4,278	5,276

APPENDIX 2 – TOP 50 GRANTS TO PARTNERS

	Partner Name	Country	2001 £'000
1	CAFOD UK	South Sudan	340
2	Caritas St. Polten	Pakistan	127
3	Movimiento Comunal Nicaraguense- Somoto	Nicaragua	89
4	PELUM- PARTICIPATORY ECOLOGICAL LAND USE MANAGEMENT	Uganda	83
5	Kenya Episcopal Conference	Kenya	78
6	FSAR Fundacion San Alonso Rodriguez	Honduras	72
7	Biodiversity Conservation Organisation	Rwanda	53
8	PS Verapaz- Pastoral Social - Cantas, Diocesis de la Verapaz	Guatemala	50
9	Caritas Bunia Bureau Dicesain des Oeuvres Medicales	DRC	49
10	Asociación Coordinadora Comunitaria de Servicios para la Salud -ACCSS-	Guatemala	48
11	Pastoral Social San Marcos	Guatemala	46
12	Women Empowerment Link	Kenya	45
13	Cooperatva de Ahorro y Crédito Orfilia Vázquez	Nicaragua	45
14	CIRCLE FOR INTERGRATED COMMUNITY DEVELOPMENT	Malawi	45
15	HGDF - Htoi Gender and Development Foundation	Myanmar	44
16	Kambla District Development and Rehabilitation Organisation	Sierra Leone	43
17	Uganda Episcopal Conference	Uganda	42
18	Centro de Apoyo a Programas y Proyectos (CAPRI)	Nicaragua	42
19	Gender Equality Network	Myanmar	40
20	Union des Cooperatives Agricoles Integrees	Rwanda	37
21	Club des Volontaires pour l'Appul aux Peuples autochtones	DRC	37
22	ADEPES Asoclaclon de Desarrollo Pespireense	Honduras	36
23	ARCHDIOCESE OF GULU	Uganda	36
24	Programme Amkeni Wamama	DRC	35
25	CARITAS- GIKONCORO	Rwanda	33
26	Asociación de Organismos No Gubernamentales de Honduras	Honduras	31
27	Action for Advocacy and Development Sierra Leone	Sierra Leone	29
28	Asociación para el Desarrollo Integral de la Mujer	Nicaragua	29

	Partner Name	Country	2001 £'000
29	Caritas Leon	Nicaragua	29
30	CARITAS, Pastoral Social Arquidiocesis de Tegucigalpa	Honduras	28
31	CASM Comision de Accion Social Menonita	Honduras	28
32	Asociación Nacional de Fomento a la Agricultura Ecologica	Honduras	28
33	Duharanira Amajyambere y'Icyaro	Rwanda	28
34	Centre for Research Institute and Development	Somalia	27
35	Active in Development Aid	Somalia	27
36	Presentation Mission Office	Republic of Ireland	27
37	Civil Society Budget Advocacy Group	Uganda	27
38	Caritas Nicaragua	Nicaragua	24
39	EcoDev (ALARM)	Myanmar	23
40	Asociación Calidad de Vida	Honduras	23
41	Instituto Historico Centroamericano	Nicaragua	23
42	Centro Alexander Von Humboldt	Nicaragua	21
43	Organización Intibucana de Mujeres Las Hormigas	Honduras	18
44	Zimbabwe Environmental Lawyers Association (ZELA)	Zimbabwe	18
45	Twezimbe Centre Integrated Development	Uganda	17
46	Teyocoyani	Nicaragua	17
47	Commission Diocesaine justice et Paix Bunia	DRC	16
48	Forum des Mamans de l'Itur1	DRC	15
49	Sadaka	Occupied Palestinian Territory	14
50	Youth Alive	Zimbabwe	14
	Sub total		2,176
	Other Grants to partners		1,171
	Total Grants to Partners		3,347

COMPANY MEMBERS, DIRECTORS AND OTHER INFORMATION

DIRECTORS:

Karen Gallagher (Chair)
 Sr Carmel Flynn
 Dr Satish Kumar
 Martin O'Brien
 Tiarnan O'Neill
 Emma Murray (Resigned August 2020)

AUDIT & RISK COMMITTEE:

Karen Dillon (Chair)
 Denis Murphy
 John Farrelly
 Emma Murray (Appointed July 2020)
 Aderemi Sotunbo (Appointed October 2020)
 Aoife Fay (Appointed October 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)

SECRETARY AND REGISTERED OFFICE:

Siobhan Hanley
 50 King Street Belfast
 BT1 6AD

COMPANY NUMBER:

NI021482

HMRC NUMBER:

XR10431

NI CHARITY COMMISSION NUMBER:

NIC103321

PRINCIPAL BANKERS:

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 BT1 2AL

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SOLICITOR:

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