

# ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

For the financial  
year ended  
28 February 2022



**trócaire**



Community leader Mahiteh Forfanah (27) with fresh plums she harvested for sale in her home village, Madora, in Port Loko district, Sierra Leone. Mahiteh was the first woman to be elected leader in her village thanks to support from Trócaire partner Center for Democracy and Human Rights. Photo: Edward Kamara

Cover: Assefash Admasu (38) from Addis Ababa, Ethiopia, proudly displays a large, glazed plant pot which she made after training in ceramics with Trócaire. Assefash has started to sell her wares at local markets giving her an income which allows her to feed her children and send them to school. Photo: Barnaby Jaco Skinner





# OUR VISION & VALUES

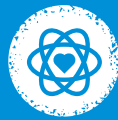
We work in partnership with local organisations and communities to tackle the root causes of poverty, injustice and violence. We support people to use their own power to create positive and lasting change.



## 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.





# TABLE OF CONTENTS

## SECTION 1: WHO WE ARE

How we bring about change	4
Where we work	6
Message from the Chair of the Board	9
Message from the CEO	10
Our work at a glance	13

## SECTION 2: WHAT WE DO

GOAL 1	16
GOAL 2	21
GOAL 3	26
GOAL 4	31
GOAL 5	36
Shifting the Power: Localisation	42
Delivering Programme Quality	45
Supporting and funding our work	47
Becoming a more agile organisation	50
Holding ourselves to account (including security)	54

## SECTION 3: HOW WE'RE RUN

Report of the Directors	58
Financial review	73





Pastoralist Lesho Arkerech (31) from South Omo, Ethiopia, is suffering from the impact of climate change which means his goat herd does not have enough grass to feed due to drought. He received three goats under a training programme delivered by Trócaire partner, Agri-Services Ethiopia. He also benefitted from a Livestock Insurance programme which offers cash payments if grass falls below 20% on grazing land. Photo: Barnaby Jaco Skinner

## HOW WE BRING ABOUT CHANGE

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

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

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

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

- Empowering women and men to secure their basic rights.
- Mobilising communities and engaging leaders to build sustainable and resilient communities.
- Strengthening civil society to challenge injustice and tackle poverty .

- Influencing those in power to create a fairer and more sustainable world.

We measure our impact against these four levels. In Ireland, we work with communities north and south to educate, inspire and motivate people to take action in the name of global justice. Our work is funded by the Irish public and institutional donors, including the Irish government through Irish Aid.



# HOW WE BRING ABOUT CHANGE







**12** Santa Paulina Brito Raymundo, one of thousands affected by Hurricanes Eta and Iota in El Quiché province in **Guatemala**

## WHERE WE WORK

In 2021/22 we funded partners in 24 countries around the world.

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

### FRAGILE & CONFLICT AFFECTED STATES

- |                       |                         |
|-----------------------|-------------------------|
| 1. DRC (65,000)       | 5. Somalia (246,000)    |
| 2. Ethiopia (235,000) | 6. South Sudan (59,000) |
| 3. Lebanon (19,000)   | 7. Sudan (106,000)      |
| 4. Myanmar (106,000)  | 8. Syria (15,600)       |

### CLIMATE CHANGE AND GENDER

- |                           |
|---------------------------|
| 9. Malawi (366,000)       |
| 10. Rwanda (68,000)       |
| 11. Sierra Leone (75,000) |

Click the icon for more information on each relevant supported country





**02** Halima from Gedo region in southern **Somalia** preparing a meal for her family using red beans



**04** A woman sits in front of a temporary bomb shelter in an Internally Displaced People's camp in **Myanmar**



**16** Patricia Chikumura from Mutare, **Zimbabwe**, holds precious grain in her hands. Food prices have spiralled due to the pandemic and war in Ukraine

## HUMAN RIGHTS

- 12. Guatemala (48,000) 📍
- 13. Honduras (37,000) 📍
- 14. Nicaragua (51,000) 📍
- 15. Occupied Palestinian Territories & Israel (33,000) 📍
- 16. Zimbabwe (106,000) 📍

## OTHER

- 17. Brazil (2,000)
- 18. Indonesia (4,500)
- 19. Kenya (29,000) 📍
- 20. Pakistan (2,000)
- 21. Tanzania (3,000)
- 22. Uganda (148,000)
- 23. Ukraine (1,000)
- 24. Yemen (6,000)



Ninfa Suyapa Aguilera Maldonado (36) with two of her four children, daughters Kimberly (10) and Ninfa (5) from Rey de Reyes Neighborhood, Tocoa, Colon, Honduras. The family's house was flooded when hurricanes Eta and Iota hit Honduras. Ninfa now takes part in a new vegetable garden initiative run by Fundación San Alonso Rodríguez (FSAR) and supported by Trócaire. Photo: Trócaire





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

It is with a great sense of gratitude that I acknowledge the lifechanging impact of the work of Trócaire in 2021/22, made possible by the courage and commitment of our staff, partners, donors and the people of Ireland, writes Bishop William Crean, Chair of Trócaire.

In 2021, the board of Trócaire approved a new five-year strategy for the organisation. This strategy gives us a very clear direction in a world where change is constant.

Human dignity and agency lie at the heart of Trócaire's mission. We believe that every human person is born equal and with the right to a life of dignity, free from poverty, violence and injustice. We believe in the power of local people to achieve lasting change in their own communities and countries. We believe in working in partnership with local organisations and in shifting the balance of power to them. Therefore, the board of Trócaire was particularly pleased to sign off on a new strategy for the organisation that puts localisation at its heart.

Partnership has always been Trócaire's modus operandi, but now the organisation is dedicating even more of its talent, energy and resources to supporting its local partners to take centre stage in relationships, including with our own donors.

As a board, we also recognise our responsibility to lead by example. For this reason, it is gratifying to lead a process around board diversity.

This culminated in the adoption of a revised board diversity policy which sets ambitious objectives for us to achieve.

Next year marks a huge milestone in the life of Trócaire as it reaches its 50<sup>th</sup> anniversary. In spite of many positive changes around the world, the mission of Trócaire remains as relevant today as it was when the organisation was founded in 1973. At that time, the Irish bishops wrote a pastoral letter establishing Trócaire which noted the following:

*"Abroad, it (Trócaire) will give whatever help lies within its resources to the areas of greatest need among the developing counties. At home, it will try to make us all more aware of the needs of these countries and of our duties towards them. These duties are no longer a matter of charity but of simple justice."*

Trócaire will continue to work for social justice and to challenge the structures that oppress, impoverish and endanger people – especially women. Trócaire will continue to defend and protect the rights of our local partners to voice dissent through peaceful means and to fight for the rights of people living on the margins of society.

I am immensely proud of Trócaire's work and the people who make it possible - our teams and supporters. Our board members provide their time and expertise in helping to ensure the transparency, accountability and impact of the organisation and for that I am hugely grateful. My fellow Bishops, as well as countless clergy, parishioners and communities around Ireland, continue to support Trócaire, and this manifestation of living our faith never ceases to inspire me. The work outlined in this annual report is only made possible by this support and it is something that should be a great source of pride for every one of Trócaire's supporters.

+ Wm Crean



Bishop William Crean

# MESSAGE FROM THE CEO

2021/22 was a year in which the Covid-19 pandemic clearly demonstrated the extent of global social inequality and its effects.



Caoimhe de Barra

---

**Throughout 2021/22, we moved ahead with many key initiatives that we hope will create immediate practical change for our partners, and increase their voice and influence for long term change.**

---

It was also a year in which Trócaire set out its vision for change, and began to apply it through a new Strategic Plan.

Covid-19 continued to have an enormous impact in the countries where Trócaire works. Not only were health systems overwhelmed, but, arguably, the secondary effects were even more devastating. Lockdowns, travel restrictions and school closures cost millions of people their livelihoods. Children, especially girls, lost out on education. Gender-based violence escalated.

At the same time, we witnessed shocking inequality in terms of access to Covid-19 vaccines, with the world's richest countries intentionally blocking efforts to enable greater access to vaccines through a Trade Related Intellectual Property (TRIPs) waiver. It was a stark demonstration of how structural injustice is deeply embedded in our global political and economic system.

In the development and humanitarian sector, the actions of wealthy countries in restricting access to these life-saving vaccines has reinforced the need for radical transformation of power in relationships at all levels. Decolonisation of aid, localisation, shifting the power – these terms resonate deeply with Trócaire's understanding of the change that needs to come

about, and how this needs to happen.

Our new Strategic Plan, 'Local Power, Global Justice', has localisation at its heart. We have established a Global Hub on Partnership & Localisation in Kenya to drive our work in this area. Throughout 2021/22, we moved ahead with many key initiatives that we hope will create immediate practical change for our partners, and increase their voice and influence for long term change.

During the year there was a dramatic deterioration in the circumstances of many countries in which we work. Some events, such as the coup in Myanmar and the conflict in Ethiopia, happened suddenly and with devastating human impact. Other events, including the closure of hundreds of NGOs and associations in Nicaragua and ongoing insecurity in Eastern DRC, unfolded more slowly but with equally damaging and long-term effects.

It was in this context that Trócaire further developed its capacity to be agile and resilient, and to find ways to ensure we could meet the needs of crisis-affected people to the very best of our ability. I am proud of how our teams have responded to these challenges. We are doing so in a way which meets immediate needs quickly, and which builds up our systems and



## The failure of global leaders to include loss and damage financing in the final COP26 agreement was deeply disappointing and a missed opportunity by the powerful nations who have contributed most to climate change.

skills to enable us to anticipate, mitigate and respond to future risk.

In October 2021 world leaders gathered in Glasgow for COP26. This was an opportunity for those in power to make a real difference to the future of the planet. The failure of global leaders to include loss and damage financing in the final COP26 agreement was deeply disappointing and a missed opportunity by the powerful nations who have contributed most to climate change.

Despite expectations that COP26 would be the moment when wealthy countries stepped up and acknowledged they have done most to cause the climate crisis, it became another occasion on which these countries again turned their backs on indigenous communities, small-scale farmers, and women and girls who desperately need support after escalating climate disasters. This is a great injustice, which costs lives.

By mid-2021 it was apparent that a food security crisis of huge proportions was developing in East Africa and the Horn of Africa. Trócaire released funding early, and we were generously supported by a special appeal for East Africa across all parishes in Ireland, and by donors including Irish Aid. However, the crisis continued to escalate, driven by climate change and conflict, and we remain strongly focused on

this as a key area for long-term strategic action.

Early 2022 brought another devastating crisis, the war in Ukraine, which is threatening global security and seriously impacting on humanitarian needs and food supply. Indeed, the World Bank is projecting an additional 198 million people will fall into extreme poverty in 2022, reversing two decades of progress.

Despite these challenges, we are proud to have reached 1.8 million people in 24 countries in Africa, the Middle East, Latin America and Asia in the last year.

This would not be possible without the dedication of our teams, donors and partners who share a common goal for a just and equal world.

I am confident that the extraordinary collective effort across all parts of the organisation, together with our supporters, will enable millions more people to transform their own lives.

Together, we can create positive and lasting change.

*Cecilia de Barra*



Almost three years on, Jennifer Mhondera (50) from Nkanga, Zimbabwe, and her community are recovering from the devastation caused by Cyclone Ida in March 2019. An active member of her local Justice and Peace group, set up by Trócaire partner, the Catholic Commission for Justice and Peace (CCJP), she has been trained in providing psychosocial support to people affected by trauma. Photo: Barnaby Jaco Skinner





Linda and Bertha (left and centre above), the daughters of murdered human rights defender, Berta Cáceres, await the verdict in their mother's murder trial in July 2021. She was shot dead in 2016 during a campaign to stop the construction of a hydroelectric dam on the Gualcarque river in Honduras. There were emotional scenes outside the court after Roberto David Castillo – the former head of the dam company Desarrollos Energéticos – was found guilty of being a co-collaborator in ordering the murder. Photo: Trócaire



# OUR WORK

## AT A GLANCE

In 2021/22 Trócaire's work improved the lives of more than **1.8 million** people in some of the poorest countries in the world.



### GOAL 1: DEFENDING HUMAN RIGHTS

**€4.3 million spent**  
**92,342 people directly reached**

#### Key Successes

- In **Guatemala, Honduras and Palestine**, more than 5,000 actions were taken to safeguard human rights defenders (HRDs). These efforts have helped prevent a further deterioration of the human rights situation.
- In the **Occupied Palestinian Territories and Israel (OPT-I)**, 1,226 Palestinians were able to continue living in their homes as a result of legal proceeding by our partner, St Yves. Trócaire also undertook research and advocacy in alliances that contributed significantly to holding companies to account for complicity in violations by Israel of Palestinian rights.
- In **Honduras**, after 914 days of illegal and arbitrary imprisonment, the Guapinol defenders were freed in February 2022. Trócaire provided holistic support to the defenders and their communities addressing multiple needs, through our partner organisation Fundacion San Alonso Rodriguez (FSAR).



### GOAL 2: CLIMATE AND ENVIRONMENTAL JUSTICE

**€12.5 million spent**  
**313,088 people reached directly**

#### Key Successes

- Despite the combined challenges of climate change, Covid-19 and conflict, food security at household level improved in the last year in **Zimbabwe, Uganda, Rwanda, Guatemala, Sierra Leone and Malawi** due to interventions from Trócaire and its partners.
- **Seven out of nine countries measured** show improved livelihood resilience in 2021 and improvements in diversity of diets. The use of wild and traditional foods contributed to this success.
- Together with communities and partners we achieved a number of successes defending resource rights. For example, in **Nicaragua**, more than 1,000 families have gained access to land through land purchase, rent support, mediation, inheritance and legalisation.



## GOAL 3: WOMEN'S EMPOWERMENT

€10.2 million spent  
238,970 people reached directly

### Key Successes

- Substantial changes in attitudes to violence against women and girls, and perceptions of women's roles and responsibilities, were achieved. Of ten countries where progress was measured in 2021, positive change was observed in all but one, the Democratic Republic of Congo (DRC).
- Work with local authorities to strengthen services for victims of Sexual and Gender Based Violence (SGBV) yielded positive results in six countries. In **Kenya**, Nairobi County passed a policy to establish shelters and rescue centres for survivors of SGBV.
- In **Rwanda and Ethiopia**, work on empowering women and supporting them in livelihoods continued despite challenging circumstances. Training in leadership, decision-making and life-skills helped to build the confidence of women.



Members of the women's farmers group in Barbara village in Port Loko district, Sierra Leone, holding farm equipment donated by the EU and Trócaire. Photo: Edward Kamara/Trócaire

Pelagie Mvuyekure and her family of nine children from Rubavu, on the shores of Lake Kivu, Rwanda, were devastated by the Mount Nyiragongo volcanic eruption in May 2021. They were forced to live in the rubble of their home without food or shelter. Trócaire supported the family with house repairs and provided money for food through a mobile money cash transfer programme. Photo Credit: Trócaire



## GOAL 4: SAVING LIVES

€27.3 million spent  
1,234,077 people reached directly

### Key Successes

- An external evaluation showed that protection programming for women, girls and at-risk groups in **Somalia, South Sudan, Myanmar, DRC, Ethiopia and Lebanon** in 2021 was of high quality, sustainable and effective.
- In **DRC**, 6,500 people were given access to basic drinking water, and 29,556 benefited from the construction and rehabilitation of water harvesting structures, water points and hand washing facilities. In **South Sudan**, a total of 5,184 individuals were provided with access to safe water for drinking.
- In **Malawi**, Trócaire's partner **Circle for Integrated Community Development (CICOD)** was one of the first organisations to respond to the devastating impact of Cyclone Ana in Chikwawa, southern Malawi, due to prepositioned funding from Trócaire.





## GOAL 5: MOBILISING IN IRELAND

**€2.5 million spent**

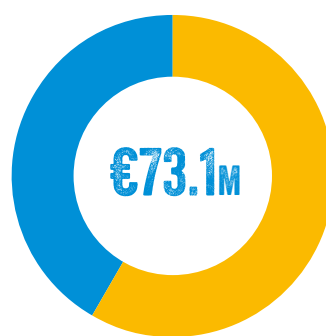
**83,000 people reached directly**

### Key Successes

- Trócaire successfully launched the **“Make it your Business”** report with the Irish Coalition for Business and Human Rights. The report calls for legislation to ensure corporations protect human rights and the environment in their operations overseas.
- Trócaire successfully delivered initial teacher education and continuous professional development to 1,389 educators in 2021. Additionally our Development Education team successfully won a consortium contract, funded by Irish Aid, to deliver a global citizenship programme to the primary school sector.
- Trócaire achieved significant media coverage and continued to advocate for urgent climate action and, along with partners from Malawi, Rwanda and Nicaragua, attended the COP26 Summit in Glasgow.

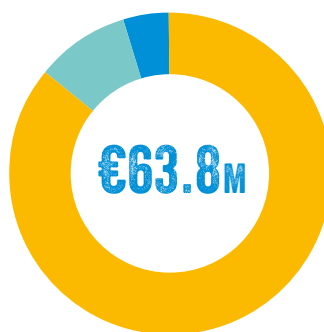
Niall Quillinan, Trócaire's Primary Development Education Officer, visited Booterstown NS to deliver a workshop on Trócaire's Game Changers programme, which invites primary school students to create a development education game that focuses on one or more of the Sustainable Development Goals.

## TOTAL INCOME €73.1m\*



- Institutional funders and grants: **€42.7m**
- Public donations: **€30.4m**

## EXPENDITURE €63.8m\*



- Overseas programmes: **€55.3m**
- Fundraising: **€6m**
- Public Engagement: **€2.5m**

\*These figures are rounded

# GOAL 1: DEFENDING HUMAN RIGHTS AND PROMOTING ACCESS TO JUSTICE

**Trócaire supports the protection and empowerment of individuals and communities who have suffered human rights violations and those who are at risk of human rights violations.**

## Contributing to Sustainable Development Goals:

Goal 1, Goal 10 and Goal 16



Human rights defenders often have little access to justice or protection. They are routinely harassed, intimidated, attacked, displaced and sometimes killed. They are frequently criminalised, minimising their ability to take action or hold governments to account.

Trócaire works to support the protection and empowerment of individuals and communities who have suffered from, and who are at risk of, human rights violations. We believe in people's fundamental right to take action to claim, secure and defend their human rights. We also support them to obtain redress and improve or maintain their safety and wellbeing.

Last year, our work in this area supported 92,342 people in five countries: **Guatemala, Honduras, Nicaragua, Palestine** and **Zimbabwe**.

2021 was particularly challenging for the democratic space and the protection of human rights. Restrictive policies and laws continue to be used by governments to control and even remove rights-based civil society organisations. Some 358 Human Rights Defenders (HRDs) were killed, many of whom were working on environmental, land and indigenous peoples' rights. Sexual violence, murder, criminalisation and forced disappearance of HRDs and protesters have increased exponentially in several countries. Impunity remains extremely high.

Last year saw a continuation of the suspension of certain fundamental freedoms for prolonged periods, and widespread mobility restrictions due to Covid-19. This made it more difficult for partners to monitor human rights violations and support communities face-to-face. Human rights violations, such as arbitrary detentions and excessive use of force to enforce government restrictions, continued in some countries including **Honduras** and **Guatemala**.

Repressive measures to restrict the work of civic society continued to be implemented in 2021. In **Guatemala**, a Non-Governmental Organisation (NGO) Law imposed several new restrictions on NGO's, while in **Nicaragua**, Trócaire, alongside many other organisations, was forced to close its offices after more than three decades of working in the country.

In **Zimbabwe**, the government announced the Private Voluntary Organisation Amendment Bill, which, if it passes into law, will increase surveillance on the operations of civil society organisations. Trócaire and our partners are engaged in an advocacy campaign to increase awareness of the implications of such a law and to mobilise citizens to call for revisions that would create a better environment for civil society organisations.

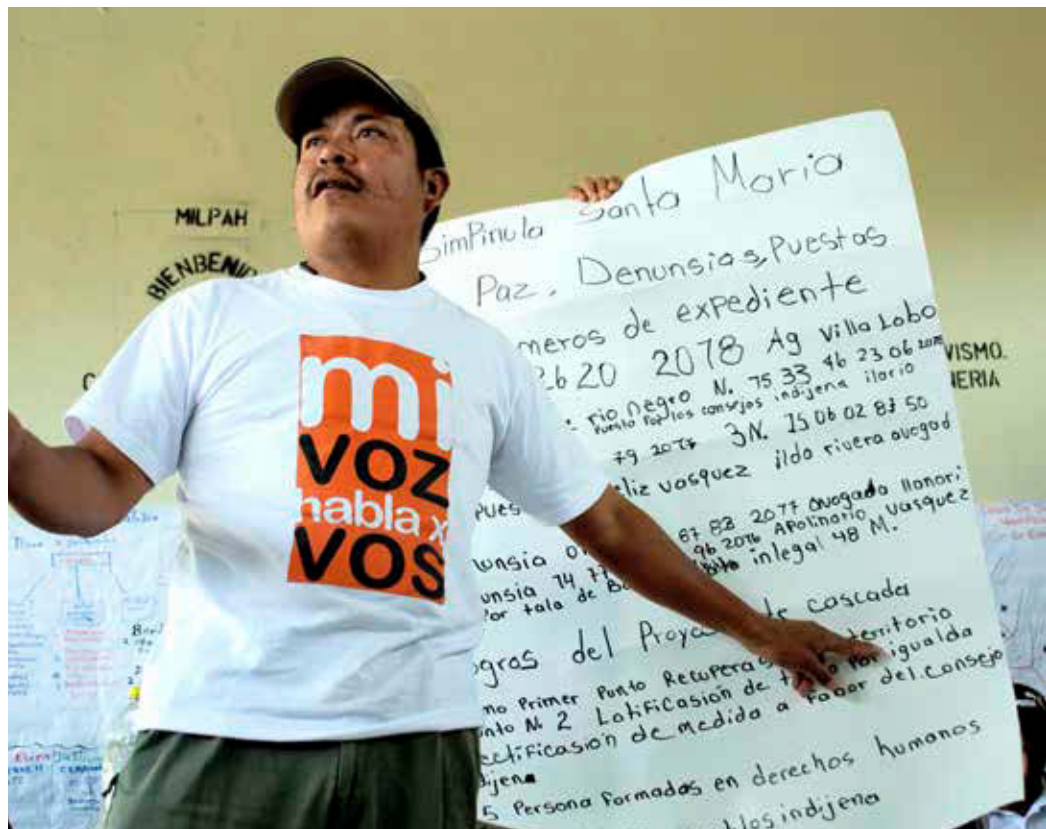
In **Palestine**, six civil society organisations, including



Trócaire's partner Al-Haq, were designated terrorist entities by the Israeli Defence Minister. While the full consequences of this decision are still unclear, the drastic measure threatens critical human rights work in the region and is an attack on all those working to end the occupation of Palestine. This designation was not accompanied by any evidence to suggest that the organisations were 'terrorist entities', a fact that was recognised by the Irish government<sup>1</sup>.

Despite these challenges, there were successes across countries with targets exceeded in terms of legal cases and advocacy to protect and promote the rights of HRDs. These efforts have helped keep human rights and HRDs on the agenda and prevent a further deterioration. Trócaire and partners have achieved this by consistently calling out rights violations in relation to closing civil society space and attacks on HRDs and vulnerable populations. This work includes supporting Palestinians in the Gaza Strip and West Bank; indigenous communities in **Guatemala** and **Honduras**; and rural farmers who are HRDs, particularly women, in **Honduras**.

On a positive note, after 914 days of illegal and arbitrary imprisonment, the Guapinol defenders<sup>2</sup> were freed in February 2022. This is a significant win both for the



Víctor Vásquez has been threatened, shot and wounded for his work as a human rights defender in La Paz, Honduras, supporting the indigenous people's rights and respect for the ownership of their ancestral lands. Photo: Trócaire

Guapinol 8 and their community. Trócaire provided holistic support to the defenders and their communities, through our partner organisation Fundacion San Alonso Rodriguez (FSAR). This focused on the legal strategies to free the eight defenders when they were in pretrial detention but also the provision of logistical, economic, medical and psychosocial support. Complementary policy, advocacy and campaigning helped to garner worldwide attention, securing the support of the EU, European and US Embassies and UN special procedures rapporteurs.

## EXAMPLES OF IMPACT:

- In **Guatemala, Honduras** and **Palestine**, 5,343 actions were taken to safeguard Human Rights Defenders (HRDs). These efforts have

helped prevent a further deterioration of human rights and helped pursue the accountability of perpetrators and redress for victims.

- In **Zimbabwe**, Trócaire and our partners secured favourable rulings in several public interest cases before Zimbabwean courts. In addition, community watchdog committees and local partners raised issues with local government, leading to actions on issues such as child marriages and the dumping of hazardous waste in residential areas.
- In **Palestine**, research and advocacy undertaken by Trócaire and others contributed significantly to holding companies and financial institutions to account for their complicity in violations by Israel of

1 <https://www.dfa.ie/news-and-media/press-releases/press-release-archive/2021/october/statement-by-minister-coveney-on-the-designation-of-palestinian-ngos-as-terrorist-organisations.php>

2 The Guapinol Defenders are a group mobilising peacefully against a concession granted to a mining company, which led to concerns about the environmental impact on the Guapinol river, a vital source of water for communities in the area.

Palestinian rights. Work by partners led to divestment of Norway's largest pension company from 16 companies linked to Israel's settlements, and a finding through the Complaints Mechanism of the OECD Guidelines for Multinational Enterprises that British construction equipment company, JCB, was in breach of its human rights responsibilities.

- Our **OPT/I** (Occupied Palestinian Territories/Israel) programme led to several key court decisions in 2021 that helped families stay on, access and/or benefit from their land. Partners in the Gaza Strip took 350 cases to the Sharia Courts on behalf of women, resulting in 185 favourable decisions. Partners in the West Bank took on 25 new cases, continued with 110 ongoing cases and took a number of emergency legal actions in 2021 benefiting 9,240 women and girls and 6,160 men and boys.
- 1,226 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.
- The Don't Buy Into Occupation (DBIO) Coalition, of which Trócaire and our partner Al-Haq are key members helped to shape the debate on business and human rights, via the publication Don't Buy into Occupation research report.
- In **Guatemala**, partner The Centre for Human Rights Legal Action (CALDH) was part of The Qualified

Observation Mission and the National Human Rights Commission (CONADEH) that observed the trial of David Castillo charged with the murder of Honduran activist Berta Cáceres. Advocacy resulted in statements by the International Human Rights Federation (FIDH) on freedom of expression, and increased criminalisation of community activists in the defence of natural resources in El Estor.

- In **Honduras**, the programme supported 58 legal actions (including the Guapinol 8). Partners also engaged with local authorities to address conflicts over forest exploitation in 12 cases of the Lenca indigenous population of La Paz. International advocacy at EU and UN levels by Trócaire and partners CEHPRODEC (an organisation that focuses on defending human rights) provided the legal defence of jailed Lenca indigenous leader, Victor Vasquez, which contributed to him and another HRD, Santos Vigil, being freed on bail.
- Internally, a community of practice focused on strategic litigation continued online for partner exchanges. In 2021 this focused on experiences in Central America based on research carried out by Trócaire in 2020, which included four cases being led by partners. The exchange allowed for a dialogue on challenges and opportunities for strategic litigation in Central America, as well as exchanges of experiences on strategies used by partners once sentences have been obtained.

## Looking Forward:

With the ongoing deterioration in human rights and restrictions on civic space we will continue to stand in solidarity with communities and human rights defenders by providing legal and psychosocial assistance and enabling advocacy. Guided by our new strategic plan we are committed to providing holistic support to HRDs, particularly women HRDs, and other survivors of violations and abuses.

We will deepen our support for the collective defence of natural resources, promoting community consultations and free, prior and informed consent. Strategic litigation to protect individuals and international advocacy on business and human rights will continue as a cornerstone of our response.

A recent change in government in **Honduras**, with the historic election of the first female president, provides a tentatively hopeful outlook for an opening of space for civil society to advocate for improvements in human rights protection. In Zimbabwe, the programme will focus on election preparedness as the country goes to the polls in 2023.

In Ireland, we will continue to campaign against corporate involvement with illegal Israeli settlements, and for a UN Treaty on Business and Human Rights. We will lobby to strengthen the EU Corporate Sustainability Due Diligence Directive which currently applies only to companies with an annual turnover of over €150 million and more than 500 employees, excluding 99% of Irish companies.



# CASE STUDY: 'WE FELT THE CALL WHEN WE SAW OUR RIVER WAS DIRTY'

— Juana Zúniga on her journey for justice and equal rights in Honduras

Juana Zúniga (37), from northern Honduras, has been subjected to violence and intimidation for trying to protect her community's only water source – and their right to safe drinking water. But she refuses to be silenced.

The Guapinol River, which provides water for 45,000 people in Juana's community, is severely polluted and beyond use for residents.

Three years ago, Juana and other community members were forced to start buying bottled water for cooking and cleaning. It was then that they decided to take action.

"We felt the call when we saw our river was dirty. It wasn't fit for our animals... that's how the struggle to defend the Guapinol River started," says Juana.

"We started visiting communities with our petition and to raise awareness about how a nearby mining project was affecting our water sources. Three thousand people signed a declaration saying they wanted the area free from mining, but this has simply been filed away."

The community mobilisation was immediately met with state repression, including police violence during protests which resulted in injuries and the persecution of community leaders.

Thirty two arrest warrants have been issued against those involved in the campaign. Eight men, including Juana's partner, José Abelino Cedillo, endured 914 days of illegal and arbitrary imprisonment for peacefully protesting the exploitation of their community's natural resources. They were only freed in February 2022.

Juana has been targeted and subjected to threats, intimidation and sexist slurs because of her gender. She says attacks on women are all too common because they are easy targets.

"Attacks of this nature are common against women human rights defenders, where persistent sexism means women will often be accused of being bad mothers, bad wives or even prostitutes for their participation in community struggles. People say women are not supposed to lead, they don't have the capacity to lead community groups of 300 or 600 people."

As a mother of three girls, Juana is conscious that the risk is not just to herself, but to her family as well.

"We have to keep fighting because if we remain silent, we're accomplices to what is happening. We get stronger every day and we continue fighting for our territories and natural resources."

"We fight for our children's future so they can live in a healthy environment where they have the freedom to express themselves, to go to the river, to enjoy the water with their friends. This is a story, a legend of our struggle which will remain as an example for our children."

Trócaire, with funding from Irish Aid, provided legal and other support through partners to the eight imprisoned human rights defenders of the Guapinol river, including José Abelino Cedillo, Juana's partner.



Juana Zúniga (37), from northern Honduras, has been subjected to violence and intimidation for trying to protect her community's only water source – and their right to safe drinking water. But she refuses to be silenced.

## GOAL 1: DEFENDING HUMAN RIGHTS

**5 COUNTRIES**  
**92,342 PEOPLE**



Number of people supported per country

Guatemala: 16,436

Honduras: 4,931

Nicaragua: 13,116

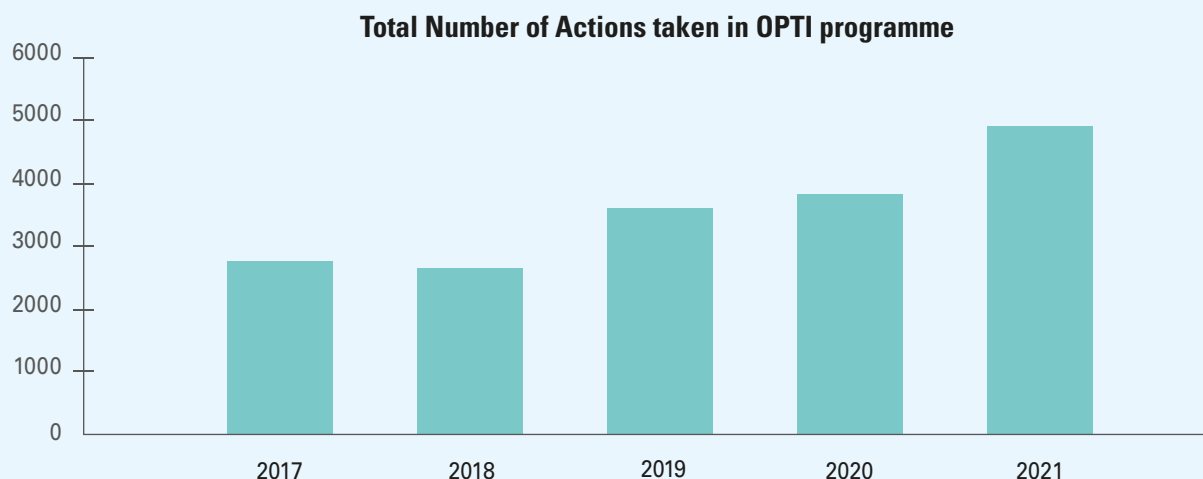
Palestine: 28,327

Zimbabwe: 29,532

### Total number of actions 2021: 5,883

**The graph shows the number of actions taken by individual men and women, and communities to access justice and assert their rights.**

Actions include legal aid, dialogue, human rights monitoring and actions showing solidarity. In Occupied Palestinian Territories and Israel (OPTI), the trend reflects the ongoing deterioration of human rights in areas where we have programmes. The number of actions increased significantly in 2021 due to the increased needs for legal and mental health support in the Gaza Strip after the Israeli bombings in May 2021.





# GOAL 2: PROMOTING CLIMATE AND ENVIRONMENTAL JUSTICE

**Trócaire supports poor and marginalised rural communities to sustain their livelihoods and to mitigate and adapt to the impacts of climate change and environmental degradation.**

## Contributing to Sustainable Development Goals:

Goal 1, Goal 2 and Goal 13



Those who contribute least to climate change are affected most. Climatic events, such as droughts and floods, are making already poor and marginalised communities even more vulnerable. Climate change is also contributing to the degradation of natural resources and the loss of biodiversity, further undermining the ability of rural communities to sustain their agricultural activities.

Trócaire supports communities to sustain their livelihoods and adapt to the impacts of climate change and environmental degradation. We provide access to technical knowledge and resources that support people to achieve sustainable and diverse sources of food and income. We also support farmers, particularly women, to take a leading role in decision-making and to work with communities to ensure fair access to natural resources.

Last year, our programmes under this goal area supported 313,088 people in 13 countries: **DRC, Ethiopia, Guatemala, Honduras, Kenya, Malawi, Myanmar, Nicaragua, South Sudan, Rwanda, Sierra Leone, Uganda and Zimbabwe.**

2021 was an incredibly challenging year. The ongoing impact of Covid-19 coupled with climatic events and political instability pushed millions further into poverty and food insecurity. Covid lockdowns continued to affect people's ability to access markets.

The Food and Agricultural Organisation of the United Nations (FAO)<sup>3</sup> estimates that around a tenth of the global population – up to 811 million people – were undernourished in 2020. It is thought that the Covid-19 pandemic may have contributed 132 million to the global total of undernourished in the world in 2020, and has exposed the already dysfunctional food system.

In the two years prior to the invasion of Ukraine, the number of people in need of humanitarian assistance doubled from 135 million to 276 million, according to the World Food Programme. **Ethiopia, Somalia and Kenya** are suffering the worst drought in 40 years, leaving millions of people without enough food to survive.

The Covid-19 crisis caused long-term programming to temporarily pivot towards emergency support in a number of countries. Floods, droughts and other climatic hazards affected the lives of many and huge locust infestations in Africa decimated food production. The eruption of Nyiragongo volcano on the **DRC** and **Rwanda** border in May 2021 caused significant damage and thousands of people were displaced.

Furthermore, political instability, civil unrest and provincial tensions affected access to programme areas and limited communities' development activities.

<sup>3</sup> <https://www.fao.org/news/story/en/item/1415595/icode>

Mortikana Arero is a pastoralist dairy farmer from the Oromia region of Ethiopia. Two successive droughts led to the death of nine of her ten cows. A new water project has transformed the community. The project was implemented by Trócaire partner, the Oromia Pastoralist Association (OPA). Mortikana says, "It has saved us so much time during our day, we can focus on more important things now." Photo: Barnaby Jaco Skinner



Armed conflict in **Ethiopia** cut off Trócaire's communications with communities and our partners in Tigray, and conflict in **DRC** disrupted the lives of communities. In **Myanmar**, the coup had nationwide effects in terms of human and resource rights violations. Our country programme has adapted the focus of our work to respond to the changed context and the emerging needs of communities

and partners that have been adversely affected by the coup.

Despite all these challenges, household food security and dietary diversification improved from 2020 in **Zimbabwe, Uganda, Rwanda, Guatemala, Sierra Leone** and **Malawi**. Country programmes also continued to equip and empower women, men and communities with skills and knowledge related to their rights over natural resources.

In addition, there were improvements in the adoption of agroecological and other sustainable practices across most countries.

However, an overall reduction in the number of direct beneficiaries was the result of the continued and deepening impacts of the Covid-19 pandemic on food and income security, conflict, drought and other ecological factors.



## EXAMPLES OF IMPACT:

- Seven out of nine countries that were measured showed improved livelihood resilience in 2021. Good rainfall levels and the use of wild and traditional foods were cited as major factors in this improvement in the mix of food types eaten each day.
- Farmers and communities are seeing the benefits of agroecology. Eight out of nine countries measured are on track to fully adopt agroecological and sustainable practices thanks to continuous training and the use of community champions, and in spite of the challenges posed by pandemic-related lockdowns.
- Three out of four countries which supported community water management exceeded or are on track with their targets. This was attributed to farmers having a greater appreciation of the benefits of watershed management for the productivity of their land.
- Seed banking in **Zimbabwe** became more widely adopted and is providing a variety of nutritive and resilient crops. The Zimbabwean government registered a community seed bank as a certified supplier of seed with full rights to trade. This is a huge achievement and came about as a result of long-term advocacy on seed laws and certification systems by Trócaire and its national partners.
- Successful actions to defend resource rights were supported in the last year. Trócaire supported communities to confront powerful government or corporate entities seeking to deprive them of their right to land, water and identity.
- In **Nicaragua**, more than 1,000 families gained access to land through land purchase, rent support, mediation, inheritance and legalisation. Some 856 families also gained access to water for consumption and production.
- Advocacy for agroecology policies and strategies, and for food and nutrition rights as well as climate change adaption is showing encouraging results. In seven countries across Africa and Central America, targets for 2021 were exceeded or are on track. In **Kenya** the Tharaka Nithi County Climate Change Policy and Act are now being implemented and the local government has allocated a budget for climate change-related projects in six areas.
- There was an increase in women's economic empowerment and improved decision-making at household level aided by Trócaire's work with savings and loans groups across our countries. Despite the effects of conflict, Covid-19 and crises in Tigray, programmes in **Ethiopia** both north and south reported that 87% of the targeted women had their own sources of income. This indicator was also on track for women in **Nicaragua**.

## Looking Forward:

Trócaire's commitment to supporting communities to access natural resources and strengthen their ability to use resources effectively in the face of worsening climate change is central to our new strategic plan. Over the course of 2022, we will continue to work with farmers, smallholder women farmers and young people, encouraging them to engage with and benefit from markets, and to influence policies and processes that impact on their livelihoods.

We will also focus on supporting community-led climate governance and disaster risk management committees to prepare for and recover from crises. We will continue to build resilience and protect livelihoods in countries affected by conflict, and to promote an integrated development, humanitarian and peace response in our livelihood interventions in fragile and conflict-affected states.

We will also promote agroecology as a way to enhance food and nutrition for households and communities. We will publish and share lessons learnt about supporting communities on the use and conservation of wild and traditional foods and will pilot new mechanisms for measuring the transition to more sustainable agricultural practices.

## CASE STUDY: BUILDING RESILIENCE TO CLIMATE CHANGE IN ETHIOPIA



Pastoralist Hadoya Rubitte (25) from, Kebele, South Omo, Ethiopia who has seen her life transformed thanks to a Trócaire programme. Photo: Barnaby Jaco Skinner.

**With the money I am generating I am now able to buy more goats which makes me feel so happy. I buy clothes and food for my children, and schoolbooks and materials for them to learn with.**

Hadoya Rubitte is a 25-year-old pastoralist from South Omo, Ethiopia. Pastoralists make their living from releasing their herd onto large areas of land for grazing. It is practised in areas that are too dry to grow traditional crops and that are particularly vulnerable to climate change. That is certainly the case here in South Omo.

Trócaire and its partner Agri-Services Ethiopia are working with Hadoya to help her family manage in the face of climate change driven drought. She has three daughters and two sons to support. "The drought has taken all the grass, there is no grazing anymore. Fattening my goats is becoming more and more difficult."

One way Hadoya has become more resilient to drought is through insurance of her stock. With support from Trócaire she has taken out Index Based Livestock Insurance. The insurance helps to protect pastoralist's livestock by offering cash pay-outs if grass availability falls below 20% of their grazing land. The pay-outs are used to purchase animal feed to sustain their animals during difficult seasons. Hadoya says: "I hope to get a pay-out soon to buy food for my livestock. I just hope it's enough to keep them alive."

Hadoya has also taken part in training on goat breeding and has received three goats. "They gave me three goats to fatten, to multiply, and then sell for a profit. "But I will never sell all

my goats, I will always keep some for my family. I have started to fatten them using the skills I have learnt from Trócaire and it is working. With the money I am generating I am now able to buy more goats which makes me feel so happy. I buy clothes and food for my children, and schoolbooks and materials for them to learn with. I am able to save money at the local bank, too, it's my first bank account.

"The income has allowed me to buy two mobile phones which has changed our lives in two major ways. The first is that I can give one of the phones to my eight year old son, Arkol, when he takes the goats out to graze. Before we had the phones, I would worry so much about him, he is so young, and the world is such a dangerous place.

"The second is that I used to have to travel a lot to see Trócaire or go to the market to negotiate a price for a goat, but now I can call my contacts and do all my business from home. It has saved me so much time and money. I can spend my time looking after my family and working, as it should be."



GOAL 2: **CLIMATE AND ENVIRONMENTAL JUSTICE**

# 12 COUNTRIES

# 313,088 PEOPLE

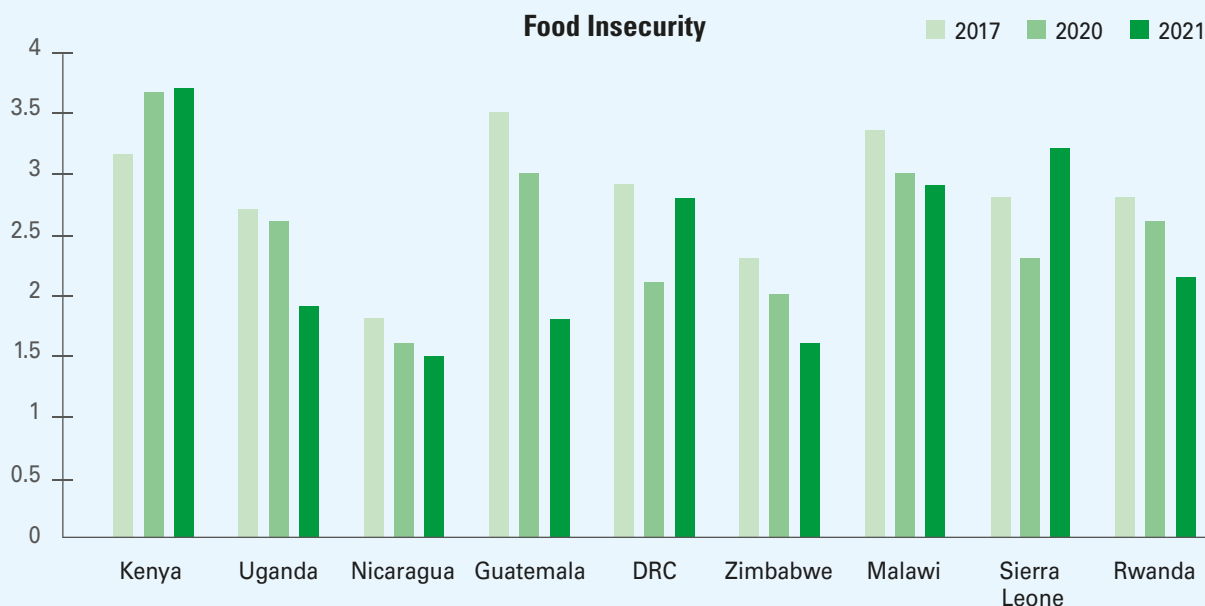


Number of people supported per country

DRC 8,780	Myanmar 22,713
Ethiopia 23,603	Nicaragua 17,321
Guatemala 7,757	Rwanda 37,096
Honduras 3,127	Sierra Leone 19,238
Kenya 9,535	Uganda 33,958
Malawi 104,925	Zimbabwe 25,035

**This graph ranks livelihood security among female headed households.**

Livelihood security continues to be a challenge for farming communities, especially for women farmers. Although progress is slow, the trend is towards increased livelihood security, with specific programmes to support women. Progress was made in **Zimbabwe, Malawi, Uganda, Nicaragua, Guatemala** and **Rwanda**. Good rainfall levels and the use of wild and traditional foods were factors in this broad improvement. However, in **DRC, Sierra Leone** and **Kenya**, food security for female households disimproved mainly due to Covid-19 and high inflation.



# GOAL 3: SUPPORTING WOMEN AND GIRLS PROTECTION, VOICE & LEADERSHIP

**Trócaire helps women and girls to increase their safety, psychosocial wellbeing, meaningful participation and leadership.**

## Contributing to Sustainable Development Goals:

Goal 3, Goal 5 and Goal 16



The exclusion of women voices from decision-making and the pervasiveness of gender-based violence (GBV) continue to hinder development gains. Women's and girls' rights and needs are not being prioritised in international development and humanitarian responses, reflected by the existence of systemic gender inequality within all systems.

Our women's empowerment programmes support women to increase their voice, influence and leadership in decision-making at family, community and national level. We work to reduce the risk of sexual and gender-based violence (SGBV) and respond effectively to SGBV using a survivor-centered approach for women and girls, and providing them with psychosocial supports.

In 2021/22, our work under this goal area supported 238,970 people in 13 countries: **DRC, Ethiopia, Guatemala, Honduras, Kenya, Malawi, Myanmar, Nicaragua, Palestine, Rwanda, Sierra Leone, Uganda and Zimbabwe.**

The year was marked by environmental, health, security and political challenges. The Covid-19 pandemic continued to restrict movement, weaken protection systems and shift policymaking focus away from gender issues. Data and reports from frontline workers in programme countries show that all types of violence against women and girls, particularly

domestic violence and early child marriages, continued at high levels.

The Covid-19 pandemic also restricted programme activities. In **Rwanda**, Covid-19 put a strain on our work supporting women's livelihoods, something which normally involved high levels of face-to-face contact. In response, digital tools including mobile phone apps were used to help women save and track group funds in village savings and lending schemes.

In **Myanmar**, the double crises of conflict and extremely high levels of Covid-19 meant most activities were adapted to respond to the needs and priorities of women. Community grants were made available to women's saving groups allowing members to take loans to meet immediate livelihoods needs and to reduce dependency on male household members. At the same time, Trócaire and its partners GEN (Gender Equality Network) and the Women Advocacy Coalition Myanmar collectively advocated for respect for women's rights. In response to the coup in February 2021 strategies were co-developed on protection of survivors of gender-based violence, and ending the arbitrary arrest and detention of women protesters and human rights defenders.

Where engagement with local governments became impossible, we supported civil society organisations in



providing for women's basic needs and access to SGBV services.

Despite challenges, we saw more women take up key leadership roles – and women and girls, including survivors of GBV, gaining more control over their lives.

There were substantial changes reported in attitudes to violence against women and girls, and in perceptions of women's roles and responsibilities. Of ten countries where progress on SGBV was measured in 2021, positive change was observed in all but one (**DRC**), where high movement of the population caused by the ongoing conflict, Ebola and Covid-19 meant that the anticipated programme impacts were not realised.

## EXAMPLES OF IMPACT:

- In **Sierra Leone**, Trócaire - with funding from Irish Aid - worked with partners to champion the new Gender Equality and Women's Empowerment Bill, developed by the Ministry of Gender and Children's Affairs.
- In **Rwanda**, our work supported female entrepreneurship and livelihoods. In four target districts, Trócaire and its partners trained 4,853 women on their right to participate in decision-making at household level, to take leadership roles, and to have confidence to express their views. In one sample group of 60 women, 51 reported increased influence within their households on access and control over assets or family property.
- In **Ethiopia**, in spite of the conflict in the northern region of Tigray and elsewhere, women's groups were provided with support, leading to an increase in income and economic independence. Women also received training in the areas of communication and life-skills to support their confidence at a personal level, as well as literacy education. Activities to raise awareness of gender discrimination and SGBV, included 'Young Women Can Do It' (YWCDI) Clubs.



Susan B Koroma is now a champion for women's rights in Bombali. As President of the Bombali District Women Farmers network, with financial and logistical support from Trócaire and the European Union, she rallied women farmers to form the Network, made up of 89 women-led farmer organisations. The network advocates for the inclusion of women in decision-making within communities, and for the right of women to own and access land in line with national legislation and policy. Photo: Edward Kamara/Trócaire

- In **Zimbabwe**, information on GBV was broadcast on radio and social media during lockdown. Face-to-face community sessions led by our partner SASA Faith! led to positive change in gender equality attitudes and behaviours, and to women making decisions at household level and taking leadership positions in the community.
- Across a number of countries (**Guatemala, Zimbabwe, Kenya, Myanmar, Uganda and Honduras**), there were positive outcomes from work with local authorities to strengthen services for victims of SGBV. In **Zimbabwe** this led to over 300 cases being referred to district level GBV service providers. In **Kenya**, as a result of advocacy efforts by partners, Nairobi County passed a policy to support the establishment of shelters and rescue centres for SGBV survivors.
- Risks faced by women can increase drastically in times of crisis. In **Myanmar** we adapted programmes to provide psychosocial support for survivors of SGBV and referred victims/survivors for more specialised support.
- We undertook research and learning in a number of countries on women's experience of, and our response to, violence, Covid-19 and systemic discrimination against women and girls. This included research on the impact of human trafficking on women in **Honduras**, a learning brief on the disproportionate impact of Covid-19 on women in **Zimbabwe** and research on the successes and challenges of women's economic empowerment interventions in **Ethiopia**.
- In **Rwanda**, Rwanda Civil Society Platform (RCSP) conducted an analysis on property tax law and produced a policy brief. Recommendations were made to government to make exceptions for vulnerable women, and to strengthen consultation with women before legislating on taxation.

## Looking Forward:

Women's empowerment will continue to be central to Trócaire's work to ensure women and girls in communities where we work are safer, have psychosocial support, and take more leadership roles in all spheres.

As a result of what we have learned over the last five years we will further bolster women-centred organisations and movements by advocating for increased funding, providing women with technical support and creating more space for women's voices in decision-making.

In **Central America**, we will explore how best to strengthen the voice and leadership of women, especially indigenous women, in defence of human rights and natural resource rights. In **Malawi** and **Rwanda**, we will continue to work to support women's social and economic empowerment so they can influence local planning and governance on natural resource management and use. We will also focus on supporting women living through conflict.

---

**Women's empowerment will continue to be central to Trócaire's work to ensure women and girls in communities where we work are safer, have psychosocial support, and take more leadership roles in all spheres.**

---



# CASE STUDY: NANG HLA KWEL ON HER JOURNEY TO EMPOWERMENT IN MYANMAR

Nang Hla Kwel (35) is a mother and rice farmer from Wan Khon village, northern Shan state, in Myanmar.



**Rice farmer Nang Hla Kwel (35) pictured in her paddy field in Wan Khon village, northern Shan state, Myanmar. She has seen her life transformed thanks to a Trócaire women's empowerment programme implemented through local partner, Network Activity Group (NAG). As a result of learnings from the programme Nang's rice yield has more than doubled and she has been elected leader of her Village Development Committee.**

Photo: Trócaire

Her family own 22 acres of paddy fields, but her role as a farmer had traditionally been only as a support to her husband.

This all changed for Nang thanks to a Trócaire women's empowerment initiative, funded by Irish Aid, which is supporting women to take the lead and learn new skills.

Under the programme Nang learned about the merits of using natural fertilizers, pesticides, fungicides and the System of Rice Intensification (SRI), a farming method which increases the yield of rice.

As a result of the Trócaire training, implemented through local partner Network Activity Group (NAG), Nang was selected as Chairperson of the Village Development Committee

(VDC) of Wan Khon village, something she never dreamed could happen.

"Women should not stay in supporting roles within the family. Women should get involved in community activities. After receiving training on gender, women's leadership, and agricultural technologies, I now believe that I can lead the family business by applying the new agricultural skills which I learned from the project. At first, my husband did not agree with this, but he came around when I was elected as Chairperson of the VDC," she said.

Nang tested her new agriculture methods on five acres of the family's paddy fields. This resulted in her yield more than doubling from an average of 42 baskets of rice per acre to 102 baskets of rice per acre. The increased income helped take some of the financial pressure off the family.

"This is the first big amount of money I earned through farming. I can now show my husband, my father, and my community how much more I can earn from the paddy fields by using the technologies and methods learned through the Trócaire project. I can buy a new motorcycle from this year's profit, and we can overcome financial hardship. I can now have more influence within my family and community."

## GOAL 3: WOMEN'S EMPOWERMENT

# 14 COUNTRIES

# 238,970 PEOPLE



Number of people supported per country

DRC 14,037

Ethiopia 7,827

Guatemala 3,912

Honduras 4,244

Kenya 17,912

Malawi 71,811

Myanmar 14,017

Nicaragua 2,773

Palestine 3,433

Rwanda 5,152

Sierra Leone 16,188

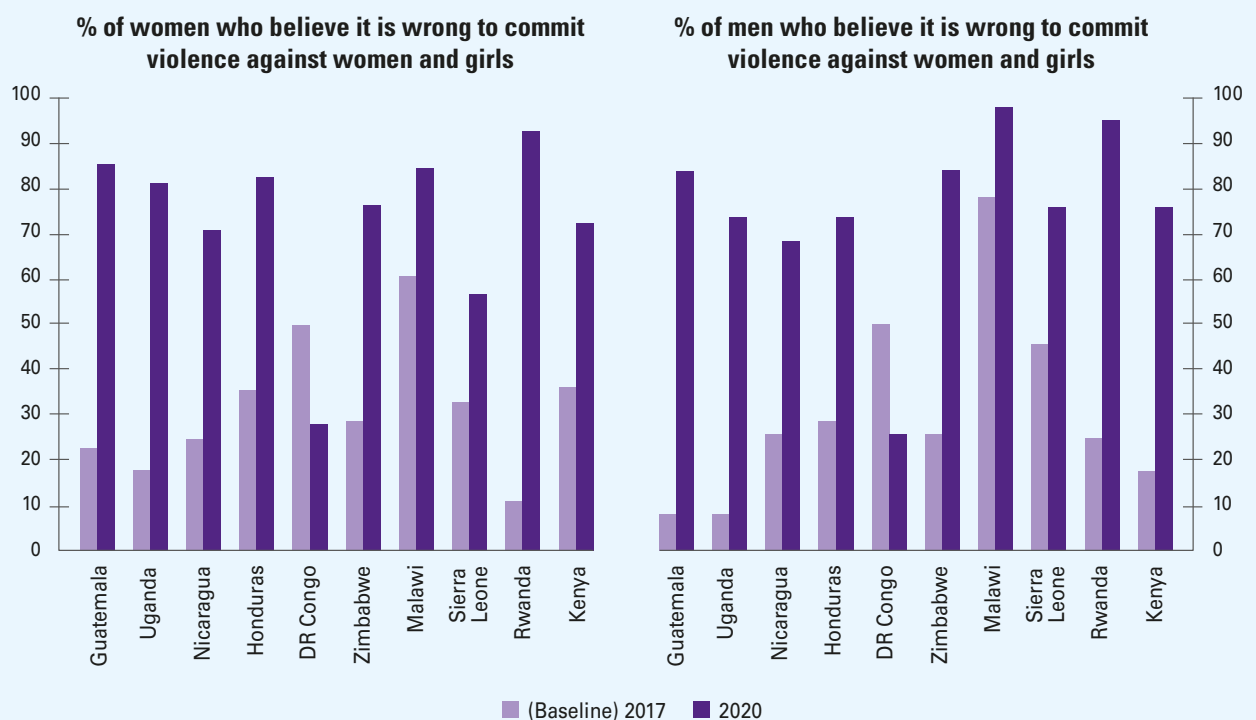
Somalia 11,042

Uganda 19,143

Zimbabwe 47,479

**This graph tracks the percentage of women and men participating in our gender programmes.**

Substantial progress has been made in all countries since the programmes commenced in 2017, except in DRC. The lack of progress in DRC was because the population was on the move due to conflict, an Ebola outbreak and Covid-19, meaning people were not long enough in one place to benefit from programme interventions.





# GOAL 4: SAVING LIVES AND PROTECTING HUMAN DIGNITY

**Trócaire supports locally-led humanitarian responses to save lives, reduce suffering and ensure human dignity is protected.**

## Contributing to Sustainable Development Goals:

Goal 1, Goal 2, Goal 3, Goal 5 and Goal 6



Conflicts are increasingly protracted and record numbers of people are being displaced globally. Climate change is also increasing the frequency and intensity of humanitarian disasters. Infectious disease poses an elevated threat, particularly where health systems are weak and access to water and sanitation is limited.

Trócaire supports locally-led humanitarian responses to save lives, reduce suffering and ensure human dignity is protected. We provide communities with access to essential life-saving services and support people, especially women and girls, so they are protected and safe during times of crisis. In addition we help build the resilience of those at risk, strengthening their ability to cope with future shocks and stresses.

Last year, our work under this goal supported 1.2m people in 26 countries (see page 35).

In 2021, Trócaire and local partners continued to support communities despite a significantly challenging year with multiple and compounding crises across many fragile and conflict-affected states including **DRC, Ethiopia, Lebanon, Myanmar, Somalia, South Sudan, Sudan and Syria.**

The war in northern Ethiopia resulted in the deaths of thousands of civilians, plunging 400,000 women, men and children into extreme hunger and forcing more than 2.5 million people to flee their homes.

The military coup in **Myanmar** in February 2021 brought insecurity, violence and economic collapse and severely disrupted our programmes with ongoing operational challenges. As a result, work focused on internally displaced people (IDP) camps accommodating those forced to leave their homes and returnees in Kachin affected by ongoing civil war.

In **Lebanon**, the economic crisis worsened with the most vulnerable households struggling to meet their basic needs. Food prices increased almost tenfold, there was high unemployment and severe fuel and electricity shortages, resulting in a multitude of challenges and the need for partners to adapt strategies to reach vulnerable communities.

In **Gaza**, eleven days of airstrikes and rocket fire from Israel in May 2021 killed at least 280 people, mostly Palestinians. The strikes hit essential civilian infrastructure in Gaza, including hospitals and sanitation facilities, and damaged or destroyed around 4,000 homes.

In Afghanistan, the international donor-backed government collapsed and the Taliban's return to power saw the economy and public health sector crumble with nearly the entire population facing poverty and a severe hunger crisis. The regime change had a devastating impact on women's and girls' rights and signalled a rollback of years of progress.

## Conflicts are increasingly protracted and record numbers of people are being displaced globally.

As in 2020, Covid-19 continued to have a significant impact on our programmes in 2021. The Covid-19 vaccine rollout, while welcome, created challenges as higher-income countries procured many of the early supplies, causing shortages in lower-income countries as the world battled successive variants of the virus. This continued to have a significant impact on

Trócaire and partner-organisation programmes with restrictions on movement in many countries.

2021 also saw heightened food insecurity in the Horn of Africa with reports of severe malnutrition and hunger in the Tigray region of **Ethiopia**, parts of **South Sudan** and **Somalia**. Across countries, the high and above-average prices of staple

foods, fuel and water continued to affect people's access to food.

An external evaluation of Trócaire's humanitarian programme found that despite challenges, the ambition to ensure 'lives are saved, suffering is reduced and human dignity is maintained and protected in humanitarian crises' had been significantly met.



A staff member of Caritas Jerusalem, a Trócaire partner, looks at destruction in Gaza after the 11-day bombing assault in May 2021 which left at least 280 people, including 256 Palestinians of whom 66 were children, dead. Photo: Caritas Jerusalem



## EXAMPLES OF IMPACT:

- In **Somalia**, we provided lifesaving nutrition interventions in a safe and dignified manner to 23,152 children and 3,871 pregnant and lactating women.
- In **DRC**, 6,500 people were given access to drinking water, and 29,556 benefited from the construction and rehabilitation of water harvesting facilities, water points and hand washing facilities.
- In **South Sudan**, a total of 5,184 people were provided with access to safe drinking water. Cash transfers were provided to vulnerable households to support their basic needs in **DRC, Ethiopia, Lebanon and South Sudan**. In **South Sudan**, we supported households during the lean season.
- In **Lebanon**, Community Prevention and Response Committees trained Syrian refugees living in informal tent settlements on fire safety, first aid and evacuations. In Borena in **Ethiopia**, Community Managed Disaster Risk Reduction (CMDRR) and Early Warning Committees issued regular information on changes in rainfall and climate patterns in order to preserve feed and water for their animals.
- **Lebanon** has been suffering from a fuel crisis and Syrian refugees in the Bekaa Valley settlements were given small grants to install solar panels ensuring access to inexpensive electricity 24 hours a day. This also allowed children to attend online classes.

- In **Malawi**, Trócaire's partner **Circle for Integrated Community Development (CICOD)** was one of the first organisations to respond to Cyclone Ana in Chikwawa using prepositioned funding from Trócaire. The funds supported the immediate needs of vulnerable households displaced by the devastating impact of the cyclone.
- An external evaluation of Trócaire's protection programming in 2021 showed it to be high quality, sustainable and effective in **Somalia, South Sudan, Myanmar, DRC, Ethiopia and Lebanon**. Users of our health facilities in **Somalia** were satisfied with the clinical management of rape and noted the availability of private spaces within the hospitals for their treatment ensuring respect, dignity and confidentiality.

## Looking Forward:

As we enter another year of complex emergencies fueled by climate change, conflict and the longer-term impacts of Covid-19, extreme food shortages are expected to continue in many countries leading to high levels of malnutrition. The rising costs of staple food, fuel and water prices due to the war in Ukraine are likely to lead to a heightening global food crisis.

Trócaire will work with country teams on using science and data to consider risks in advance, and with partners to pre-plan and cost different crisis responses. We will pre-position funds with local partners according to agreed protocols so that when conditions are met partners can react quickly.

Trócaire's response to the war in Ukraine will focus on supporting our Caritas partners in Ukraine and the neighbouring countries providing immediate and longer term needs to those affected by the crisis.

We will also pilot a '**nexus**' approach in protracted crises, i.e. integrating humanitarian, development and peace-building interventions for communities living in conflict in **Myanmar, DRC and in Ethiopia**.

We will expand our work protecting women and girls in emergencies. This will focus on facilitating dialogue at global level on best practice in supporting survivors of GBV. We will also improve how gender-based violence programming is coordinated within the UN system so local women-led organisations can take on greater leadership roles.

Building on our membership of key global networks, including the Gender-Based Violence Area of Responsibility (GBV AoR) and the Call to Action on Protection from Gender-Based Violence in Emergencies, we will continue to advocate with stakeholders at all levels for the protection, participation and leadership of women and girls in humanitarian settings.

---

**The rising costs of staple food, fuel and water prices due to the war in Ukraine are likely to lead to a heightening global food crisis.**

---

## CASE STUDY: BABY MOHAMED – A BEACON OF HOPE AMIDST ONE OF THE WORLD’S “FORGOTTEN” CRISES

Mohamed was born prematurely in Kabasa Internally Displaced Persons camp in Dollow, Gedo District in southern Somalia, at just 28 weeks, weighing only 1.5 kilograms and barely clinging to life. Sadly, his mother died just after his birth due to complications from measles.

---

**I lost my wife but I am grateful that my son has lived and he provides hope. I cannot thank Trócaire enough for their care and support.**

---

The tiny baby was rushed to the Dollow Referral Hospital, run by Trócaire, and monitored in an incubator under the care of Nursing Coordinator, Habiba Ali Maalim. He was fed drops of formula milk every three hours.

Within a week of his birth his weight had increased to 1.95 kgs. Three months later he weighed 3.5 kg. He was going to make it.

Baby Mohamed is one success story amidst the hunger crisis driven by climate change and drought that is looming in Somalia and the Horn of Africa. The impact of the war in Ukraine is worsening the devastating food crisis for millions of people in this region.

Around 7.7 million people in Somalia, half of the population, are in urgent need of aid due to the country’s worst drought in almost 40 years. The failure of three successive rainy seasons has destroyed livelihoods and forced families to leave their homes in search of food and water.

Mohamed’s father Issack had to flee his home when his livestock died and he could not feed his family.

He and his wife walked for days before reaching Kabasa Internally Displaced Camp where Mohamed was born.

“I lost my wife but I am grateful that my son has lived and he provides hope. I cannot thank Trócaire enough for their care and support.”



**Baby Mohamed lies in his grandmother Muna’s arms as his proud father, Issack Hassan, looks on.**

Photo: Miriam Donohue/Trócaire



GOAL 4: **SAVING LIVES**

# 19 COUNTRIES

# 1,234,077 PEOPLE



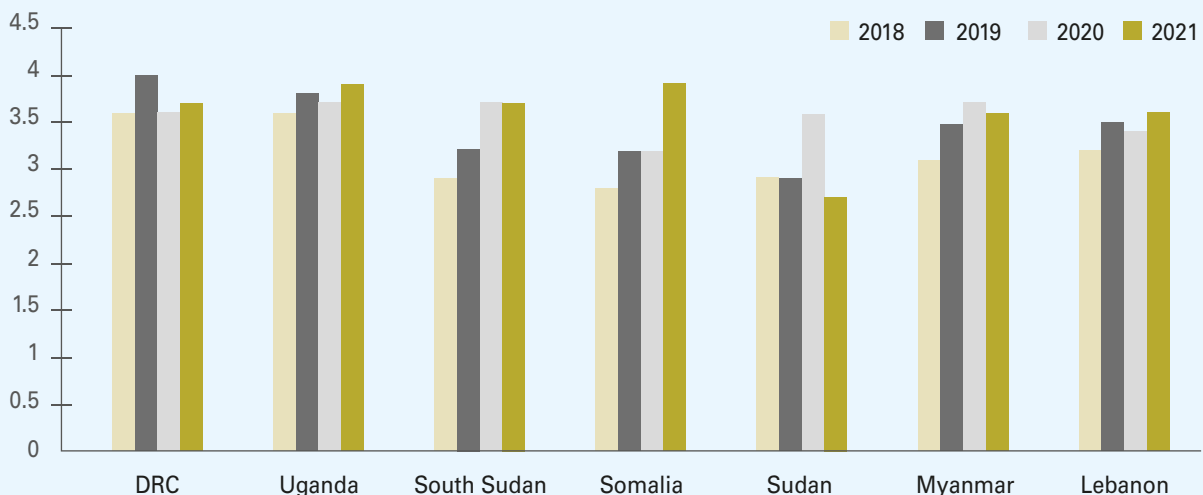
Number of people supported per country

DRC 46,366	Myanmar 73,496	Sudan 105,986
Ethiopia 205,657	Nicaragua 17,462	Syria 15,620
Guatemala 29,651	Palestine 1,684	Uganda 82,472
Honduras 29,657	Rwanda 32,485	Yemen 6,090
Kenya 1,837	Sierra Leone 63,976	Zimbabwe 19,331
Lebanon 18,985	Somalia 235,148	
Malawi 189,345	South Sudan 58,829	

**This graph shows the level of satisfaction with our humanitarian programmes in 2021 compared to previous years.**

Satisfaction is ranked on a scale of 1–4, (1 not satisfied and 4 very satisfied), in line with feedback mechanisms under the Core Humanitarian Standards. Average levels of satisfaction in 2021 across seven countries were high. In Sudan there was a drop in satisfaction levels due to a chronic shortage of medicines and a challenge in getting medical supplies into our programme area. In Myanmar, the ongoing conflict impacted on accessing communities we support. In Somalia, there was positive feedback for the fast and high-quality health support provided by the programme.

**Community satisfaction with humanitarian support provided**



# GOAL 5: MOBILISING IN IRELAND TO ACHIEVE GLOBAL JUSTICE

## Contributing to Sustainable Development Goals:

Goal 1, Goal 2, Goal 5, Goal 13, Goal 15, Goal 16 and Goal 17



**Colene Ní Niaidh; Máirtín Ó Meachair and Trevor Ó Clochartaigh attending the Trócaire Face of Resistance exhibition launch in Ros Muc, Galway. The exhibition featured portraits of activists from overseas and in Ireland, many of whom risk their lives to defend their communities from corporate greed.**

Photo: Daire O'hAinmhire

As well as providing support to people in our countries of operation we also focus on educating and engaging the people of Ireland and policymakers on global justice issues. This is core to our mission and mandate.

Despite the fact that Covid-19 continued to be a huge focus for the Irish people this year they still looked to play their part as active global citizens on issues ranging from climate justice to vaccine equity to business and human rights.

Trócaire continued to successfully engage with educators, volunteers, church stakeholders, campaigners and donors. Our advocacy influenced policy change at Irish, EU and international levels while our public engagement work through parishes, schools, third level institutions and other community groups - both face-to-face and online - helped

raise awareness of global justice issues. Meanwhile our traditional media and digital communications activity highlighted social justice issues, and supported a growing and diverse cohort of the Irish public to have a deeper connection to Trócaire, and to work with us to achieve positive and lasting change.

## Advocacy

In 2021 we had 1,155 engagements with key decision-makers in our advocacy areas.

Our priority advocacy focus was in Business and Human Rights. We successfully launched our "Make it your Business" report with the Irish Coalition for Business and Human Rights, which calls for legislation to ensure corporations protect human rights and the environment in their operations overseas.





Trócaire lobbied for the regulation of corporations at national, EU and international level and welcomed the long-awaited draft EU directive on Corporate Sustainability Due Diligence.

### Examples of Impact:

- We worked with civil society colleagues to progress cross-party agreement in the Dáil for a motion condemning the de facto annexation of Palestinian territory by Israel in May 2021. This was a historic moment, which saw Ireland become the first European government to take this step.
- The lobbying for the adoption of the Committee on Food Security Policy Recommendations on Agroecological and Other Innovative Approaches, of which Trócaire was a part, was successful.
- We launched a report with Oxfam *Sustainable Food Systems: Steps Ireland can take to become a global leader*.
- We continued to advocate for urgent climate action and, along with partners from **Malawi, Rwanda** and **Nicaragua**, we attended the COP26 Summit in Glasgow.
- With other civil society organisations we advocated successfully for the UN Security Council to vote to renew the **Syria** cross-border humanitarian resolution to deliver aid into **Syria** for a further 12 months.
- We developed a submission for Budget 2022 and welcomed the increase of €140 million in the overseas development aid (ODA) budget which saw

government spending on ODA surpass €1 billion for the first time.

- As part of the People's Vaccine Alliance Ireland, we called for the temporary suspension of intellectual and patent rights on Covid-19 vaccines to improve supply around the world. We welcomed the motion by the Independent Seanad Civic Engagement Group, calling on the Irish Government to support the TRIPS waiver, (The Trade-Related Aspects of Intellectual Property Rights, an international treaty which regulates intellectual property rights), which was unanimously passed by the Seanad in December 2021.

### Development Education

The reopening of schools in September 2021 allowed us to recommence face-to-face outreach while also continuing digital and online engagement. Our development education programme maintained its focus on working with educators in early childhood, primary, post primary and youth education.

### Examples of Impact:

- We successfully produced and engaged educators with resources for early childhood, primary, post-primary and youth settings under the umbrella programme of Brighter Futures, exploring the theme of food security. These included the launch of a board game, Harvest for the Future, where children and young people learn about food security and climate change.
- We delivered Initial Teacher Education (ITE) and Continuous Professional Development (CPD) to 1,389

educators, reaching 3,238 children and young people, working with organisations such as NYCI, the Irish Girl Guides, the St Louis School Network and third level institutions including Mary Immaculate College, Dublin City University and National University of Maynooth.

- We provided active and engaging learning opportunities for children and young people through our Game Changers programme. The overall winner of the Game Changers online competition which concluded in April 2021 was Holy Child Killiney for their game 'The Sustain Game'.
- We commenced the pilot of a new documentary-making programme at post primary level called The Right Focus.

### Campaigns

We campaigned on Business and Human Rights, challenging the activities of big business and calling for legislation on corporate accountability, obliging Irish companies to ensure their operations do not harm people or the planet.

### Examples of Impact:

- Following the bombardment of Gaza by Israel in May 2021, we mobilised our supporters resulting in approximately 10,000 campaign actions to local TDs asking the Irish government to take concrete action in response to the attacks on Palestinian civilians. The Irish government subsequently became the first state in the EU to condemn Israel's illegal settlement activity as de facto annexation of Palestinian land which is



Students from Booterstown NS who took part in a workshop on Trócaire's Game Changers programme, which invites primary school students to create a development education game that focuses on one or more of the Sustainable Development Goals. Photo: Catherine Devine/Trócaire.

illegal under International Law.

- We reached 5,120 people with our digital outreach events. These engaged with university students, volunteers, community groups and members of the public around our Business and Human Rights Campaign.

## Church

The Church team's work is rooted in the key principles of Catholic Social Teaching (CST), which views people as fully connected to the natural environment and the entire human family. Our commitment to the principles of CST inspires us to both attend to the needs of those suffering and also challenge the structures and vested power relationships which perpetuate that suffering.

We engaged our stakeholders through the themes of care for the environment and climate change, women's empowerment and awareness of gender-based violence, and dignity and respect for human rights. Throughout 2021 we were joined by our colleagues from the Global South, giving us a deeper insight into the challenges they deal with regarding global justice issues. This emphasis on amplifying the 'voices from the South', is a central tenet to our public engagement work.

### Examples of Impact:

- One of the highlights of our engagement was our St. Patrick's College Maynooth Annual Trócaire Lecture on "Caring for the Human Family and our Common Home." We were privileged that the lecture was delivered by Cardinal Luis Antonio Tagle, the

Prefect of the Congregation for the Evangelisation of Peoples in Rome. His words were both challenging and thought-provoking for all who attended.

- Due to Covid-19 restrictions we brought a large number of Irish Bishops on a 'virtual' trip to Sierra Leone. The Bishops engaged with the testimony and insight of Fr. James Latansio, the Executive Secretary to the South Sudan Council of Churches. This brought the southern voice to the centre of our work.

## Volunteers

Our dynamic volunteer network had a very active year. Volunteers spoke at masses, visited schools, conducted interviews on radio and wrote articles for Trócaire's website, local newspapers, parish



newsletters, bulletins and social media pages. Volunteers raised funds for Trócaire around the country walking as part of the 'Get Moving for Trócaire' initiative. They supported raising vital funds for our Lenten Campaign and selling 'Gifts of Love' in their parishes at Christmas. Our volunteers were supported throughout the year through various learning platforms on a range of justice issues.

### Examples of Impact:

- Local politicians and MEPs were engaged by members of the Campaigns Volunteer Group to advocate on Business and Human Rights, overseas aid and Palestine.
- Volunteers engaged through 'craftivism' for the first time, sending handmade cards to Minister for Foreign Affairs Simon Coveney asking for strong action from Ireland at the UN Binding Treaty negotiations.
- The "From Limerick with Love" campaign saw 90 participants collectively walk or run the distance between Limerick and South Sudan.
- Cork volunteers supported fundraisers by Izz Café and The Bookshelf Café and took action in aid of the people of Gaza.

## Communications and Media

Communicating effectively with the public, policymakers, partners, stakeholders and donors is essential to supporting Trócaire's mission and objectives. This year coverage of Trócaire's activities increased across traditional and digital media.

Strengthened story telling helped highlight the impact of the work of Trócaire and our partners in our programme countries, and the consistency of message presented through earned, owned and paid media deepened our audiences' understanding.

We placed a renewed focus on social media with a more strategic and targeted approach, building in particular our Instagram and LinkedIn audiences.

Our relationships with broadcasters across Ireland continued to pay dividends with excellent profile for the organisation in an increasingly competitive media space.

There were high levels of coverage of Trócaire in national and regional traditional, broadcast and online media during the COP26 Summit as well as during our Lenten and Christmas Appeals. Other issues that received coverage included vaccine equity, overseas aid spending, gender-based violence, business and human rights and humanitarian emergencies. Trócaire continues to have the leading media share of voice amongst INGOs.

### Looking Forward:

In the year ahead we will continue to seek corporate accountability legislation that will make it mandatory for businesses to conduct due diligence to prevent human rights and environmental harm from occurring, and will urge the Department of Foreign Affairs to develop a clear constructive position on a UN Treaty on Business and Human Rights.

We will engage in the Coalition for Transformation of Food

Systems through Agroecology and lobby the Irish government for an environment to facilitate a transition to agroecological practices.

An increase in Overseas Development Assistance in Budget 2023 (both monetary and as a percentage of GNI) is also an issue that we will be supporting.

It will be an exciting year working with our consortium partners in the Primary Strategic Partnership, designing and delivering key activities.

This initiative is funded and supported by Irish Aid, of which Trócaire is lead partner. We also plan to deliver a Summer School in partnership with DCU for educators on Global Citizenship Education. Trócaire will collaborate with DCU on research related to accessibility of Global Citizenship Education in Deis schools to inform improved targeting of more diverse education settings.

We will continue to work on positioning Trócaire as a central stakeholder in the Laudato Si movement in Ireland. Laudato Si is the ground-breaking encyclical from Pope Francis in which he urges us all to listen to "the cry of the Earth and the cry of the poor".

A strong programme of training and learning to increase our volunteers' understanding of global development issues, and to enable them to become confident in amplifying our key messages, will be rolled out. On the communications side we will produce documentaries, videos and engaging social media content for our priority advocacy campaigns, and establish a dedicated Development Education Youtube channel.

# TRÓCAIRE VOLUNTEER SPOTLIGHT:

## 'VOLUNTEERING IS A GREAT OPPORTUNITY TO DEVELOP SKILLS WHILE HELPING THOSE IN GREATEST NEED'

Galway native Joe Murphy initially became involved with Trócaire in the 1980s when he was working as a training officer in the youth organisation Macra na Feirme.

"Trócaire has developed a strong volunteer group in Galway and since I became a volunteer in 2018 I have participated in many interesting initiatives, the biggest of which was attending the UN sessions in Geneva in October 2019 to campaign for a Treaty on Business and Human Rights. This was an eye-opener to the important role Trócaire plays in campaigning for international action to protect human rights. It motivated me to do more and to become part of the Trócaire campaigns group," Joe said.

At home, Joe has also taken part in a range of Trócaire activities such as representing the organisation at the National Ploughing Championships, the Galway Christmas Market and Bloom Festival. Joe also took part in Trócaire's Lenten campaign by visiting primary and post-primary schools to talk to students about climate change and environmental rights, by taking part in Trócaire's Game Changers cluster events and by visiting parishes to speak at mass.

Since the start of the Covid-19 pandemic, Joe has been particularly active with his



Joe Murphy (left) campaigning with Trócaire volunteers Geraldine McDermott, Amelia McGrath and Bertie O'hAinmhire with Trócaire's Marie-anne Michel (second left).  
Credit: Trócaire

campaigning work online and offline. Joe's most significant piece of work has been the publication of his local parish Roevehagh's 200th anniversary book for which all sales proceeds went to Trócaire.

"Trócaire offers volunteers a great opportunity to develop themselves and their skills, while helping those in greatest need and fighting against injustice. I am very impressed by the dedication of staff and volunteers to Trócaire's ideals. I enjoy taking part in the

wide variety of activities the organisation is involved in. And in the process, we have great craic," Joe said.

With his passion and commitment to Trócaire, it was no surprise that Joe was one of the winners in the Campaigning and Activism Category at the Volunteer Ireland awards in 2020.

If you'd like to learn more about volunteering with Trócaire, visit <https://www.trocaire.org/join-us/volunteer/>



# THANK YOU FOR YOUR SUPPORT!

Light is what I wish for you,

Light, against the darkness.

Light, to fill your soul.

The light of hope, glowing in  
your heart.

The light of love, for one another  
always.

The light of courage, to never  
turn away.

For those who suffer in crises in  
more than 20 countries around  
the world right now, you are that  
light.

A light against dark days for  
humanity. Warm clothes for  
refugees. Food aid and medical  
care. A caring face at the end of  
a long journey.

A light of hope, and courage.  
Sustainable gardens and  
drought-resistant seeds. Solar  
wells, and training to build new  
livelihoods. Lasting supports to  
get people back on their feet.

A light of love, always... and for  
so many, a light of survival.

Thank you for the light you are,  
thank you for the light you bring.

Humanity needs that light now,  
more than ever, until a better  
tomorrow really does belong to  
us all.

And all of us at Trócaire are  
forever glad you're here.

Until love conquers fear.

Credit: Lisa Sargent



**Bill Maher (BSHS Group Chief Executive Officer), Niamh Dockery (Trócaire Philanthropy Advisor), Caoimhe de Barra (CEO, Trócaire), Paul Foley (BSHS Director of supply chain) and Andrew McCarthy (BSHS Chief Sponsorship and Mission Officer). The Bon Secours Health System partnered with Trócaire to provide funding to support the administration of Covid-19 vaccines in Gedo, Somalia, where Trócaire oversees the health system.**



**Bertie O'hAinmhire and Shauna and Aisling Hession help to launch the 2022 Lenten campaign in Galway. Photo: Trócaire.**

# SHIFTING THE POWER: LOCALISATION

Trócaire has worked in partnership with local organisations for nearly 50 years.



**Addisu Ayano, project coordinator at Agri-Service Ethiopia, explains the concept behind Index based livestock insurance to Aresela Kabua, a resident of South Omo, Ethiopia. Photo: Barnaby Jaco Skinner**

Trócaire believes local people should play a leading role in the development processes in their communities. This involves shifting power to our local and national partners in the countries where we work.

To drive this approach this year Trócaire established a Global Hub on Partnership and Localisation, based in Nairobi with the support of Irish Aid. The Hub has a global mandate and supports Trócaire teams in head office and country offices around the world.

Through its Global Hub, Trócaire developed a five-year Partnership and Localisation Strategy (2021-2025) that seeks to influence localisation at the organisational level, but also to push for transformational change across the humanitarian-development-peace nexus.

The strategy outlines Trócaire's theory of change in delivering an organisational shift toward localisation.

This theory of change involves work across four interrelated outcomes:



**OUTCOME 1:**

Support partners to have increased voice and influence in key spaces nationally and internationally.

**OUTCOME 2:**

Provide more effective capacity strengthening support for local and national partners, based on their expressed needs and more opportunities for two-way capacity strengthening.

**OUTCOME 3:**

Build more equitable partnerships with local and national partners based on reciprocal accountability.

**OUTCOME 4:**

Support local and national partners to access increased quantity and quality of funding and resources from Trócaire and other sources.

**EXAMPLES OF IMPACT:**

- Trócaire became the newest signatory of the Grand Bargain, a unique agreement between some of the largest donors and humanitarian organisations to enable more locally-led responses.
- In **Uganda, Kenya, Sierra Leone** and **Malawi**, Trócaire helped shape the conversation on localisation through national dialogues.
- In collaboration with local partners and peer agencies, Trócaire spearheaded research on “The State of Localisation in Zimbabwe”.
- Trócaire conducted a learning review of its model of supporting local partners to secure and lead on EU grants in **Honduras** and **Sierra Leone**.
- All Trócaire countries developed country-level strategic plans with a focus on localisation and partnership.
- Trócaire established an external learning platform for sharing resources with partners through Fabo, a member-driven learning community for non-governmental organisations. It has 32 members and over 20,000 learners with the goal of promoting partners’ organisational resilience.
- In partnership with UNFPA (United Nations Population Fund), Trócaire secured funding to support women-centred organisations in **South Sudan** and **Somalia** to lead protection cluster groups and to draw learning from this.

**Looking Forward:**

Trócaire will continue to advance its localisation agenda this year including establishing a Partners Advisory Group to provide ongoing guidance on our approach to localisation, ensuring it is grounded in and informed by partners’ perspectives.

In addition, we will develop a new policy for sharing indirect costs with partners, and will continuously review our partner capacity-strengthening assessment process, based on recommendations from partners.

In relation to funding we will pre-position flexible funding with partners so they can respond more rapidly to emergencies. And we will develop learning modules for Trócaire’s external learning platform, and undertake strategic research on localisation, including on the role of localisation in contexts of shrinking civil society space.

## LOCALISATION IN ACTION



(Above) **The Kenya Charter for Change Working Group** announcing an agreed resolution after a two-day meeting on localisation of aid held in Kenya on 4th November 2021. Photo: Trócaire

(Below) **Juliet Donna**, Chair of the Uganda Charter for Change Working Group, presenting at a Charter for Change meeting in October 2021. Photo: Trócaire



# DELIVERING QUALITY PROGRAMMING

We are committed to delivering high quality programmes drawing on the experience of communities, partners, Trócaire staff and other collaborators to deliver lasting change.

Our understanding of programme quality is rooted in the **Core Humanitarian Standards (CHS)**, and a commitment to delivering safe and inclusive programming. The CHS is an internationally recognised Quality and Accountability standard, setting out nine commitments for humanitarian and development actors to measure and improve the quality and effectiveness of their work.

Trócaire commenced the process of securing CHS certification in late 2021 and will receive a certification decision by mid-2022.

An internal Accountability and Programme Quality Framework, based on the nine CHS standards, has been developed. This will guide us all on quality, safe programming and accountability for people we support with local partners, staff and donors.

## Spotlight on CHS Standard 7: The Commitment to Continuously Learn and Improve

During 2021 a number of evaluations took place, feeding into organisational learning and improvement (CHS standard 7). This included external evaluations of the Irish Aid Programme Grant (IAPG) II (2017-2021) evaluation and the Irish Aid Humanitarian Programme Plan (HPP) (2017-2021) evaluation.

The evaluations concluded that all goal areas and programmes met their ambitions and targets. The IAPG evaluation states that: *“Trócaire teams have delivered effective programmes across its goals with strong evidence of results.”*





Where targets were not met, it was often due to external circumstances such as political instability. Trócaire's partnership model was considered exemplary, and enabled the agency to pivot when global operations were disrupted by the Covid-19 pandemic. The consultants also concluded that Trócaire has effective strategies guiding its work, and strong accountability systems in place.

Both processes recognised that Trócaire is a learning organisation. In particular,

the IAPG evaluators found that: *"Trócaire is committed to learning... Trócaire has conducted extensive internal reviews of their different approaches, tools and goals and modified their programme approaches based on that learning"*.

The Humanitarian Programme Plan (HPP) **evaluation** noted that: *"Trócaire managed to maintain its relevance, implementing appropriate activities with high quality standards."*

*"Programmes...vastly achieved their ambitions, meeting their intended targets"*.

An Irish Aid assessment of Trócaire's Public Engagement and Development Education Programme also took place in 2021. The findings were very positive, concluding that Trócaire is particularly strong on including the voices of its southern partners and communicating on the underlying causes and injustices in a way that offers hope and encourages solidarity.



“

**"I have been with Trócaire Zimbabwe for three years. I am passionate about my job and am most proud of the work we do in empowering women and preventing and responding to Gender-Based Violence. I love being part of an organisation that is influencing change."**

**Yvonne Muto**, Programme Manager for Trócaire Zimbabwe

Photo: Cynthia R Matonhodze.



# SUPPORTING AND FUNDING OUR WORK

Our ambition is for Trócaire to have sustainable annual income to allow us to deliver our life-changing programmes, and mobilise the people of Ireland to help achieve global justice.

**We are hugely grateful to our committed and loyal supporters in Ireland, north and south, for their ongoing generosity and for making our work possible.**

Income this year came from a diversified and strong portfolio of institutional donors, and an increased supporter base amongst the Irish public. We also increased supports to local partners to strengthen their ability to directly access funding from donors.

In 2021, we raised a total of €73.1m from the Irish public and our institutional donors. This was a decrease on the previous year, which was an extraordinary year of support in the face of Covid-19.

## Public Fundraising

We are hugely grateful to our committed and loyal supporters in Ireland, north and south, for their ongoing generosity and for making our work possible. In 2021-2022, we raised €30.4m million from the Irish public, an exceptional amount given the ongoing volatile external environment including the impact of Covid-19, economic uncertainty and conflict. This was the highest amount achieved in well over a decade, and we are very thankful for the ongoing support.



Dublin Gaelic football star Noelle Healy, who holds five All-Ireland Senior Ladies Football Championship medals, with Lia Lopez Blanco (6) and Arwen McMahon (10) at the launch of Trócaire's annual Lenten appeal. Photo: Mark Stedman





Irish comedian, Deirdre O'Kane, supported our 2021 Christmas Appeal which raised over €3.5 million for the women of Gaza suffering from the effects of Covid-19 and conflict. Pictured at the unveiling of a powerful mural to launch the appeal are Trócaire CEO, Caoimhe de Barra, and Deirdre O'Kane. Photo: Mark Stedmen

Highlights include both our Lent and Christmas appeals. Once again people across Ireland were unwavering in their support of our annual Lenten Appeal which highlighted the impact of conflict in South Sudan, and on women such as Awut and Ajak who featured in the appeal. An outstanding €10.5m was raised. Our Lenten appeal in 2021 in Northern Ireland was also supported by the UK government through the UK Aid Match initiative and matched donations to the value of Stg £2m.

The kindness and love of the public was reinforced through a special collection launched by the Irish Bishops Conference and held in all parishes on November 6<sup>th</sup> and 7<sup>th</sup> 2021 to support Trócaire's work in East Africa.

Our tradition of remembering those who have lost loved ones continued with our Remembrance Mass held in St Eunan's Cathedral, Letterkenny in honour of those who died. A special thanks to our donors and friends who have included Trócaire in their wills.

Your kindness brings hope to so many people.

### Looking Forward:

The external environment continues to be volatile and we must respond accordingly. We have a new strategy in place for 2021–2025. Our aim is to grow the number of people who would consider supporting Trócaire. To achieve this we must adapt to an ever-changing society, connect with like-minded audiences and create

a better understanding of the work we do and the impact we make.

### Institutional Funding

Total institutional funding income in 2021 was €42.7m. There was a shift towards humanitarian funding reflecting the impact of conflict, climate change and Covid-19. In line with our commitment to localisation and to being an agile organisation, Trócaire pre-positioned funds with local partners in several countries to allow them respond immediately in the event of an unexpected crisis. This proved to be successful and allowed needs to be addressed efficiently and effectively.

Irish Aid continues to be our most significant donor, representing 56% (€24.3m) of our Institutional Funding and 33% of our total income. The year saw an increase in Irish Aid support for existing development and humanitarian programming (IAPG, HPP and ERF) and for the response to the rise in sexual and gender-based violence as a result of the conflict in **Ethiopia**.



Trócaire's Roisin O'Hara at St Patrick's Primary School in Derry picking up a cheque for £2130.00 that the children raised by doing a Rock the Boat challenge. Photo: St Patrick's Primary School



Trócaire also led and won a multi-year consortia bid for the Irish government's Global Education Primary Strategic Partnership, working alongside the Irish National Teachers' Organisation (INTO), the Irish Primary Principals Network and Dublin City University (DCU). This affords us an exciting opportunity to increase the quality and reach of global citizenship education for the primary school sector.

The European Union continued to be our second biggest donor (€5.6m and 10% of Institutional Funding) with significant funding secured to support our work in Ethiopia.

Caritas agencies were our third biggest donor through which we accessed funds from other governments including the US and German governments. The UK government funding

landscape continues to be challenging and unpredictable. However, we were once again successful in obtaining funding from UK Aid Match with an application for our Lenten Appeal 2022 centred on Zimbabwe.

We provided support to local partners with training in securing, managing and reporting on Institutional Funding. More intensive capacity building in resource mobilisation was supported by the Partnership Hub for partners in Kenya and Uganda. This work will continue to evolve and develop.

#### Looking Forward:

- In 2022, Trócaire will enhance its engagement with key institutional donors through a dedicated donor engagement strategy and will seek to deepen our relationship with

new donors to deliver on the ambition outlined in the Strategic Plan.

- Enhanced collaboration and learning across country groupings - Fragile and Conflict-Affected States, Climate Change and Gender and Human Rights - will allow us to seek opportunities for tailored funding for programming, research and learning that aligns with the thematic priorities under these country groupings.
- Following a review of our grant management, systems and processes will be strengthened to ensure improvements in the efficiency and effectiveness of grant management at programme and partner levels in 2022.



Staff from Trócaire partner, Caritas Poland, organising emergency provisions for some of those displaced by the war in Ukraine. Trócaire is working with Caritas Europa, which is made up of 49 member organisations, to coordinate support for Ukraine. Photo: Caritas Poland

# BECOMING A MORE AGILE AND RESILIENT ORGANISATION

Being agile with the ability to navigate uncertainty is vital to ensuring that Trócaire is resilient and able to meet the challenges of the future, especially in a time of increasingly rapid change.

**Haymnot Hansamo (left) with Zemenesh Dobayso. Haymnot works with Trócaire partner WE Action in South Omo, Ethiopia supporting self-help groups of vulnerable low-income women.**

Photo: Barnaby Jaco Skinner.

Our people are at the heart of what we do and we are committed to supporting staff to be at their best, and to ensuring our culture supports our mission. Our commitments are to promote a culture of empowerment, autonomy and

accountability and a culture of equality, diversity and inclusion; to be a data-driven organisation and to promote innovative technologies; and to demonstrate excellence in line with standards and regulatory requirements.



## AN AGILE AND RESILIENT ORGANISATION



**Sustainable funding of our work**

A culture that supports our mission

Empowered and accountable workforce

Technology for increased impact

Systems and processes for efficiency

Delivering excellence in line with standards



---

## **“Our people are at the heart of what we do”**

---

### **A culture of empowerment, autonomy and accountability**

Trócaire’s Board and management believe empowering staff leads to better, more accountable decision-making in the organisation. In 2021 this was improved through the work of the Policy Steering Committee, staff engagement surveys, streamlined quarterly reporting mechanisms and a leadership training programme called “conversations that count” which was delivered to over 90 staff.

### **We will support our staff to be at their best**

As the world emerges from the Covid-19 pandemic Trócaire’s global staff continue to face challenges and uncertainty in their local contexts. Trócaire’s focus on Global Wellbeing and Occupational Health continues to be as important as ever. Trócaire’s “Be Well” programmes supported staff with building their personal resilience in a context of global change and volatility including a dedicated Employee Assistance Programme providing confidential psychosocial support.

This programme collaborates with experts in the following six areas of wellbeing: Physical, Environmental, Social, Financial, Occupational and Psychosocial.

### **A culture of equity, diversity and inclusion**

Trócaire has established a dedicated external Equity, Diversity & Inclusion (EDI) Advisory Group made up of nine volunteers with expertise from diverse ethnic backgrounds to advise on how to embed greater diversity and inclusion in Trócaire.

Trócaire’s Board understand their role in leading the way for organisational culture change and have had a major focus on EDI culture for the last few years. This is complemented by Trócaire’s culture strategy on staff empowerment and programme strategy on localisation.

---

## **“Emerging technologies have the potential to increase our efficiency and effectiveness”**

---

### **A data driven organisation**

A key investment for Trócaire in 2021 was the development and roll-out of a new global Human Resources Information System (HRIS) called “Trócaire People”. This all-staff system went live in Ireland in December 2021 and in 14 other countries in February 2022.

Trócaire introduced a new collaboration tool to improve internal and external communications, particularly for those working remotely. Trócaire’s Data Protection and Information Security Group worked to oversee the risks and controls in data accountability. Success was measured through a staff data security awareness programme, phishing simulations, website penetration testing and embedded “Privacy by Design” processes. An engagement strategy was developed for our global network of data champions and this will be implemented in 2023.

### **Promoting innovative technology to improve the impact of our programmes**

In 2021 Trócaire continued to invest in digital technology to advance its monitoring and evaluation work, mainly through the use of the CommCare platform to promote data collection. Commcare is now operational in 10 countries and continues to expand. Local partner organisations have been trained on using this digital platform resulting in more timely and accurate collection and analysis of programmatic data.

---

---

## “Delivering our work in line with international and sector standards”

---

### Demonstrate excellence in sector standards and regulatory requirements

In 2021 Trócaire reported full compliance to the Irish Charities Regulator on the Charities Governance Code.

More information on Trócaire’s Core Humanitarian Standards CHS certification journey can be found on page 45.

Trócaire strengthened its “Speak Up” policies and our approach to concerns and complaints.

All Trócaire’s Charters and Codes of Governance are mentioned on page 53.

---

### Looking Forward:

We will continue our focus in 2022 on putting people at the heart of what we do and to supporting an agile and resilient organisation.

With an increased reliance on a hybrid working model, we will improve video conferencing facilities and options this year. Our “Be Well” programme will incorporate individual resilience, while we will add new functionality to the “Trócaire People” system. In addition a People, Talent and Organisational Development specialist will be appointed.

In order to embed a culture of empowerment and accountability in the organisation there will be training, new policies and role definitions. Training will also be delivered to all hiring managers to embed equity, diversity and inclusion laying the foundations for the launch of a comprehensive EDI strategy in 2023.

**Prosper Dube, Field Officer with Trócaire partner Caritas Bulawayo says ‘The support we get from Trócaire it has been life-changing for many families around here, especially in the area of agriculture where they are doing environmental friendly agriculture.’** Photo: Cynthia R Matonhodze





## Codes of Governance, Standards, Commitments and Charters for Trócaire

(<https://www.trocaire.org/about/accountability/standards/>)

### Charities Governance Code

Trócaire is a signatory of the Charities Governance Code. 2021 was the first year Trócaire and other charities formally reported on their compliance with the Code to the Irish Charities Regulator.

### Triple Lock

Trócaire is a Triple Locked charity.

The three standards include transparent reporting, ethical fundraising, and good governance.



### Fundraising Regulator of England, Wales, and Northern Ireland: Code of Fundraising Practice and the Fundraising Promise

Trócaire is registered with the Fundraising Regulator Northern Ireland and committed to following the Code of Fundraising Practice and the Fundraising Promise.



### Core Humanitarian Standard (CHS) on Quality and Accountability

Trócaire is a member of the CHS on Quality and Accountability Alliance. From January to April 2022 Trócaire underwent a rigorous external audit of our policies and practices. The findings demonstrated Trócaire's commitment to putting communities and people affected by crises at the centre of what we do and the alignment of our own internal procedures to the CHS framework. Trócaire has passed the preliminary audit and is awaiting formal CHS certification.

### Caritas Internationalis Management Standards (CI MS)

The CI MS are the reference tool of the Caritas International confederation for organisational development. Trócaire was assessed against these standards in 2021 receiving positive results against all assessment areas.



### CODE OF CONDUCT ON IMAGES & MESSAGES

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

Trócaire is committed to choosing images and messages that represent the full complexity of the situations in which we work and seeking the permission of the people in the photos we use. Trócaire is also a signatory to the Dóchas Code of Conduct on Safeguarding, confirming our commitment to lead a culture of safeguarding in the Irish humanitarian and development sector.

### Counter Trafficking and Modern Slavery Statement

In line with the UK Modern Slavery Act 2015, Trócaire publishes an annual counter trafficking and modern slavery statement outlining the steps we are taking to prevent modern slavery in Trócaire and in our supply chain.

### UN Global Compact

The UN Global Compact is the world's largest corporate sustainability initiative. Trócaire submitted its first Communication on Engagement (CoE) in 2021 to demonstrate our continued engagement with the 10 principals of the UN Global Compact.

### Integrity at Work (IAW)

Trócaire is a member of IAW, a programme designed by Transparency International Ireland. Trócaire signed the IAW Pledge to protect anyone who raises concerns of wrongdoing from being penalised and promise to take action in response to those concerns.



### ICVA Principles of Partnership

Trócaire is a signatory of the Principles of Partnership (PoP). The principles of equality, transparency, results-oriented approach, responsibility, and complementarity provide a framework for organisations to engage on an equal and transparent footing.



### Charter for Change

Trócaire is a signatory of the Charter for Change. The Charter for Change includes eight commitments that International NGOs agree to implement to address imbalances and inequality in the global humanitarian system.

### Sphere Standards

Trócaire's humanitarian work is guided by the Sphere standards, a set of principles and minimum humanitarian standards for humanitarian response.

### IFRC Code of Conduct

Trócaire is a signatory of the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief. The Code seeks to maintain the high standards of independence, effectiveness and impact to which disaster response NGOs and the International Red Cross and Red



Crescent Movement aspires.

### IDEA Code of Good Practice for Development Education

Trócaire is a member of the Code of Good Practice for Development Education. Members of this Code commit to strengthening their Development Education practice through an annual self-assessment process. Further information on this Code is available from [www.ideaonline.ie](http://www.ideaonline.ie)

### Regulation of Lobbying Act 2015

Trócaire is registered on the Register of Lobbying and provides information to the Standards Commission about its lobbying activities. In the financial year 2021/22 Trócaire submitted 20 lobbying activities to the register which focussed on areas including but not limited to Business and Human Rights, Civil Society Space and Human Rights, Climate Justice, Sustainable Food Systems and Vaccine Equity.

# HOLDING OURSELVES TO ACCOUNT

Accountability is one of our five core values and something Trócaire prioritises at every level of the organisation.

This is expressed through our individual and collective commitment to respect the trust placed in us by the communities we work with, our partners, and those who fund, support, deliver and regulate our work. Last year we continued to strengthen our accountability to stakeholders in eight key areas:



## Communities and Individuals:

We prioritise the safety and dignity of those who engage in our projects and work.

In 2021 Trócaire developed an Accountability and Programme Quality (APQ) Framework to bring together our commitments to accountability, safe programming and safeguarding as they relate to communities and individuals.

We also commenced the process of securing CHS (Core Humanitarian Standards) certification, an internationally recognised standard on quality and accountability that puts people supported at the centre of all development and humanitarian interventions (see page 45). The APQ framework will be used to action improvements identified through the CHS certification process. Progress will also be tracked and reported annually in the organisational scorecard.



## Partners:

We engage in true partnership based on respect and transparency. Led by the Global Hub on Partnership and Localisation and guided by our newly developed Partnership and Localisation Strategy, we acted on our commitment to *"more equitable partnerships with local and national partners based on reciprocal accountability"*. Initiatives in 2021 include the development of country reports from the 2020 Global Partner Keystone survey. These were used in the development of the Partnership and Localisation sections of all our country strategic plans.

<https://www.trocaire.org/documents/partnership-and-localisation-strategy-2021-2025/>



## Donors and supporters:

Trócaire are committed to being fully accountable to our donors and supporters both in our communication with them and in how we use the funds they entrust us with.

Trócaire formally adopt the Guidelines for Charitable Organisations on Fundraising from the Public, as devised by the Charities Regulator (this is one element of Trócaire's compliance with the Triple Lock standard). In 2021 Trócaire carried out a full audit to ensure continued compliance with this code.

As part of our compliance with the Guidelines for Charitable Organisations on Fundraising from the Public, we aim to ensure that:

- It is as easy as possible to make a complaint
- We treat as a complaint: any clear expression of dissatisfaction with our operations which calls for a response



- We treat complaints seriously whether they are made by telephone, letter, email or in person
- We aim to resolve the complaint within 2 working days
- We respond appropriately with actions taken to rectify the complaint and/ or provide further information if requested
- We learn from complaints, use them to improve our supporter care, and monitor them at management and Board level.

Trócaire is committed to ensuring that all our communications with our supporters and the general public are of the highest possible standard. We are dedicated to ensuring we uphold our honest and transparent reputation, and as a charitable organisation aim to achieve the highest standards in fundraising practice. We listen and respond to the views of our supporters and of the general public so that we can continue to improve. Trócaire is most appreciative of the support we receive from our supporters and welcomes both positive and negative feedback.

In the financial year 2021/22 Trócaire received and responded to 121 complaints from donors in Ireland (2020/21: 211).

The majority of complaints related to either reducing contact on mailing lists or to delays or errors in the distribution of the Christmas gifts appeal.



### **Regulatory Bodies including national governments:**

We work to ensure we meet all our regulatory requirements with openness and transparency.

2021 was the first year Trócaire submitted a full compliance report to the Irish Charities Regulator on the Code of Governance. Following Trócaire's transition to a Company Limited by Guarantee it was our first year to report on Trócaire's Directors' Compliance Statement, which is an Irish company law requirement. In addition we reported on compliance on local employment laws, data protection, and anti-fraud, anti-bribery, anti-money laundering, anti-terrorism and anti-discrimination.

\*Find list of all our charters and codes of governance on page 53.



### **Staff:**

We commit to ensuring a safe and supportive working environment, underpinned by clarity of expectations and support. In line with our new strategic plan a People Strategy was developed and approved by the Board containing five pillars: global staff wellbeing; staff development; a culture of inclusion; policy, autonomy & accountability and; developing a HR Information Management System. Trócaire also developed a new safety statement and policy in Ireland, while overseas Trócaire continued to invest in staff security with a 21% spend increase on the previous year. Trócaire expanded on the staff "Be Well" programme which included a dedicated employee assistance programme with psychosocial support, which is particularly valuable for staff working in complex contexts. Trócaire continues to support staff and their families as they cope with the implications of Covid-19 including illness, childcare and remote working.



## The Environment:

We commit to being accountable for our carbon emissions. Our GLAS (green in the Irish language) initiative tracks our organisational carbon emissions which continue to improve with best practice.

Our total emissions across our four target areas - flights, road travel, paper and energy use - in 2021 was 875 tonnes of CO<sub>2</sub>, a 2.5% reduction from our 2020 emissions. There was a 54% reduction in our emissions from 2019-2020 due to Covid. The organisation has committed to a 50% reduction in our carbon emissions by 2030, from our 2019 baseline year. We are developing an action plan that will include divisional carbon budgets to help us reduce our carbon footprint by approximately 25% by 2025, enabling us to reach our 2030 target.



## Safeguarding

We strive to ensure those who work for or represent Trócaire, including our partners, do not engage in behaviours that abuse or exploit others. In 2021 we continued to apply international best practice to prevent harm and to respond appropriately to concerns raised.

During our annual Safeguarding Week held in May 2021, we focused on the theme of 'Back to Basics' to ensure all staff are clear on policy and risk. On-line staff safeguarding induction and training was updated, whilst safeguarding training was also delivered to Board members. Trócaire also became a member of the Misconduct Disclosure Scheme, further strengthening recruitment practices and screening of potential new employees for history of abuse.

A large part of Trócaire's Safeguarding work is with local partners, supporting through a combination of initiatives including: delivering training from in-country focal persons, remote support and in-country visits from Head of Safeguarding. This is building on an Irish Aid-funded pilot working with local consultants to build partners' safeguarding knowledge. This pilot model has been very successful and Trócaire has presented on it as a learning case for other organisations.

Reporting Safeguarding Incident and Case Management in 2021:

- One confirmed case of sexual abuse of a vulnerable adult. The staff member was dismissed.
- Two unconfirmed cases of sexual harassment. Both were investigated by our partner organisations.
- One sexual harassment case which was inconclusive, and with a focus on prevention and safe reporting.



## Monitoring

We continued to review and evaluate the implementation and impact of our strategy through robust processes and reporting mechanisms this year. A strategy map, scorecard and multi-annual financial framework were developed and Quarterly Review Meetings (QRMs) held to monitor strategy, finances and risk, and report upward to the Board.

In order to support evaluating and learning through feedback and complaints Trócaire included a dedicated Feedback & Complaints mechanisms page on the website. This page includes links for general, fundraising, safeguarding and country-specific complaints. Links are available to dedicated email addresses.

<https://www.trocaire.org/about/accountability/feedback-and-complaints/>



Mortikana Arero (right) is married with eight children. She lives in Moyale Woreda, southern Ethiopia and is the beneficiary of a community water cistern.  
Photo: Barnaby Jaco Skinner





# REPORT OF THE DIRECTORS

## Structure, Governance and Management

### Registration and Constitution

Trócaire is the overseas development agency of the Catholic Church in Ireland. It is a registered charity in the Republic of Ireland (charity number CHY 22508), granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act 1997 and with a Charities Regulatory Authority Number 20204842.

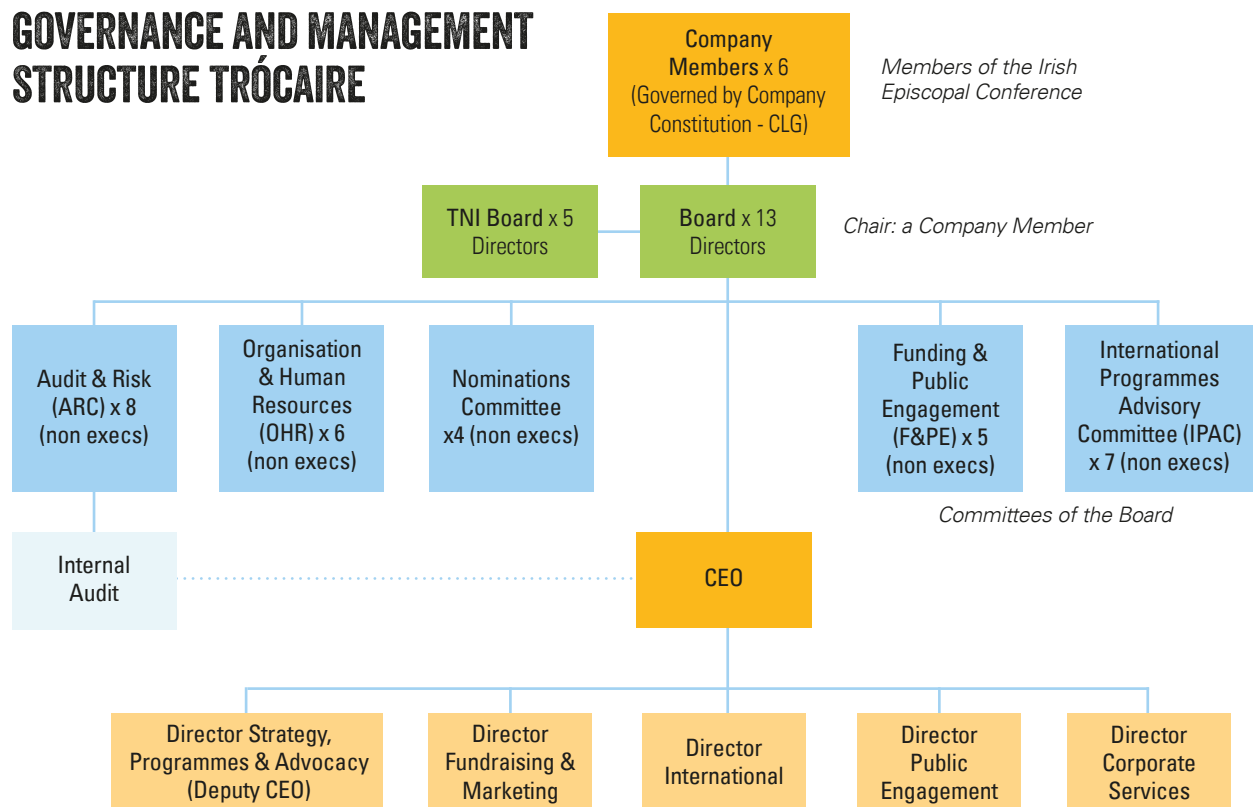
Trócaire was founded as a Trust in 1973 and transitioned to a Company Limited by Guarantee (CLG) registered with the Companies Registration Office (CRO) in Ireland in 2019. Trócaire's Company Number is 661147. All Trócaire's activity has been conducted through the CLG since 1<sup>st</sup> March 2020. The Trust held its final AGM on 1<sup>st</sup> July 2021 when a resolution was passed to wind down the entity. Trócaire's Board may consist of up to 14 Company Directors (all non-executive) including three ex-officio positions.

Trócaire has seven Company Members (Members are from the Irish Episcopal Conference). Company members approve the appointment of new Company Directors (Trustees) and external auditors.

Trócaire has one subsidiary company called Trócaire (Northern Ireland). It is a registered charity in Northern Ireland (Charity Commission Number NIC 103321) and it is a company limited by guarantee registered in Northern Ireland (Company Number NI021482) on 20<sup>th</sup> April 1988. Trócaire (Northern Ireland) has five Company Directors and one Company Member, which is Trócaire the parent company.

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

### GOVERNANCE AND MANAGEMENT STRUCTURE TRÓCAIRE



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

The work of the Trócaire and Trócaire (Northern Ireland) Boards are supported by five Committees as illustrated in the structure diagram on page 58. The Nominations Committee consists only of Board Members, while the other four Committees have a mix of Board members and independent members with professional expertise relevant to the terms of each Committee.

## Governance of Trócaire's Board during 2021 / 2022

### Board and Committee Changes

During the period Trócaire appointed Dr. Margaret A. Rugadya to the Trócaire Board and IPAC Committee, Bishop Fintan Monahan (ex-officio) to the Trócaire Board and Lucy Hayes to the IPAC Committee.

Archbishop Kieran O'Reilly retired from his position on Trócaire's Board but remains a Company Member. Conall O'Caoimh retired from the Trócaire Board.

Archbishop Michael Neary retired as a Company Member and Archbishop Francis Duffy and Bishop Alan McGuckian joined the Company Members.

Denis Murphy retired from the ARC Committee. Ruairí McKiernan retired from the FPE Committee. Jane Ann McKenna retired from the IPAC Committee.

Trócaire wishes to express sincere gratitude for the years of voluntary service and expertise dedicated by each of these individuals to ensuring Trócaire's high standards of governance.

### Board Effectiveness

Each year Trócaire's Board undertakes a self-review of effectiveness and this process is supplemented with an independent effectiveness review every 3-4 years. In 2021 Trócaire's Board tendered for a full independent review of Board effectiveness, the first independent review since the transition from Trust to CLG was completed. The independent consultants attended the November 2021 Board meeting as independent observers and applied a methodology including interviews, survey and document review.

This review confirmed Trócaire's compliance with the Charities Governance Code and made several recommendations to move to the next level of "Board excellence". These recommendations relate to Board recruitment, training and induction, appraisals and the role of the Company Secretary.

Trócaire also performed self-effectiveness reviews of the Committees and performed a skills gap analysis of both Boards and Committees.

### Board and Committee Diversity & Skills

Trócaire's Board has continued its major focus on diversity including attending a full day training on equality, diversity and inclusion best practice, the learning from which has since been reflected in a revision of the Board Diversity Policy to include more ambitious diversity targets. Trócaire's Board members were delighted to welcome Dr. Margaret A. Rugadya from Uganda as the first Board member from the Global South. A second Board member from the Global South, Melissa Bosch, has since been appointed to the Board and is due to take up her new role in September 2022.

Trócaire has also applied to host a Board Apprentice, as part of a global initiative to boost diversity among Boards and develop Board candidates.

Trócaire continues to meet gender diversity targets with 51% of Board and Committee memberships being female and seven of the 13 Trócaire Board Members being female (54%).

19% of Trócaire's 32 Board and Committee members have a non-white ethnicity. This has improved from 17% in 2020/21 and 11% in 2019/20.

In November 2021 Trócaire was recognised for this commitment to diversity when we won the Diversity & Inclusion category at the Published Accounts Awards for transparent reporting on Diversity.



### Board and Committee Conflicts of Interest, Members Remuneration & Expenses

All members of Trócaire's Boards and Committees are non-executive and voluntary (no remuneration). No payments, including expenses, were made to any Board or Committee members during the 2021/22 financial year.

Conflicts of Interest declarations are invited at the start of each meeting agenda and all Directors and Committee members complete an annual written declaration on Conflicts of Interest and Related Party Transactions.

### Induction, Training and Development

All Company Directors received full day training on Equality, Diversity and Inclusion. Directors also attended Governance Clinic training by Mason Hayes Curran.

New Directors received an induction from Trócaire's CEO and Company Secretary. Further onsite induction is planned in June 2022. The Board Safeguarding Representatives receive ongoing training and support from Trócaire's Head of Safeguarding.

Remote collaboration tools such as Zoom have allowed Trócaire to develop extensive opportunities for closer engagement between Board and Committee Members and Trócaire's staff and partners. In 2021/22 Company Members, Company Directors and Committee Members were invited to 11 different events including internal webinars on Trócaire's work and virtual trips to Zimbabwe and Malawi, where they interacted with Trócaire staff, partners and other stakeholders.

### Transition from Trust to CLG continuing

As a new CLG Trócaire developed our first Directors' Compliance Statement in compliance with Company Law thresholds (details on page 72).



**Yenenesh Molla, (70) from Addis Ababa, Ethiopia, stands outside her front door. She is known fondly in her local community as a "firewood tycoon", as she sells firewood to support her family after receiving business training and financial assistance from Trócaire. Photo: Barnaby Jaco Skinner.**

## Trócaire Board: Membership, Attendance, Tenure, Focus during the year, Priorities

### Profiles of Trócaire's Board Members

Bishop William Crean (Chair of Board)	Bishop William Crean of Cloyne Diocese has been the Chairperson of Trócaire's Board since June 2013. He was ordained Bishop of Cloyne in January 2013. He was previously a parish priest in the Diocese of Kerry.
Bishop Fintan Monahan	Bishop Fintan Monahan was ordained in June 1991. He taught at Saint Jarlath's College in Tuam from 1993-2006. He became Bishop of Killaloe in September 2016. He is a member of various bodies, including the Communications Council of the Irish Episcopal Conference.
Harry Casey	Harry Casey is currently Executive Administrator of the Commissions and Agencies of the Irish Episcopal Conference. He worked for 18 years as a secondary teacher in St. Patrick's Classical School, Navan, Co. Meath. He also served as Diocesan adviser for post primary catechetics in the Diocese of Meath.
Annette Honan	Annette Honan is a qualified post-primary teacher who was Coordinator of Education and Campaigns with Trócaire between 1995 and 2002. Annette currently works for the National Council for Curriculum and Assessment (NCCA) with responsibility for curriculum development in a range of subjects.
Dr. Margaret Rugadya	Dr. Margaret A. Rugadya is a development economist, rights activist, grantmaker and researcher, with over 20 years of recognised contributions to land tenure, resource governance and gender equity in East and West Africa. Dr. Rugadya holds a PhD (Economics and Governance) specialising in Public Policy Analysis from Maastricht University. She is currently the Africa Region Director for Landesa, a member of the Africa Land Advisory Group and a board member of the Tenure Facility Fund, coordinating the Africa region.
David Donoghue	David Donoghue is a retired Irish Ambassador who was also Director of Irish Aid and Political Director in the Department of Foreign Affairs. From 2013-17 Ambassador Donoghue was the Permanent Representative of Ireland to the United Nations in New York. He served as co-facilitator (with Kenya) for the UN negotiations which led to the adoption of the 2030 Agenda for Sustainable Development (Sustainable Development Goals) in 2015.
Emma Murray	Emma Murray is a partner with PricewaterhouseCoopers LLP (PwC). She holds the position of audit partner for businesses and charities in the United Kingdom and Ireland. Emma has worked in professional services with PwC for almost 21 years. She is vice chair of Chartered Accountants Ireland – Ulster Society.
Karen Dillon	Karen Dillon is a chartered accountant specialising in risk management and corporate governance. She is Chief Risk Officer for AIB Merchant Services. She has previously worked with KPMG, AIB and Ulster Bank. Karen is also the lead tutor of a professional diploma at the Institute of Chartered Accountants.
Matt Walsh	Matt Walsh is Executive Director of Human Resources for AbbVie in Ireland. He was previously Director of Corporate Affairs with Trócaire. Matt was Associate Director of HR with Pfizer BioPharma. He has also worked for companies including Aer Lingus, Xerox and Coca-Cola.
Rosemary McCreery	Rosemary McCreery has worked in international development since the 1970s. She worked with UNICEF in Togo, Madagascar, Indonesia and Romania, and headed the office for Russia, Ukraine, and Belarus. She has also served as Director of the Cambodia office of the UN High Commissioner for Human Rights and as UN Assistant Secretary General for Human Resources Management. She retired from the UN in 2007.

Sandra Lawler	Sandra Lawler is Founder Director of the Alternatives Group, providing marketing, digital and leadership talent solutions. Before setting up Alternatives, Sandra worked for companies including Irish Distillers and Kerrygold. Sandra is a member of the Institute of Directors, and she is also a mentor with Social Enterprise Ireland.
Sr. Carmel Flynn	Sr. Carmel Flynn is a member of the Sacred Heart Congregation. She started her teaching career in Uganda. She later taught in Indonesia, before returning to Ireland in the late 1990s. Sr. Carmel chairs a committee in the congregation which provides funding to development projects around the world.
Gerry Culligan	Gerry Culligan is Commercial Director of Iarnród Éireann/Irish Rail. He has over 25 years commercial and financial experience across a number of industries. Gerry has held senior roles with Aviva, Eircom and Mars Ireland. Gerry is a non-Executive Director of the Carmichael Centre, the largest shared services centre for not-for-profit organisations in Ireland.

## Trócaire Board

Member	Attendance	Tenure	Dual Role	Board Focus 2021/22
Bishop William Crean (Ex Officio)	6/6	9 years	Board Chairperson & Company Member	Trócaire's Board led the organisation through the second year of the Covid-19 pandemic as fragile health systems and political and economic volatility created challenges for organisations around the globe. Trócaire's Board also led the organisation through major country changes such as the planned closure of the Uganda and Kenya programmes, the closure of Nicaragua programmes as a result of government regulations, the coup in Myanmar, the conflict in Ethiopia, the food crisis in East Africa and the start of the war in Ukraine.
Archbishop Kieran O'Reilly (Ex Officio)	6/6	Retired from Board March 2022	Company Member	
Bishop Fintan Monahan (Ex Officio)	0/0	Joined Board April 2022	Company Member	
Rosemary McCreery	5/6	5 years	Board Deputy Chair & Nominations Committee Chair	
Harry Casey (Ex Officio)	6/6	18 years	Nominations Committee Member	
Annette Honan	4/6	4 years	FPE Member	
Conall O'Caoimh	4/5	Retired from Board Dec 2021	Retired	The Board led Trócaire into the new strategic plan "Local Power, Global Justice" as well as approving the detailed strategies flowing from this plan.
Dr. Margaret A. Rugadya	1/1	Joined Board Feb 2022	IPAC Member	
David Donoghue	6/6	4 years	IPAC Chair & Nominations Committee Member	
Emma Murray	5/6	4 years	ARC Member	From a governance improvement perspective the Board focus remained on diversity as well as completing the transition to CLG and commissioning the independent review of Board effectiveness.
Karen Dillon	6/6	3 years	ARC Chair	
Matt Walsh	6/6	3 years	OHR Chair & Nominations Committee Member	
Sandra Lawlor	6/6	6 years	FPE Member	
Sr. Carmel Flynn	5/6	5 years	TNI Member	
Gerry Culligan	6/6	6 years	FPE Chair	



## Trócaire Board

### Other Areas of Board Focus during the financial year ended 28<sup>th</sup> February 2022

- Approving Strategy 2021-2025 including associated measurements, success indicators, KPIs, scorecard and accompanying resource plan.
- Reviewing quarterly CEO reports to the Board including context analysis, strategic scorecard, shifts in risk and key performance indicators and impact analysis.
- Risk Management, Risk Appetite, Risk Awareness and Business Continuity.
- Undertaking deep dives on specific strategic risk areas e.g. staff wellbeing.
- Finalising the wind up of the Trust entity to complete the transition to a Company Limited by Guarantee.
- Developing and approving the new Directors' Compliance Statement and associated compliance policy as required by the Companies Act 2014.
- Independent review of Board effectiveness and implementation plan for associated recommendations.
- Reviewing, approving and reporting of first year of Charities Governance Code.
- Reviewing the work and recommendations of the Trócaire Northern Ireland Board and the Board Committees and dealing with any matters for approval or escalation.
- Completing Board and Committee skills surveys and analysing of skills gaps.
- Approving selected policies such as Reserves Policy and revised Board Diversity Policy.
- Approving Trócaire's budget and oversight of quarterly finances and financial sustainability.
- Tendering, selection and interim appointment of new external auditors, Crowe Ireland and Crowe UK.
- Participation in virtual field trips to Trócaire's country offices such as Zimbabwe and meeting partner staff.
- Supporting recruitment of key staff members (i.e. Executive Leadership Team).
- Reporting to Company Members at the AGM (1<sup>st</sup> July 2021).

### Trócaire Northern Ireland (TNI) Board (Fully Owned Subsidiary)

Member	Attendance (inc. AGM)	Tenure	Board Focus 2021/22
Karen Gallagher (C)	5/5	6 years	<ul style="list-style-type: none"> <li>• Overseeing TNI performance against strategic objectives including impact, KPIs, key achievements and priorities.</li> <li>• Approving TNI's annual budget, overseeing quarterly finances and improving TNI finance policies and reporting.</li> <li>• Approving TNI financial statements and annual report.</li> <li>• Overseeing TNI Strategic risk register and undertaking deep dive into specific areas of risk management e.g. office security, health and safety, safeguarding.</li> <li>• Strengthening Board governance by reviewing TNI Board TOR; completing Board skills survey and gap analysis.</li> <li>• Overseeing the implementation of the Donor Services review.</li> <li>• Overseeing the implementation of the NI office review.</li> </ul>
Sr. Carmel Flynn	4/5	3 years	
Dr. Satish Kumar	4/5	3 years	
Martin O'Brien	5/5	3 years	
Tiarnán O'Neill	4/5	3 years	

## Fundraising & Public Engagement Committee (FPE)

Member	Attendance	Tenure	Committee Focus 2021/22
Gerry Culligan (C)	4/4	6 years	<ul style="list-style-type: none"> <li>Overseeing the design and implementation of Strategic Goal 5 and recommending to Board for approval.</li> </ul>
Sandra Lawler	4/4	6 years	<ul style="list-style-type: none"> <li>Reviewing new FPE TOR; completing Committee skills survey and gap analysis.</li> </ul>
Annette Honan	4/4	4 years	<ul style="list-style-type: none"> <li>Overseeing individual public income campaigns against forecast.</li> </ul>
Bronagh Twomey	4/4	6 years	<ul style="list-style-type: none"> <li>Overseeing new strategies on fundraising, communications including website, outreach, development education, church, campaigns, volunteers, policy and advocacy.</li> <li>Undertaking deep dive on relevant risks and proposed mitigations e.g. public income, relevance and reputation.</li> </ul>
Ruairi McKiernan	2/3	Resigned Jan 2022	<ul style="list-style-type: none"> <li>Providing oversight and support for the Special Church Collection for East Africa in October 2021.</li> <li>Reviewing compliance with the CII Fundraising Code of Good Practice and the NICVA fundraising regulation in Northern Ireland.</li> <li>Overseeing the new strategic partnership on global education in the primary sector (consortium with Irish Aid, INTO, DCU and Irish Primary Principles Network).</li> <li>Overseeing the "We Act" Campaign.</li> </ul>

## Audit & Risk Committee (ARC)

Member	Attendance	Tenure	Committee Focus 2021/22
Karen Dillon (C)	5/5	5 years	<ul style="list-style-type: none"> <li>Reviewing work of the External Auditors, Audit opinion, financial statements and making recommendations to Board.</li> </ul>
Emma Murray	3/5	2 years	<ul style="list-style-type: none"> <li>Tendering for and recommending new auditors to Board/AGM.</li> </ul>
John Farrelly	5/5	3 years	<ul style="list-style-type: none"> <li>Reviewing and recommending annual budget to Board alongside quarterly management accounts reporting.</li> <li>Detailed overseeing of reserves management.</li> </ul>
Aderemi Sotunbo	4/5	2 years	<ul style="list-style-type: none"> <li>Reviewing work of Internal Audit including resourcing.</li> <li>Overseeing strategic resourcing plan of new strategy.</li> </ul>
Aoife Fay	5/5	2 years	<ul style="list-style-type: none"> <li>Overseeing the Finance transformation project implementation "Project Tenacity".</li> </ul>
Luke Fitzgerald	4/5	2 years	<ul style="list-style-type: none"> <li>Recommending Policies to Board for approval e.g. Reserves Policy, Designated Funds.</li> <li>Reviewing quarterly fraud and investigation reports.</li> <li>Reviewing quarterly data protection and information security incident and progress reports.</li> </ul>
Paul Woods	5/5	2 years	<ul style="list-style-type: none"> <li>Reviewing new ARC TOR; completing Committee skills survey &amp; gap analysis; reviewing ARC effectiveness.</li> </ul>
Denis Murphy	0/0	Resigned Mar2021	<ul style="list-style-type: none"> <li>Undertaking deep dive on relevant risks and proposed mitigations e.g. Myanmar banking access.</li> <li>Overseeing of treasury management, cashflow and FX risk.</li> </ul>

## Organisation & Human Resources Committee (OHR)

Member	Attendance	Tenure	Committee Focus 2021/22
Matt Walsh (C)	4/4	6 years	<ul style="list-style-type: none"> <li>Overseeing the design and implementation of new People Strategy.</li> </ul>
David Cagney	3/4	3 years	<ul style="list-style-type: none"> <li>Overseeing the implementation of HRIS technology “project Evolve”</li> </ul>
John Corbett	4/4	3 years	<ul style="list-style-type: none"> <li>Undertaking an in-depth examination of relevant risks and proposed mitigations e.g. safeguarding, staff wellbeing including global security and Covid risk, staff recruitment, retention, development and mobility.</li> </ul>
Lorraine Kenny	4/4	3 years	<ul style="list-style-type: none"> <li>Supporting recruitment of key roles e.g. People, Talent and Org Development Specialist.</li> </ul>
Melissa Bosch	4/4	1 year	<ul style="list-style-type: none"> <li>Reviewing new OHR TOR; completing Committee skills survey and gap analysis.</li> </ul>
Joe ffrench	4/4	1 year	<ul style="list-style-type: none"> <li>Overseeing people resourcing, headcount and salary management.</li> <li>Advising on remote working and new work design planning for 2022 and beyond.</li> </ul>

## International Programmes Advisory Committee (IPAC)

Member	Attendance	Tenure	Committee Focus 2021/22
David Donoghue (C)	4/4	4 years	<ul style="list-style-type: none"> <li>Overseeing the design and implementation of Strategic Goals 1-4. Undertaking in-depth reports on performance including staff and partner presentations.</li> </ul>
Sr. Denise Boyle	4/4	4 years	
Dr. Nata Duvvury	3/4	5 years	<ul style="list-style-type: none"> <li>Overseeing institutional funding new strategy, performance and management.</li> </ul>
Martin O'Brien	4/4	2 years	<ul style="list-style-type: none"> <li>Overseeing Committee risks and controls: Covid-19 pandemic complex impact, Safeguarding, staff security; complex country operating environments, institutional funding risks (through reports and staff presentations).</li> </ul>
Ibrahim Fatu Kamara	3/4	2 years	
Gertrude Chimange	0/0	Resigned Mar 2021	<ul style="list-style-type: none"> <li>Overseeing large programme evaluations e.g. Irish Aid and Humanitarian Programme Grant Evaluations.</li> </ul>
Jane Ann McKenna	3/3	Resigned Dec 2021	<ul style="list-style-type: none"> <li>Reviewing new “Quality Benchmark Tool”</li> </ul>
Dr. Margaret A. Rugadya	2/2	Joined Dec 2021	<ul style="list-style-type: none"> <li>Receiving regular input and attendance by country office teams and partners.</li> </ul>
Lucy Hayes	2/2	Joined Dec 2021	<ul style="list-style-type: none"> <li>Reviewing new IPAC TOR, completing Committee skills survey and gap analysis.</li> <li>Supporting the recruitment of key roles in organisation.</li> <li>Reviewing programme results and data in Annual Report.</li> </ul>





Marian Omar (20) and her eight-month-old daughter queuing at the Trócaire health outreach centre at an Internally Displaced Persons camp near the River Juba outside the town of Dollow in Gedo district, southern Somalia. “We walked for five days and nights with little food or water to get here,” she says. “We have been here for several weeks and still have not been properly registered with the authorities.” Marian’s livelihood has been decimated by four years of drought caused by climate change. “Our crops failed and our goats died. Our livelihoods are gone. We were hungry and desperate,” she says. Photo: Miriam Donohoe

## Nominations Committee

Member	Attendance	Tenure	Committee Focus 2021/22
Rosemary McCreery (C)	5/5	3 years	<ul style="list-style-type: none"> <li>Reviewing new Nominations Committee TOR.</li> </ul>
Harry Casey	5/5	3 years	<ul style="list-style-type: none"> <li>Providing overview of Board and Committee membership pipelines.</li> </ul>
Matt Walsh	5/5	3 years	<ul style="list-style-type: none"> <li>Providing overview of Board and Committee Skillsets.</li> </ul>
Gerry Culligan	4/4	Retired Dec 2021	<ul style="list-style-type: none"> <li>Providing overview of Board and Committee diversity targets and diversity policy implementation.</li> </ul>
David Donoghue	1/1	Joined Jan 2022	<ul style="list-style-type: none"> <li>Nominating new Board and Committee members.</li> <li>Leading Independent Board Effectiveness process and reporting to Board on progress on implementation of recommendations.</li> </ul>

## Risk management, internal control and internal audit

### Risk Management and Control – Our Approach

Risk management is a crucial part of Trócaire's governance arrangements. This is particularly the case as we find ourselves in an increasingly uncertain global environment where risks can arise and conflate at short notice. Our approach is underpinned by the following:

- A high-level risk appetite statement, agreed annually with the Board.
- A process for identifying, assessing, mitigating and reporting / monitoring risks at a number of levels in the organisation, including at strategic, divisional, country, programme and major project levels.
- A three lines of defence approach to risk management and internal control.

We provide information on this approach below, together with commentary on key, strategic risks.

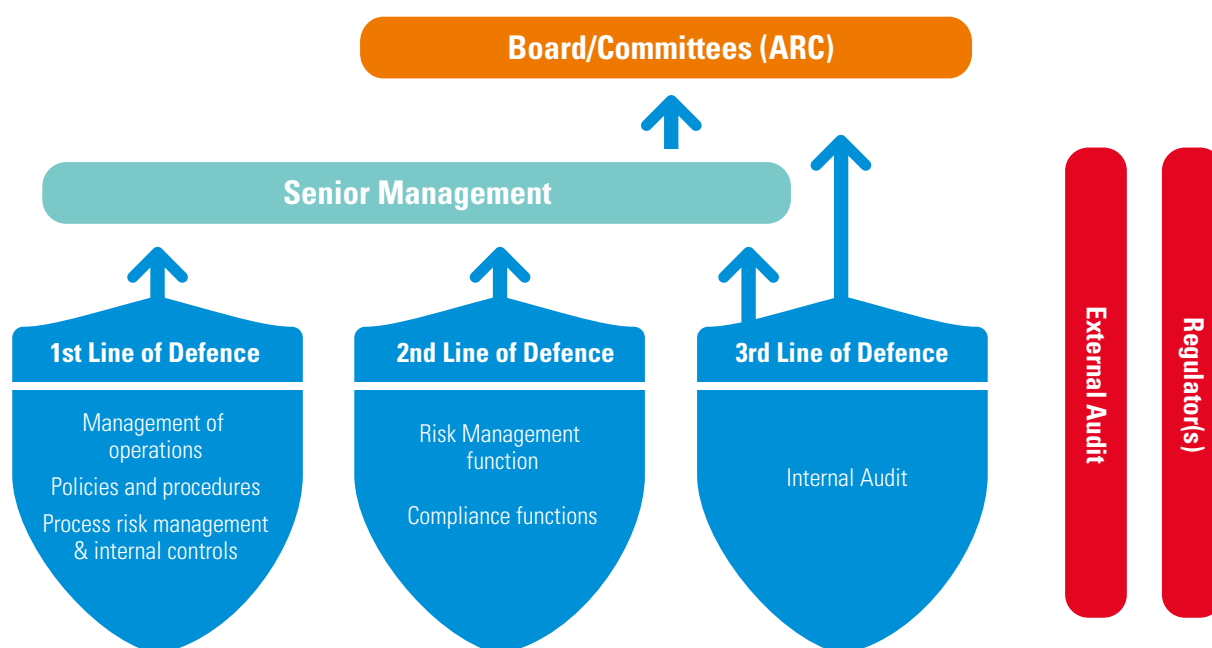
### Three Lines of Defence Model

We adopt a three lines of defence approach to risk management and internal control. This is made up of:

1. A first line, comprising the policies, processes and procedures for the day-to-day management of operations and application of internal controls.
2. A second line, representing the risk management and compliance/oversight functions and activities.
3. A third line, the Internal Audit function/ independent assurances on the management of the activity. Trócaire has a dedicated Internal Audit Unit that reports to its Audit & Risk Committee and undertakes a range of assurance and consultancy assignments both in Ireland and in our overseas operation.

In our strategic risk register we specify how these three lines of defence address the strategic risks listed in the risk table on pages 69 & 70. This process enables us to manage risks in line with our risk appetite (page 68) and to determine where further action is needed.

### Three Lines of Defence Model



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

For example, during 2021/22 we invested in additional global security resources to mitigate staff security risks. We also implemented measures to reduce pandemic-related risks. However, even with mitigations, some of the risks have increased because of external factors such as the changing economic and institutional funding landscape, government restrictions which threaten our ability to operate in certain countries, and increased cyber security risks. Brief commentary on each of Trócaire's key risks is provided in the table on pages 69 & 70.

### Risk Appetite Statement

Trócaire's risk appetite statement reflects our approach to managing risks and opportunities and is aligned to our new strategic plan. The risk appetite statement, pictorially summarised below, sets out risk appetite levels in relation to key areas of activity. This statement helps direct and support management in understanding Board expectations in terms of the parameters for operational decision-making and the prioritisation of the allocation of the organisation's resources to manage risk based on defined risk tolerance.

### How to read the table on risk appetite levels:

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

On the other hand, we have a low-risk appetite for any areas which involve a breach of a core policy or standards to which we hold ourselves. For example, we have zero tolerance for breaches of our code of conduct and safeguarding policy. Therefore, we implement policies, processes and protocols to prevent and respond to this risk. Similarly, we have zero tolerance for fraud, theft, bribery and corruption and for any intentional breaches of our security protocols.

### Trócaire's Risk Appetite Levels

Courage in Programming: Advocacy & Campaigning on Global Justice Issues			High
Courage in Programming: Humanitarian Response Programming			
Courage in Programming: Partnership Work in line with our social justice mandate			
Courage in Programming: Innovation in Programming to achieve quality impact			
Ambition to grow scale and mix of income: Maintenance and Growth of Public Income and Institutional Funding			Flexible
Innovation to maintain Trócaire Relevance			
Development & Maintenance of ICT Systems			Cautious
Maintaining Trócaire presence in country contexts where civil society is heavily repressed			
Security			Low
Securing the Financial Stability of Trócaire and Maintenance of Financial Reserves			
Reputation and Public Trust			No Tolerance
Staff Recruitment, Retention, Development and Mobility			
Information Security & Data Protection			
Response to global events (e.g. Ukraine, Covid-19)			
Compliance with Regulation, Codes of Conduct, Grants			
Maintaining Strong Church Relations			
Staff well-being (protection from Excessive Workload)			
Fraud, Bribery, and Corruption Management			
Safeguarding of People in Programmes from Risk of Abuse			



## Risk Management and Risk Registers





We have an established process for identifying, assessing, mitigating, monitoring and reporting on risks through risk registers and action plans at a number of levels in the organisation, including at strategic, divisional, country, programme and major project levels.

The most important element of this process is the management of our key organisational risks which are captured in our Strategic Risk Register. We use a '5 x 5' grading matrix to assess the impact and likelihood of risks. We also consider

risk velocity, i.e. Trócaire's Executive Leadership Team (ELT) review the strategic risks, responses and progress in implementing related actions on a quarterly basis and report the outcome to the Board. This review takes place alongside quarterly reviews of strategic, operational and financial performance. The Audit & Risk Committee provides oversight of the strategic risk register and related risk management process.

The table below shows the key strategic risks that the organisation faces and the trend in our assessment of risk from September 2021 to March 2022.

Risk Ranking & Trend	Risk Description:
1. ↓	<b>Staff Safety and Security:</b> This is the risk that external events or inadequate/failed internal processes could lead to death, injury, illness, kidnap or trauma of staff members or others to whom we have a duty of care. Given the countries in which we operate, this is an ever-present risk. We have a dedicated Global Security Advisor, relevant policies, training and controls to mitigate this risk. In 2021/22 further measures were implemented, including the appointment of additional security advisors. Further information on security management is provided at page 70.
2. ↑	<b>Attract and Manage Institutional Funding:</b> Attracting institutional funding is key if we are to reach as many programme participants as possible through our work. However, there is a risk that Trócaire fails to attract and manage increased levels of institutional funding from diverse sources because of government policies, the competitive funding environment (including shorter duration of grants) and the global economic situation. We have a number of controls in place to source opportunities, ensure the submission of quality proposals and manage contracts. More information is provided in the Financial Review on pages 74 & 75.
3. ↑	<b>Government Restrictions and Conflict Limit Access:</b> This is the risk that government restrictions and conflict limit our ability to access programmes and to remain operational in countries. This is usually out of our control, but we have established arrangements to prepare for such situations to minimise the impact on our partners and programmes should we be unable to operate in a particular country, or be obliged to change our operational delivery systems. More information is provided under our commentary on Goal 1 on page 18.
4. ↔	<b>Global Staff Wellbeing:</b> This is the risk that staff in Trócaire experience excessive and unsustainable workloads, which leads to risk of burnout, health issues for staff and poor performance against organisational objectives. The Covid-19 pandemic in particular has impacted on this risk and we have further developed our responses to this risk during the year.
5. ↑	<b>Information Security and Data Protection:</b> This is the risk that a data protection or information security breach leads to a loss of system access, loss of data or breach of trust in managing stakeholder's personal data. International non-governmental organisations are increasingly a target for cybercriminals and a number have been impacted by cyber-attacks. We have a number of controls, including external, specialist supports, in place to help mitigate this risk.
6. ↑	<b>Staff Recruitment, Retention, Development and Mobility:</b> The risk that a highly competitive employment market, uncompetitive reward framework or insufficient staff development, mobility and retention strategies could leave the organisation with insufficient skills and experience to deliver the strategic plan.

<b>7.</b> <b>NEW</b>	<b>Ukraine - Impact of conflict on Trócaire operations and stakeholders:</b> The risk that Trócaire does not proactively identify, assess and monitor the implications of the war in Ukraine on its operations and stakeholders globally, and take action to mitigate these risks. A separate risk register has been created to oversee these risks.
<b>8.</b> 	<b>Sustainable Finances:</b> The risk that we fail to secure the financial position of Trócaire in a sustainable way. Given the volatility of income streams, increased inflation globally and external shocks, this risk is actively managed through a financial planning framework and regular reporting to the Audit & Risk Committee and Board on finances.
<b>9.</b> 	<b>Sustainable Public Income:</b> The risk that we cannot maintain or grow diverse sources of public income at the levels necessary to meet our mandate and deliver on our objectives. We have strategies and processes in place for fundraising and marketing and analysing and responding to trends in donor behaviours.
<b>10.</b> 	<b>Fraud:</b> This is the risk that a material fraud perpetrated by employees, partners or others may adversely affect our relationship with donors and other external stakeholders, or lead to reputational and financial damage. We have a number of controls in place to mitigate fraud and clear policies and arrangements for investigating suspected wrongdoing.
<b>11.</b> 	<b>Safeguarding:</b> The risk that our organisational systems and processes fail to protect persons (particularly children and vulnerable adults) from exploitation or abuse by our staff, people working on our behalf or our partner organisations. To mitigate this risk, we have a Global Head of Safeguarding and safeguarding focal points in each country we operate in. The process is supported by policies and training for all staff and intensive work with partners.

## Risk Spotlight: Staff Security Risk

Staff safety and security is Trócaire's number 1 risk. This section of the report therefore highlights some of the key developments in 2021 and reflects on the steps we have taken to mitigate the risks presented by greater and sustained levels of instability and insecurity in the places in which we operate, often exacerbated by the global geopolitical situation.

- Our Fragile and Conflict Affected States (FCAS) Portfolio of countries faced a number of challenges resulting in increased risks and at times changes to our operating models. This was particularly acute in Myanmar, Ethiopia, DRC and Somalia.
- Myanmar, Ethiopia, DRC, Lebanon and Somalia, South Sudan and South Kordofan experienced armed conflict related to political instability.
- Our Human Rights Portfolio was impacted by the introduction of legislation that made the operating environment extremely challenging. New cyber laws limited our ability to operate our systems, while censorship and intimidation were also challenges.

- Our Climate Change and Gender Portfolio saw the global inequity resulting from both the pandemic, climate change and the geopolitical situation directly impact on the livelihoods, health, and food security of vulnerable groups.

### Impact:

- 89 recorded events and incidents were successfully managed by Trócaire country teams in 2021. Several cases were protracted and required the establishment of the crisis management group at HQ. The cases were highest in Myanmar, DRC and Ethiopia where teams faced movement and access challenges related to increased conflict.
- Systems to manage safety and security risks were strengthened, including the employment of a second global security officer, based in Nairobi.
- Engagement with partners around security was increased, in line with the localisation agenda.
- Security consultants were engaged to advise partners and staff in Myanmar and a full-time Security Officer was employed in

DRC and a Deputy Global Security Advisor based in Kenya.

- Trócaire did not experience any fatalities or serious harm to members of staff in 2021/22.

## Internal Audit

Internal Audit is a key 'third line' of defence providing objective and independent assurances and advice on the organisation's risk management, internal controls and governance arrangements. Trócaire has a dedicated Internal Audit function, comprising a Head of Internal Audit and an Internal Auditor, reporting to the Chair of the Audit & Risk Committee and functionally to the Chief Executive. The function reported to the Audit & Risk Committee on the outcomes of its work, progress against plan and investigation activity throughout the year. The Head of Internal Audit also provides an annual assurance opinion on the organisation's governance, risk management and internal control arrangements. In 2021/22 Internal Audit was able to get its overseas audit programme back on track following a period of disruption in 2020/21 caused by a staff vacancy and the initial impact of Covid-19 which had restricted international travel. In-person audits took place in Kenya, Somalia, Uganda, Malawi, Rwanda and South Kordofan and in the Northern Ireland centre. In addition, Internal Audit provided consultancy supports to the organisation in relation to areas such as business continuity, fraud training and whistleblowing policy review.

Internal Audit also assists the organisation in logging cases of suspected fraud and ensuring that these are investigated as appropriate.

## Financial Management Investigations

At the start of March 2021, Trócaire had four investigations in progress. During 2021, a further five cases were received that required either a preliminary or a more detailed investigation (2020/21 figure was seven new cases). Six of the nine cases were closed during the year with three cases (all at preliminary investigation stage) open at the year end. The value of loss in 2021/22, following completed investigations, was €61,393. This represents 0.08% of annual turnover (2020/21 figure was €25,368). This related to a single partner in Malawi and was reported to the relevant donor. There is a process in place to review the root causes relating to investigation findings and capture and action any lessons learned.

During 2021/22 we implemented training for all staff in awareness of online fraud and also updated and translated and reissued our whistleblowing policy. These measures have further enhanced awareness of the risk of fraud, the importance of effective control and the importance of 'speaking up' and reporting any suspicions of potential wrongdoing.

## Directors' Responsibilities Statement

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

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

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

The Directors are responsible for ensuring that the company keeps, or causes to be kept, adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position



and profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' report comply with the Companies Act 2014 and enable the financial statements to be audited.

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

### Directors' Compliance Statement

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

### Audit and Risk Committee (ARC)

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

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

### Disclosure of Information to Auditors

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

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

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

### Auditors

The auditors, Crowe Ireland, were appointed into office in 2021 following a competitive tendering process in accordance with Section 383(2) of the Companies Act 2014.

### Subsidiary Undertaking

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

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

### SIGNED ON BEHALF OF THE BOARD OF DIRECTORS:



Bishop William Crea



Karen Dillon

**Date: 9<sup>th</sup> June 2022**

# FINANCIAL REVIEW

The results for the year are presented on page 83 in the form of a Consolidated Statement of Financial Activities. The financial statements comply with the Companies Act 2014 and Financial Reporting Standard 102 (FRS 102), which is the Financial Reporting Standard applicable to charities in Ireland and the UK for accounting and reporting in order to provide transparency and a true and fair view.

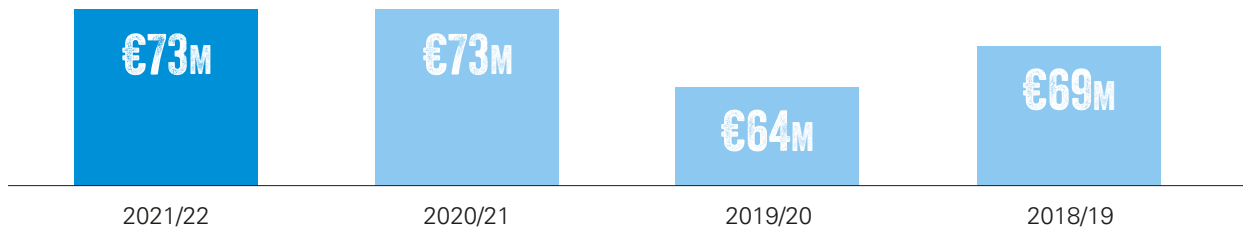
A detailed commentary on the financial results reflected in the 2021/22 Annual Report is provided.

Thandekile, 31, lost her husband Donovan to COVID-19 in 2020 while he was working in South Africa to provide for the family. Seven million people living in poverty in drought-prone southern Zimbabwe have been disproportionately affected by the long-term impacts of Covid-19. Trócaire is supporting Thandekile and other families in her community through our partner Caritas Bulawayo.

Photo: Cynthia R Matonhodze



## TOTAL INCOME



## INCOME

In 2021/22 we raised €73m (€73m in 2020/21). This reflects a second consecutive year of exceptional public income.

### Public donations and legacies

The Irish public very generously donated €30.4m. This was an increase of €2.6m on the previous year.

- Unrestricted donations and legacies maintained the high levels achieved the previous year at €27m (€26m in 2020/21). The Lenten campaign remains Trócaire's largest annual fundraising campaign, generating €10.5m in the current year, a €2.4m increase on the prior year. General donations and legacies were lower in the current year at €13m (€15m in 2020/21).
- Restricted donations and legacies were €3.5m, an increase of €2m on prior year. This uplift related primarily to a special appeal for the East Africa crisis which was carried out in church parishes.

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

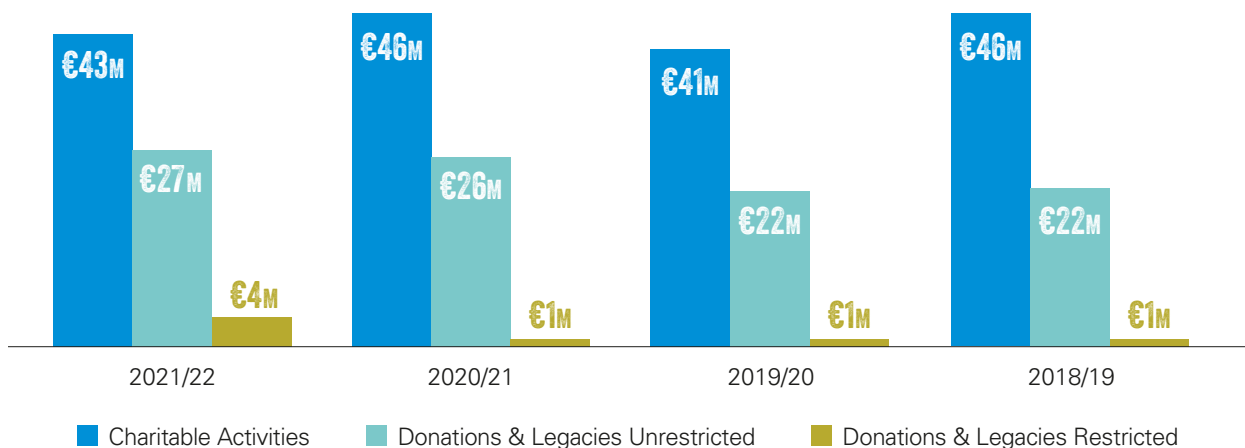
### Charitable Activities

Income from charitable activities of €43m (€46m in 2020/21) is comprised of funds received through institutional funding.

- €34m from governmental organisations (€30m in 2020/21);
- €4m from agencies and other groups (€9m in 2020/21);
- €5m from the Caritas network (€7m in 2020/21).

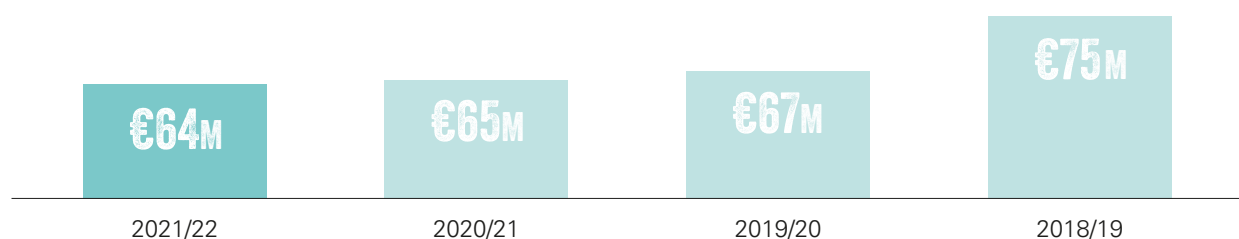
Of the €34m total secured from governmental organisations, €24m (€22m prior year) of this was from the Irish government. In addition to the Irish Aid Programme Funding scheme, which accounted for almost €19m, Trócaire was allocated over €5m from Irish Aid towards emergency response. The Irish Government continues to be Trócaire's single largest donor contributing 33% of the total organisational income (30% in 2020/21). Other large donors in this category were EU (€6m) and UN agencies (€3m).

## SOURCE OF INCOME





## TOTAL EXPENDITURE



The decreases in Caritas (€2m) and Agencies (€5m) funding were primarily as a result of the end dates of several large grants across countries occurring during this period.

Trócaire constantly works to ensure a diversified funding base and new donors and contracts were secured during the financial year. Public income growth and the ability to attract and manage institutional funding are among the principal risks and uncertainties facing Trócaire. There is more detail on these strategic risks on pages 71 & 72.

### EXPENDITURE

The statement of financial activities shows the analysis of charitable expenditure between charitable activities, Goals 1-5 and the cost of raising funds. Our total expenditure for the year was €64m which represents a €1m (2%) decrease over 2020/21 levels. This decrease in expenditure primarily relates to the decreased spend in two country offices, Kenya and Uganda that were closing during the year, as well as the timing of the ending of some institutional grants. Trócaire expects to increase the level of expenditure in financial year 2022/23.

**Charitable activities** spend was €58m (€59m in 2020/21) which represents 91% of total expenditure (91% in 2020/21). This is within the 90%-95% range that the Trócaire Board and executive leadership team deems as acceptable.

Trócaire expenditure on charitable activities was as follows.

- Overseas programme: Grants to partner organisations levelled at €37m (€37m in 2020/21). This represents 58% of our total spend (56% in 2020/21). This equivalent value in spend equates to a higher percentage due to the decrease in organisational spend. This percentage is within the acceptable range of 50% to 62% for grants to partners agreed by the

Trócaire Executive Leadership Team. The key driver of this increase was the increase in funds spent on the East Africa crisis and other humanitarian programmes. In the last financial year Trócaire worked with partners in over 20 countries. Trócaire's largest programme is in Somalia. Please see Appendix 1 for a full list and spend on all of Trócaire's country programmes. Spend on Goal 4, the protection of human dignity in humanitarian crises, is once again the largest programme spend with €27m (€29m in 2020/21).

- Ireland programme: Charitable activities also includes expenditure on Goal 5, which is aimed at creating a greater awareness of the causes of global poverty and injustice and how change can be achieved. The focus of this goal is that people and leaders in Ireland are acting for a just world. Spend under this goal was €2.5m (€2m in 2020/21). This increase in spend reflects a return to pre-Covid levels of outreach activity by the team in 2021/22.

### Raising Funds

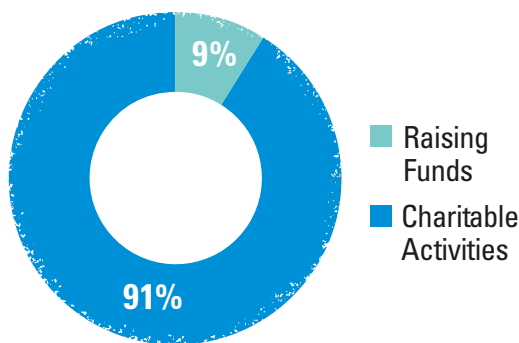
Spend on raising funds of €6m represented 9% (9% in 2020/21) of total expenditure. This is within the agreed range of 5% to 10%. For every €1 invested in fundraising from the general public, Trócaire received €5.07 in return (€4.65 in 2020/21). This is above the target range of €3.50 to €5 agreed by the Executive Leadership Team. The rate of return achieved is above the sector average (based on Audited Charity annual reports).

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

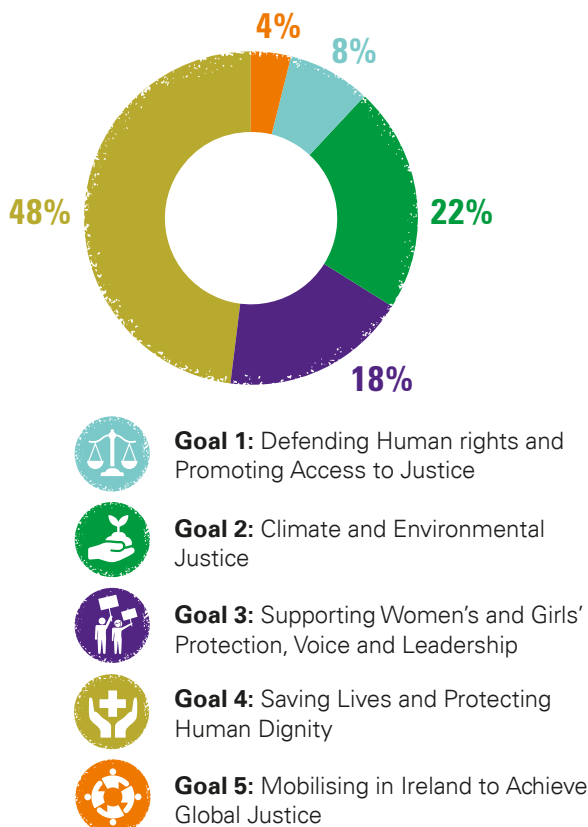
## Support Costs

Support costs, which are those costs which cannot be directly attributed, have been allocated in proportion to estimated benefits received. These include costs such as finance, compliance and standards, human resources, information and communications technology (ICT), premises and governance costs. These services play a crucial role in providing core organisational support in the delivery of our programme globally. Our total support costs for the year were €4m (€4m in 2020/21). This represents 7% of our total expenditure, versus 8% in the previous financial year. This improved percentage is as a result of decreased overall organisational expenditure.

## EXPENDITURE



## EXPENDITURE BY GOAL

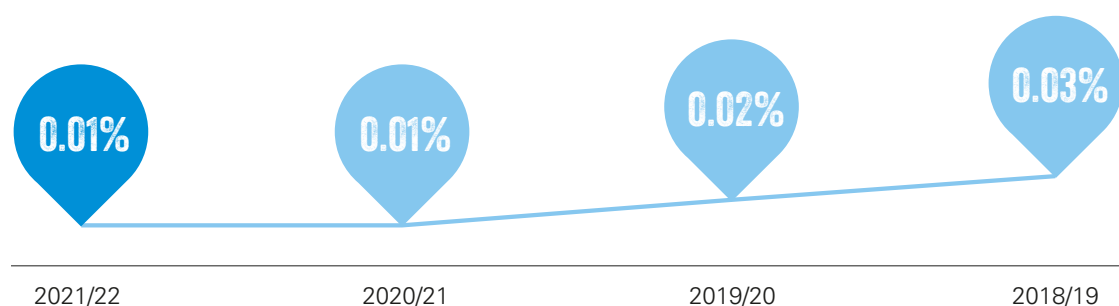


## FINANCIAL POSITION AND RESERVES POLICY

It is Trócaire's policy to maintain a prudent level of reserves to enable the charity to deliver on our commitments and mandate and to ensure that we manage financial, governance and operational risk. An adequate and working reserves policy provides essential accountability to our programme participants, institutional funders, public supporters and other stakeholders and assures them that the charity's activities are sustainable. Trócaire updated its unrestricted reserves policy in 2021/22 and the changes are reflected in accounting note 16 in the financial statements, Trócaire's available resources at the end of the year are €59m (2020/21 - €49m). Of the available resources, €27m (2020/21 - €24m) is held in **restricted funds**, as the funds were donated for specific areas and activities. **Unrestricted funds** of €31m (2020/21: €25m) are held in general and designated funds.

- In managing its unrestricted reserves of €31m, the company has an agreed policy of holding a contingency reserve in its Emergency Fund, to cater for emergencies and to allow the company to respond rapidly in such circumstances. The amount in this reserve at 28 February 2022 is €0.5m.
- The reserve in the General Fund stood at €18.6m. €768k of this is invested in fixed assets and is not available for other use. A further €337k is set aside to cover the Defined Benefit pension scheme deficit and is not available for other use. The balance of €17.1m is set aside to fund working capital (day-to-day operations) for a limited period (7 months) in the event of the organisation experiencing a financial shock that led to being unable to continue as a going concern. This Working Capital reserve is intended to ensure that the Board of Directors are fulfilling their legal duty to act in the best interests of the charity including its staff, beneficiaries and creditors.
- The reserve in Designated funds stood at €12.67m. This amount is designated to facilitate prefinancing of programmes whilst awaiting cash receipts from institutional funders. Amounts designated are approved by the Board as per the unrestricted reserves policy and are not available for general use.

## AVERAGE RATE OF RETURN



### Free Reserves

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

Free reserves as at 28 February 2022 are €17.1m. This is equivalent to seven months of planned expenditure for 2022/23 based on the organisational budget as approved by the Board in February 2022. This is at the top level of the Board's policy of holding free reserves in a range of a minimum of five to a maximum of seven months of planned expenditure and is as a result of increased public income in 2021/22. The organisation has a financial plan to reduce this reserves amount in a managed way.

### RESERVE TRENDS AND FINANCIAL SUSTAINABILITY

Each year at the AGM the Directors review the level of restricted reserves to ensure that funds donated or granted for specific purposes are spent on a timely basis. Due to the nature of restricted reserves, surpluses in one year are usually balanced by deficits in later years as surplus funds received are spent down over time. Trócaire has a surplus of €4m in restricted reserves at 28 February 2022. Expenditure on those restricted funds continues in financial year 2022/23.

Trócaire uses a Multi-Annual Financial Framework to monitor projected unrestricted income and expenditure over the medium term. This tool was key to scenario planning and stress testing projections at a number of review points during the year. Trócaire also uses a Strategic Resourcing Plan which complements the Multi-Annual

Financial Framework and provides a basis for decision making on individual human and financial resource requests. Both of these financial planning tools are reviewed quarterly by the Executive Leadership Team and used to ensure that Trócaire does not carry a long-term structural deficit.

In addition to the reserves position and related surplus/deficit projections, cash balances are monitored closely. The most significant inflows and outflows of cash are largely predictable within the calendar cycle each year. Where necessary, adjustments can be made to the size and frequency of partner transfers in order to manage cashflow during the low points of this annual cycle.

The 2022/23 budget approved by the Board includes a planned deficit. This will reduce the level of reserves to below seven months as per the agreed policy.

### 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. These financial institutions are reviewed by the Audit & Risk Committee and recommended to the Board for authorisation.



The management of the company will determine the level of funds and the period of investment with these institutions taking into account the day-to-day cash flow requirements.

The investment return in the current year was in line with expectations having factored in the rates currently offered in the market. All Trócaire bank accounts in Ireland have a charity status which excludes negative interest rates being charged on deposit monies.

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

## DEFINED BENEFIT PENSION SCHEME DEFICIT

The valuation of the pension scheme at 28 February 2022, for the purposes of FRS102, showed a funding deficit of €0.3m (2020/21: €1.4m). This significant movement year on year is as a result of basis changes reducing the liability. The discount rate used to value the liabilities increased from 1.1% per annum to 1.8% per annum and the future inflation assumption used to value liabilities has increased from 1.3% per annum to 2.1% per annum. This was partly offset by an increase in the future inflation assumption discount rate from 1.3% per annum to 2.1% per annum. The net effect was a gain of €1.1m.

This deficit represents the difference between the liabilities of the pension fund and the value of its underlying assets; it does not represent an immediate cash commitment, as the cash flow required to meet the €0.3m deficit relates to future pension contributions. The valuation of the pension scheme's assets under FRS102 is different from the triennial actuarial valuation, which determines the pension contributions required to reduce the deficit.

The triennial valuation was last completed on 28 February 2020 and Trócaire has committed to an annual contribution of €50k.

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

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

## KEY PERFORMANCE INDICATORS

The following are key financial performance indicators which are reported on by management as a measure of performance and financial strength. They are monitored on a quarterly basis by the Audit & Risk Committee and Board of Directors.

### Grants to Partners as a % of total expenditure

2021/22	2020/21
58%	56%

### Return on Fundraising Spend

2021/22	2020/21
€5.07	€4.65

### Support Costs as a % of total expenditure

2021/22	2020/21
7%	8%

### Unrestricted Reserves in months

2021/22	2020/21
7 months	8 months

- Grants to partners is a measure of how much of our funds is 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 non-core activities and functions. This includes finance, IT and HR costs.
- Return on fundraising spend is how much we get back for every €1 invested. This is total public income and can be affected (positively) in years when a special emergency appeal occurs or when Trócaire decreases spend in this area.
- Unrestricted reserves are a measure in months of how much resources Trócaire has available to draw down in order to continue its work in the event of an economic downturn or sudden financial shock.

This is set in line with the organisation's unrestricted reserves policy.

Each of these financial KPIs has improved in 2021/22 compared to previous year. Continuing cost management efforts and a focus on increasing income levels and programme expenditure are aimed at maintaining these KPIs in future years.

## FINANCIAL RESULTS OF SUBSIDIARY

In addition to the parent company, Trócaire holds a subsidiary - Trócaire Northern Ireland (Registered office: 50 King Street, Belfast, BT1 6AD, Company number: NI021482). In the 2021/22 year, Trócaire Northern Ireland generated an income of GBP£8.2m, had expenditure of GBP£7.9m, with total funds of GBP£6.6m as at the financial year-end. The year-end position of the company was satisfactory and it is expected to continue in operation for the foreseeable future.

## POST BALANCE SHEET EVENTS

There have been no events subsequent to the year-end that require any adjustment to or additional disclosure in the 2021/22 financial statements.

## GOING CONCERN

Trócaire has a very robust Multi-Annual Financial Framework in place which is used for financial modelling. This framework includes income and expenditure projections, key performance indicators, assessment of external factors and scenario planning. This is reviewed quarterly by management and overseen by the Audit & Risk Committee and Board of Directors. Course corrections and adjustments are planned based on these reviews.

A going concern assessment was completed based on this comprehensive analysis, the current year end financial position, and the expected performance for a period of at least 12 months from the date of approval of the financial statements. Public Income and Institutional Funding projections were reviewed and tested in line with planned expenditure requirements. This analytical assessment also took account of current known external factors including impacts on the economy as a result of Covid-19, inflationary costs and the war in Ukraine which could have an effect on future funding streams. These risks and their potential impact on income

and expenditure levels are monitored on an ongoing basis by management. As a result of this exercise and the ongoing quarterly reviews planned, the Directors consider that the Group has adequate resources to remain in operation for the foreseeable future and have therefore used the going concern basis in preparing the financial statements.

## RELATED PARTIES

All members of the Executive Leadership Team, Board Committees and the Board of Directors completed Related Party declarations for 2021/22. There were no Related Party transactions which require disclosure under FRS 102.

## POLITICAL CONTRIBUTIONS

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

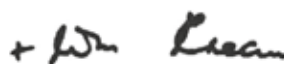
## ACCOUNTING RECORDS

In order to comply with the Companies Act, 2014, the Directors have employed appropriately qualified accounting personnel and have maintained appropriate accounting systems. The accounting records are located at the Trócaire registered address in Maynooth, Co. Kildare.

## AUDITORS

After a competitive tendering process overseen by the Chair of the Audit & Risk Committee, Crowe Ireland were appointed as auditors during the financial year 2021/22.

## SIGNED ON BEHALF OF THE BOARD OF DIRECTORS:



Bishop William Crean



Karen Dillon

**Date: 9<sup>th</sup> June 2022**



**Crowe Ireland**  
 40 Mespil Road  
 Dublin 4  
 D04 C2N4  
 Ireland  
 Tel +353 1 448 2200  
[www.crowe.ie](http://www.crowe.ie)

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TRÓCAIRE

### Report on the audit of the financial statements

#### Opinion

We have audited the group and parent company financial statements of Trócaire CLG for the year ended 28 February 2022, which comprise the Company and Consolidated Statement of Financial Activities, the Company and Consolidated Balance Sheet, the Company and Consolidated Cash Flow Statement and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is Irish law and Financial Reporting Standard 102 'The Financial Reporting Standard applicable the UK and Republic of Ireland'.

In our opinion, the group and parent company financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company and Group as at 28 February 2022 and of its net movement in funds for the year then ended;
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

#### Basis for opinion

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

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

#### Conclusions relating to going concern

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

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

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





### Other information

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

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

We have nothing to report in this regard.

### Opinion on other matters prescribed by the Companies Act 2014

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

- We have obtained all the information and explanations which we consider necessary for the purpose of the audit.
- In our opinion the accounting records of the parent company were sufficient to permit the financial statements to be readily and properly audited.
- The parent company financial statements are in agreement with the accounting records.

In our opinion the information given in the directors' report is consistent with the financial statements and the directors' report has been prepared in accordance with the Companies Act 2014

### Matters on which we are required to report by exception

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

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

### Responsibilities of directors

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

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



**Auditors' responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' 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 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.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: [https://www.iaasa.ie/Publications/ISA-700-\(Ireland\)](https://www.iaasa.ie/Publications/ISA-700-(Ireland)). This description forms part of our Auditors' Report.

**The purpose of our audit work and to whom we owe our responsibilities**

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

Signed by: Roseanna O'Hanlon  
Roseanna O'Hanlon

for and on behalf of:

**Crowe Ireland**

Chartered Accountants & Statutory Audit Firm  
40 Mespil Road  
Dublin 4

Date:

Date: 15<sup>th</sup> June 2022

---

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2022

	Notes	Unrestricted Funds €'000	Restricted Funds €'000	Total 2022 €'000	Unrestricted Funds €'000	Restricted Funds €'000	Total 2021 €'000
<b>Income from:</b>							
Donations and legacies	3.1	26,905	3,509	30,414	26,411	1,359	27,770
Charitable activities	3.2	-	42,679	42,679	-	45,518	45,518
Investment Income	3.3	21	2	23	22	2	24
<b>TOTAL INCOME</b>		<b>26,926</b>	<b>46,190</b>	<b>73,116</b>	<b>26,433</b>	<b>46,879</b>	<b>73,312</b>
<b>Expenditure on:</b>							
Raising funds	4	(5,936)	(57)	(5,993)	(5,971)	-	(5,971)
Charitable activities	5	(15,614)	(42,258)	(57,872)	(15,174)	(44,167)	(59,341)
<b>TOTAL EXPENDITURE</b>		<b>(21,550)</b>	<b>(42,315)</b>	<b>(63,865)</b>	<b>(21,145)</b>	<b>(44,167)</b>	<b>(65,312)</b>
<b>Net Income</b>		<b>5,376</b>	<b>3,875</b>	<b>9,251</b>	<b>5,288</b>	<b>2,712</b>	<b>8,000</b>
<b>Other recognised Gains/(Losses):</b>							
Exchange gain/(loss) on consolidation of subsidiary		(84)	-	(84)	240	-	240
Actuarial gain/(loss) on valuation of retirement benefit scheme	18	1,103	-	1,103	465	-	465
<b>NET MOVEMENT IN FUNDS</b>		<b>6,395</b>	<b>3,875</b>	<b>10,270</b>	<b>5,993</b>	<b>2,712</b>	<b>8,705</b>
<b>Reconciliation of funds</b>							
Fund Balances at beginning of the financial year	15/16	25,025	23,510	48,535	19,032	20,798	39,830
<b>FUND BALANCES AT END OF THE FINANCIAL YEAR</b>	15/16	<b>31,420</b>	<b>27,385</b>	<b>58,805</b>	<b>25,025</b>	<b>23,510</b>	<b>48,535</b>

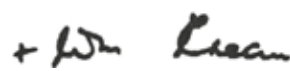
There are no other recognised gains or losses other than those listed above and the net movement in funds for the financial year. All income and expenditure derives from continuing activities.



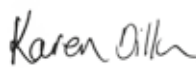
## CONSOLIDATED BALANCE SHEET AS AT 28 FEBRUARY 2022

	Notes	2022 €'000	2021 €'000
<b>FIXED ASSETS</b>			
Tangible fixed assets	8	768	547
<b>CURRENT ASSETS</b>			
Stock	9	501	586
Debtors	10	34,568	34,947
Cash at bank and in hand	11	37,298	30,063
Short term investments	12	2	2
		<b>72,369</b>	65,598
<b>CREDITORS</b> (Amounts falling due within one year)	13	<b>(13,995)</b>	(16,136)
<b>NET CURRENT ASSETS</b>		<b>58,373</b>	49,462
Retirement benefit scheme liability	18	(337)	(1,474)
<b>TOTAL NET ASSETS</b>		<b>58,805</b>	48,535
<b>FUNDS OF THE CHARITY</b>			
Restricted funds	15	27,385	23,510
Unrestricted funds	16	31,420	25,025
<b>TOTAL FUNDS</b>		<b>58,805</b>	48,535

The financial statements were approved by the Board of Directors on 9 June 2022 and signed on its behalf by:



Bishop William Crean



Karen Dillon

## CONSOLIDATED CASH FLOW STATEMENT FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2022

	Notes	2022 €'000	2021 €'000
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	17	7,571	8,100
<b>Cash flows from investing activities</b>			
Purchase of Fixed Assets	8	(358)	(37)
Interest received		23	24
<b>Net cash used in investing activities</b>		<b>(335)</b>	<b>(13)</b>
<b>Change in cash and cash equivalents in the financial year</b>		<b>7,236</b>	<b>8,087</b>
Cash and cash equivalents at the beginning of the financial year		<b>30,065</b>	21,978
Cash and cash equivalents at the end of the financial year		<b>37,300</b>	30,065
<b>Analysis of cash and cash equivalents:</b>			
Cash at bank and in hand	11	<b>37,298</b>	30,063
Short term investments	12	<b>2</b>	2
<b>Total cash and cash equivalents</b>		<b>37,300</b>	30,065

## CLG STATEMENT OF FINANCIAL ACTIVITIES FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2022

	Notes	Unrestricted Funds €'000	Restricted Funds €'000	Total 2022 €'000	Unrestricted Funds €'000	Restricted Funds €'000	Total 2021 €'000
<b>Income from:</b>							
Donations and legacies	3.4	18,036	3,027	21,063	19,068	1,211	20,279
Charitable activities	3.5	-	42,414	42,414	-	45,121	45,121
Investment Income	3.6	21	2	23	22	2	24
<b>TOTAL INCOME</b>		<b>18,057</b>	<b>45,443</b>	<b>63,500</b>	19,090	46,334	65,424
<b>Expenditure on:</b>							
Raising funds	4	(4,631)	(57)	(4,688)	(4,782)	-	(4,782)
Charitable activities	5	(8,409)	(41,944)	(50,353)	(10,175)	(43,854)	(54,029)
<b>TOTAL EXPENDITURE</b>		<b>(13,040)</b>	<b>(42,001)</b>	<b>(55,041)</b>	(14,957)	(43,854)	(58,811)
<b>Net Income</b>		<b>5,017</b>	<b>3,442</b>	<b>8,459</b>	4,133	2,480	6,613
<b>Actuarial gain/(loss) on valuation of retirement benefit scheme</b>							
	18	1,103	-	1,103	465	-	465
<b>NET MOVEMENT IN FUNDS</b>		<b>6,120</b>	<b>3,442</b>	<b>9,562</b>	4,598	2,480	7,078
<b>Reconciliation of funds</b>							
Fund Balances at beginning of the financial year	15/16	18,077	23,271	41,348	13,479	20,791	34,270
<b>FUND BALANCES AT END OF THE FINANCIAL YEAR</b>	15/16	<b>24,197</b>	<b>26,713</b>	<b>50,910</b>	18,077	23,271	41,348

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



## CLG BALANCE SHEET AS AT 28 FEBRUARY 2022

	Notes	2022 €'000	2021 €'000
<b>FIXED ASSETS</b>			
Tangible fixed assets	8	525	308
		<b>525</b>	308
<b>CURRENT ASSETS</b>			
Stock	9	501	586
Debtors	10	34,241	34,606
Cash at bank and in hand	11	32,301	27,053
Short term investments	12	2	2
		<b>67,045</b>	62,247
<b>CREDITORS</b> (Amounts falling due within one year)	13	<b>(16,323)</b>	(19,733)
<b>NET CURRENT ASSETS</b>		<b>50,723</b>	42,514
Retirement benefit scheme liability	18	<b>(337)</b>	(1,474)
<b>TOTAL NET ASSETS</b>		<b>50,910</b>	41,348
<b>FUNDS OF THE CHARITY</b>			
Restricted funds	15	<b>26,713</b>	23,271
Unrestricted funds	16	<b>24,197</b>	18,077
<b>TOTAL FUNDS</b>		<b>50,910</b>	41,348

The financial statements were approved by the Board of Directors on 9 June 2022 and signed on its behalf by:



Bishop William Crean



Karen Dillon

## CLG CASH FLOW STATEMENT FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2022

	Notes	2022 €'000	2021 €'000
<b>Cash flows from operating activities</b>			
Net cash used in operating activities	17	5,583	9,966
<b>Cash flows from investing activities</b>			
Purchase of Fixed Assets	8	(358)	(37)
Interest received		23	23
<b>Net cash used in investing activities</b>		<b>(335)</b>	14
<b>Change in cash and cash equivalents in the financial year</b>		<b>5,248</b>	9,952
Cash and cash equivalents at the beginning of the financial year		27,055	17,103
Cash and cash equivalents at the end of the financial year		32,303	27,055
<b>Analysis of cash and cash equivalents:</b>			
Cash at bank and on short term deposit	11	32,301	27,053
Short term investments	12	2	2
<b>Total cash and cash equivalents</b>		<b>32,303</b>	27,055

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2022

## 1. ACCOUNTING POLICIES

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

### BASIS OF PREPARATION

Trócaire is a company incorporated in Ireland under the Companies Act 2014. The address of the registered office is given on page 122. The nature of the company's operations and principal activities are set out in the Directors' Report on pages 58 to 74.

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

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

The consolidated financial statements have been prepared on a going concern basis. Following the Directors' review of Trócaire's results for the year, the year-end financial position, the approved 2022 budget and other medium-term projections, the Directors believe that the charity has adequate resources to continue in operational existence for the foreseeable future and consequently believe there are sufficient resources to manage any operational or financial risks. There is no material uncertainty about the ability to continue.

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

### PRINCIPLES OF CONSOLIDATION

The consolidated financial statements include a 100% consolidation of the financial statements of Trócaire's subsidiary undertaking Trócaire (Northern Ireland). The results and balance sheet of Trócaire (Northern Ireland) have been consolidated on a line-by-line basis. No separate

income and expenditure account of the subsidiary undertaking has been presented, as permitted by the Charities SORP – Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). Trócaire is availing of the exemption under FRS 102 (33.11) Related Party Disclosures not to disclose details of transactions with companies within the group.

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

### INCOME

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

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

Income reflected in the financial statements includes;

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

#### *Donations and Legacies*

- Monetary donations from the public are recognised as income when the donations are received.
- Legacy income is recognised when confirmation of unconditional entitlement to the bequest is received.



- Tax refunds are recognised when all legislative requirements have been met and the amounts can be measured with reasonable certainty.

#### *Charitable Activities*

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

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

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

### **FUND ACCOUNTING**

There are two types of funds maintained as follows:

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

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

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

The Board review the restricted income funds on an annual basis. Where restricted public funds remain unspent three years following receipt and the Board consider that funds exist which are surplus to requirements, an appropriate transfer can be made to unrestricted funds.

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

### **EXPENDITURE**

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

Expenditure can be subcategorised as follows:

#### *Charitable Activities*

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

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

#### *Raising Funds*

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

#### *Support Costs*

Support costs are those costs which cannot be directly attributed and have been allocated in proportion to estimated benefits received. These include costs such as finance and logistics, human resources, IT and communications, premises and governance costs. The support costs have been allocated as follows, 80% to overseas programme, 10% to Ireland programme, and 10% to raising funds. This allocation ratio is the same as that which was used in the prior year.

## FOREIGN CURRENCIES

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

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

## PENSIONS

Trócaire operates both defined contribution and defined benefit pension schemes.

### Defined Contribution Scheme

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

### Defined Benefit Scheme

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

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

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the charity, in separate Trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an

actuarial basis using the projected unit credit method. Actuarial valuations are obtained at least triennially and are updated at each balance sheet date.

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

## TAXATION

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

## TANGIBLE FIXED ASSETS AND DEPRECIATION

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

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

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

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

## SHORT TERM INVESTMENTS

Current asset investments are stated at market value.

## STOCKS

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

## DEBTORS

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

## CASH AT BANK AND IN HAND

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

## CREDITORS

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

## FINANCIAL INSTRUMENTS

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

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

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

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

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

## OPERATING LEASE

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



## 2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

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

### DEFINED BENEFIT PENSION SCHEME

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

### PROVISIONS

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

### 3. INCOME

	Unrestricted Funds €'000	Restricted Funds €'000	Total 2022 €'000	Unrestricted Funds €'000	Restricted Funds €'000	Total 2021 €'000
<b>Group:</b>						
<b>3.1 DONATIONS AND LEGACIES</b>						
General Donations & Legacies	11,793	1,184	<b>12,977</b>	13,827	942	14,769
Lenten Campaign	10,432	-	<b>10,432</b>	8,069	-	8,069
Committed Giving	4,685	-	<b>4,685</b>	4,515	-	4,515
Special Appeals	( 5 )	2,325	<b>2,320</b>	-	417	417
<b>Total Donations and Legacies</b>	<b>26,905</b>	<b>3,509</b>	<b>30,414</b>	26,411	1,359	27,770
<b>3.2 CHARITABLE ACTIVITIES</b>						
<b>Contributions from Governments and similar bodies:</b>						
Irish Aid	-	<b>24,301</b>	<b>24,301</b>	-	22,032	22,032
EU & ECHO	-	<b>5,631</b>	<b>5,631</b>	-	5,178	5,178
UN Agencies	-	<b>3,384</b>	<b>3,384</b>	-	1,829	1,829
Swedish Government, SIDA	-	<b>989</b>	<b>989</b>	-	971	971
US Aid	-	-	-	-	258	258
UK Government, DFID	-	<b>(56)</b>	<b>(56)</b>	-	(42)	(42)
Australian Aid	-	-	-	-	(3)	(3)
	-	<b>34,249</b>	<b>34,249</b>	-	30,223	30,223
<b>Contributions from Caritas agencies:</b>						
SCIAF (Scotland)	-	<b>1,023</b>	<b>1,023</b>	-	2,319	2,319
Caritas Relief Services (USA)	-	<b>1,950</b>	<b>1,950</b>	-	1,703	1,703
CAFOD (England and Wales)	-	<b>720</b>	<b>720</b>	-	923	923
Caritas Germany	-	<b>209</b>	<b>209</b>	-	486	486
Development & Peace (Can)	-	<b>108</b>	<b>108</b>	-	385	385
Misereor (Germany)	-	<b>335</b>	<b>335</b>	-	307	307
Caritas France	-	<b>300</b>	<b>300</b>	-	301	301
Caritas Korea	-	-	-	-	90	90
Cordaid The Netherlands	-	-	-	-	50	50
Caritas Australia	-	-	-	-	(36)	(36)
	-	<b>4,645</b>	<b>4,645</b>	-	6,528	6,528

**3.2 CHARITABLE ACTIVITIES (CONTINUED)**

	Unrestricted Funds €'000	Restricted Funds €'000	Total 2022 €'000	Unrestricted Funds €'000	Restricted Funds €'000	Total 2021 €'000
<b>Contributions from agencies and groups:</b>						
PSI (DFID)	-	640	640	-	2,424	2,424
Start Fund	-	455	455	-	1,187	1,187
TRACE	-	373	373	-	823	823
DRC Stabilisation Coherence Fund	-	231	231	-	760	760
Concern	-	-	-	-	705	705
Child welfare company of the Catholic church in Germany	-	519	519	-	644	644
Canadian Food & Grain Bank	-	909	909	-	572	572
Jersey Overseas Aid Commission	-	264	264	-	354	354
Oxfam	-	70	70	-	299	299
Paung Sie Facility	-	-	-	-	232	232
Bisschoppelijke Vastenactie	-	158	158	-	182	182
ELHRA – Humanitarian Innovation Fund	-	-	-	-	156	156
Staros Niarchos Foundation	-	-	-	-	100	100
Food and Agriculture Company	-	(1)	(1)	-	62	62
Community Foundation Ireland	-	-	-	-	60	60
State of Guernsey OAC	-	1	1	-	56	56
Electric Aid	-	37	37	-	48	48
Franciscan Sisters of Mary	-	42	42	-	46	46
Bank of Ireland	-	33	33	-	45	45
Nylen (Shalom) Foundation	-	-	-	-	20	20
Friends of the Earth Europe	-	9	9	-	12	12
Help in Action Fund	-	-	-	-	8	8
The Save the Children Fund	-	-	-	-	3	3
ACF International	-	-	-	-	(1)	(1)
Drivers of Food Choice	-	-	-	-	(30)	(30)
European Coalition of Corporate Justice	-	45	45	-	-	-
	-	3,785	3,785	-	8,767	8,767
<b>Total Charitable Activities</b>	-	42,679	42,679	-	45,518	45,518
<b>3.3 INVESTMENT INCOME</b>						
Interest Receivable	21	2	23	22	2	24
<b>TOTAL INCOME</b>	26,926	46,190	73,116	26,433	46,879	73,312



**CLG:**

	<b>Unrestricted Funds €'000</b>	<b>Restricted Funds €'000</b>	<b>Total 2022 €'000</b>	<b>Unrestricted Funds €'000</b>	<b>Restricted Funds €'000</b>	<b>Total 2021 €'000</b>
<b>3.4 DONATIONS AND LEGACIES</b>						
General Donations & Legacies	<b>7,875</b>	<b>1,119</b>	<b>8,994</b>	9,648	892	10,540
Lenten Campaign	<b>6,682</b>	-	<b>6,682</b>	5,978	-	5,978
Committed Giving	<b>3,478</b>	-	<b>3,478</b>	3,442	-	3,442
Special Appeals	<b>1</b>	<b>1,908</b>	<b>1,909</b>	-	319	319
<b>Total Donations and Legacies</b>	<b>18,036</b>	<b>3,027</b>	<b>21,063</b>	19,068	1,211	20,279
<b>3.5 CHARITABLE ACTIVITIES</b>						
Governments and similar bodies:	-	<b>34,249</b>	<b>34,249</b>	-	30,235	30,235
Caritas agencies	-	<b>4,310</b>	<b>4,310</b>	-	6,527	6,527
Agencies and groups:	-	<b>3,855</b>	<b>3,855</b>	-	8,359	8,359
<b>Total Charitable Activities</b>	-	<b>42,414</b>	<b>42,414</b>	-	45,121	45,121
<b>3.6 INVESTMENT INCOME</b>						
Total Investment Income	<b>21</b>	<b>2</b>	<b>23</b>	22	2	24
<b>TOTAL INCOME</b>	<b>18,057</b>	<b>45,443</b>	<b>63,500</b>	19,090	46,334	65,424

## 4. RAISING FUNDS EXPENDITURE

### Goal 8: Increased scale and income

	Unrestricted Funds €'000	Restricted Funds €'000	Total 2022 €'000	Total 2021 €'000
<b>Group:</b>				
Cost of generating donations and legacies	3,544	-	3,544	3,667
Cost of generating Lenten Campaign	1,464	-	1,464	1,299
Cost of generating Committed Giving	549	-	549	570
Cost of generating Special Appeals	(53)	57	3	3
Support Costs (Note 6.1)	432	-	432	432
	<b>5,936</b>	<b>57</b>	<b>5,993</b>	5,971

	Unrestricted Funds €'000	Restricted Funds €'000	Total 2022 €'000	Total 2021 €'000
<b>CLG:</b>				
Cost of generating donations and legacies	2,677	-	2,677	2,892
Cost of generating Lenten Campaign	1,127	-	1,127	1,030
Cost of generating Committed Giving	423	57	480	452
Cost of generating Special Appeals	-	-	-	3
Support Costs (Note 6.1)	404	-	404	405
	<b>4,631</b>	<b>57</b>	<b>4,688</b>	4,782

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

## 5. CHARITABLE ACTIVITIES EXPENDITURE

	Grants €'000	Programme Costs €'000	Support Costs €'000	Total 2022 €'000	Total 2021 €'000
--	-----------------	-----------------------------	---------------------------	------------------------	------------------------

### Group:

#### Overseas Programme

##### Strategic Plan 2021-2025

Goal 1: Human rights and democratic space	2,926	1,154	270	4,350	2,741
Goal 2: Equitable access to & use of resources	7,459	4,355	724	12,538	13,565
Goal 3: Women's empowerment	5,745	3,912	581	10,238	11,147
Goal 4: Protection of dignity in humanitarian crises	20,394	5,044	1,830	27,268	29,103
Goal 6: Partnership & Localisation	-	286	23	309	-
International projects	320	281	34	635	654
	<b>36,844</b>	<b>15,032</b>	<b>3,462</b>	<b>55,338</b>	57,210

#### Ireland Programme

Goal 5: People and leaders in Ireland are acting for a just world	118	1,984	432	2,534	2,131
	<b>36,962</b>	<b>17,458</b>	<b>3,894</b>	<b>57,872</b>	59,341

	Unrestricted Funds €'000	Restricted Funds €'000	Total 2022 €'000	Total 2021 €'000
--	--------------------------------	------------------------------	------------------------	------------------------

### Group:

Overseas programme (Goals 1-4)	13,125	42,213	55,338	57,210
Ireland programme (Goal 5)	2,489	45	2,534	2,131
	<b>15,614</b>	<b>42,700</b>	<b>57,872</b>	59,341

Expenditure on charitable activities is analysed as shown above.

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



## 5. CHARITABLE ACTIVITIES EXPENDITURE (CONTINUED)

	Grants €'000	Programme Costs €'000	Support Costs €'000	Total 2022 €'000	Total 2021 €'000
<b>CLG:</b>					
<b>Goals 1-4:</b>					
Overseas programme	30,281	14,707	3,234	48,222	52,219
<b>Goal 5:</b>					
Ireland programme	118	1,609	404	2,131	1,810
	<b>30,397</b>	<b>16,316</b>	<b>3,638</b>	<b>50,353</b>	54,029

	Unrestricted Funds €'000	Restricted Funds €'000	Total 2022 €'000	Total 2021 €'000
<b>Group:</b>				
Overseas programme (Goals 1-4)	6,320	41,902	48,222	52,220
Ireland programme (Goal 5)	2,089	42	2,131	1,809
	<b>8,409</b>	<b>41,944</b>	<b>50,353</b>	54,029

Expenditure on charitable activities is analysed as shown above.

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

## 6. SUPPORT COSTS

### 6.1 SUPPORT COSTS

	Group		CLG	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Human resources, safeguarding, learning and development	912	992	912	992
Information communications and technology	1,082	1,193	1,085	1,193
Premises and facilities	835	811	562	567
Finance	665	584	675	583
Governance (see note 6.2)	457	373	436	373
Standards and Compliance	372	363	372	341
	<b>4,323</b>	<b>4,316</b>	<b>4,042</b>	<b>4,049</b>

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

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

	Group		CLG	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
<b>Analysed as follows:</b>				
Overseas programme (Goals 1-4)	3,459	3,452	3,234	3,239
Raising funds (Goal 8)	432	432	404	405
Ireland programme (Goal 5)	432	432	404	405
	<b>4,323</b>	<b>4,316</b>	<b>4,042</b>	<b>4,049</b>

### 6.2 GOVERNANCE COSTS

	Group		CLG	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Strategic management and directorate	240	227	232	218
Internal audit	156	82	156	82
Statutory audit fee*	61	54	48	41
	<b>457</b>	<b>363</b>	<b>436</b>	<b>341</b>

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

## 7. STAFF COSTS

The average number of employees in Ireland and overseas during the financial year was 404 (2021: 444).

	Group		CLG	
	2022 Numbers	2021 Numbers	2022 Numbers	2021 Numbers
The full staff profile is as follows:				
<b>Staff engaged in:</b>				
Overseas programme	306	357	305	357
Management and support staff in Ireland	43	34	40	33
Ireland programme	35	29	26	24
Raising funds	20	24	20	20
	<u>404</u>	<u>444</u>	<u>391</u>	<u>434</u>

	Group		CLG	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
The aggregate amounts paid to or on behalf of staff are as follows:				
Salaries	12,466	12,926	12,050	12,561
Employer's social security contributions	951	996	896	964
Employer's pension contributions – Defined Contribution Scheme	908	871	802	838
Redundancy Costs	57	355	57	354
Employer's pension contributions – Defined Benefit Scheme	16	19	16	19
	<u>14,398</u>	<u>15,167</u>	<u>13,821</u>	<u>14,736</u>

The Directors of the Board do not receive remuneration for their services as Directors of the Board.

Directly incurred expenses are reimbursed, if claimed, and amounted to €nil (2021: €nil).

The redundancy costs in both 2021 and 2022 relate to the planned closure of the country offices in Kenya and Uganda in December 2021. The closure plan had been communicated to employees in those offices, prior to the financial year end, so a provision for calculated severance costs has been included here.

The number of employees whose total employee benefits (excluding employer social security contributions and pension costs) was greater than €60,000 is as follows:

	Group		CLG	
	2022 Numbers	2021 Numbers	2022 Numbers	2021 Numbers
<b>Salary Range</b>				
€60,000 to €70,000	15	16	14	15
€70,001 to €80,000	7	5	7	5
€80,001 to €90,000	4	3	4	3
€90,001 to €100,000	2	3	2	3
€100,001 to €110,000	1	-	1	-
€120,001 to €130,000	1	1	1	1
	<u>30</u>	<u>28</u>	<u>29</u>	<u>27</u>



## 7. STAFF COSTS (CONTINUED)

The defined benefit pension scheme was closed to new entrants and accrual of benefits ceased with effect from 1 September 2013. A revised defined contribution scheme was established with standard employer contributions of 8-14% dependent on age.

The Company and Human Resource Committee has the responsibility for approval and monitoring of the company's compensation strategy, its compensation framework, salary management processes and benchmarking mechanisms to determine pay and benefits including pension arrangements of all staff below the Chief Executive Officer. The Executive Leadership Team have set Trócaire's market reference point to construct pay ranges and to benchmark remuneration around the median of the market having regard to similar employment in the NGO sector as well as general business/public service sectors where appropriate. Pay and conditions of the Chief Executive Officer are approved by the Remuneration Committee

Chief Executive Officer, Caoimhe de Barra is paid a salary of €125,000 per annum and is a member of the company pension scheme.

The Executive Leadership Team (which is considered key management) remuneration and severance, including employers' social security and pension contributions, is €748,772 (2021: €835,721). There were six members of staff on the Executive Leadership Team in 2021/22 including the Chief Executive Officer.

## 8. FIXED ASSETS

	Fixtures, fittings and equipment €'000	Software Computer installation €'000	Freehold property €'000	Leasehold property €'000	Total €'000
<b>Group:</b>					
<b>COST:</b>					
Balance at 1 March 2021	318	1,792	263	444	2,817
Additions	-	358	-	-	358
Disposals	-	(16)	-	-	(16)
Exchange Difference	7	-	-	10	17
<b>Balance at 28 February 2022</b>	<b>325</b>	<b>2,134</b>	<b>263</b>	<b>454</b>	<b>3,176</b>
<b>DEPRECIATION:</b>					
Balance at 1 March 2021	290	1,755	20	205	2,270
Charge for year	3	132	5	6	146
Exchange difference	7	-	-	1	8
Disposals	-	(16)	-	-	(16)
<b>Balance at 28 February 2022</b>	<b>300</b>	<b>1,871</b>	<b>25</b>	<b>212</b>	<b>2,408</b>
<b>Net Book Value</b>					
Balance at 1 March 2021	28	37	243	239	547
<b>Balance at 28 February 2022</b>	<b>25</b>	<b>263</b>	<b>238</b>	<b>242</b>	<b>768</b>

- Leasehold properties: The properties are located at 50 King Street, Belfast and 9 Cook Street, Cork.
- Freehold property: Located at 12 Cathedral Street, Dublin 1.

The additions on the Software line relate primarily to the capitalisation of a portion of salaries for key personnel involved in the development of a new HR management system.

## 8. FIXED ASSETS (CONTINUED)

	Fixtures, fittings and equipment €'000	Software Computer installation €'000	Freehold property €'000	Leasehold property €'000	Total €'000
<b>CLG:</b>					
<b>COST:</b>					
Balance at 1 March 2021	117	1,791	263	6	2,177
Additions	-	358	-	-	358
Disposals	-	(16)	-	-	(16)
<b>Balance at 28 February 2022</b>	<b>117</b>	<b>2,133</b>	<b>263</b>	<b>6</b>	<b>2,519</b>
<b>DEPRECIATION:</b>					
Balance at 1 March 2021	90	1,754	20	5	1,869
Charge for year	4	132	5	-	141
Disposals	-	(16)	-	-	(16)
<b>Balance at 28 February 2022</b>	<b>94</b>	<b>1,870</b>	<b>25</b>	<b>5</b>	<b>1,994</b>
<b>Net Book Value</b>					
Balance at 1 March 2021	27	37	243	1	308
<b>Balance at 28 February 2022</b>	<b>23</b>	<b>263</b>	<b>238</b>	<b>1</b>	<b>525</b>

- Leasehold property: The property is located at 9 Cook Street, Cork.
- Freehold property: Located at 12 Cathedral Street, Dublin 1.

The additions on the Software line relate primarily to the capitalisation of a portion of salaries for key personnel involved in the development of a new HR management system.



## 9. STOCK

	Group		CLG	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
Value at 28 February 2022	<b>501</b>	586	<b>501</b>	586

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

## 10. DEBTORS

	Group		CLG	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
<b>Amounts falling due within one year:</b>				
Donor income accrued	<b>31,096</b>	31,252	<b>31,056</b>	31,182
Taxation refundable	<b>2,002</b>	1,860	<b>1,703</b>	1,668
Other debtors/prepayments	<b>974</b>	1,041	<b>986</b>	962
Advertising prepaid	<b>496</b>	794	<b>496</b>	794
	<b>34,568</b>	34,947	<b>34,241</b>	34,606

Group figures include donor income accrued of €0.2m (2021: €0.4m) relating to legacies and €31.1m (2021: €30.9m) due from institutional funders. Included in the institutional funders income accrued is Irish Aid Programme Funding and Irish Aid Humanitarian Programme Funding of €22.6m (2021: €20m).

Advertising prepaid of €0.5m (2021: €0.8m) relates to the Lenten fundraising campaign.

## 11. CASH AT BANK AND IN HAND

	Group		CLG	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
<b>Funds held in:</b>				
Parent Company	32,301	27,053	32,301	27,053
Trócaire Northern Ireland	4,997	3,010	-	-
	<u>37,298</u>	<u>30,063</u>	<u>32,301</u>	<u>27,053</u>

The overall increase in cash balances year on year is due to increased public income in 2021/22 and a slight decrease on overall organisational spend. It is expected that this balance will reduce in line with increased spending during 2022/23.

## 12. SHORT TERM INVESTMENTS

	Group		CLG	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
<b>Amounts falling due within one year:</b>				
Market value at 1 March 2021 and at 28 February 2022	2	2	2	2
Historical Cost	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

The short-term investments held by Trócaire are Prize Bonds (State Savings) donated by supporters.

## 13. CREDITORS

	Group		CLG	
	2022 €'000	2021 €'000	2022 €'000	2021 €'000
<b>Amounts falling due within one year:</b>				
Amounts due to subsidiary undertaking: Trócaire (Northern Ireland)	-		2,394	3,697
Approved partner commitments	10,658	10,076	10,658	10,076
Accruals	1,455	1,886	1,414	1,810
Donor income deferred	866	2,679	866	2,679
Trade creditors	760	1,277	735	1,264
Payroll taxes	256	218	256	207
	<b>13,995</b>	16,136	<b>16,323</b>	19,733

### Approved partner commitments

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

### Donor income deferred

Income is deferred when it is received ahead of Charities SORP income recognition criteria being met.

## 14. ANALYSIS OF TOTAL NET ASSETS BETWEEN FUNDS

	Unrestricted Funds €'000	Restricted Funds €'000	Total 2022 €'000	Total 2021 €'000
<b>Group</b>				
Net current assets, after retirement benefit scheme deficit	30,652	27,385	58,037	47,988
Tangible fixed assets	768	-	768	547
<b>Fund balances at end of financial year</b>	<b>31,420</b>	<b>27,385</b>	<b>58,805</b>	48,535

In the opinion of the Members, 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.



## 15. RESTRICTED FUNDS

	Balance at beginning of year €'000	Income €'000	Expenditure €'000	Balance at end of year €'000
<b>Group:</b>				
Institutional funding and donor advised funds	23,460	43,867	(41,281)	<b>26,046</b>
Specific Funds:				
Syria and refugee crisis	12	21	(33)	-
Afghanistan	-	57	(43)	<b>14</b>
Yemen	28	58	(86)	-
East Africa crisis	-	1,963	(641)	<b>1,322</b>
Beirut	10	1	(11)	-
Occupied Palestinian Territory	-	40	(40)	-
South Sudan	-	2	-	<b>2</b>
Somalia	-	1	(1)	-
Madagascar	-	5	(5)	-
India	-	18	(18)	-
Ukraine	-	1	-	<b>1</b>
Haiti	-	56	(56)	-
Gaza	-	100	(100)	-
	<b>23,510</b>	<b>46,190</b>	<b>(42,315)</b>	<b>27,385</b>
<b>CLG:</b>				
Institutional funding and donor advised funds	23,221	43,535	(41,381)	<b>25,375</b>
Specific funds	50	1,908	(620)	<b>1,338</b>
	<b>23,271</b>	<b>45,443</b>	<b>(42,001)</b>	<b>26,713</b>

The balances on the restricted funds represent amounts received from donors for specified purposes in response to specific appeals, which have not been expended at the balance sheet date. The balance on specified funds will be spent on relief and recovery.

## 16. UNRESTRICTED FUNDS

	Balance at beginning of year €'000	Income €'000	Expenditure €'000	Transfer between funds €'000	Balance at end of year €'000
General Funds	23,558	26,926	(20,531)	(11,267)	18,686
Emergency contingency	467	-	-	-	467
	<b>24,025</b>	<b>26,926</b>	<b>(20,531)</b>	<b>(11,267)</b>	<b>19,153</b>
Designated Funds	1,000	-	-	11,267	12,267
	<b>23,510</b>	<b>26,926</b>	<b>(20,531)</b>	<b>11,267</b>	<b>31,420</b>

### CLG:

	Balance at beginning of year €'000	Income €'000	Expenditure €'000	Transfer between funds €'000	Balance at end of year €'000
General Funds	17,077	18,057	(11,937)	11,267	11,930
	<b>17,077</b>	<b>18,057</b>	<b>(11,937)</b>	<b>(11,267)</b>	<b>11,930</b>
Designated Funds	1,000	-	-	11,267	12,267
	<b>18,077</b>	<b>18,057</b>	<b>(11,937)</b>	<b>11,267</b>	<b>24,197</b>

(a) General Funds

The reserve in the General Fund stood at €18.6m. €768k of this is invested in fixed assets and is not available for other use. A further €337k is set aside to cover the Defined Benefit pension scheme deficit and is not available for other use. The balance of €17.1m is set aside to fund working capital (day to day operations) for a limited period (7 months) in the event of the organisation experiencing a financial shock that led to being unable to continue as a going concern.

(b) Emergency Funds

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

(c) Designated Fund

- Designated Funds are set aside for a particular purpose. The reserve in Designated funds stood at €12.26m. This amount is designated to facilitate prefinancing of programmes whilst awaiting cash receipts from institutional funders. Amounts designated are approved by the Board as per the unrestricted reserves policy and not available for general use.

Expenditure includes the exchange difference arising on consolidation of subsidiary and the actuarial movement on the valuation of the defined benefit pension scheme as per the SOFA.

## 17. RECONCILIATION OF CHANGES IN RESOURCES TO CASH FLOW FROM OPERATING ACTIVITIES

### Group:

	2022 €'000	2021 €'000
Net income for the financial year (as per SOFA)	9,250	8,000
<b>Adjusted for:</b>		
Depreciation	146	14
Decrease/(increase) in stock	85	(139)
Defined Benefit Pension Scheme costs	16	19
Defined Benefit Pension Scheme contribution	(50)	(50)
Interest and investment income receivable	(22)	(24)
Decrease/(increase) in debtors	380	(2,195)
(Decrease)/increase in creditors	(2,141)	2,233
Exchange Gain	(93)	242
Net cash used in charitable activities	7,571	8,100

### CLG:

	2022 €'000	2021 €'000
Net income for the financial year (as per SOFA)	8,459	6,613
<b>Adjusted for:</b>		
Depreciation	141	9
Decrease/(increase) in stock	85	(139)
Defined Benefit Pension Scheme costs	16	19
Defined Benefit Pension Scheme contribution	(50)	(50)
Net movement with group undertakings	(1,303)	3,178
Interest and investment income receivable	(22)	(24)
Decrease/(increase) in debtors	364	(2,302)
(Decrease)/increase in creditors	(2,107)	2,662
Net cash used in charitable activities	5,583	9,966

## 18. RETIREMENT BENEFIT SCHEMES

### Defined contribution schemes

The Group and CLG operates a defined contribution retirement benefit scheme for all qualifying employees of Trócaire. The total expense charged to the statement of financial activities in the year ended 28 February 2022 was €0.9m (2021: €0.9m).

### Defined benefit schemes

Following an in-depth review of the defined benefit scheme, the Trustees approved the closure of the scheme to new entrants and that all future benefits would cease. This came into effect on 1 September 2013. A revised defined contribution scheme was established with employer contributions of 8-14% dependent on age.

The most recent actuarial valuations of scheme assets and the present value of the defined benefit obligation were carried out at 28 February 2022 by Mr Shane Wall, of Joseph G. Byrne Sons Consulting Actuaries Limited, who is a Fellow of the Institute of Actuaries. The present value of the defined benefit obligation, the related current service cost and past service cost were all measured using the projected unit credit method.

#### Valuation at

	2022 Years	2021 Years
<b>Key assumptions used:</b>		
Discount rate	1.80%	1.10%
Future pension increase for service prior to 1 May 2007	5.00%	5.00%
Future pension increase for service after 1 May 2007	3.00%	3.00%
Inflation	2.10%	1.30%

### Demographic assumptions:

The key demographic assumptions used to calculate the retirement benefit liabilities under FRS102 at the beginning and end of the period were:

#### Valuation at

	2022 Years	2021 Years
<b>Retiring today:</b>		
Males	22.6	23.7
Females	24.4	24.3
<b>Retiring in 20 years:</b>		
Males	24.5	25.8
Females	26.4	26.3



## 18. RETIREMENT BENEFIT SCHEMES (CONTINUED)

Amounts recognised in the Group and CLG's Statement of Financial Activities in respect of the defined benefit scheme are as follows:

	2022 € '000	2021 € '000
Net interest cost	(16)	(19)
	<u>(16)</u>	<u>(19)</u>

Amounts recognised in the Group and CLG's other recognised gains/(losses) within the Statement of Financial Activities in respect of the defined benefit scheme are as follows:

	2022 € '000	2021 € '000
Actuarial gain/(loss)	890	102
Return on plan assets (excluding amounts included in net interest costs)	213	363
	<u>1,103</u>	<u>465</u>
Total gain/(loss) relating to defined benefit scheme	<u>1,087</u>	<u>446</u>

The amount included in the Group and CLG's Balance Sheet arising from the Group and CLG's obligations in respect of its defined benefit retirement benefit schemes is as follows:

	2022 € '000	2021 € '000
Present value of defined benefit obligations	(10,345)	(11,208)
Fair value of scheme assets	10,008	9,734
<b>Net liability recognised in the balance sheet</b>	<u>(337)</u>	<u>(1,474)</u>

## 18. RETIREMENT BENEFIT SCHEMES (CONTINUED)

Movements in the present value of defined benefit obligations were as follows:

	2022 € '000	2021 € '000
At 1 March	11,208	11,233
Interest cost	123	112
Actuarial (gain)/loss	(890)	(102)
Benefits paid	(96)	(35)
At 28 February	10,345	11,208

Movements in the fair value of scheme assets were as follows:

	2022 € '000	2021 € '000
At 1 March	9,734	9,263
Interest income	107	93
Return on plan assets (excluding amounts included in net interest cost)	213	363
Contributions from the employer	50	50
Benefits paid	(96)	(35)
At 28 February	10,008	9,734

The analysis of the scheme assets at the balance sheet date was as follows:

	2022 %	2021 %
<b>Fair value of assets</b>		
Equity instruments	47.0	41.0
Debt instruments	53.0	59.0

## 19. LEASE COMMITMENTS

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

### Group

	2022 € '000	2021 € '000
Leasehold premises:		
Within one year	416	416
Between one and five years	1,482	1,482
After five years	767	1,232
	<b>2,665</b>	<b>3,130</b>

### CLG

	2022 € '000	2021 € '000
Leasehold premises:		
Within one year	416	416
Between one and five years	1,482	1,482
After five years	716	1,136
	<b>2,614</b>	<b>3,034</b>

## 20. FINANCIAL INSTRUMENTS

### Group:

	2022 € '000	2021 € '000
<b>Financial Assets</b>		
<i>Measured at undiscounted amount receivable</i>		
Donor income accrued	31,096	31,252
Other debtors	(207)	378
Deposit income accrued	-	-

### CLG:

	2022 € '000	2021 € '000
<b>Financial Assets</b>		
<i>Measured at undiscounted amount receivable</i>		
Donor income accrued	31,056	31,182
Other debtors	(193)	304
Deposit income accrued	-	-

## 20. FINANCIAL INSTRUMENTS (CONTINUED)

### Group:

	2022 € '000	2021 € '000
<b>Financial Liabilities</b>		
<i>Measured at undiscounted amount payable</i>		
Approved partner commitments	10,658	10,076
Trade creditors and accruals	2,215	3,113
Donor income deferred	866	2,679

### CLG:

	2022 € '000	2021 € '000
<b>Financial Liabilities</b>		
<i>Measured at undiscounted amount payable</i>		
Approved partner commitments	10,658	10,076
Trade creditors and accruals	2,200	3,014
Donor income deferred	866	2,679
Amounts due to subsidiary undertaking	2,394	3,697

## 21. SUBSEQUENT EVENTS

There have been no events subsequent to the year-end that require any adjustment to or additional disclosure in the 2021/22 financial statements.



## SUPPLEMENTARY INFORMATION

(NOT COVERED BY THE INDEPENDENT AUDITOR'S REPORT)

### APPENDIX 1 – CHARITABLE EXPENDITURE BY COUNTRY

FOR THE FINANCIAL YEAR ENDED 28 FEBRUARY 2022

The following table shows the breakdown of charitable expenditure to overseas programme. This includes grants to partners, programme activities and support costs.

	Country	2021/22 €'000	2020/21 €'000
1	Somalia	9,686	8,835
2	Myanmar	5,117	4,633
3	Ethiopia	5,106	3,716
4	Democratic Republic of Congo	4,782	5,753
5	Malawi	4,731	3,235
6	Zimbabwe	4,021	3,841
7	Guatemala	3,670	2,708
8	Rwanda	2,692	2,748
9	Honduras	2,469	3,115
10	South Sudan	2,159	1,793
11	Nicaragua	2,080	3,174
12	Sierra Leone	2,055	2,827
13	Lebanon	1,788	1,847
14	Uganda	1,267	3,448
15	Occupied Palestinian Territory	1,210	570
16	Sudan	1,189	744
17	Kenya	860	3,637
18	Other Countries and Projects	896	241
19	Pakistan	-	344
		<b>55,338</b>	<b>57,209</b>

## APPENDIX 2 – TOP 50 GRANTS TO PARTNERS

	Partner Name	Country	Total Grants €'000
1	CAFOD UK	South Sudan	1,170
2	Community Initiative Facilitations Assistance – Ethiopia	Ethiopia	797
3	CAFOD	South Sudan	746
4	Adigrat Diocesan Catholic Secretariat- – Adigrat	Ethiopia	537
5	Caritas Nicaragua	Nicaragua	489
6	Karuna Mission Social Solidarity – KMSS – Myitkyina Diocese	Myanmar	481
7	CICOD	Malawi	448
8	Oromia Pastoralist Association	Ethiopia	432
9	NUBA RELIEF REHABILITATION AND DEVELOPMENT ORGANIZATION	South Kordofan	422
10	Karuna Mission Social Solidarity – KMSS- – Banmaw Diocese	Myanmar	393
11	Caritas Wamba	DRC	386
12	Somalia Humanitarian Relief Action	Somalia	377
13	SAWA for Development and Aid	Lebanon	357
14	Sodo Catholic Secretariat	Ethiopia	315
15	Churches Action in Relief and Development	Malawi	301
16	CADEC/CARITAS Masvingo	Zimbabwe	289
17	Agri Services Ethiopia	Ethiopia	285
18	Bishop Gassis Relief and Rescue Foundation	South Kordofan	280
19	Club des Volontaires pour l'Appuiaux Peuples autochtones	DRC	271
20	Zimbabwe Lawyers for Human Rights	Zimbabwe	266
21	Techno Relief Services	South Kordofan	256
22	CADECOM MANGOCHI	Malawi	255
23	Eagles Relief and Development Programme	Malawi	250
24	ECC-SADCO Bahirdar Dessie Branch	Ethiopia	237
25	Society for Women and AIDS in Malawi	Malawi	234
26	Community Health And Development	Myanmar	233
27	Serve the World	Myanmar	232
28	CADECOM ZOMBA	Malawi	231

	Partner Name	Country	Total Grants €'000
29	Movimiento Comunal Nicaraguense – Somoto	Nicaragua	230
30	PS Verapaz – Pastoral Social – Cáritas, Diócesis de la Verapaz	Guatemala	229
31	CADEC/CARITAS Bulawayo	Zimbabwe	228
32	Youth Net and Counselling	Malawi	224
33	CASM Comisionde Accion Social Menonita	Honduras	222
34	Basmeh & Zeitooneh – A Lebanese Association	Lebanon	222
35	Caritas Syria	Lebanon	220
36	Cadre D'Appui pour la Recherchedes Solutions	DRC	203
37	Forum des Mamans de l'Ituri	DRC	197
38	Bridging Rural Integrated Dev and Grassroot Empowerment	Myanmar	182
39	Solidarite feminine pour la paix et le developpement integral	DRC	182
40	COPAE – Comisión Pastoral Pazy Ecología	Guatemala	181
41	Centre for Research Institute and Development	Somalia	180
42	Catholic Relief Services Ethiopia	Ethiopia	174
43	Zimbabwe Project Trust	Zimbabwe	170
44	PROGRAMME D'ACTION POUR LE DEVELOPPEMENT INTEGRE DU PAYSAN	DRC	168
45	Commission Diocésaine Justice et Paix Bunia	DRC	167
46	Programme Nourriture D'Abord	DRC	167
47	Womens Legal Resources Centre	Malawi	164
48	Badil	Occupied Palestinian Territory	156
49	Diocese of Mutare Community Care Programme	Zimbabwe	155
50	Ujamaa Pamodzi Africa	Malawi	150
Total Top 50 Grants to Partners			15,141
Other Grants to Partners			21,703
Total Grants to Partners			36,844

## COMPANY MEMBERS AND OTHER INFORMATION

### TRÓCAIRE COMPANY MEMBERS:

Archbishop Eamon Martin (Chair)  
 Archbishop Kieran O'Reilly  
 Archbishop Dermot Farrell  
 Archbishop Michael Neary (Retired March 2022)  
 Archbishop Francis Duffy (Appointed March 2022)  
 Bishop William Crean  
 Bishop Noel Treanor  
 Bishop Alan McGuckian (Appointed April 2022)

### BOARD

Bishop William Crean (Chair)  
 Archbishop Kieran O'Reilly (Retired March 2022)  
 Harry Casey  
 Annette Honan  
 Conall O'Caoimh (Retired December 2021)  
 David Donoghue  
 Emma Murray  
 Karen Dillon  
 Matt Walsh  
 Rosemary McCreery  
 Sandra Lawler  
 Sr. Carmel Flynn  
 Gerry Culligan  
 Dr. Margaret Rugadya (Appointed February 2022)  
 Bishop Fintan Monahan (Appointed March 2022)

### TRÓCAIRE NORTHERN IRELAND DIRECTORS:

Karen Gallagher (Chair)  
 Sr Carmel Flynn  
 Dr Satish Kumar  
 Martin O'Brien  
 Tiarnan O'Neill

### BOARD SUB COMMITTEES

#### Audit & Risk Committee

Karen Dillon (Chair)  
 Denis Murphy (Resigned March 2021)  
 John Farrelly  
 Emma Murray  
 Aderemi Sotunbo  
 Aoife Fay  
 Luke Fitzgerald  
 Paul Woods

#### Organisation & Human Resource Committee

Matt Walsh (Chair)  
 David Cagney  
 John Corbett  
 Lorraine Kenny  
 Joe Ffrench  
 Melissa Bosch

#### International Programmes Advisory Committee

David Donoghue (Chair)  
 Sr. Denise Boyle  
 Dr. Nata Duvvury  
 Martin O'Brien  
 Ibrahim Fatu Kamara  
 Gertrude Chimange (Resigned March 2021)  
 Jane Anne McKenna (Resigned December 2021)  
 Dr. Margaret Rugadya (Appointed December 2021)  
 Lucy Hayes (Appointed December 2021)

#### Funding & Public Engagement Committee

Gerry Culligan (Chair)  
 Sandra Lawler  
 Annette Honan  
 Bronagh Twomey  
 Ruairi McKiernan (Resigned January 2022)



### **Nominations Committee**

Rosemary McCreery (Chair)

Harry Casey

Matt Walsh

Gerry Culligan - Rotating Position (Retired  
December 2021)

David Donoghue – Rotating Position (Appointed  
January 2022)

### **SECRETARY**

Dearbhla Fitzsimons

### **EXECUTIVE LEADERSHIP TEAM:**

Chief Executive Officer  
Caoimhe de Barra

Director of International Division  
Sean Farrell (resigned April 2021)

Sorcha Fennell (appointed April 2021)

Director of Fundraising and Marketing  
Gwen Dempsey

Director of Public Engagement  
John Smith

Director of Strategy, Programmes and Advocacy  
Finola Finnan

Director of Corporate Services  
Dearbhla Fitzsimons

### **PRINCIPAL OFFICE:**

Maynooth

County Kildare

### **PRINCIPAL BANKERS:**

AIB Bank

7/12 Dame Street

Dublin 2

Bank of Ireland

Lower Baggot Street

Dublin 2

### **AUDITORS:**

Crowe Ireland

40 Mespil Road

Dublin 4

### **SOLICITORS:**

Mason Hayes & Curran

South Bank House

Barrow Street

Dublin 4

### **REPUBLIC OF IRELAND**

Company Number: 661147

CHY Number: 22508

Charities Regulatory Authority Number: 20204842

### **NORTHERN IRELAND**

Company Number: NI021482

HMRC Number: XR10431

Charity Commission Number: NIC103321



Trócaire, Maynooth,  
Co. Kildare, Ireland  
W23 NX63  
T: +353 (0)1 629 3333  
F: +353 (0)1 629 0661  
E: [info@trocaire.org](mailto:info@trocaire.org)

Trócaire, 50 King Street,  
Belfast, BT1 6AD,  
Northern Ireland  
T: +44 (0) 2890 808030  
F: +44 (0) 2890 808031  
E: [infoni@trocaire.org](mailto:infoni@trocaire.org)

Trócaire,  
9 Cook Street,  
Cork, T12 F583  
T: +353 21 427 5622  
E: [corkcentre@trocaire.org](mailto:corkcentre@trocaire.org)

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