

HUMANITARIAN POLICY & STRATEGY

2016 - 2020



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Working for a just world.

01

Introduction

In Trócaire's new Strategic Plan 2016 – 2020, **Humanitarian Response** is one of three priority areas of work. Trócaire has a clear mandate to act on the humanitarian imperative and respond to those in greatest need in crises.



A humanitarian crisis occurs when a single or series of disasters overwhelms the ability of the most vulnerable in society to cope. It therefore results in a loss of civilian life and/or the inability of a critical mass of civilians to secure access to one or more of the basic requirements of life with dignity; namely security, water, food, shelter and healthcare. Given the trends in recent years, Trócaire expects to respond to more frequent, severe and complex emergencies in future. Goal 4 of our Strategic plan 2016 – 2020 is to ensure **'Lives are saved, suffering reduced and human dignity maintained and protected in humanitarian crises resulting from natural disasters and conflict situations'**.

In developing this policy and strategy, the findings of an internal review of Trócaire's Humanitarian Programme from 2011- 2014 were considered as well as lessons learnt from a number of key evaluations. In addition, Trócaire drew on information and research from ALNAP, Overseas Development Institute, and consultation documents produced for the World Humanitarian Summit.

02

Current issues in Humanitarian Response

The scale of humanitarian crises and needs, continues to grow. Conflict-driven emergencies are increasingly complex and protracted and affect more people each year. These conflicts displace millions of civilians, depriving them of food, clean water, education, health services, sanitation and protection and placing women and girls, in particular, at risk. At the same time, the increasing frequency and severity of natural disasters is having a devastating impact. Extreme weather conditions and disasters erode resilience, affecting the ability of women and men to grow food, earn an income and withstand future hazards.

Devastating natural disasters struck Nepal and Vanuatu in 2015. Severe floods affected Myanmar. The El Niño weather pattern is causing severe hardship in East and Southern Africa, particularly in Ethiopia, Malawi and Zimbabwe as well as debilitating drought in Guatemala and Honduras. The numbers affected by climate related disasters (primarily floods and storms) continue to increase year on year. We can expect hundreds of millions of people to be impacted in future, by permanent displacement, compounded vulnerability, inequality and inter-generational poverty.

However, armed conflicts are the greatest driver of prolonged humanitarian need. **Crises are becoming more protracted and displacement levels are unprecedented** due to the lack of durable political solutions. Brutal, extended conflicts particularly in South Sudan, Somalia, Syria, Iraq and Yemen are affecting staggering numbers of people and putting extraordinary strain on the humanitarian system. Nearly **60 million people, half of them children, have had to flee their homes due to conflict and violence**. The increased numbers of people arriving in Europe to seek asylum in 2015 placed a spot light on this issue in Europe, but in reality, **86% of the world's refugees are hosted by developing countries** (including Pakistan, Lebanon, Ethiopia, Kenya, Uganda, DRC and Rwanda). The average length of conflict-induced displacement is an astonishing 17 years.

While some conflicts attract high levels of media attention, many more tend to be forgotten and underfunded.

There is growing recognition that war, civil unrest, and natural disasters intensify the **risks faced by women and girls**. Documented evidence indicates that humanitarian emergencies can exacerbate the practice of early and forced marriage, sexual exploitation, trafficking and forced prostitution. Yet, despite increasing attention to violence against women and girls in crisis situations, it is still poorly prioritised in humanitarian responses. In 2016, the increasing numbers of refugees in need of assistance and seeking asylum has focused the attention of the international community on greater coherence in programming, looking at the need to invest in resilience and DRR, accept the impact of climate change and the reality that humanitarian assistance cannot be used as a conflict management tool. The World Humanitarian Summit has pushed the international community to recognise the need for greater humanitarian funding to address the needs of people in crisis and the necessity of investing in countries that are not affected by conflict but will face severe pressures from climate change and urban migration. In addition, the need for greater preparedness at country level is now more acute than ever before.

Inequality is no longer just a development challenge but a fundamental driver of conflict. Access to land, water and other natural resources such as oil and gas continues to spark conflict which is compounded by weak governance structures and practices. In the aftermath of conflict, when government structures have been destroyed, it is an enormous challenge to re-establish rule of law and justice mechanisms.

International Humanitarian Law (IHL) is flouted almost every day in conflicts around the world. Conflicts in Syria, Yemen, South Sudan, Sudan, Central African Republic, to name but a few, are characterised by attacks on schools, hospitals, places of worship and other civilian infrastructure, with little recourse for the sanction of those responsible beyond public condemnation. The challenge of implementing IHL requires global political will yet efforts to agree on a new mechanism for monitoring

IHL violations have failed to date. Humanitarian workers face ongoing risks. In 2014, 329 aid workers were victims of major attacks and 121 were killed, the majority being national staff working to implement international aid in their own countries. Such high levels of insecurity impact negatively on decisions regarding operational presence and ultimately on the level of assistance humanitarian organisations are able to provide.

'Localisation' of humanitarian aid emerged as a theme from consultations leading up to the World Humanitarian Summit in 2016. In particular, evidence that less than 0.2 per cent of reported humanitarian funding is being channelled directly to national and local NGOs highlights the need for a more locally-rooted humanitarian response that leverages the responsibilities and capacities of states, civil society and affected communities.



03

Trócaire's Approach to Humanitarian Response

3.1 Humanitarian Principles:

Trócaire strives to ensure humanitarian programmes are developed and implemented in line with internationally recognised principles and standards. The key principles which Trócaire commits to are:

Humanity: The humanitarian imperative comes first, and civilians have a right to protection and assistance to alleviate suffering and protect their human dignity

Impartiality: Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no distinctions on the basis of nationality, race, gender, religious belief, class or political opinions.

Neutrality: Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.

Independence: Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented

Trócaire adheres to the **Code of Conduct for the International Red Cross Movement and Non-governmental Organisations (NGOs) in Disaster Relief (1994)** which reflects the rights and duties enshrined in international law and more recently the **Core Humanitarian Standards (CHS)** which have been developed to ensure greater effectiveness, impact, accountability and quality in humanitarian response.

3.2 Justice Mandate:

Justice and human rights is at the heart of what Trócaire does and who we are. We believe that every woman, man and child is born equal and with the inalienable right to a dignified life, free from injustice.

Our justice mandate shapes our approach to humanitarian response evidenced by the focus we are placing on protection mainstreaming as a core element of all our humanitarian interventions.

Protection mainstreaming is the process through which human rights principles of non-discrimination, equality, accountability and participation are addressed in humanitarian responses. In practice, this means that at the heart of all our humanitarian work is a commitment to the safety and dignity of crisis-affected communities – this includes our commitment to safeguarding children and adults who may be vulnerable to exploitation and abuse through the implementation of Trócaire's Safeguarding Policy and upholding the commitments set out in Trócaire's Accountability Framework.

In line with our justice approach, we seek to recognise factors underlying humanitarian crises and factors affecting the rights of crisis affected communities and where appropriate undertake advocacy to hold duty bearers to account. We have a moral obligation to speak out against violations and to use our sphere of influence to shape the policies and decisions of leaders.

3.3 Partnership

Trócaire responds to humanitarian crisis in partnership with local organisations, both faith-based and secular, rather than taking an operational approach. Our partnerships are built on the core values of solidarity, participation, perseverance, courage and accountability. Local organisations are the first responders in an emergency and are uniquely positioned to strengthen local communities' capacity in the face of future crisis. Local organisations are best placed to identify communities' underlying vulnerabilities and priorities. It is often only local actors that can access crisis affected communities in remote and insecure environments.

Calls across the sector for greater localisation of humanitarian responses, which are rooted in, and led by, local communities reinforces our core commitment to working through local civil society organisations and networks. As a signatory to the *Charter4Change* Trócaire is joining a range of national and international NGOs in an initiative that intends to practically shift the way the humanitarian system operates to enable southern-based national actors to play an increased and more prominent role in humanitarian response.

Recognising how the humanitarian sector is changing, we will explore partnerships with non-traditional partners that bring varying comparative advantages. Our Disaster Risk Reduction work in Central America has illustrated how linking academic institutions, relevant professional bodies and the local private sector with national government bodies and local authorities to influence policy and practice can provide innovative solutions with transformational impact. We will particularly seek out local partners with the capacity and courage to respond to the particular needs of the most vulnerable, including support for women, girls, boys and men who have experienced sexual violence, abuse or exploitation.

CHARTER 4 CHANGE COMMITMENTS



1. Commit to pass 20% of humanitarian funding to National NGOs
2. Reaffirm the Principles of Partnership: Equality, Transparency, Results-Oriented Approach, Responsibility and Complementarity
3. Publish the amount or percentage of funding that is passed to NNGOs
4. Address and prevent the negative impact of recruiting NNGO staff during emergencies
5. Emphasise the importance of national actors to humanitarian donors
6. Address subcontracting and ensure equality in decision making
7. Provide robust organisational support and capacity building
8. Promote the role of local actors to the media and the public
<http://charter4change.org/>

Aspects in which Trócaire aims to add value to humanitarian partnerships include funding, knowledge of donor compliance, technical expertise, knowledge of international standards, network connections, learning possibilities, and research and advocacy opportunities. In addition Trócaire will provide support on strengthening organisational functions such as: governance, financial management, project cycle management, results based management, accountability and risk management, security management, procurement and logistics.

04

When Will Trócaire Respond to Humanitarian Crisis

Trócaire has an obligation to respond to humanitarian crises but cannot respond to every emergency. When a new crisis occurs, Trócaire's decision about whether or not to respond and the scale of response will be informed by a number of criteria that include:

Context and Scale of Crisis:

The nature and scale of the humanitarian crisis including loss of life, levels of human rights violations and the local coping capacity

Location of Crisis:

If the crisis is in a country where Trócaire has a presence, or not.

The Response to the Crisis:

The capacity and willingness of the national Government to respond; the access to and security within the affected area; the presence and capacity of other humanitarian actors (both national and international).

The Response in Ireland:

This includes requests and funding levels from the Irish Public, the Church and other stakeholders.

The Response from Partners:

This includes requests, capacity and resources of local partners, particularly the Caritas Internationalis Confederation

Trócaire's Internal Capacity:

Understanding Trócaire's specific added value in terms of technical expertise/ advocacy opportunities and the availability of appropriate human resources

An internal management team, known as the 'Major Emergencies Response Mechanism' (MERMAID) will make decisions around engagement in new humanitarian crises.



05

The Focus of Our Humanitarian Responses 2016 - 2020 (SP Goal 4)

In pursuit of our humanitarian goal, Trócaire has identified a number of outcomes to guide all our humanitarian interventions.

OUTCOME 1

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

This outcome speaks to our emergency response interventions. The nature of assistance provided is context specific and informed by the humanitarian needs, local partner capacity and activities of other stakeholders. It includes: emergency food security and livelihoods (EFSL), non-food items, cash, WASH, shelter, education, health, nutrition and protection. The nature of crises to which Trócaire responds includes sudden-onset crisis (e.g. storms, earthquakes, cyclones, conflict), slow onset crises (e.g. drought), conflict situations that are increasingly protracted in nature and health related emergencies (e.g. Ebola, cholera).

Regardless of the type of assistance provided, we will focus on delivering timely, locally driven responses that are designed in consultation with crisis-affected communities and which meet internationally accepted standards in the humanitarian sector. In particular we commit to ensuring the **mainstreaming of protection principles** into all our humanitarian responses in order to prioritise the safety and dignity of programme participants, ensure meaningful access to assistance and services, ensure accountability to those we serve and promote participation and empowerment of those involved to support the development of self-protection capacities.

We have identified three lower level outcomes, contributing to Outcome 1. These relate to the utilisation of assistance provided and adoption of improved practices and behaviours as follows:

- 1.1** Women, men and children utilise assistance provided (food, livelihoods, non-food items, cash, shelter, education, health, nutrition) to meet their needs
- 1.2** Women and men adopt improved practices (hygiene & sanitation, health, food security & nutrition, shelter)
- 1.3** Communities adopt measures to improve the protective environment

OUTCOME 2

'Communities, particularly women, are better resourced to prepare for, withstand and recover from crises and disasters'.

This outcome, focused on building resilient communities, cuts across our humanitarian and development work and requires a collaborative effort. To achieve this outcome, we must ensure that all our interventions, whether development or humanitarian, understand and seek to reduce people's risk and vulnerability to shocks related to conflict and /or natural hazards.

For shorter term humanitarian interventions (<12 months) we will work to **ensure our response is risk informed** by undertaking analysis of hazards, threats, vulnerabilities and capacities; ensuring that

activities do not aggravate risks or vulnerabilities and always seeking to implement a 'build back better' approach. For responses to protracted crisis, we will strive, in addition, to *build local capacities to cope better with shocks*; and *include a deliberate strategy to reduce future humanitarian needs*. In this way we will begin to lay the ground work for more sustainable development, introducing disaster risk reduction mechanisms, for example, community early warning systems, risk analysis capacity, and establishing community safety nets.

We recognise, however, that the best opportunity for building resilience to shocks and hazards in high risk countries lies with longer term development programmes (> 3 years) where a focus on strengthening local capacities to anticipate, prepare for and respond to crisis is more feasible. Mechanisms that can be supported include community managed disaster risk reduction (CMDRR), climate smart agriculture, natural resource management and conservation. For recurrent crisis, such as cyclical drought, we will work with development teams to ensure interventions are layered with appropriate risk mitigation strategies as well as crisis modifiers to enable a swift humanitarian response when needed.

In anticipation of crisis, country offices and partners must be ready to respond to an emergency situation should it arise. Contingency planning and funding will be supported in a country office, and emergency preparedness plans will be implemented at both a country office and partner level.

We have identified two lower level outcomes, contributing to Outcome 2 that relate to strengthening emergency preparedness of country offices and partners and of integrating measures that reduce future risks as early as possible after a disaster.

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- 2.1** A Trócaire emergency preparedness plan for Trócaire and partners is in place and updated regularly

 - 2.2** Disaster risk reduction mechanisms are integrated into projects at community level

HUMANITARIAN POLICY OUTCOME

relevant to our advocacy work at **Humanitarian Strategy/ Country Strategy Level** is that *'The rights of crisis affected communities are articulated to shape humanitarian response and influence solutions to the root causes of the crises'*.

This outcome speaks to our commitment to undertake evidence-based advocacy on the rights of crisis-affected communities and influence duty bearers to address the structural issues that underlie humanitarian crisis. Trócaire's advocacy work will be rooted in our local partners' experience responding to humanitarian crises, based on evidence from research and engagement with humanitarian networks at national and international level.

There are many factors that will determine which issues to focus on and what types of advocacy Trócaire can do, including the nature and capacities of our partners, available expertise and country programme priorities along with a realistic assessment of where we are best placed to influence change.

In some situations, it will be important to focus advocacy on short-term issues affecting a response: humanitarian principles; access; funding of the response; protection of those affected. In other cases, medium-term issues may be more relevant: peace efforts; relocation of affected people; UN mission engagement. In other situations, our advocacy work will need to focus on long-term issues: land rights; compensation; rights of refugees. In many cases it will be a combination of such issues.

We have identified two lower level outcomes contributing to this third outcome as follows:

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- 3.1** Humanitarian partners are engaged with policy and decision makers in ensuring that the rights of crisis affected communities are respected and root causes recognised

 - 3.2** Humanitarian partners (national and international) are engaged in actions to improve humanitarian effectiveness

A proposed set of indicators against these outcomes is provided in **Appendix 1**.

06

Integration of Humanitarian and Development Work

Trócaire’s new Strategic Plan commits the organisation to work in an integrated way ‘to address multiple and often intersecting vulnerabilities.’ It is recognised that to achieve transformational change in people’s lives, we need to integrate our approach to development and humanitarian work where appropriate. In the past, development programmes have not always recognised the risks posed by predictable hazards, while humanitarian programmes, which have focussed only on relief assistance, may have achieved little in terms of addressing the vulnerabilities and factors that exposed people and communities to crisis in the first place.

In humanitarian crises, we know that human rights are undermined, women are disproportionately affected, and livelihoods are quickly eroded. We will work to ensure our humanitarian responses are informed and bolstered by our work in these areas (Goals 1, 2, 3). Integration strategies will be determined by the local context. For example:

- In response to the Ebola Virus in Sierra Leone in 2014, Trócaire supported development partners to deliver humanitarian interventions appropriate to their skills and experience.
- In Ituri Province of DRC in 2015, having delivered humanitarian interventions for the previous three years, Trócaire introduced longer term development interventions to run alongside humanitarian activities in order to address communities’ longer term needs.

Trócaire works with local partners that generally have experience of delivering both humanitarian and development interventions and easily **transition from one to the other**. In country offices and in HQ, a change in thinking will be promoted so that we transcend the humanitarian-development divide by working towards collective outcomes based on the comparative advantage of both. Programme Officers and Technical Advisors will be encouraged to work closely together in a co-ordinated way, conducting joint needs assessments that include risk analysis.

Irish Aid’s move to align development and humanitarian funding schemes and introduce multi-annual funding will support integration.

However, we recognise that integration will not always be appropriate. The humanitarian imperative and principle of impartiality (needs-based) underpin all our responses. This means that we may be compelled to respond to crises unconnected to our development work. The same principles also oblige us to respond to new crisis in countries where we have no established presence.



07

Growing Trócaire's Niche Area within our Humanitarian Response

Trócaire's partnership approach means our humanitarian work covers almost the entire range of humanitarian themes. However, Trócaire has identified 'Protection' and particularly 'Protection of Women and Girls in Emergencies' as a niche area in which we intend to grow our expertise and increase our focus over the course of the next five years. Protection is considered a core element of humanitarian action, as affected communities need protection of their physical integrity, dignity and psychosocial wellbeing in addition to material assistance during crisis.

Trócaire's commitment to protection is a reflection of the organisation's justice mandate and rights-based approach. It also links closely to our focus on gender and in particular on prevention of and response to gender based violence which we have supported in development settings for a number of years.

Protection in Humanitarian Crisis means all activities aimed at obtaining full respect for the rights of the individual in accordance with the letter and spirit of the relevant bodies of law, namely human rights law, international humanitarian law and refugee law ICRC/IASC

In committing to developing protection as a niche area we recognise that we will not be able to prevent physical violence but what we can do is help strengthen the protective environment of crisis affected communities. This may be through building the capacity of communities to resist aggression or reduce exposure to threats including gender based violence and through responding to the effects of violence on individuals and communities.

In the last Strategic Plan 2006-2015, Trócaire introduced protection considerations in all humanitarian programmes.

FOUR PROTECTION PRINCIPLES

- **Do No Harm** - Ensuring that interventions avoid causing any harm or increasing people's vulnerability;
- **Meaningful Access** - Ensuring meaningful access to assistance and services especially for the most vulnerable;
- **Accountability** - Setting up appropriate accountability mechanisms for programme participants; and
- **Participation and Empowerment** - Supporting the participation and empowerment of programme participants to develop self-protection capacities.

Protection Mainstreaming has provided a firm foundation on which to build more integrated and stand-alone protection work particularly in preventing and responding to gender based violence in emergencies.

We will develop technical expertise on protection and in particular in preventing and responding to gender based violence in emergencies. Technical expertise will be available to our local partners and to the wider Caritas Internationalis Confederation to provide training, assessments or accompaniment when required. We will invest time and resources into developing and piloting an approach to protection that suits our partnership model and ensures protection programming is anchored within communities. Guidance and tools will be developed to support this approach. Research and learning will be a key dimension of our niche focus in order to provide evidence of what works in supporting communities strengthen their protective environments and in particular securing the safety and dignity of women and girls in emergencies.

08

Critical Enablers of our success

8.1 Prioritising Accountability

We will continue to strive towards humanitarian programmes that adhere to internal requirements and external standards on quality and accountability, with particular emphasis on improved accountability to affected communities. Over the course of the Strategic Plan, we will continue to improve accountability standards in a very practical way in all our humanitarian programmes. Programmes will be supported to work towards the Core Humanitarian Standards of community engagement, information sharing, feedback mechanisms and staff conduct.

The following are explicit minimum standards that all humanitarian programmes should strive to achieve, ongoing and into the future:

- **Information sharing:** Accurate information about Trócaire, partner organisations and projects is shared with communities
- **Feedback mechanisms:** Men and women, boys and girls are able to provide feedback in a safe, dignified and confidential way and receive an appropriate response when they do so
- **Community engagement:** Active and inclusive engagement in assessment, design, implementation and monitoring of projects that builds on and existing strengths of community and state structures, resources and capacities
- **Staff conduct:** Trócaire staff and partners have appropriate knowledge and organisational support to conduct themselves and their work in a safe and appropriate way

8.2 Humanitarian Learning Project (HLP)

The objective of this initiative is to position Trócaire as a leader in high quality, principled, partnership-based, humanitarian response that prioritises the safety, dignity and rights of women, men, boys and girls affected by crisis.

Focussing primarily, in its first phase, on the further enhancement of internal capacities, the programme will provide a range of opportunities to build on the organisation's core humanitarian commitments and competencies. In addition to the roll out of **Trócaire's Humanitarian Handbook** produced in 2015, other opportunities will include: training programmes, learning events, technical support, practical tools, guidance manuals and peer learning and mentoring initiatives for staff in HQ and in all country offices, regardless of whether they have an ongoing humanitarian response or not.

The vision for the Humanitarian Learning Programme is threefold and will be delivered over the first three years of the new Strategic Plan period:

- Enhanced organisational level expertise that informs effective decision-making in relation to the fulfilment of Trócaire's humanitarian mandate
- Strengthened humanitarian commitment across all organisational functions
- Technical expertise in line with international standards and best practice in core humanitarian competencies for staff and partners, with a particular focus on humanitarian protection

8.3 Funding for humanitarian interventions

Funding for Trócaire's humanitarian interventions comes from a range of internal and external sources.



In accordance with the policy laid down by the Trócaire Trustees, 10% of funding raised through public income is designated to the Emergency Programme Fund, otherwise known as Emergency 10% funding. This funding can be utilised to support Trócaire country offices in the first phase of a humanitarian response to undertake needs assessments, support in recruiting additional staffing and provide match funding for donor grants. It can also be used to support country teams and local partners to develop Emergency Preparedness Plans (EPP). Trócaire may also decide to launch a Public Appeal for funding when a major humanitarian crisis occurs to which Trócaire and partners are responding. All income raised through an Appeal goes directly to fund the cost of the response but can also include some management and support costs where deemed appropriate.



Trócaire's new Strategic Plan aims to increase institutional funding for humanitarian interventions by 10% each year between 2016 and 2020. Humanitarian income from institutional funding in 2015 totalled Euro 15.3 million and was sourced from Irish Aid, DFID, OCHA, START Network, ECHO, UNICEF and Caritas Member Organisations. Irish Aid is a key humanitarian donor through whom Trócaire can access 3-6 month funding for sudden onset crises utilising the Emergency Response Fund (ERF), 2 year funding for predictable, protracted and recurring crisis under the Humanitarian Programme Plan (HPP) fund and potential additional funding through separate calls for proposals which are launched by Irish Aid periodically when new crisis or a spike in an existing crisis occurs. As a member of the Caritas Internationalis Confederation, Trócaire can also source funding from its sister Member Organisations for responses in countries where they are not operating.

While globally, Trócaire is accessing funding from a number of external donors, there is scope to increase levels of funding from ECHO, OCHA and DFID in particular and at country level to diversify

beyond one or two sources. Additional opportunities to secure funding from OFDA (Office of US Foreign Disaster Assistance) will be explored. Furthermore, in order to advance both the aim within the Strategic plan to increase the scale of Trócaire programmes and to respond to the growing donor preference for large scale, multi-agency responses, Trócaire will look to develop consortia opportunities with Caritas sister agencies and other likeminded organisations to be prepositioned for scale-up on humanitarian responses.

Funding strategies will be developed by each country and will identify in-country, regional and global funding opportunities for humanitarian responses with the advice and support of the humanitarian team. Trócaire's systems and approaches to funding humanitarian responses will continue to be reviewed to ensure they are flexible to respond efficiently and effectively while also meeting our commitments on accountability and transparency.

8.4 Strengthening Coordination, Networks and Alliances

Trócaire's value is complemented and strengthened by our engagement with others. Formal and informal partnerships shape our work. Coordination, consultation, joint advocacy, information-sharing, informal networking are complementary activities to our humanitarian work.

As a member of the Caritas Internationalis Confederation, we have an established network which is valuable in countries where we have an office and also where we do not have an established presence prior to an emergency and we are committed to working in accordance with the *CI Emergency Guidelines* and to the utilising shared approaches as articulated in the revised *CI Emergency Toolkit*. We will continue to take an active role in our membership of the Caritas Internationalis Confederation offering technical support when needed, particularly in our niche areas of protection and we will in turn be able to access technical expertise from other sister agencies for our humanitarian responses (e.g. WASH from CAFOD, Shelter expertise from CRS and DRR expertise from Cordaid).

At country level, networking and engagement in coordination mechanisms (in-country structures including cluster coordination) is the responsibility of Trócaire's Country Management Team. Trócaire's engagement with partners can be amplified by ensuring participation at coordination meetings (local and national) is consistent and contributes relevant data to the appropriate cluster meeting. Engagement and coordination with other actors, especially national and international NGOs, and participating in in-country NGO coordination structures is necessary for information sharing, visibility and influencing. Humanitarian advocacy work is much stronger and far more credible when it emerges from NGO in-country networks with evidence and messaging developed by NGOs on the ground.

In Ireland, Trócaire collaborates formally and informally with national and international NGOs (through Dóchas), academia, policy and research organisations.

8.5 Resourcing and Systems

In order for Trócaire to deliver on its ambition for humanitarian response, further investment will be made towards ensuring systems and processes are fit for purpose. Further strengthening of financial processes and project management will be undertaken to enable the swift approval and disbursement of funds while also ensuring we are accountable to all our stakeholders. To improve accountability and transparency we will publish our projects on our website in line with International Aid Transparency Initiative (IATI) standards; a key international benchmark in accountability.

Human resourcing of humanitarian response within the organisation will include a humanitarian unit in HQ and humanitarian staff within country offices proportionate to the scale of the organisation's humanitarian programming. Not all countries will have permanent humanitarian staff but all offices should have the ability to scale up that capacity when needed. In addition, Human Resources will work to facilitate non-humanitarian staff to upskill and develop options to emergency deployment in a flexible way when there is the need and opportunity to do so. Achieving adequate levels of staffing for humanitarian response is reliant on fair and transparent cost recovery; this means having a clear and accountable method of allocating costs

associated with special appeals and institutional funding for particular crises. This will ensure funds are never allocated at the expense of another crises.

8.6 Monitoring & Evaluation, Learning and Innovation

We will work to ensure that our humanitarian interventions achieve the ambitions set out in the Strategic Plan under Goal 9 to be an Accountable and Effective Organisation and Goal 6 to maximise our impact through innovation, learning and improvement.

Trócaire's Humanitarian Handbook provides guidance on all stages of the humanitarian project cycle including developing appropriate Monitoring and Evaluation systems. Trócaire uses Results Based Management (RBM) as our system of monitoring progress towards our goals. Specific guidance on the use of **Results Based Management for Humanitarian Projects** has been developed and provides advice on appropriate indicators across the wide range of sectors covered in humanitarian interventions.

As noted in Section 4, countries are expected to use the outcomes and indicators articulated in Appendix 1 below in country strategies and projects in order to facilitate aggregation of results and progress across the organisation. This set of strategic global indicators for humanitarian programmes is incorporated into our project design and approval systems (on Salesforce) in order to facilitate coherent aggregation of our results across all countries and enable us articulate the wider impact of Trócaire's work.

Guidance on the measurement of these global indicators (and more specific sector indicators) will be developed and a repository of tools provided, allowing Trócaire's Humanitarian staff quick access to standardised tool for all humanitarian projects.

We envisage an incremental move towards the use of digital data gathering tools to track progress against indicators. This will ensure the time between collecting and having access to useful information is shortened allowing for more responsive programming. Guidance on digital data gathering and use of multi-media learning tools will be provided.

The development of indicators, monitoring tools and digital data gathering tools is primarily focused on maximising the ability of Trócaire and partners' staff to learn from the monitoring process in order to be able to adapt strategies and approaches to the needs of women, men, boys and girls within the crisis-affected communities we seek to assist.



Appendix:

Goal:

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

Outcomes	Mandatory Indicators	Common Indicators
<p>Outcome 1: Communities affected by crises receive timely, accountable and needs based humanitarian assistance that protects their safety, dignity and fundamental human rights</p>	<ul style="list-style-type: none"> • Proportion of humanitarian programmes/ projects that, when assessed meet international standards and principles • Average level of satisfaction with assistance provided expressed by women and men • Number of beneficiaries (sex & age disaggregated) that receive assistance (disaggregated by type of assistance) 	<ul style="list-style-type: none"> • Number of women, men and children that adopt improved practices (hygiene & sanitation, health, food security & nutrition, protection, shelter) • Number of humanitarian projects that incorporate tangible measures (especially for women) to improve the protective environment • Level of perceived safety and dignity of women, men and children
<p>Outcome 2: Communities, particularly women, are better resourced to prepare for, withstand and recover from crises and disasters</p>	<ul style="list-style-type: none"> • Proportion of communities with a measureable change in locally defined resilience measures 	<ul style="list-style-type: none"> • Number of country offices & partners that have an active Emergency Preparedness Plan process which facilitates emergency response (against agreed guidance) that is reviewed regularly • Number of projects that are building the capacity of communities, particularly women, to integrate disaster risk reduction mechanisms
<p>Outcome 3: The rights of crisis affected communities are articulated to shape humanitarian response and influence solutions to the root causes of the crises</p>		<ul style="list-style-type: none"> • Number of advocacy interventions made by Trócaire and/or partners at a national, regional or global level on country-specific humanitarian issues • Number of local partners lobbying policy and decision makers on the rights of crisis-affected communities and on root causes of conflict • Number of local partners actively participating in relevant humanitarian coordination mechanisms
<p>Capacity Building Outcome: Partners improve their organisational capacity in a range of competencies and adhere to relevant best practices and international standards</p>		<ul style="list-style-type: none"> • Level of progress in partner organisational capacity assessment and support, in a range of competencies

ENDNOTES

1. The other priority areas of work are Resource Rights and Women's Empowerment.
2. Active Learning Network for Accountability and Performance www.alnap.org
3. Aid Worker Security Report 2015
4. Too Important to Fail Available at <http://www.un.org/news/WEB-1521765-E-OCHA-Report-on-Humanitarian-Financing.pdf>
5. docs.unocha.org/sites/dms/Documents/OOM-humanitarianprinciples_eng_June12.pdf
6. The 3 main bodies of international law are international humanitarian law (relating to conflict), human rights law (relating to natural disasters), and refugee law.
7. This is a joint initiative by the JSI (Joint Standards Initiative) and a collaboration between HAP, People In Aid, and the Sphere Project that sets out 9 Commitments that organisations and individuals involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide. <http://www.corehumanitarianstandard.org/>
8. Somalia is an exception, where Trócaire implements directly
9. <http://charter4change.org/>
10. This is an internal cross organisational management team established to decide and set up a response. It includes representation from Humanitarian, Fundraising & Marketing, Communications, Head of Region, Directorate, and Public Engagement.
11. In order to facilitate monitoring and to facilitate aggregation of impact, the long term outcomes articulated below should be used in Humanitarian Strategies / Country Strategic Plans (where relevant) and the Intermediate outcomes should be used in partners' projects
12. ECHO Resilience Marker Measures
13. [Inform-index.org](http://inform-index.org) Somalia, South Sudan, Syria, Sudan, DRC, Uganda, Myanmar (all in top 12) but also Honduras, Guatemala, Nicaragua, Ethiopia, Pakistan
14. <https://Trócaire.box.com/s/y5p29di6v5ov733pjworpnnuw3c37i4c>
15. <http://www.start-network.org/>
16. <http://www.unocha.org/what-we-do/coordination-tools/cluster-coordination>
17. Annex of Humanitarian Handbook

PHOTO CREDITS:

COVER PAGE:

Petul (11), a Syrian refugee arrives in Presevo refugee centre, Serbia after a long journey and gets aid from Trócaire partner, Caritas Serbia. Photo: Meabh Smith/Trócaire

PAGE 1: Ethiopia, 2003

Gemo Muni (40) from Bulle Dheelaa village in Ethiopia's Dillo District. A new water point was developed near the village by the community and Trócaire partner Action for Development. Gemo said that the development has eased water shortages and greatly helped her family and their animals. Photo: Tamiru Legesse

PAGE 3: Refugees, 2015

A mother and her children at the Berkasavo border crossing between Serbia and Croatia, where thousands of refugees travelled daily on their journey to safety in Europe. Photo: Meabh Smith/Trócaire

PAGE 6: Nepal, 2015

Three months after earthquake. Photo: Bikash Khadge/CAFOD

PAGE 9:

Caritas Croatia volunteers make 4,000 litres of tea a day for refugees in the refugee centre in Croatia. Photo: Meabh Smith/Trócaire

PAGE 14: Somalia, 2013

Habiba Ibrahim Bule and her daughter one-year old daughter Farhiya, outside their home at the Kabasa IDP settlement in Dollow district, south Somalia. Photo: A.Gichigi/Trócaire

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