



**TEARFUND IRELAND
'UNITED AGAINST POVERTY,
TOGETHER FOR TRANSFORMATION'**

Strategic Plan 2015 – 2020



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Agelika Agun is among the women whose families qualify for food vouchers in Northern Bahr el Ghazal in South Sudan. Her 18-month-old daughter Veronika showed signs of malnutrition after a bout of diarrhoea and received supplementary food from a feeding centre. Angelika heads up a household in which six other people depend on her. Her husband works away from home and Angelika lacks any other assets such as livestock. Photo: Markus Köker/Tearfund Ireland



A woman from a local self-help group in Ethiopia. Photo: Cally Spittle/Tearfund

II. Foreword by Chairperson



It is my great privilege and honour to serve Tearfund Ireland as its Chairperson. It is and has been an exciting journey as an organisation to witness the impact of our work in some of the world's poorest and fragile countries over the past number of years. We are now entering a new phase of implementation of a second Strategic Plan in the young life of Tearfund Ireland. Our new Strategy 2015-2020, 'United Against Poverty, Together for Transformation', builds on the success of the past and looks forward to Tearfund Ireland making an even greater contribution on ending poverty and injustice across the world. Tearfund Ireland can achieve this through increased partnerships with a common vision and mission, and with God's blessing.

Since becoming operational in 2008, Tearfund Ireland has gone from strength to strength. As an organisation we have been growing our resources and capacities to deliver more projects and programmes as well as respond to increased humanitarian crises. Over the past six years, Tearfund Ireland more than trebled its income. This provided us with the resources to respond to poverty and suffering in countries such as Malawi, Ethiopia, Cambodia, Zimbabwe, Uganda, India, Haiti and many others. From a humanitarian crisis perspective, we have supported responses to the most devastating of earthquakes in Haiti, the East Africa food crisis and, in more recent years, the conflict in the Middle East, South Sudan and Central African Republic, as well as disaster risk reduction in Myanmar and typhoon Haiyan in the Philippines. Tearfund Ireland has been a part of many lives and communities being transformed through the local church. This has all been made possible because of the wonderful generosity and solidarity of many individuals and churches, increased partnerships with Irish Aid, Bishops' Appeal, businesses and other institutional donors.

Much has been achieved in the fight against poverty through collective implementation of the Millennium Development Goals: world poverty has been more than halved, the number of children who die before the age of five has reduced by more than 50 per cent and the number of people living with HIV has significantly reduced. However, the world continues to be home to 1 billion people living in poverty.¹ The number of natural disasters and humanitarian crises due to conflict are at the highest levels yet experienced. Yes, we can celebrate the success of the past but we must also resolve to continue to support more people being released from extreme poverty and injustice. The new Sustainable Development Goals Agenda, 'Transforming our world: the 2030 Agenda for Sustainable Development', is an agenda that Tearfund Ireland fully endorses. The United Nations describes this agenda as 'a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. We recognize that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development'.² As Tearfund Ireland we believe that we can make an important

and valuable contribution to this agenda. Working through the local church, we work at grassroots levels bringing about sustainable transformation that benefits all people and allows all the opportunity to flourish. This new agenda has been a very important feature of developing our International Programmes' focus at Tearfund Ireland, as well as that of Ireland's policy for International Development, 'One World, One Future'.

As we enter the five-year period of our new Strategic Plan, as a Board and staff we are committed to increasing all our efforts to reach those who are the most marginalised and vulnerable. We recognise that this can only be achieved by working together with our many faithful church and individual supporters, the Irish Government through Irish Aid, businesses, the EU, INGO partners, trusts and foundations. Of course, of critical importance is our partnership with the local church and Christian-based organisations in the countries we work in. We believe that in partnering together and working with good practice development and humanitarian responses, we can achieve sustainable transformation for the most poor and marginalised.

We look forward to uniting with you in bringing an end to poverty and inequality.

Dr. David Weakliam
Chairperson

David has worked in international and global health since 1988, including 12 years working with Tearfund and other development agencies in Nepal, Liberia, Sudan and Democratic Republic of Congo. Following his return to Ireland he worked as health adviser with Irish Aid, the government overseas aid programme from 2003 to 2007. David is now a Consultant in Public Health Medicine in the Health Service Executive (HSE) and works as Programme Lead for the HSE Global Health Programme.

¹ United Nations

² United Nations Draft outcome document of the United Nations summit for the adoption of the post-2015 development agenda

III. Foreword by Chief Executive Officer



Tearfund Ireland's new Strategic Plan 'United Against Poverty, Together for Transformation' is built upon its vision for 'flourishing communities, free from poverty and injustice'. Tearfund Ireland believes in the unique contribution of the Christian church and Christians in active involvement in ending poverty and seeking justice for people who are marginalised and vulnerable. Tearfund Ireland believes that God calls us to 'whole-of-life' Christianity and as His church to live out our faith as 'salt and light' in the world we live in.

As a Christian response to ending poverty and injustice and capturing our heart for all people who are marginalised and vulnerable, I think of a verse of scripture in John 10:10 that describes Jesus' desire for all to have a life of abundance. Sometimes referred to as flourishing or thriving, this is what we at Tearfund Ireland understand by 'abundance'. We share this same heart, this same vision.

Our new Strategic Plan was developed through a comprehensive process. It is influenced by our experience gained in our work overseas, along with solidarity and an affinity with the people we serve. We are motivated and mobilised, ready to take our place in the collective response to poverty and injustice that is exemplified in the recently agreed global agenda, 'Transforming our world: the 2030 Agenda for Sustainable Development'.³ At the heart of this agenda is a desire for 'no poverty, no hunger and no one left behind'. Tearfund Ireland is poised and ready to continue to build its capacity and resources to make a valuable contribution to ending poverty and injustice.

We are living in a world where more than 1 billion people are at the time of writing still considered to be living in poverty and where 20 per cent of the population hold 90 per cent of the world's wealth.⁴ In 2011 it was estimated that 2.2 billion people were living on less than \$2 per day.⁵ There are close to 60 million refugees in the world today, the highest levels since World War II. Approximately 1.2 million children are trafficked every year. These are just some of the realities of the world we live in. At Tearfund Ireland we believe that transformation is possible: we have hope for a better world, a more equal world.

Sharan Kelly

Sharan Kelly
Chief Executive Officer
October 2015

Chair of Dóchas, the association of Irish Non-Governmental Development Organisations.
Vice Chair of EU-CORD Administrative Council, a network of European Christian Relief and Development NGOs.

Through our partners of local churches and faith-based organisations working on the ground and at grassroots levels in the countries we work in, we have witnessed many lives that have been changed. We have many testimonies of families lifting themselves out of poverty in Ethiopia, thousands of children being rescued and protected from human trafficking, children separated or orphaned being supported in families and communities, communities more resilient to natural disasters and babies being born free from HIV. The local churches are right at the heart of poverty and their reach extends even to those on the furthest margins. Tearfund Ireland works with local churches and faith-based organisations, to increase capacities in a way that is sustainable, empowering, participatory, accountable and good value for money. The recent cost-benefit analysis study of our Self Help Groups (SHGs) programme in Ethiopia testifies to outstanding returns on investment, ranging from 58:1 to 400:1 (based on 'individual to donor funded').⁶ This study, led by an independent consultant, found that '*cost-effectiveness is driven by high impact and low costs. The basis of the model is community empowerment, which fosters long term commitment and sustainability. The costs of realising SHG benefits are low and over time can be largely self-funded.*'⁷

Tearfund Ireland's Strategic Plan identifies the methodologies and approaches to be undertaken in our Development and Humanitarian work, such as the Self Help Group model. We will continue to grow our impact through partnerships, good practice development and measures that are good value for money with sustainable impact.

We have identified an ambitious plan for the next five years that builds on the past and will be achievable through a strong and ambitious strategy to increase our resources through growing a larger supporter base and partnerships with church denominations and networks, individuals, businesses, Irish Aid, EuropeAid, other like-minded INGOs, trusts and foundations. We are also seeking to make a greater impact in addressing the root causes of poverty through increased advocacy activity here in Ireland and overseas.

Success factors that are key to achieving our ambitions are increases in both resources and capabilities. We believe that partnerships can achieve more. We believe in working together with a shared vision and purpose which will result in greater outcomes. As Ireland emerges from many years of recession, we are trusting in the unwavering faithfulness of our generous supporters as well as the Irish Government's enviable reputation as a leader in global development. We are encouraged by Taoiseach Enda Kenny's recent statement at the UN Summit in New York in September 2015, when agreeing to the new global agenda, that Ireland will honour its commitment to the UN target of allocating 0.7 per cent of GNP to overseas development. To succeed, we need to remain ambitious, harness our convictions, commitment and energy, and work together to empower more people and communities to lift themselves out of poverty, to end injustice and inequality.

We look forward to working with you in achieving our vision.

IV. Executive Summary

Tearfund Ireland is entering an exciting phase in its 'life' as an organisation. Tearfund Ireland has a big dream and vision. Tearfund Ireland's vision is for flourishing communities, free from poverty and injustice. This can be achieved through working together – with and through the local church and faith-based partners, both in the global South and in Ireland, and growing partnerships with Irish Aid, EuropeAid, trusts, foundations, INGOs and the corporate sector. Tearfund Ireland's strategy for the next five years is to develop and grow its capacity as an organisation in the Republic of Ireland so that Tearfund Ireland can have even greater impact in the lives of people and communities worst affected by poverty and injustice.

Tearfund Ireland is compelled by the belief as a Christian organisation⁸ and a part of the Christian Church in Ireland that the church has a significant and essential role to play in ending poverty and injustice. Tearfund Ireland is driven by its belief that God, through His word, character and the person of Jesus Christ, calls the church and Christians to active involvement in ending poverty and seeking justice for people who are marginalised and vulnerable. Tearfund Ireland believes that God calls us to 'whole-of-life' Christianity and, as His church, to live out our faith as 'salt and light' in the world we live in. This is the essence of Tearfund Ireland.

Tearfund Ireland's mission is to stand together as God's church here on earth, with people, communities, churches, denominations and networks, Christians, faith-based partners, our peers in the global South and global North to transform the lives of the most marginalised through partnerships that mobilise, empower and build capacity. This is Tearfund Ireland's passion.

The process of strategic review and planning has provided Tearfund Ireland with a greater sense of focus and clarity in what its contribution can be to the eradication of poverty and injustice; what its niche is; where it can add value and what it should put greater emphasis on: for example, building stronger and more meaningful partnerships and how best to resource the organisation to enable it achieve its vision and mission.

Tearfund Ireland has strategically examined its geographic and country focus and has identified its geographic context for the next five years. More emphasis is being put on fragile states, clustering countries in geographic regions within a manageable quota of countries. Tearfund Ireland has identified



Training under the mango tree in Organgora Uganda. Photo: Layton Thompson/Tearfund.

that it will respond to people and communities who are most marginalised and in greatest need. Tearfund Ireland's approach is to work holistically in poor communities. A specific focus is placed on poor communities, the most marginalised and the most vulnerable. This will include children at risk and orphans, vulnerable women and people most affected by protracted crises due to conflict. Tearfund Ireland focuses its work on empowering, building capacity and mobilising people, churches and communities.

This strategic plan identifies the methodologies and approach undertaken in Development and Humanitarian work. It describes Tearfund Ireland's strategic goals to enable the local church and other partners to transform the lives of the most vulnerable and marginalised people through the increased provision of resources, building meaningful partnerships with partner organisations including strengthening their capacity, and responding effectively to humanitarian emergencies and to protracted crises in fragile states. It includes being an advocate with and for

those most vulnerable against injustice and poverty while also strengthening and resourcing the organisation so that it can achieve all of this.

Tearfund Ireland has built strong relationships with many churches in the Republic of Ireland over the past number of years. Tearfund Ireland will seek to grow its resources significantly through engaging more churches and individual supporters. While Tearfund Ireland is well known across church denominations and networks, there is considerably more scope to stand together as a Christian response to extreme poverty and injustice. Tearfund Ireland considers itself to be a vehicle by which churches and Christians can actively engage in responding to extreme poverty and injustice overseas. Tearfund Ireland's goal therefore is to promote itself in this way and will position itself as a 'friend and partner' of the church in the Republic of Ireland. It will actively seek to partner with churches, church networks, para-church organisations etc, while also being a leading voice with the church on 'social justice'.

³ United Nations Draft outcome document of the United Nations summit for the adoption of the post-2015 development agenda

⁴ United Nations Development Programme

⁵ United Nations Development Programme

⁶ Partnerships for change: a cost benefit analysis of Self Help Groups in Ethiopia, Courtenay Cabot Venton, 2013

⁷ Partnerships for change: a cost benefit analysis of Self Help Groups in Ethiopia, Courtenay Cabot Venton, 2013



Determined students from Mount Temple School battled wind and rain for bucket collections in Dublin and Swords to raise funds for Tearfund Ireland's anti-trafficking work and to mark EU Anti-Trafficking Day and World AIDS Day.

At a fundamental level, Tearfund Ireland recognises that there is a need for greater understanding and engagement of churches in the eradication of poverty and injustice globally. This is considered as essential to Tearfund Ireland, as a Relief and Development agency, in growing its capacity to respond to the dire situations of people and communities in extreme poverty. A major feature of the Church and Supporter Relations strategy is to focus on supporting and equipping church and Christian engagement in development and social justice. A Development Education Strategy will be employed to support this. A significant area to progress in the coming years is the engagement of the emerging generation of young church leaders and young people. This strategy puts strong emphasis on the key importance of this group in engaging in development and social justice. There will be a stronger focus placed on growing and equipping its volunteer network as a key means to achieve its vision.

Tearfund Ireland's Marketing, Communications and Fundraising strategy identifies churches and individuals as a major source of support and income for Tearfund Ireland. Its strategy is specifically to reach more churches and individuals and grow regular giving. A number of strategies

will be employed to achieve this within marketing, communications and fundraising activities. In the next five years, partnerships will be further developed with the Irish Government and Irish Aid, trusts, foundations and other institutions, corporates, other partner INGOs and EuropeAid as a means of providing the resources needed to grow its Development and Humanitarian Programmes overseas.

One of Tearfund Ireland's strategic goals is to advocate with and on behalf of the most marginalised and vulnerable. Advocacy is considered an integral part of its work in Development and Humanitarian responses. Tearfund Ireland's advocacy strategy will seek to tackle the root causes of poverty to bring about long-term change. Tearfund Ireland will seek to influence policies, structures and systems that can bring about change in order to influence those in power to act in more equitable ways.

Tearfund Ireland is compelled to stand with and for those in greatest need, as a Christian response – shoulder to shoulder, hand in hand, with churches and supporters, donors, trusts, foundations, businesses, our peers, partners, governments and institutions in the eradication of poverty and in witnessing whole-life and community transformation and flourishing.



Agnes Gamanadji, Kapou, Central African Republic. Agnes received seeds and tools to restart farming following conflict by rebel groups in her village. Photo: Markus Köker/Tearfund Ireland.

1 Tearfund Ireland Organisation History

Tearfund Ireland's history is steeped in a movement of Evangelical Christians in the UK and Ireland who had a conviction of faith to respond to the millions of people suffering across the world due to extreme poverty, injustice, natural disasters and suffering in the late 1960s. The media coverage of the Biafra famine in the late-1960s impressed upon Christians living in the United Kingdom and Ireland the need to support the Evangelical Alliance in sending funds to those faced with desperate poverty and suffering. The Evangelical Alliance Relief Fund had emerged in 1968, with members convicted and determined to merge Christian compassion with practical action, birthing the organisation, Tearfund.⁹

Evangelical Christians across the island of Ireland galvanised support behind this movement. Through a committed, energetic and passionate group of volunteers and supporters, Evangelical Christians in Ireland supported the work of Tearfund for decades. In 2000, The Evangelical Alliance in Ireland, Irish supporters and volunteers, Tearfund and other Christian networks brought Tearfund to a new era in Ireland and Tearfund Ireland was established as a separate organisation. Overseen by a Board of Directors, Tearfund Ireland became operational in 2008. Since

then Tearfund Ireland has grown from strength to strength.

Tearfund Ireland continues to work closely with Tearfund in the UK through implementing joint programmes overseas, sharing resources, shared learning, expertise and experience. Tearfund Ireland has sought to develop its own distinctiveness, strategic priorities and programme experience and expertise in the field to complement and add value. With just over six years' experience behind it, Tearfund Ireland is embarking on

the next phase of its journey seeking to contribute more significantly to the eradication of poverty and injustice in some of the world's poorest countries through partnership with the Christian church in Ireland and overseas. Tearfund Ireland operates within the Republic of Ireland. The six counties of Northern Ireland are within the management of Tearfund in the UK. Tearfund Ireland and the Tearfund Northern Ireland office work closely together and are committed to growing this relationship in the years to come.



Baby Jesse born HIV free to HIV positive parents as part of the IMPACT programme in Malawi. Photo: Markus Köker/Tearfund Ireland.

2 The Irish Context – Ireland's Relationship with Poverty and Mission

The DNA of Irish people can be considered as being heavily influenced by our history. The impact of missionaries both to and from Ireland along with that of its experience of poverty culminating in a devastating period of famine in the 1840s cannot be underestimated, and in fact can be viewed as being deep within the Irish psyche. This relationship, history and heritage is a fundamental driver of people who are Irish, of Irish descent or who have an affinity with Ireland, being among the most active and respected supporters of Humanitarian and Development responses across the globe.

The famine, known as the Great Hunger, resulted in more than 1 million people – men, women and children – losing their lives to starvation and a further 2 million emigrating to survive and seek a better life. This deep-rooted connection with our ancestors, our history in overcoming extreme poverty and hunger, were acknowledged and endorsed by Taoiseach Enda Kenny when he said in his speech at the National Famine Commemoration in May 2014, 'What we do know is that today as their descendants we carry the generational memory of the Famine deep within us.'¹⁰ Truly, it is embedded in every Irish person's DNA, and is considered one of the main reasons why Irish people and the Irish Government are one of the

most generous and strongest advocates of poor and marginalised people across the globe.

Taoiseach Enda Kenny comments on this further in the context of the current and most recent difficult periods of recession in Ireland, 'Above all it's in the fact that despite all our recent difficulties we are still one of the most generous and compassionate nations in the world. Today, as Taoiseach, in honour of our Famine dead I'm proud to be able to say that combating global hunger and under-nutrition is central both to Ireland's foreign policy and to our overseas development-assistance programme – Irish Aid.'¹¹

⁹ Tearfund refers to the organisation in the United Kingdom (UK). Tearfund Ireland is a separate independent organisation with a close working relationship with Tearfund. When referring to Tearfund in the UK, we reference Tearfund.

¹⁰ A quote by An Taoiseach Enda Kenny, at the National Famine Commemoration, May 2014

¹¹ An Taoiseach Enda Kenny, at the National Famine Commemoration, May 2014

To add further testament to and endorse Ireland's strong and inarguable connection to the eradication of poverty and injustice, Ireland co-facilitated with Kenya the negotiations of the new Sustainable Development Goals agreed by world leaders in September 2015.

This deep connection of the Irish people with the experience of poverty, injustice and their eradication certainly gives Tearfund Ireland an opportunity to draw on this in its work overseas, through the engagement and support of Christians living in Ireland and the Irish church. It is important also to recognise that Ireland has become home to many thousands of people from countries in Eastern Europe, Africa, Asia and beyond. Notwithstanding the Irish experience, there is also strong connections among these diaspora communities with eradicating poverty and injustice. This historical connection combined with a God-given conviction, commitment and passion motivated by deep-rooted beliefs and values is deeply integrated within the context where Tearfund Ireland finds itself, and is at the core of Tearfund Ireland, as an Irish organisation.

The role of Irish missionaries living out their faith is also key to our history and experience with poverty and mission. *The Irish Times* on 4 March 2015 led with the following title for an article in its opinion section that day, 'Missionaries created the template on which Ireland's aid programme is built'. The article features the President of Ireland, Michael D Higgins, on a visit to Malawi, where the President himself said that the legacy of Irish missionaries 'continues today through the inspirational work of their successors here in Malawi and across the globe'.¹²

Irish missionaries are credited with bringing the good news of the gospel, both practically and spiritually, to many parts of the globe. To this day Irish missionaries continue to work in some of the world's most marginalised and poor communities. While the number of missionaries may be considerably less than in previous centuries, one can take heart from the fact that Irish missionaries now work alongside indigenous peoples who have become missionaries in their own country.

The aforementioned article pays tribute to these missionaries and the progress that has been made in indigenous and Irish missionaries working together, which is leading to greater empowerment and ownership in the eradication of poverty. Christians can take heart from our Irish ancestors who as missionaries brought hope, love and compassion to so many. It is also an opportunity for Christians to reflect on the example given by these individuals who for the sake of the gospel lived out a life that demonstrated God's love with such depth and conviction.

The testimony of the lives and service of missionaries in ministry overseas is captured by Matt Moran, Chair of Mísean Cara,¹³ the writer of the article in the *Irish Times* in March 2015, as he refers to them as 'unpaid ambassadors'. He writes, 'An international reputation takes decades to grow. Our reputation in development aid has been driven by values that underpin effectiveness. For many decades, Irish missionaries were the unpaid ambassadors of our country as they lived and ministered among poor and marginalised people in developing countries.' Moran continues, 'Their values were grounded in respect, dignity, compassion, integrity, and commitment to the poor. As various presidents and government ministers have acknowledged many times, our missionaries created the example and the environment upon which the country's international aid programme was built.'

Tearfund Ireland's hope and vision is that more and more Christians and churches in Ireland will grasp hold of that very same 'call', 'conviction' and life of ministry lived out by Ireland's ancestors and reach out to the poor and marginalised in their daily lives. It is a part of Irish history as much as that of the Great Hunger of the 1840s. It is one that even today still brings hope and transformation of the most poor and marginalised, who are enabled to lift themselves out of poverty and live fulfilled and flourishing lives.

Tearfund Ireland's approach through supporting and mobilising local churches and communities working at grassroots level supports, empowers, trains and facilitates poor people to lift themselves

out of poverty, and to reach those in their own communities who are in similar situations. Working at grassroots level in a culture and context that they are familiar with brings about greater impact and sustainability. The heart and act of mission in poor communities is bringing about true transformation that can be aligned with that of the Irish missionaries of the past and present. Tearfund Ireland's work is 'missionary', based on God's call and heart for the poor, holding to the same values and seeking holistic transformation through working shoulder to shoulder.



A mother holds her baby at a 3 day trauma workshop in a church in Jordan. Many Syrian women have become single parents due to the war and struggle to cope as refugees. Run by a Tearfund local partner, these sessions help women to recognise and manage trauma in themselves and their families, giving them space to talk about their experiences with each other. Stella Chetham/Tearfund.

3 Development of Tearfund Ireland's Second Strategic Plan



Pastor Luciano and members of the community outside Wigwag church in Uganda. Photo: Cally Spittle/Tearfund.

The process to develop Tearfund Ireland's new strategy involved consulting with key stakeholders, including its Board of Directors, staff, church leaders, supporters, donors, Christian networks, Irish Aid, its peers, colleagues and in particular learning from programmes and its partners overseas. It is informed by internal and independent analysis of church and supporter engagement and support over the past five years. It is informed by and is coherent with Irish Aid's policy for International Development, 'One World, One Future'. Tearfund Ireland contributed to the Irish CSO review of the post-2015 agenda through the World We Want forum and consideration is given to the priorities identified through

this process and the newly agreed Sustainable Development Goals. It is also informed by the EU-CORD¹⁴ strategic review of Christian NGOs, 'Direction, Value and Impact' and development in 2020, Tearfund in the UK's strategic focus and direction, as well global trends in development cooperation.

Tearfund Ireland engaged an external consultant to support the process of strategic review. This in-depth process allowed for some significant critical analysis into the essence of Tearfund Ireland, its unique distinctiveness, its positioning in the sector, Tearfund Ireland branding and communications, its priority programme focus and what its unique place as a Christian Development

and Humanitarian Agency in Ireland was and could be. In depth external and internal environment analyses were undertaken to inform the strategy.

Tearfund Ireland is positioned well to build its capacity as an organisation to work in partnership with the Christian church throughout the Republic of Ireland in living out its faith, working together with and alongside those who are living in extreme poverty and suffering injustice to bring about truly holistic transformation – physical, spiritual, psychological, economic, political and socio-cultural at personal, community and national levels.

¹² *Irish Times*, 4 March 2015

¹³ Irish-based charity working to bring about transformation through supporting missionary organisations and their partners

¹⁴ EU-CORD, a network of 22 Christian Relief and Development Organisations from 12 countries across Europe

4 Vision, Mission and Goals

'Vision is a "holy discontent" – a deep dissatisfaction with what is, combined with a clear grasp of what could be. It is a picture – "a mental sight" – of the future that inspires hope.' Alpha Bible in One Year, Holy Trinity Brompton, December 2014

Vision

Flourishing communities in partnership with local churches free from poverty and injustice

Mission Statement

Our passion is to stand together to transform the lives of the most marginalised through partnerships that mobilise, empower and build capacity

Strategic Goals

1. Enable the local church and other partners to transform the lives of the most vulnerable and marginalised people through meaningful partnership, capacity building and increased provision of resources
2. Become more widely known and understood across churches in Ireland and envision, equip and mobilise churches and the Christian community in Ireland to engage in social justice and development'
3. Advocate with and on behalf of the most marginalised and vulnerable
4. Grow and strengthen organisational resources, technical expertise, skills and capacity

Values

Tearfund Ireland is driven by its belief that God through His word, character and the person of Jesus Christ calls the church and Christians to active involvement in ending poverty and seeking justice for people who are marginalised and vulnerable.

Christ-centred

As a faith based NGO, we are committed to following Christ's example – His words, actions and life in all that we do, say and are. Our roots go down deep in Him: His Spirit energises us, His word steers us and His presence steadies us.

Justice

We are committed to justice for all people and communities. We believe that all people should be treated justly and equitably. We are committed to seeking the restoration of relationships that are unjust and inequitable, and seek to ensure the dignity and flourishing of every human being and society as a whole.

Empowerment

We are committed to people and communities being empowered to live with dignity and to flourish. We will

advocate with and on behalf of those most vulnerable and will support their capacity building for 'self-help', growing resilience and flourishing.

Relational

We are committed to meaningful, effective and mutually beneficial relationships. We seek to put those we are serving first while working collectively with humility through mutual respect, learning, service and support.

Passionate

We are passionate in our convictions and commitment to seek the transformation of people and communities and are driven to eradicate poverty and injustice with and on behalf of those most vulnerable.

Integrity

We are committed to working with integrity and seek to uphold standards and principles of excellence, accountability, transparency and good practice. We will seek continually to learn, improve and share models of best practice and innovation while also being highly effective in the allocation of our resources.

5 Theory of Change: the context in which Tearfund Ireland works and its unique 'contribution'

Tearfund Ireland is motivated by a strong biblical concern for social justice and a mandate to empower the poor, which is exemplified by the following verse in scripture:

'Learn to do right! Seek justice, encourage the oppressed. Defend the cause of the fatherless, plead the cause of the widow.' Isaiah 1:17 (NIV)

Tearfund Ireland's understanding of developmental change is rooted in its theory of poverty. Poverty is multifaceted, including economic, social

and political dimensions, etc. From the perspective of poor and vulnerable people, these are underpinned by harmful relationships at various levels, often related to the misuse of power.

Unhealthy relationships exist between poor people and other people and institutions (contributing to unhealthy hierarchies including oppression and exploitation, as well as a lack of safety nets or provision of [basic] services); there are also imbalances within poor communities (leading to dependency

mind-sets and lack of dignity), between poor people and the environment (resulting in the misuse of natural resources and climate change), and in people's worldview (which culturally sanction the unhealthy hierarchies and a lack of democratic processes or good governance). Therefore Tearfund Ireland's theory of change revolves around improving relationships, primarily starting from the bottom up at the beneficiary level, but also working at the systemic and political level.

Working in partnerships, Tearfund Ireland's projects and programmes emphasise 'pro-poor people-centred development', including capacity building, development of networks and groups, the use of locally available assets, and volunteers. Tearfund Ireland pursues transformational development and assumes that human beings are created in the image of God and have capacities and assets that can be mobilised at an individual and community level, as well as access to natural resources. It is appreciative and more about opportunities than boundaries. Therefore Tearfund Ireland takes a holistic view and facilitates with open-ended approaches that release local capacity. Tearfund Ireland is not only interested in the depth, scale and replicability of change, but also whether it is cost-effective and good value for money.

Progress in poverty eradication

Irish development assistance has contributed to the enormous development success of the past couple of decades. Extreme poverty has been halved in one generation. The likelihood of a child dying before the age of five has been halved, saving about 17,000 children every day. More than 170 million people, almost 40 times the population of Ireland, are no longer living with chronic hunger.

This huge progress has in many ways been a product of rapid economic growth in developing countries. About 600 million people have been brought out of poverty in China alone. **But the complete eradication of extreme poverty and hunger will not be achieved purely through economic growth. Extremely poor people will increasingly live in fragile states and countries in conflict. Poverty will be more concentrated in vulnerable groups** such as indigenous communities, small

farmers, ethnic groups, religious minorities, women and the disabled. **Specific policies targeting the most vulnerable groups and directing more resources to the least developed countries will be required to end poverty and hunger.** Erik Solheim, Chair, Development Assistance Committee, Review of the Development Cooperation Policies and Programmes of Ireland, Irish Times, 2 December 2014

At the time of writing this strategy, the post-2015 Sustainable Development Goals have been agreed and the Humanitarian sector is experiencing an unprecedented number of emergencies classified as Level 3 – the highest level. Tearfund Ireland asked itself how it can add value in an increasingly complex world. Among others, the following trends have shaped this strategy:

- An increase in protracted crisis in so-called fragile states has led to an increased interest in peacebuilding and fragile states.
- Middle-income countries are increasingly able to resource support locally. The Indian government's law making corporate social responsibility mandatory is an example of this. Consideration of poverty indices and the focus on those who are considered most marginalised influences Tearfund Ireland to focus on least developed countries.
- Over the years, the aid 'industry' has increasingly emphasised integration, which is why Tearfund Ireland favours approaches that mobilise assets towards human-centred development that improves livelihoods, and realise results that cut across sectors
- Harmonisation, avoiding duplication and coordination through clusters has been emphasised. Therefore Tearfund Ireland seeks increasingly to facilitate local partners to work in consortia, while focusing predominantly on responding

to humanitarian emergencies in partnership with organisations that are part alliances, such as EU-CORD and Integral Alliance.

- Tearfund Ireland will continue to focus on demonstrating quantitative and qualitative results, while emphasising value for money. This requires investment in technology and research that measures change.
- Churches are growing and expanding in the global South. Their influence is growing as they find their voice in society and they are asked to play an important role in peacebuilding and to fill a gap in fragile states, where they often represent a sense of consistency in changing environments. This confirms Tearfund Ireland's view that working through a grassroots approach creates added value and sustainability. There is also potential for the church to increase its role in advocacy.

Development and what resonates with the Irish public:

- The Irish experience revolves around hunger, thus Tearfund Ireland seeks to be nutrition-sensitive in its approaches towards improving livelihoods and responding to humanitarian emergencies.
- Tearfund Ireland considers the area of deinstitutionalisation and alternative care of orphans and vulnerable children as its niche area in both development contexts and post-emergency situations.

The Church and Christian Environment in Ireland

Tearfund Ireland is operating in a post-Christian era in Ireland. A strong historical connection with its Christian roots and faith, however, remains evident. Opportunities for greater partnership and collaboration with churches exist across all denominations and networks.

Economic Forecast

The following economic forecasts and indicators were considered:

- IBEC forecast GDP growth for 2015 at four per cent and states the 'economic outlook is positive'.¹⁵
- The ESRI in its Autumn 2014 Quarterly Economic Commentary states that 'economic growth is expected to be strong in 2014 and 2015', with Ireland's Gross National Product (GNP) forecast to grow by approximately five per cent in each year, according to the latest analysis by the Economic and Social Research Institute (ESRI).¹⁶

- In terms of a longer-term forecast, the ESRI's Medium Term Review 2013–2020 carried out in July 2013 states that in a recovery scenario, the outlook for Ireland's economy is very positive. It states that 'in the Recovery scenario, the EU economy is assumed to return to a reasonable rate of growth over the rest of the decade. It is also assumed that the continuing problems in the Irish financial sector are tackled effectively. Under these circumstances, the economy could grow by around 3.5 per cent a year in the second half of the decade...'¹⁷

Internal Environment Overview

Tearfund Ireland has strong capacity to grow and increase its impact. Tearfund Ireland has a strong, experienced Board and team of talented management, staff and volunteers. Added to this is a very positive reputation and respect among key stakeholders and peers for the quality of its development and humanitarian work.

6 Development and Humanitarian Responses

Methodology and Approach to eradicating poverty and injustice;

Principles of Engagement

1. To enable the participation, engagement and inclusion of the most vulnerable and marginalised people in their communities
2. To address the underlying causes of vulnerability and strengthen existing capacities and invest in preventative solutions
3. To address issues of stigmatisation and marginalisation among the local church and among the wider community leading to mind-set and behaviour change
4. To facilitate meeting the needs of the vulnerable and most marginalised especially through mobilising local resources

5. Building social capital to develop community networks towards help for self-help and to provide care and support for the vulnerable and most marginalised

6. To strengthen capacity and share learning with local churches and partners. To network local churches and partners with the wider development community and ensure harmonisation within development frameworks.

Specific Principles

These principles will be integrated into all projects as much as possible, though acknowledging that it may not always be feasible in humanitarian responses.

Building Capacity: Tearfund Ireland builds people's capacity towards help for self-help.

Community Development and social capital: Tearfund Ireland seeks to build social capital, by means of networks and groups that support each other and where the sum is bigger than the parts. These groups can be both homogenous and heterogeneous groups.

Asset-Based: The belief that everyone is created in the image of God, Tearfund Ireland will not only look at needs, but the assets within people and communities, on capacities and capabilities. The process involves the participation of those affected by poverty in the poverty alleviation process.

Church and Community Mobilisation: Working through the church and facilitate it to look beyond its boundaries. Envision churches not to be insular, but engage with the community around them around felt needs. This process makes the church a relevant actor within the civil society.

Asset Based Approaches to Poverty

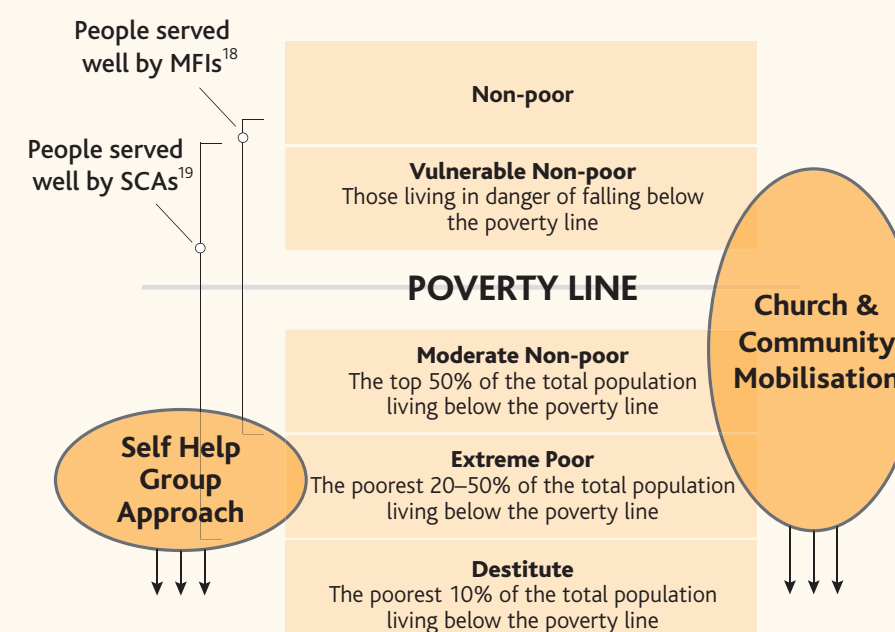


Figure 1: Asset based approaches towards reaching the most vulnerable. Based on: Corbett, S. & Fikkert, B. 2012: *When helping hurts*. Chicago.

Tearfund Ireland's specialist focus is about partnering with churches and mobilising its leaders and members to become engaged with the wider community towards best practice and participatory poverty alleviation; alternative care of institutionalised orphans and vulnerable/marginalised children, vulnerable women and transformative self-help approaches, for example, the Umoja and Self Help Groups create social capital and build on the assets of the most vulnerable. Tearfund Ireland will expand in these technical areas and developmental approaches as areas of added value. The areas of alternative care and working through churches are especially considered organisational niches. Tearfund Ireland will share learning between countries in these and other areas, with a view to replication and scaling up.

Tearfund Ireland will continue to respond to humanitarian emergencies in partnership with other international organisations. Notwithstanding its relationship with Tearfund in the UK, Tearfund Ireland will deepen its relationships with likeminded

international organisations through the Integral Alliance and EU-Cord network. Emphasis will be placed on developing relationships with developmental partners and those operating in so called fragile states. Tearfund Ireland's portfolio of projects will have a greater emphasis on least developed countries, fragile states and humanitarian responses. Forgotten emergencies will be incorporated within this. Tearfund Ireland's humanitarian responses will have a developmental focus linking Relief, Rehabilitation and Development (LRRD), which often means building the capacity of the local church at the same time.

Tearfund Ireland Geographical Context and Country Strategy

Tearfund Ireland will focus on no more than ten least developed countries and fragile states in sub-Saharan Africa and South-East Asia.

Emphasis will be placed on opportunities for more breadth and depth, scale, country experience and technical

expertise. In particular a focus will be on countries whose governments limit social, political, religious or economic freedom and support the development, where possible, of a strong civil society.

Tearfund Ireland will increase its support in contexts where it can add value and work with partners. In the past Tearfund Ireland has been known by and large for working in least developed countries and middle-income countries, while also responding to humanitarian emergencies such as natural disasters and more recently conflicts that are deemed Level 3 by the UN. Less emphasis has been placed on forgotten crises or humanitarian situations that are not well profiled in the media. The context portfolio will be restructured, first of all by phasing out middle-income countries, primarily as internal resources can be mobilised in countries like India. Secondly, in light of the focus on the most marginalised and growing its organisational expertise and capacity, greater focus will be made on contexts where Tearfund Ireland can work in partnership and, increasingly, in direct partnerships with local partners.

¹⁵ Q2 IBEC Economic Outlook, Choose Growth and Jobs www.ibec.ie

¹⁶ www.esri.ie

¹⁷ Medium Term Review Press Release, July 2013 www.esri.ie

¹⁸ MFIs – micro finance institutions

¹⁹ SCAs – Savings and credit Associations

This leads to the following portfolio of contexts:

a. Least Developed Countries

Tearfund Ireland will engage in sustainable developmental activities in support of the most vulnerable, as well as advocacy in these countries.

b. Fragile States

The border between fragile states, forgotten emergencies and protracted crisis and slow-onset emergencies is somewhat fluid. The term 'fragile states' is meant as a summary term that connotes a context where the state is not very strong, which means civil society actors, including churches, have a very important role to play. Including fragile states specifically allows Tearfund Ireland to work as a lead partner, which is often not possible in

humanitarian responses, but facilitates its working to its greatest strength, through development approaches. At the same time, the conflicts in fragile states are complex and protracted. These chronic situations hardly make it into the news and tend to become forgotten emergencies. These are situations where the need is greatest, even though the news does not report about it. Therefore, with Tearfund Ireland's particular way of working in partnership through churches and with its focus on the most marginalised, it will give higher priority to these contexts and increasingly develop direct links with locally based organisations.

c. Humanitarian Emergencies

Tearfund Ireland will continue to respond to humanitarian emergencies caused by natural disasters and political instability, or conflict. Due to the nature of the

response required, Tearfund Ireland will partner with other international agencies to respond; this specifically includes Integral Alliance members,²⁰ unless the humanitarian emergency happens in an area where Tearfund Ireland already has a partnership and is experienced in delivering humanitarian responses.

Tearfund Ireland considers the development of strategic relations with partners of sufficient capacity and expertise who share similar beliefs and values, and to a lesser extent historical links. In particular a focus will be on countries whose governments limit social, political, religious or economic freedom and support the development, where possible, of a strong civil society. The geographic focus will be on sub-Saharan Africa, particularly eastern and southern Africa, as well as South-East Asia.



Photo: Children among the ruins of their town destroyed by Typhoon Haiyan. Photo: Marcus Perkins/Tearfund

STRATEGIC GOAL:

1

Enabling the local church and other partners to transform the lives of the most vulnerable and marginalised people through meaningful partnership, capacity building and increased provision of resources

Focus Groups

Tearfund Ireland will prioritise and direct its resources to the most marginalised and vulnerable. In particular children at risk/orphans, vulnerable women and people who are affected by forgotten crises and humanitarian emergencies.

Family First Alternative Care

There is a significant body of global research, conducted over 60 years, that demonstrates the negative impacts of residential care. Children in residential care are at greater risk of severe neglect, physical and sexual abuse. These impacts can include cognitive brain damage, clinical personality disorders and growth and speech delays. A further significant impact of placement in residential care is an impaired ability to re-enter society later in life. Children in residential care centres live outside of the society. They are unaware of societal norms and traditions. Most lack the basic skills to survive such as how to cook or to shop at a market. Since they meet very few adults, they also lack knowledge about how to communicate with people outside their age cohorts. They fear the outside world and the future. Orphanage tourism – the practice by which foreign tourists and volunteers visit an orphanage or volunteer temporarily – has erupted in Cambodia. In its most innocent form, orphanage tourism can be detrimental to child development. Caregiver (eg volunteer) turnover and large child-to-caregiver ratios can cause frequent disruptions in attachments (Dozier and Brick 2007). These disruptions are extremely disturbing

to children and are associated with long-term distress (McDonald 1996). Children in orphanage care are particularly vulnerable to developing disorganised attachments when forming and breaking bonds with successive volunteers (Richter and Norman 2007). In short, when institutionalised children leave the residential centres, they have a large number of developmental, emotional, psychological and spiritual challenges to overcome in order to be safe and accepted in their own society. Despite the education received, they are at great risk of becoming homeless, facing exploitative work conditions and distress, among other things, when leaving the institution (Iofa 2011). Tearfund Ireland will develop its niche area of expertise in Family First Alternative Care interventions over the life of this strategic plan. It will do this by developing two to three projects initially in the next three years and building on these projects by year five. Alongside this Tearfund Ireland will also continue to support humanitarian projects that target unaccompanied minors and orphans in humanitarian responses for example child friendly spaces and reunification programmes.

Children at risk (Children in Especially Difficult Circumstances)

1 billion children worldwide are living in poverty. According to UNICEF, 22,000 children die each day due to poverty. In 2011, 165 million children under the age 5 were stunted (reduced rate of growth and development) due to chronic malnutrition. It is estimated that 1.2 million children are trafficked every year. While progress has been made, children remain the most vulnerable group in society and as such Tearfund Ireland has made working with children at risk a priority. This includes children at risk of poverty, disaster, disease, conflict, trafficking and other forms of abuse. Children at risk include orphans/vulnerable children, unaccompanied minors, working children, street children, children trafficked or at risk of and those living in especially fragile situations.

Vulnerable Women

Women continue to be one of the most vulnerable groups in society and bear a disproportionate burden of the world's poverty. Imbalance of power is a cultural norm and leads to oppression and marginalisation of women both inside the family structure and in society in general. Women make up half of the world's population and yet represent 70% of the world's poor. Many of the world's poorest people are women who must, as the primary family caretakers and producers of food, shoulder the burden of tilling land, grinding grain, carrying water and cooking. When women have equal access to education, and go on to participate fully in business and economic decision-making, they are a key driving force against poverty. Women with equal rights are better educated, healthier, and have greater access to land, jobs and financial resources. Their increased earning

power in turn raises household incomes. By enhancing women's control over decision-making in the household, gender equality also translates into better prospects and greater well-being of children, reducing poverty of future generations.

Tearfund Ireland works holistically, it engages family, community and churches in the process of poverty alleviation. Tearfund Ireland operates an inclusive approach to its work, and while putting primary emphasis on high risk children and vulnerable women, it seeks to work with and engage men also. Gender is a cross cutting issue and as such is integrated across all programme areas. In placing priority on the most marginalised and vulnerable people with a particular emphasis on children, Tearfund Ireland will develop its specific technical niche area of Alternative Care-Family First approach.

²⁰ Note: Tearfund UK is an Integral member

Children at risk/Orphans and Vulnerable Children

Children and young people who have previously been institutionalised, and their families, need practical, emotional and spiritual long term support to ensure that their reintegration back home is safe and successful.

In placing priority on the most marginalised and vulnerable people with a particular emphasis on children, Tearfund Ireland will develop its specific technical niche area of the Family First Alternative Care approach.

Innovative intervention

Tearfund Ireland will concentrate on areas of competency based on technical expertise, geographic experience and development approach experiences that fit with its Theory of Change, such as Umoja, Self Help Group approaches etc.

Tearfund Ireland will seek to innovate as a core principle of its work building on such successful innovations such as the MiHope Data technology and Mother Buddies approach, used in its work in Malawi 2011-2014. Tearfund Ireland will explore opportunities to collaborate and partner with other agencies and service providers that may provide synergies in innovation that can support achieving core goals of its programmes. A strong emphasis is being placed on research as it relates to impact, demonstrating results and opportunity for learning, replication and scaling up. Tearfund Ireland will seek to partner with its peers, academic institutions and other stakeholders, availing of complementary experience, expertise for greater impact and synergies.

1. Piloting education in fragile state contexts (and indirectly in least developed countries)

'Education is a human right with immense power to transform. On its foundation rests the cornerstone of freedom, democracy and sustainable human development.'
Kofi Annan

Tearfund Ireland will pilot education in cooperation with churches in one country as a model of best practice that can be replicated. The quote by Kofi Annan indicates education is among the keys to development. Tearfund Ireland does not intend to get involved at school level in a way that would resemble service delivery. Therefore it will focus on teacher training and other capacity building measures that support the educational system and access to education.

2. Livelihoods

Livelihoods have a wider impact on the whole family including education and health. Tearfund Ireland will strengthen the area of livelihoods and its work in enabling families to generate their own income. This will be realised through Self Help Groups and other Saving Groups that enable micro-enterprise development. Tearfund Ireland will seek to explore the formation of cooperatives, when applicable.

3. Cross-cutting issues (sectors)/lenses

Tearfund Ireland will include the following aspects in all its projects, when applicable as cross-cutting issues: Nutrition and food security sensitive – overcoming hunger;²¹ Gender, using a holistic approach that also involves men; Environment/climate sensitive and conflict sensitivity.

4. Research and Results focus and experimentation/piloting

A core focus of its work will be to invest in research that informs its development approach and ongoing effectiveness in results, outcomes and impact. With an emphasis on learning and best practice, Tearfund Ireland will invest in systems that support quantitative and qualitative data collection, collation and analysis, independent research and evaluation that support a deeper reflection of its development practice. Tearfund Ireland will seek to share this research with the sector as part of learning and dissemination.

5. Strengthening and building meaningful enabling partnerships

Tearfund Ireland is strongly committed to strengthen and build more meaningful partnerships with its partners in the global South. The intention is to challenge itself as an organisation to bring greater depth into relationships and partnerships where there is mutual benefits and impact in the long term. Tearfund Ireland will primarily seek to develop accountability systems and practices that are mutually beneficial and transparent, develop the capacity of partners in the management and coordination of projects through peer to peer learning and shared learning across organisations, local consortia to manage larger projects/funding, establish coherent and robust partnership policy and practices as well as learning and development.

It is Tearfund Ireland's intention to explore how to build collaborations and alliances with NGOs with similar values and goals, academic institutions and other agencies with complementary roles and mission. Complementary alliances and collaborations will be explored both in the field and in Ireland, as it may be deemed fit with achieving our mission and goals.

6. Respond effectively to Humanitarian Crises and to protracted crises in fragile states

Tearfund Ireland will continue to respond to humanitarian emergencies caused by natural disasters and political instability, or conflict.

Tearfund Ireland is recognised and respected as a lead Christian response to emergencies in Ireland. In humanitarian crises, especially those in fragile states, the most vulnerable and marginalised people are at higher risk and are hardest hit. Tearfund Ireland will seek to respond to humanitarian crises and those in especially difficult circumstances in a measured way following agreed criteria and considerations so as not to deflect from ongoing development work.

STRATEGIC GOAL:

Become more widely known and understood across churches in Ireland and envision, equip and mobilise churches and the Christian community in Ireland to engage in social justice and development

Tearfund Ireland's Public Engagement strategy is rooted in our theory of change which is underpinned by the understanding that poverty is rooted in harmful relationships at various levels and related to the misuse of power. Tearfund Ireland's strategy is to engage its faith based public away from a 'charity' mind-set that reinforces a negative understanding and relationship with the South, to one that is motivated by justice and the need for mutual investment in our common future and one world. Tearfund Ireland's Public Engagement strategy communicates the complexities of social justice and development within the Christian faith frame and works through Christian/church life, beliefs, routines and liturgical calendars that provide opportunities to raise awareness and increase knowledge and understanding.

To this end, a comprehensive Church and Supporter Strategy and a Development Education Strategy have been developed with the following objectives:

- To act as a catalyst in supporting a cohesive engagement by the Irish church in seeking to end extreme poverty and injustice locally and globally
- Actively promote Tearfund Ireland and its work to all Christian churches, networks and para-church organisations across the Republic of Ireland and grow and develop its church and supporter support base as a key source of prayer, volunteering, advocacy and funding
- Grow its partnerships as a chosen overseas mission agency with church denominations, networks, individual churches and supporters in Ireland for those wanting to respond actively to those in greatest need in the world's poorest countries through the local church and faith-based partners



November 2014 Sharan Kelly, Tearfund CEO delivers over 700 campaign postcards from Tearfund Ireland supporters to Minister for Justice Frances Fitzgerald highlighting how human trafficking is the fastest growing crime in the world ravaging the lives of 1.2 million children every year.

- Raise awareness, educate, envision and equip more churches and individuals to passionate engagement and action in responding to poverty and injustice across the world.

Tearfund Ireland's Development Education Strategy will:

- Provide effective and high-quality Development Education opportunities for adults (church leadership, influencers and friends of Tearfund Ireland), Tearfund Ireland volunteers, emerging young church leaders and young people in the non-formal faith-based sector
- Support churches in engaging with development and social justice through church & community mobilisation
- Tearfund Ireland will be a leading voice on issues of social justice and poverty and seek opportunities to speak at conferences, seminars and other platforms

Young People and the Emerging Generation

The engagement of young people and young adults is an important priority for all churches. Tearfund Ireland recognises that young people and young adults are the future for a mobilised generation of Christians who have a heart for the most marginalised. Tearfund Ireland has a message of hope, of action and of real transformation that can resonate strongly with the minds and hearts of young people and adults who want to make a difference. Tearfund Ireland is well placed to assist church leaders in supporting, through capacity building and training, young people and youth leaders in social justice and global citizenship issues.

Through innovative, radical and practical involvement, Tearfund Ireland will work with churches to empower, envision, equip and mobilise a new generation of young people and young leaders who can champion 'the cause'. Specific programmes directed towards greater engagement and mobilisation of this generation will be developed in collaboration with and through partnerships with churches, para-church organisations, schools, youth groups and other agencies, including other NGOs sharing similar values and goals.

Tearfund Ireland Values Volunteers

Tearfund Ireland will develop a cohesive volunteer programme and support the capacity building of a nationwide volunteer network. Volunteers are an essential, unique and invaluable part of Tearfund Ireland – complementing and supporting the work of staff and partners around the world. Without the support and commitment of individuals giving their time as Prayer Supporters, Church Reps, Tearfund Ireland Champions, Fundraisers, Advocates and Church Speakers, its work and that of its partners in transforming communities around the world would not be possible.

²¹The World Food Programme says, 'The poor are hungry and their hunger traps them in poverty.' Hunger is the number one cause of death in the world, killing more people than HIV, malaria and tuberculosis combined.

3 STRATEGIC GOAL:

Advocate with and on behalf of the most marginalised and vulnerable

'Speak up for those who cannot speak for themselves, for the rights of all who are destitute. Speak up and judge fairly; defend the rights of the poor and needy.' Proverbs 31:8–9

Advocacy addresses the root causes of poverty and the associated problems that affect vulnerable and marginalised people and communities. While Tearfund Ireland has resourced this area in the past, it will seek to grow its capacity to do this more intentionally in the next five years.

Excerpt from 'Biblical Basis for a Rights-Based Approach to Advocacy', EU-CORD Advocacy Forum, 2012

Moses was called by God to advocate on behalf of the oppressed people of Israel to end 400 years of slavery and bring about justice. The rights-based approach to advocacy also focuses on ensuring justice for the oppressed and marginalised by integrating human rights law into the plans and processes of development, moving away from a simple needs-based approach and acknowledging that poverty is complex and both a cause and consequence of injustice.

It highlights that all human beings have inalienable rights and that the deprivation of needs is actually the denial of rights. Clean drinking water is not only something you need, it is also something you have a right to have as a human being. People are entitled to claim their rights, hold those who undermine their rights to account and have a *responsibility* to respect the rights of others. In the Bible, too, our human dignity, which reflects our creation in God's image, is God-given and inherent in every human being. Yet human dignity is continuously exposed to violation – by extreme poverty, abuse of power, violence, unequal access to opportunities and resources, lack of security, and by systems and structures that have made people invisible and disposable. The Bible also tells us that human dignity must be vigorously defended and upheld in the face of all those forces that would compromise, violate or deny who human beings are.



A church and community mobilisation workshop (CCM) taking place in Organgora, Uganda. Photo: Layton Thompson/Tearfund.

Tearfund Ireland's Advocacy approach will include:

- Participation in policy consultation processes
- Participation in policy networks outside decision-making processes
- Lobbying of decision-makers and their immediate advisors
- Mobilising supporters to implement changes in their own lives to act as a catalyst for wider social change
- Gaining or mobilising support from those who can influence the decision-making process
- Changing the wider climate of opinion about the issue
- Mobilising supporters to express their concern to decision-makers or others.

Tearfund Ireland will engage the church, para-church organisations and its supporters in Ireland in raising its awareness and understanding of the issues and will seek to engage them in

issues of social justice that supports Tearfund Ireland in effectively advocating for just policies, structures and changes to systems that currently keep people vulnerable and marginalised.

Tearfund Ireland will also support its partners in developing their capacity for advocacy for changes in their own countries and within their own contexts. Tearfund Ireland therefore will seek to influence policies, structures and systems to bring about change – influencing those in power to act in more equitable ways. Tearfund Ireland will collaborate with member organisations such as Dóchas²² so as to influence national policy in Ireland and EU policy that can be more equitable and just towards those most vulnerable; Tearfund Ireland will also collaborate with EU-CORD and its advocacy strategy at European level and will partner with Tearfund in the UK in areas that fit with Tearfund Ireland's vision and mission and the Irish context.

STRATEGIC GOAL:

Grow and strengthen organisational resources, technical expertise, skills and capacity

To achieve its vision and mission, Tearfund Ireland will: develop key enablers not limited to but including a strongly skilled and experienced staff team, Board and network of volunteers; grow its sector and organisational intelligence and expertise; develop its market knowledge and grow its impact; improve organisational coherence; and provide all other resources including human and financial to ensure its success.

Tearfund Ireland will seek to grow its income significantly while also focusing on strengthening and building organisational capacity and coherence in the next five years. A strong emphasis will be put on continuing to develop and improve areas of governance, accountability and transparency – meeting good practice, protecting its strong track record in these areas, and maintaining the trust of its supporters and its positive reputation. Adherence to codes and standards of good practice will be ensured. Tearfund Ireland will develop processes of quality assurance to ensure excellence in its Development and Humanitarian work integrated across all areas of the organisation.

Tearfund Ireland will continue to develop the area of Policy Development across the organisation, encompassing faith-based principles and values that underpin its work as well as good practice policy development.

1. Grow organisational resources and capacity

Income Strategy 2015–2020

Tearfund Ireland's income growth strategy in the next five years is to treble its annual income to €3 million, releasing even greater resources to overseas programmes and projects where the need is greatest.

A financial model for diversification of funding sources will be developed so as not to over-rely on any given source of funding. It is Tearfund Ireland's intention to build on the positive partnerships developed with donors in the last

number of years and to grow its income from Irish Aid, institutions, trusts, foundations and the corporate sector significantly.

Marketing, Communications and Fundraising Strategy

Tearfund Ireland will seek to mobilise and increase unrestricted resources from the Irish church and the Christian community.

Tearfund as a brand is well known and respected. The Marketing, Communications and Fundraising Strategy identifies the scope for a brand enhancement – an enhancement that will strengthen and grow connections of Tearfund Ireland with its supporters and create a '*loyalty beyond reason*'.²³ The strategy employed will ensure that as a brand, Tearfund Ireland will capture the imagination of greater numbers of newer supporters. In presenting itself, Tearfund Ireland will develop its brand articulation based on its vision for flourishing communities free from

poverty and injustice and its *raison d'être*, that is, the essence of the call to the Christian church to respond to the poor and marginalised.

Tearfund Ireland will put greater investment into marketing expertise and tools. Greater emphasis will be placed on key services such as market research and analysis, planning, media, creative, data management and print production.

Since its inception in 2008, Tearfund Ireland has developed a network of relationships with various church denominations and networks that would identify themselves as Evangelical as well as those denominations that have a missional focus. Growing relationships with churches and individual supporters is considered essential to its mission, both now and into the future. While having its origins in the Evangelical movement and maintaining this identity, Tearfund Ireland will seek to broaden this, engaging with Christians across all denominations.



Tearfund's local partners distribute a monthly food package to a Syrian woman in an informal tent settlement in the Bekaa valley, Lebanon. Stella Chetham/Tearfund.

²² Dóchas, the association of Irish Non-Governmental Development Organisations

²³ Lovemarks: the future beyond brands, Kevin Roberts, Saatchi & Saatchi

Communications Strategy

Tearfund Ireland's Communications strategy includes therefore a new approach to brand management through developing a re-articulation of its 'vision' and 'idea' that resonates more strongly and attracts increased support. It will include a revision of its communications platforms, on and offline. A particular emphasis will be placed on its online presence. Its website will be developed to accommodate multi-screen device accessibility and it will invest more in its social media interface. The ever expanding communication platform, social media, had yet to prove itself as a fundraising tool and was seen more as a tool for building a community around a mission, communicating key messages, thanking volunteers and supporters. However, #nomakeupselfie and #icebucketchallenge during 2014 are indicative of how this tool can be harnessed for grassroots fundraising.

National Profile Opportunities – Public Relations and Corporate Social Responsibility

Establishing a profile beyond Tearfund Ireland's traditional audience and within the NGO sector generally is advantageous in pursuing Corporate Social Responsibility (CSR) funding. While still an emerging area within Ireland, the first National Plan for Corporate and Social Responsibility was launched by Minister Richard Bruton earlier this year. This marks the first time that there is a commitment at a national level and supported by the government in this area. While a primary focus will be placed on Christian-owned and -managed business, this national dimension creates an opportunity for Tearfund Ireland that should be pursued.

Irish Aid

Tearfund Ireland will seek to grow its partnership with Irish Aid in the next five years, building on its current funding as a Civil Society Fund Project Partner and multiple grants received under Emergency and Humanitarian Funding, as well as that of Development Education. The aim is to increase the income from Irish Aid, making it more steady and predictable, as well as being able to support multiple countries simultaneously over multiple years. Tearfund Ireland will continue to strengthen its capacity to manage this funding well.

EuropeAid

Developing joint projects with European partners will be progressed during this period, with the goal of accessing EU funding by the fourth year of this strategy. Tearfund Ireland will seek, as a lead partner, having built its capacity, to partner with Tearfund UK and other Integral and EU-CORD partners with regards to highly restricted EU funding.

Restricted fundraising from trusts and foundations

Tearfund Ireland will seek to grow its income from Trusts and Foundations in the period ahead.

Tearfund Ireland has developed positive relations with a number of public and private trusts and foundations providing small to medium size once off grants to projects. A key partner includes the Church of Ireland's Bishops' Appeal. Tearfund Ireland will explore how to develop the relationship, including facilitating insight trips for staff and considering a multi project and multi annual approach rather than multiple once off donations. Relations with other

Christian based trusts/foundations will be further built upon on the period ahead.

Organisational Development to Achieve Vision and mission

Tearfund Ireland will continue to develop as an organisation in order to achieve its vision and mission. Key developments will include strengthening governance and accountability, investing in human and financial resources, acquiring, nurturing and growing expertise, knowledge and skills, investing in systems, building stronger organisational cohesion and a culture of organisational behaviour that supports achieving vision through a highly motivated team and principles of team work, shared capabilities and empowered people.

Governance, Accountability and Transparency

Tearfund Ireland's Board of Directors is responsible for its corporate governance. The operational management of the organisation is delegated to the Chief Executive Officer. Tearfund Ireland has a very positive track record in good governance, accountability and transparency and is a well trusted and respected organisation. There are currently two Board sub-committees, the Audit and Risk Committee and Development Committee, both report to the Board. Audited accounts and annual reports will be prepared annually in adherence with accounting best practice and SORP and will be approved by the Board of Directors. A risk register will be reviewed annually by the Board of Directors. Audited Accounts, Annual Reports and related information will be made available to the public, supporters and donors. Tearfund Ireland will adhere to requirements issued by the Charity Regulator.

As members of Dóchas, Tearfund Ireland adheres to Codes of Governance and best practice, the Code of Conduct on Images and Messaging, and the ICTR Fundraising Guidelines for the charitable sector. Tearfund Ireland will continuously monitor and strengthen its practices in meeting high standards of governance.

Tearfund Ireland believes in maintaining the highest standard of professionalism and excellence throughout its work and will adhere to a range of internationally recognised standards – because they enshrine its principles and its respect for the people it supports. Tearfund Ireland is committed to developing quality assurances processes to ensure standards are adhered to and monitored regularly. Tearfund is a signatory to the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief. This means that *'aid is given regardless of the race, creed or nationality of the recipients and without adverse distinction of any kind. Aid priorities are calculated on the basis of need alone.'* Tearfund Ireland is committed to the high technical quality of its projects, as laid out in The Sphere Project 'Humanitarian Charter and Minimum Standards in Disaster Response' and the Humanitarian Accountability Partnership.

Professional Networks

Tearfund Ireland is a member of Dóchas, the umbrella body of Irish development NGOs which has a membership of more than 60, and currently sits on its Board of Directors. Its Chief Executive holds the office of Dóchas Chairperson. Tearfund Ireland is an active member of Dóchas through its Board and working groups and contributes to Dóchas' work of influencing policy, political decision-making, best practice and developments within the Development and Humanitarian sectors.

Tearfund Ireland is a member of EU-CORD, a non-governmental organisation (NGO) independent of any political, economic, social or religious authority. EU-CORD is an inter-denominational network of Christian relief and development agencies, inspired by its Christian values to accomplish its

work. This pan-European network has the intention of influencing a wide institutional arena and to increase each agency's programmatic effectiveness and funding opportunities through practical cooperation. All agencies retain full independence, working within their respective mandates. Tearfund Ireland's Chief Executive Officer is the Vice-chair of the EU-CORD Administrative Council. Tearfund Ireland is also a member of Integral Alliance, an alliance of international Christian Development and Humanitarian organisations working collaboratively in response to humanitarian crises.

Tearfund Ireland is part of the Viva Network, a global movement of Christians which has 81 network initiatives in 48 countries – helping 1.2 million children.

Investing in a strong, highly skilled and motivated team

Tearfund Ireland has grown its staff team over recent years and is committed to ensuring it has a highly skilled, motivated and empowered team of people to support and enable it to achieve its vision and mission. It will continue to invest in growing its staff team, ensuring the organisation has the resources required to meet its strategic goals. Tearfund Ireland has a strong, committed and highly skilled Board of Directors. In recognising the need for expertise at staff team level, Tearfund Ireland also recognised as part of Board development the importance of ensuring that key skills are held at Board level also. As part of Board development, new members will be sought to support the Board in achieving organisational vision and mission.

Investing in Technical Expertise, Knowledge and Skills

Tearfund Ireland will invest in developing its expertise within the organisation through out-sourcing technical and specialist business supports, such as specialist marketing and fundraising, and data analysis, as well as acquiring expertise and resources in areas of institutional and private sector fundraising. The development of a theological advisory group is seen as

a key resource as well as growing a structure for church and supporter engagement. Technical and specialist expertise in the fields of Development Education, Theological Studies, Marketing and Fundraising, Humanitarian and Development expertise and knowledge will be sought through recruitment to the staff team and committee memberships.

Investing in Learning and Development

Tearfund Ireland is committed to continuous learning and development and will intentionally develop a plan for effective learning, knowledge management, research, replication and dissemination of learning. Tearfund Ireland will invest in training and development through participation in international and national networks, attendance at seminars/conferences, assessing training needs and implementing personal and professional development plans. Emphasis will also be placed on Board development and capacity building of its volunteers.

Investing in structures, processes and systems

Tearfund Ireland will continue to invest in strengthening and improving its operational structures, processes and systems to support the organisation in greater effectiveness, coherence and efficiency. Continued improvement will be made to financial systems, website, CRM, risk assessments and in particular its project management systems and monitoring and evaluation systems.

Policy Development

Tearfund Ireland will continue to strengthen its operations through review and updating key policies and procedures. Tearfund Ireland will strengthen its policy framework in Development and Humanitarian responses as well as developing policies in areas that support the articulation of its work and impact as a faith-based para-church organisation working in Development and Humanitarian responses.



We are members of Dóchas, an umbrella body of Irish development charities and signatories to the Code of Conduct on Images and Messages.



Tearfund Ireland are signatories to the Statement of Guiding Principles for Fundraising, which is monitored by the Irish Charities Tax Reform Group (ICTR) and set out best practice guidelines for Charities who fundraise in the public environment.



Red Cross Code of Conduct



HAP, Sphere

Partnerships, Collaborations and Alliances

Tearfund Ireland is committed to achieving greater outcomes and impact through mutually beneficial partnerships, collaborations and alliances. Tearfund Ireland's strategy of implementation is to work with and through local churches and other partners and it places very high emphasis upon partnership as its preferred approach, captured in our mission statement. Partnership is at the centre of our theory of change and is the principal means through which we

seek to overcome poverty and to restore relationships at local level. Primarily we seek to partner with churches and Faith Based Organisations (FBOs). The central relevance of partnership gives us the extra responsibility to ensure that our partners meet a standard of practices that protects beneficiaries, and all other stakeholders

Tearfund Ireland will seek to work in closer partnership with Tearfund Northern Ireland, other Tear/Tearfund's, EU-Cord, Integral Alliance, Viva and

Irish-based networks and memberships such as Dóchas, IDEA and Comhlámh. Tearfund Ireland will develop its relationship with Tearfund in the UK and will revise its MOU and cooperation agreement on the basis of a growing peer relationship. Partnerships and collaborations with other INGOs in Ireland, Europe and Internationally with similar values and principles such as quality and excellence will be sought in support of achieving our vision.

7 Coherence with the UN Sustainable Development Goals and Irish Aid's International Development Policy

Tearfund Ireland's Strategic Plan 2015-2020, 'United Against Poverty, Together for Transformation', was informed by a rigorous process to identify the global trends, backed by research, that will consolidate efforts made by the Millennium Development Goals in developing countries and contribute to the achievement of the objectives of the then gradual emergence of the Sustainable Development Goals (SDGs). Our finalised strategy resonates with Irish Aid's vision "for a sustainable and just world, where people are empowered to overcome poverty, hunger, and fully realise their rights and potential" and

contributes significantly to almost all aspects of Irish Aid's development policy 'One World, One Future' and the 'Framework for Action'. One of our major strengths as an organisation is ensuring all programmes stem from our strategy that is coherent with the seven priority goals of Irish Aid. We focus on the least developed countries where the need is greatest, respond to the needs of the most vulnerable, empower communities and strengthen institutions. We are accountable and transparent, capture value for money and engage with Irish churches, universities and the Irish public. Our Strategy is coherent with Irish Aid Civil Society Policy and the Paris Declaration on Aid by our approach of working through grassroots local communities as a significant civil society grouping, developing people and community capacity by supporting an enabling and empowering environment that results in sustainable community development. Human rights, dignity and respect are fundamental values that underpin our approach.

Tearfund Ireland's Development Education Strategy: seeks to develop among faith based constituencies a deeper understanding and engagement with development and global justice while also harnessing their contribution

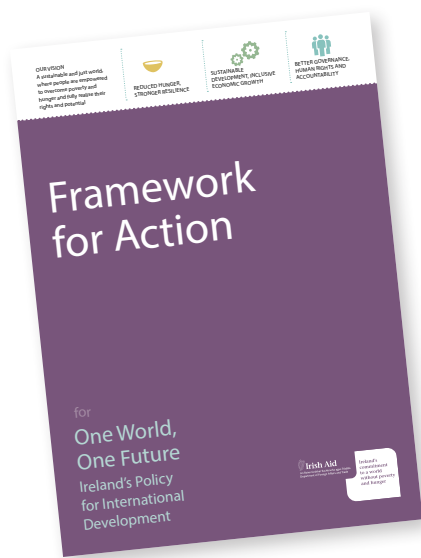
individually and collectively. Tearfund Ireland believes that Development Education is a vital component of our programmes of work to impact global poverty providing "a unique opportunity for people in Ireland to reflect on their roles and responsibilities as global citizens", deepen understanding and encourage people towards taking action for a more just and equal world. Tearfund Ireland focusses its work with a niche group within the community and youth sectors, in particular those in the growing evangelical Christian community. The overall goal is to see people in faith based communities mobilised to act for a more just and equal world.

Tearfund Ireland's Public Engagement Strategy: seeks the creation of self-sustaining and self-supporting peer communities working together to deepen public engagement and ownership of Ireland's contribution to global development and undertaking actions that demonstrate an increased sensitivity to global North/South connectivity. The desired outcomes are increased knowledge, understanding, ownership and engagement among faith based individuals/communities of the impact of Ireland's contribution to global development and justice issues.



Seven Priority Areas for Action have been identified by Irish Aid's policy for International development *One World One Future* and its Framework for Action.

A child in rural India. Photo: Vernon Kingsley/Tearfund.



Framework for Action is a management instrument for the Irish Aid Programme and underpins policy and programming decision up to 2017.



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