

# 2013

## st stephen's green trust annual report



# about us

## mission

**St Stephen's Green Trust is a charitable foundation which respects human dignity and is committed to identifying and responding to issues of social injustice in Ireland.**

The Trust was set up in Ireland in 1992 by Porticus, a Dutch Foundation, which operates worldwide. Since 2003, it has had 3 further sources of funding, all Irish religious orders, which sold property, some of the proceeds being gifted to the Trust to assist it in its mission. They are the Daughters of the Cross of Liege, the Discalced Carmelites and the Oblates of Mary Immaculate. The Trust gives grants to organisations operating on the island of Ireland through small grant schemes and programmes. A separate grant programme, which ends in 2015, operates for organisations working in Darndale Belcamp, D17.

## what do we fund?

The General Grants Scheme operates on a 32 county basis. It currently offers funding to organisations with income of less than €500,000 which tackle a range of issues affecting prisoners / ex-prisoners and their families and male Travellers. The Trust is also interested in new approaches to homelessness outside of the Dublin region. Following a review of SSGT grantmaking in early 2014 the Trust has committed to exploring how it might support vulnerable families in the direct provision system in the next few years. We focus on initiatives which demonstrate what works, which includes social analysis and develops a user voice to effect positive social change.

The Darndale Belcamp Oblate Grant Programme supports organisations working across a wide range of issues in that community.

## directors

Stephen Rourke, Chairman  
Fr Mike Drennan, SJ  
Sr Maria McGuinness, RSM  
Donal O'Brien

## representatives

Porticus UK: Jane Leek  
Oblate Fathers: Fr Tony Clancy, OMI  
Daughters of the Cross of Liege: Sr Kathleen McKenna FC  
Discalced Carmelites: Fr Vincent O'Hara, OCD  
Honorary President: Fr Paul Byrne, OMI

## legal and financial

David Fleetwood, Company Secretary  
C.D Mullock and Company Chartered Accountants,  
Registered Auditors  
A&L Goodbody Solicitors

## grants & development director: Orla O'Neill

For details of our Grant Schemes, please contact:

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**Stephen Rourke, Chairman** A graduate of Trinity College Dublin, Stephen has been involved in supporting a wide range of community and voluntary initiatives throughout Ireland for over 25 years. He has served as Director of the Ireland Funds and has acted as consultant to a large number of Local Development Companies and Community Development Projects. He has carried out policy development, evaluation and strategic planning work for a wide variety of clients including the International Fund for Ireland, Pobal, Disability Federation of Ireland, Barnardos, Dublin City Council, Clann Credo, Co-operation Ireland, the Franciscan Order and the Parkinsons Association of Ireland. Stephen is also a board member of Dublin AIDS Alliance and Friends of the Earth and was previously chairperson of Philanthropy Ireland and the Glencree Centre for Peace and Reconciliation.



### **Fr Mike Drennan, SJ**

Fr. Michael Drennan is a Jesuit with a post-graduate degree in psychology. He worked for many years as a counsellor and spiritual director. He was Director of the Jesuit Centre of Spirituality, Manresa, Dublin, for 6 years. Later, he was Secretary General of the Conference of Religious (CORI) and currently he helps in administration in the Order.



**Sr Maria McGuinness RSM** Sr Maria is a Sister of Mercy qualified in general nursing, child care and social work. She worked for 17 years in a residential centre for girls with behavioural problems in London. In 1984, she was founder and director of Ireland's largest family and community centre, based in Waterford city. Sr Maria served for 3 years on the National Executive of Mercy Ireland and served on the leadership team of the Mercy Southern Province for six years. She spent 3 years as a social worker with the Irish Commission for Prisoners Overseas, which involved working with Irish people in prisons overseas and their families in Ireland. Maria is co-coordinator of the Mercy Core Values Office in the Southern Province and is currently involved in a Mercy campaign to end child trafficking for sexual exploitation and pornography.



**Donal O'Brien** Donal is a partner in a medium sized Chartered Accountancy practice that he founded thirty years ago. His clients include a large number of charities and not-for-profit organisations and he has a particular interest in the issues that impact on the organisations in these sectors, including the changing legislative environment for charities. Donal is a graduate of University College Dublin and a member of the Institute of Chartered Accountants Ireland and the Institute of Taxation in Ireland.

## Chairman's Report

### Stephen Rourke



2013 was a significant year for St. Stephen Green Trust (SSGT) as we celebrated 21 years in existence. In recognition of this achievement we organised a celebratory event on 6<sup>th</sup> November 2013 in the hallowed and iconic setting of the Croke Park complex on the northside of Dublin City. It was both fitting and appropriate that the celebration of our 21 year history should take place at a venue which has witnessed so many famous sporting, cultural and peacebuilding events in its 100 year history. The SSGT celebratory event at Croke Park was attended by a wide circle of people from other charitable foundations and from the community and voluntary sector in Ireland.

To coincide with the 21<sup>st</sup> anniversary of SSGT we produced a short publication (included as an Appendix in this Annual Report) which detailed the activities and achievements of SSGT between 1992 and 2013. This publication documented the ways in which SSGT has allocated approximately €6.5 million to over 850 groups and organisations within the community and voluntary sector in Ireland. It describes examples of situations in which some initial seed-funding or pump-priming money from SSGT had enabled organisations to establish themselves and that many of these organisations had subsequently progressed onto playing much more significant roles in tackling poverty and social exclusion in Ireland. The 21<sup>st</sup> anniversary publication also set out the

collaborations and partnerships which SSGT has established with other philanthropic and statutory funders and the impact of the targeted grant programmes set up by SSGT in recent times (around themes such as 'Christian Values and Social Change' and 'Survivors of Abuse in Irish Religious Run Institutions').

In 2013 we were pleased to be able to increase our grantgiving expenditure – this rose from €299,687 in 2012 to €316,935 in 2013 after some years of decreases due to unfavourable economic and investment conditions. In 2014 we are confident that we will be in a position to increase further our monies for grantgiving to groups and organisations within the community and voluntary sector. We feel that this is most important given the difficult funding situation being experienced by many community based groups in Ireland. This difficult funding situation has been caused by a number of factors – the significant reductions in statutory funding being provided to the community and voluntary sector; the non-emergence of new philanthropic and charitable foundations in Ireland (and indeed two of the largest foundations winding down their grantgiving activities); and general public wariness and unease about giving money to charities.

The sense of unease and scepticism about donating money to the charities and not-for-profit sector in Ireland has been significantly exacerbated in 2013 by the lack of openness and transparency from certain charities about their financial affairs and, in particular, the levels of remuneration being paid to senior managers and contracted workers/consultants. The lack of openness, transparency and accountability (both to the general public and to statutory funding agencies) from some charities and voluntary organisations has had a detrimental and in some cases devastating impact across the community and voluntary sector. It has not just affected those organisations that have been asked to account for their actions before forums such as the Public Accounts Committee of the Houses of the Oireachtas.

In the context of growing public unease about charities, about how charities spend their money and about how much charities pay their senior managers (in salaries and in pensions) there is a particular need for philanthropic organisations such as SSGT to be absolutely clear and upfront about every single aspect of our operations and activities. We aim to achieve this through mechanisms such as adhering to the Governance Code; through using the Charities Statement of Recommended Practice (SORP) standard to present our accounts and financial statements; through having a very transparent grantgiving process and providing good clear information to applicants; through producing annual reports which set out all of the grant decisions made in any one year. We believe that philanthropic organisations and charitable foundations should be to the forefront in relation to openness and accountability and should be doing their bit to allay any public concerns or lack of confidence about corporate governance and financial affairs within the charities and not-for-profit sector in Ireland.

SSGT is pleased with the outcomes which have emerged from its general grants scheme (which has had particular focuses on male Travellers, prisoners/offenders and homelessness) and on the grant programmes which we have set up in recent years. These grant programmes not only provide funding to groups and organisations around a common theme but also present opportunities for successful applicants within these grant programmes to network and come together to discuss best practice and for the overall collective impact of identified grant programmes to be assessed and evaluated. In 2013 one of these grant programmes (the Darndale/Belcamp Grant Programme funded by the Oblate Order) was evaluated by Burtenshaw Kenny Associates. This evaluation concluded that this grant programme

has had a significant impact on local groups and organisations, has succeeded in attracting additional money into Darndale/Belcamp and has piloted a number of innovative actions which were of national relevance (e.g. a Community Grant-Writer to assist local groups to research, prepare and present funding applications).

The Trustees of SSGT would like to take this opportunity to thank Orla O'Neill, the Grants and Development Director of SSGT, for the substantial contributions which she has made to the work of SSGT over the last number of years. In addition to processing grant applications in a most efficient and professional manner, Orla has also played a crucial developmental role in the establishment and delivery of the innovative grant programmes which have been set up by SSGT in recent years. I would also like to thank my fellow Trustees for the ongoing contributions which they continue to make to SSGT. Finally I wish to express the gratitude of the SSGT Trustees and of SSGT grant recipients to the donors who have contributed to SSGT and who have entrusted SSGT with responsibility for allocating money on their behalf.

We look forward to the continuation of our funding relationships with these organisations and congregations. We also look forward to establishing new funding relationships with other donors who are interested in setting up programmes around particular issues and who would like SSGT to administer, to manage and to evaluate these programmes. SSGT believes these types of partnership programmes have significant potential both for the donors (who know their money is being utilised in a targeted and focused manner) and for the programme beneficiaries (who receive developmental support and guidance in addition to financial assistance).

**Stephen Rourke**  
**April 2014**



# St Stephen's Green Trust

## Strategy 2014-2018

### mission, vision and values

**St Stephen's Green Trust is a charitable foundation which respects human dignity and is committed to identifying and responding to issues of social injustice in Ireland.**

"to be alive  
is to be vulnerable"  
Madeleine L'Engle



We do this by:

- Providing grants to organisations addressing issues which lead to inequalities.
- Supporting organisations to effect positive social change at a range of levels and using a variety of tools.
- Using our learning to influence positive social change.
- Being attentive to the current context.
- Being flexible in our funding to ensure we focus on the areas of greatest need.
- Taking calculated risks which allows new thinking to emerge, supports new ways of working, while achieving maximum impact from our limited resources.

We commit to:

- Sound analysis of the causes of inequalities, the effects of inequality on people and of the structural and institutional drivers of social injustice.
- Translating this analysis into an effective formulation of goals and objectives to inform our work. The strategies and tools we use as grantmakers will be guided by this analysis and commitment.
- Reflecting on the impact of our grants and the effectiveness and success of our work.

Our work is underpinned by the following core values:

- **Respect & Solidarity:** We respect the dignity of the communities with which we work. We will learn from and listen to what they have to say to us. We work in partnership with grantees and communities they serve. We believe better outcomes are achieved if we look to the communities for leadership and support their ownership of the work we help fund.
- **Accountability & Transparency:** We are accountable to a range of stakeholders for our stewardship including our funders and the people whose lives we are aiming to improve. We will hold ourselves accountable by setting high standards and by how we assess our impact. This includes learning from failure, both our own and others. We are committed to being open about how and why we do things, and will adhere to the highest possible standards of governance.
- **Integrity:** We are committed to doing what is right and will hold ourselves to the highest standards of honesty and ethical behaviour.
- **Partnership:** We recognise our mission can only be achieved in partnership with other individuals and organisations and we place a high value on collaboration. We will be creative in the use of our limited resources and take calculated risks to have maximum impact.

## background and strategic direction

In line with our stated aim of reflecting on the causes of social injustice and translating these into effective strategies for the Trust, in January 2014 we commissioned researcher, Brian Harvey, to undertake an analysis of the social situation in Ireland, with a view to recommending how the St Stephen's Green Trust (SSGT) should develop its funding programme over the next few years. That analysis is available on our website.

Some decisions were made to build on our core strengths and continue to administer both small grant programmes and strategic grants for issues which affect Travellers and prisoners / ex-prisoners and their families. Our focus on homelessness will be limited and we will explore how we might best address the injustices faced by children and families in Direct Provision Hostels and how we can support an evidence-based approach to policy making in the sectors in which we have a particular focus. We will continue to manage the Darndale Belcamp Oblate Grant Programme and implement the recommendations of the Evaluation as part of our exit strategy.

## strategic aims

Over the next 3 to 5 years, we have six primary aims to give effect to our strategy to respond to particular inequalities which exist in Ireland.

1. Support the development and leadership capacity of Traveller men.
2. Support strategies which improve the lives and life chances of prisoners / ex-prisoners and their families.
3. Support strategies to improve the lives of asylum-seeker children and families in direct provision hostels.
4. Continue to manage the Darndale Belcamp Grant Programme.
5. Be flexible in our funding so we can support organisations seeking to address the root causes of inequalities in Ireland, particularly as they relate to our areas of particular interest. This will include broader approaches to rethinking the framework for engagement between the State and civil society so that user voice and social analysis of root causes will contribute to an evidential approach to policy development.
6. Support new thinking and approaches to the problem of homelessness in Ireland, with a particular focus on tackling homelessness outside of Dublin.

A number of related aims will support the primary aims.

7. Collaboration with other Trusts, Foundations and organisations to enhance our ability to achieve our primary aims.
8. Share our knowledge in a strategic way which drives the impact of our grantees' work.
9. Continue to improve our granting practice and ensure our grant programmes are relevant, challenging and make an impact in our grants focus areas.
10. Be an exemplar charitable foundation which reaches a high level of governance and upholds our stated values and commitment to the people with whom we work.

A number of objectives will be implemented under each aim, and reviewed on a periodic basis.

## strategic objectives 2014

1. Support the development and leadership capacity of Traveller men.	<ul style="list-style-type: none"> <li>• Desk research and consultation with key stakeholders to develop a strategic grant programme to support this aim.</li> <li>• General Grant Programme 2014</li> </ul>
2. Support strategies which improve the lives and life chances of prisoners / ex-prisoners and their families.	<ul style="list-style-type: none"> <li>• General Grant Programme 2014</li> </ul>
3. Support strategies to improve the lives of asylum-seeker children and families in direct provision hostels.	<ul style="list-style-type: none"> <li>• Consultation with key organisations and funders to integrate this aspect of our work into the general grant programme.</li> </ul>
4. Continue to manage the Darndale Belcamp Grant Programme.	<ul style="list-style-type: none"> <li>• Work with Community Grantwriter and other relevant organisations to progress the recommendations in the Evaluation. Explore options for embedding Community Grantwriter initiative in the Darndale Belcamp community. Seek alternative funding for organisations.</li> </ul>
5. Be flexible in our funding so we can support organisations seeking to address the root causes of inequalities in Ireland, particularly as they relate to our areas of particular interest.	<ul style="list-style-type: none"> <li>• Be responsive to opportunities which support this aim, including making small grants and collaborating with other organisations. Networking with other funders on how we might support an evidence-based approach to policy making. Networking with other funders to address the issue of the lack of State support for community &amp; voluntary organisations advocating on behalf of their members / clients.</li> </ul>
6. Support new thinking and approaches to the problem of homelessness in Ireland, with a particular focus on tackling homelessness outside of Dublin.	<ul style="list-style-type: none"> <li>• Be responsive to proposals which implement this aim, including having it as part of the General Grants Scheme 2014.</li> </ul>
7. Collaboration with other Trusts, Foundations and organisations to enhance our ability to achieve our primary aims.	<ul style="list-style-type: none"> <li>• Networking with other funders in pursuit of the primary aims on an ongoing basis; being proactive in particular situations such as convening discussions in relation to Direct Provision Hostels and advocacy.</li> </ul>
8. Share our knowledge in a strategic way which drives the impact of our grantees' work.	<ul style="list-style-type: none"> <li>• A final evaluation and impact report for the Survivors of Institutional Abuse Grant Programme, which gathers the knowledge of the individual projects and the Programme as a whole. Disseminate to relevant organisations and groups.</li> </ul>
9. Continue to improve our granting practice and ensure our grant programmes are relevant, challenging and make an impact in our grants focus areas.	<ul style="list-style-type: none"> <li>• Use evidence based approaches to good practice in grant-making; Implement the Code of Good Governance ensure good two-way communication with grantees. Develop planning grant initiative to allow potential grantees to improve project design for applications. Maximise the aim of targeting grants at areas of greatest need by having an added layer on the grant criteria which prioritises applications from areas of spatial distress.</li> </ul>
10. Be an exemplar charitable foundation which reaches a high level of good governance and upholds our stated values and commitment to the people with whom we work.	<ul style="list-style-type: none"> <li>• Journey towards signing up to Code of Good Governance, including Board Review, Annual Report, and performance review. Build relationships with funders through good impact reporting and seek new funding for our primary objectives.</li> </ul>





# 2013 Overview

## Grant Programmes

The total value of grants awarded in 2013 was €307,214, a 7% increase on 2012. Grants included:

### 1) General Grant Scheme

For organisations working with: people who are homeless; male Travellers; and prisoners/ex-prisoners and their families. Grants of €151,000 were made to 18 organisations in 2013. This is an annual fund with a deadline in February each year. It is funded by a Dutch foundation, Porticus.

### 2) Grant Programme focused on the most marginalised survivors of abuse in Irish religious-run institutions

A total of €89,600 was granted or committed to five organisations for 2013. There is also a small fund available to support development work in the sector. This programme is not currently open for applications.

The two funders of this grant programme are the Daughters of the Cross of Liege whose endowment is managed by the Trust, and Porticus. This was the final year of a three-year programme (2011-2013). Multi -annual grants were made for 3 years, subject to annual evaluation and funding. Five organisations working with the most marginalised survivors of abuse in a variety of settings were supported.

As part of the Grant Programme, an event was held in March 2013 to outline training given to frontline welfare workers in England on sensitive practice when working with survivors of institutional abuse. This training is one of the initiatives funded through the Survivors Grant Programme, and is managed by the London Irish Centre and Immigrant Counselling and Psychotherapy. The training is due to be delivered in Ireland in 2014.

### 3) Darndale Belcamp Oblate Grant Programme

2013 was the eighth year of a 10year programme funded by the Oblate Fathers. €42,300 in grants was given to 13 organisations and projects. A further €10,730 was allocated to the Community Grantwriter and Governance training initiatives. There is a deadline in February each year. For the remaining two years of the Grant Scheme, the value of grants available will be €54,000pa, including funding for the Community Grantwriter. The strategy for the final two years will be to continue to strengthen the ability of organisations to diversify their funding base and to implement the recommendations of the Evaluation carried out by Burtenshaw Kenny & Associates (see page 15).

### 4) Christian Values & Social Change

The final grant of €17,000 was paid to Mary Immaculate College to support the MA in Christian Leadership in Education. This Grant Programme formally ended in 2012.

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## Other Areas of Work in 2013

**Darndale Belcamp Evaluation** was published and launched in November 2013. The Evaluation is available for download on the Trust's website and the recommendations are included on page 15.

### St Stephen's Green Trust: the first 21 years

**1992–2013** A celebratory event was held in the Croke Park Conference Centre in November 2013 to mark SSGT's 21 years in existence, attended by funders, philanthropy colleagues and grant

holders. A short history of the Trust was published which is available as an appendix to this Report.

**Review of grant making by the SSGT** by Brian Harvey was commissioned in late 2013 and the executive summary is outlined on page 17.

**Strategy 2014-2018** – This was developed during a Board Planning session in March 2014 following the Brian Harvey Review and is outlined on pages 5-7.

# Grants & Development Director Report



*Orla O'Neill*

The Trust is administered by one part-time employee, Orla O'Neill, Grants & Development Director (GDD) and there is no public office as we prefer to meet grantees in their own organisations. Most communication on grant applications is by email and telephone, although we try to visit grant holders as much as possible. The Trust encourages applicants to talk through their project with Orla in advance of making an application to ensure it fits the criteria.

## **General Grants Scheme**

Grants of €151,000 were made to 18 organisations in 2013, however one organisation working with ex-prisoners and their families received a strategic grant of €50,000 to support the development of its enterprise centre, therefore the average grant remains at about €6,000. This small grants scheme generally opens in the first two months of the year and grants are paid and projects started in the second quarter.

Grants focused on tackling issues to improve the lives of prisoners/exprisoners and their families; Traveller men and people who are homeless. The breakdown of grants made was: 10 for work with prisoners/exprisoners (€103,000); 4 for work with Traveller men (€23,000) and 4 for work with people who are homeless (€25,000). The Trust is currently only accepting applications from organisations with income of less than €500,000.

### Prisoners / exprisoners and their families:

A strategic grant of €70,000 over two years (€50,000 in 2013) was allocated to Ucasadh in Waterford for support towards the development of its enterprise project which provides a progression route for exprisoners who have developed craft skills. Several products are now being manufactured and sold through various venues. Ucasadh was also successful in being awarded Rural Development Programme funding to refurbish a building for enterprise incubation units.

Other grants to organisations working with exprisoners supported salary or core costs for 'out-of-the-gate' supports and pre and post-release programmes, including Bedford Row Family Project (Limerick); Care after Prison (Aungier St); Solas Project (Dublin 8) and Helping Hands in Belfast. A small grant to the IPRT was to support research on the rights and needs of Travellers in prison.

### Male Travellers

Projects supported included an educational peer support worker for young Travellers in Ennis; an innovative approach to working with young Travellers affected by substance misuse and a project with Traveller men in Cavan. A third year grant was made to Ballyfermot Travellers Action Project to support a community-based conflict management system. It is hoped this approach will provide some useful learning for other individuals and organisations working on conflict management in other settings.

The Trust is particularly mindful of the findings in the Brian Harvey Review of SSGT grantmaking which points out the massive cuts in grants to Traveller organisations. The Trustees have reiterated their commitment to tackling issues affecting Traveller men in their grant making strategy for the next few years.

#### Homelessness

Four organisations were supported including a third year grant to Mercy Law Resource Centre in Dublin 8 for core funding for its work advocating for the rights of people affected by homelessness – a total of €34,000 was allocated over the three years – 2011 to 2013. In its first year of operation in 2009 it provided advice and/or court /tribunal representation to 110 clients, increasing to 631 clients in 2013.

Other grants included support to the Galway Rape Crisis Centre for an outreach counselling service for homeless survivors of sexual assault and violence, in partnership with Cope Galway and Galway Simon.

Many of the large housing and other organisations providing services to people who are homeless and advocating on their behalf are ineligible for support from the Trust due to our income limit of €500,000.

The General Grants Scheme continues to be oversubscribed, but reduced from 3.5 times in 2012 to twice in 2013, meaning there was approximately a 50% chance of receiving a grant. The reduction may be due to several factors. We encourage applicants to discuss their project with the GDD in advance to ensure it fits the relatively narrow criteria of the Trust. Our grants generally provide seed funding or programme costs for new initiatives but due to the lack of massive government cuts there is little opportunity within the sector to develop and innovate or address new issues.

We encourage applicants to tell us about their governance, and consider an organisation's Board to be key to the effective functioning of the organisation. We also encourage grantees to demonstrate their impact, while understanding this needs to be proportional.

The Trust requires a report when the grant has been spent to tell us of the outcomes and impact of the project. We encourage organisations to tell us what did and didn't work, so we can learn from their experience and use that knowledge to help other organisations working in similar areas. It is the Trust's experience over the years that organisations are improving their ability to reflect on their impact and measure performance and the sector could continue to develop its capacity in area.

#### **Other areas of work**

- Participated in the *Inspiring Impact Working Group* for funders in Northern Ireland, which is a 10 year UK Programme focused on strengthening impact measurement in the community and voluntary sector.
- Participated in Philanthropy Ireland Subcommittee on Governance producing a Board Handbook which was circulated to members for ratification.
- Involved in the research subcommittee for the *Philanthropy Ireland Small Grants Programmes Report* which was launched in October 2013.
- Site visits to Traveller organisation grant holders to assess their work.
- Site visits to grant holders in Belfast with some of our funders.
- Assisted a grant holder develop terms of reference and interview for their Strategic Planning process.
- Participated in training on risk management; lobbying; charity law, charity SORP.
- Networking meetings and conferences with a range of organisations including: The Wheel; Philanthropy Ireland; Northern Ireland Trusts Group; Genio; Ray Murphy Lecture, Community Foundation of Ireland, Building Change Trust.

## General Grants Scheme 2013

1.	U Casadh Limited, Waterford	Core Costs for enterprise development for ex-prisoner craft workers.	€ 50,000
2.	Mercy Law Resource Centre, D8	Core Funding	€ 12,000
3.	Bedford Row Family Project, Limerick	Pre /post release programme for prisoners	€ 10,000
4.	Galway Rape Crisis Centre	Outreach counselling service for homeless survivors of sexual assault and violence	€ 8,000
5.	Care After Prison, D2	Core Costs	€ 8,000
6.	Solas Project, D8	Prison and Probation Programme in St Patrick's Institution	€ 8,000
7.	Educational Shakespeare Company, Belfast	Helping Hands Training and Support Centre for ex-prisoners	€ 8,000
8.	Ennis Community Development Project	Educational peer support worker for Travellers	€ 8,000
9.	Tipperary Rural Traveller Project	Working with male Travellers on substance misuse project.	€ 7,500
10.	Saints Youth Centre, Belfast	Weekly drop in for young offenders who have been in prison	€ 5,000
11.	Community Foundation for Ireland	Education Fund for Former Offenders	€ 5,000
12.	Ballyfermot Travellers Action Project	Community Based Conflict Management System	€ 5,000
13.	Irish Penal Reform Trust, D7	Recognising the Rights and Needs of Travellers in Prison	€ 3,500
14.	Fighting Words Creative Writing Centre, D1	Workshops with women in the Dóchas Centre	€ 3,000
15.	Handful Productions, Derry	Support for tour of play with people who are homeless / street drinkers and ex-prisoners.	€ 2,500
16.	Corpus Christi Parish Moyross	To publish report on homelessness issues in relation to a local primary school	€ 2,500
17.	Irish Council for Prisoners Overseas, Maynooth	ICPO awareness campaign	€ 2,500
18.	Cavan Traveller Movement	Peer led initiatives with young Traveller men in Cavan	€ 2,500
<b>TOTAL</b>			<b>€151,000</b>

## Survivors of Institutional Abuse Grant Programme

The five organisations funded under this Programme continued their work in 2013. They were Right of Place/Second Chance, Waterford and Depaul Ireland, Dublin; London Irish Centre/icap, Irish Survivors Advice and Support Service and Irish in Britain, all based in London. More information about the background to this programme and the research report which underpinned the programme criteria is available on our website.

As part of the developmental aspect of the Programme, the Trust organised a half day seminar in March to outline a training programme given to frontline workers in Irish welfare organisations. The training, developed by London Irish Centre/icap as part of the Grant Programme is focused on developing sensitive practice in working with survivors of institutional abuse. 37 people attended the seminar including Sylva Langford, the newly appointed chair of the Residential Institutions Statutory Fund (now called Caranua) and feedback was overwhelmingly positive. It demonstrated a real need among people working with survivors for specialist training in this area.

Liz Lennon took over from Mary Higgins as Programme evaluator in August 2013 as Mary was appointed CEO of Caranua. All five organisations were successful in being awarded third year grants:

Organisation	Details	Amount
DePaul Ireland	Life Skills Programme with residents.	€25,000
London Irish Centre /icap	Training for front line staff in mainstream Irish welfare organisations.	€25,000
Irish in Britain	Network of survivor self-support groups, website	€9,600
Irish Survivors Advice and Support Service, London	Advice and support service for survivors of abuse	€15,000
Right of Place Second Chance, Munster	Member events and publications.	€15,000
<b>Total grants made:</b>		<b>€89,600</b>

While it is too early to point to significant outcomes from the projects or the overall Programme, the evaluator, Mary Higgins, highlighted a significant outcome in relation to the development of strong collaborative relationships between the UK based organisations during the year.

An important element of the Programme is a Grantee Network designed to support networking and learning among the five organisations so good practice can be developed in working with survivors of institutional abuse across a range of areas.

### Christian Values & Social Change Programme

- officially ended in 2012, but the third year grant to Mary Immaculate College for the MA in Christian Leadership in Education was deferred until April 2013. A final grant of €17,000 was awarded to support the students starting Summer 2013. MIC signed a memorandum of agreement in 2013 with Marino Institute of Education to offer the course to students in Dublin. It is also open to primary teachers.





## Darndale Belcamp Oblate Grant Programme

The Darndale Belcamp Grant Programme, which will continue until 2015, is a spend-down endowment focused on the Oblate Parish of Darndale Belcamp – the funds come from part of the proceeds of the sale of Belcamp College. The Grant Programme awarded €53,033 to 15 organisations and initiatives in 2013.

A list of grants is on page 16, ranging from core costs to St Francis Moatview Football Club to funding towards the costs of a strategic plan for Sphere 17. The Trust continued to support the Community Grantwriter initiative and Governance training.

A major focus in Darndale Belcamp in 2013 was working through the recommendations of the Evaluation by Burtenshaw Kenny Associates which was published in May 2013 and which is available on our website. The recommendations are outlined on the next column.

Following the recommendations of the Evaluation, the Oblates increased the amount available for the Community Grantwriter initiative by €4,000pa for the final 3 years to support the implementation of the recommendations. Moira McCarthy has increased her organisational development support to organisations as well as continuing to support the diversification of their funding base.

The Community Grantwriter, Moira McCarthy, worked with 14 community organisations and clubs in 2013, providing information, preparing and/or supporting applications to a range of different funding sources. Funding applications were prepared for approximately €205,000 of which €148,830 has been awarded. Funding sources include private Trusts and foundations, statutory and corporate bodies.

Some of the highlights of 2013 include:

- Increased the range of donors and funders providing financial assistance to the Jigsaw Childcare Centre, including a donation of €65,000 from a donor advised fund of the

- Played a key role in bringing together community organisations in Darndale to host the first ever Darndale Arts week in November 2013. Assisted in an application to the Department of Arts, Heritage & the Gaeltacht for €2,750 and to the Irish Youth Foundation for €4,500 for Our Lady of Immaculate Junior school, both of which were successful.
- Secured a €20,000 donation from a private foundation to develop the Sphere 17 Youth Café in Priorswood. Having received these funds Sphere 17 went on to make a successful application to the Dept of Youth and Children for €40,000 and are this year planning to commence work on the Youth Café.
- From an initial introduction and building on a relationship from 2011, an internship programme has been established between JP Morgan and Sphere 17. During 2013 three young people from Sphere 17 have worked on short-term internships in JP Morgan's office at Northern Cross.
- Moira worked with 5 organisations on the area of Risk Management, this included a workshop on risk management delivered by an expert from The Wheel to help organisations work out how to develop their own individual policy.
- A small group of local residents from Darndale did some fundraising and work such as painting and carrying out improvements to equipment in the playground in Darndale Park. With support from the Community Grantwriter the Darndale Park Renewal group was formed in November 2013. This group is a collaboration of members from the two Darndale Soccer clubs, angling enthusiasts, Sphere 17 and other community representatives. The group has since gathered support from a range of statutory organisations including Dublin City Council, An Garda Síochána and local Councillors. This time-intensive initiative which focuses on developing networks between community partners and collaboration is hoped to lead to the Park being refurbished and kept clean and safe so the local community, groups and schools can make more use of it.

**Moira McCarthy is available to support organisations**

### ***Burtenshaw Kenny & Associates: Recommendations for the Darndale Belcamp Grant Programme***

SSGT should focus on:

- 1) Developing strategies for ensuring that funded activities can, where possible, be maintained beyond the lifetime of this grant programme.
- 2) Consider sharing the SSGT's knowledge of the work of groups and organisations in Darndale Belcamp in order to source other funding from foundations and trusts.
- 3) Convene the major funded organisations so as to consider how best they can collaborate to: continue to address the issues raised in the Community Survey (for example safety in the area), address the issues raised in this evaluation and consider how to sustain the funded activities.
- 4) The Grantwriter Scheme should be maintained and if possible extended over the next three years as part of the exit strategy, as it contributes to the independent capacity of the groups and organisations in the area to raise funds and leverage funding from a range of sources.
- 5) For the next three years, SSGT should take account of the stated preference by the recipients in the online survey for (a) programmes for children and youth (b) small grants (c) Grantwriter.
- 6) Increase awareness of the training and workshops available through SSGT auspices.
- 7) In cases where SSGT preferentially funds a larger or more organised group in a particular area, they should, as has been their practice, explain this strategy to smaller groups who will lose out as a result.
- 8) Further information and clarity should be provided to groups and organisations on the role and supports of the Grantwriter Scheme.
- 9) The SSGT together with the Oblates should provide a clear explanation to the groups and organisations in Darndale Belcamp in relation to the reduction of available funding under the SSGT Grant Scheme.

10) Given the clear evidence for beneficial social impact as a result of the Grant Scheme, the SSGT should explore all funding options and avenues with the Oblates, particularly where important initiatives or small groups may be discontinued as a result of reduced funding.

### **Learning from the Grant Programme for the SSGT**

11) From the outset of programmes, SSGT should have exit strategies in place. These should include ensuring that the objectives of funded projects, where appropriate, can continue to be addressed past the lifetime of specific programmes.

12) SSGT should re-consider an area wide plan when managing a geographically based grant programme. Grant recipient outcomes could then be aligned with the area outcomes. The role of other funders and agencies (both statutory and non-statutory) should be considered in this planning.

13) SSGT should consider setting targets for leveraged funding as part of their planning process.

14) Regular and planned evaluation should be part of future grant programmes.

15) As part of the strategy to leverage and diversify funding, SSGT programmes in disadvantaged areas should consider initiating a Grantwriter type scheme.

16) In order to demonstrate effectiveness, the Grantwriter Scheme should systematically document the grant applications, receipts and leveraged funding supported by the scheme.

17) The Grantwriter Scheme could be extended further to encompass providing organisation development advice and guidance.

18) SSGT should develop mechanisms to share their knowledge of grant recipients in order to facilitate funding from other sources.

# Darndale Belcamp Oblate Grants Programme 2013



Organisation	Project	Grant
1. Community Grantwriter	Financial and organisation support for local organisations	€9,160
2. Darndale Belcamp Integrated Childcare Service Ltd	High Scope training / Arts materials	€5,000
3. Our Lady Immaculate Senior National School	Orchestra Club	€5,000
4. Sphere 17 Regional Youth Service	Strategic Plan	€5,000
5. Darndale Belcamp Village Centre	Older People's Support Network	€4,500
6. Darndale Junior Football Club	Core Costs	€4,500
7. The DALES Centre	Community Prison Links	€4,500
8. Our Lady Immaculate Junior National School	Afterschool Activities	€3,500
9. RASP Ltd Laneview Learning Centre	Towards costs of a play by projects participants	€3,000
10. Northside Partnership	Young Community Leaders	€2,500
11. Our Lady Immaculate Junior National School	Literacy & numeracy projects	€2,000
12. Governance Training		€1,573
13. St Francis Moatview Football Club	Core Costs	€1,000
14. Darndale Rovers Football Club	Core Costs	€1,000
15. Darndale Belcamp Resource Centre Ltd	Freezer for meals on wheel service	€800
	<b>Total</b>	<b>€53,033</b>

## Brian Harvey Review

As part of its commitment to upholding its mission of identifying and responding to issues of social injustice in Ireland, the Trustees commissioned Brian Harvey to undertake a review of its grantmaking in January and February 2014.

This report is available for download on the Trust website. The executive summary is below and the St Stephen's Green Trust Strategy 2014-2018 published on pages 5-7 is informed by this review.

*SSGT: Almost  
€6.5m in grants  
in 21 years. Over  
850 organisations  
supported with over  
1,500 grants.*



Tr Paul Byrne, Stephen Rourke

## Executive summary and key judgements

This is an analysis of the social situation in Ireland in early 2014, with an analysis of funding trends, with a view to recommending how the St Stephen's Green Trust should develop its future funding programme. It was undertaken through desk research and interviews with 14 trust and external informants.

The demographic context in Ireland is one of a youthful, growing population, with high in and out migration rates at the same time. In-migration continues, with new communities comprising 17% of the population. Social patterns are stable. Northern Ireland is growing at a slower rate, ageing and has a much smaller minority community (4%).

The political context in Ireland is one of continuity of policy despite a change of government. The most lasting political change is the depletion of the state's social policy infrastructure. There has been little effective challenge to the austerity policies pursued by government. Irish social policy remains a European outlier. In Northern Ireland, welcome political stability is moderated by unresolved issues arising from the conflict.

In the Republic, the economic and social crisis that began in 2008 and the austerity policies that followed have led to immiserization, an increase in

poverty and inequality and in areas that concern the trust, an increase in homelessness and a disinvestment by the state in the Traveller community. Although changes have been less dramatic in Northern Ireland, its economic and social performance makes it one of the weakest regions of the UK.

An important function of this report was to test for emerging social need. In the Republic, poverty has intensified amongst those geographical communities and categories traditionally classified as poor. Fuel poverty has intensified, while new forms of poverty have emerged, notably food poverty, with the likelihood of water poverty to follow. There is an emerging new poor of those in low-income home debt, normally coupled with utility debt. Some voluntary organizations have been almost overwhelmed by the intensification of socially distressed clients coming to them. Some parts of the new communities are at especial risk, such as those in direct provision, the trafficked and the Roma community. Northern Ireland presents a less extreme picture, but with persistent fuel poverty, a rise in housing need and in-work poverty.

The review reported on funding trends affecting the voluntary and community sector. In the Republic, the government reduced its funding for the voluntary and community sector by -35%, more in the case of community development (-43%) at a time when overall government funding fell -7.1%. Employment is expected to fall -31% by end 2015. Ancillary forms of funding have dried up, notably European funding. The government has promoted philanthropic giving, but its approach has been challenged. Here, the philanthropic sector sees the exit of the two main funders (Atlantic Philanthropies and One Foundation) and a third important for social justice (Joseph Rowntree Charitable Trust). Trust funding will fall over 80%, leaving one medium-size funder (Ireland Funds, €10m) and a number of small grants funds. Not only is the fall in volume important, but the type of funding they favoured (advocacy). The picture is more positive in Northern Ireland, where government funding has risen consistently, although its form has changed from grants to contracts. There is a larger trust sector, comprising indigenous and UK-wide foundations.



Funding in the trust's target areas varies. In the Republic, it is substantial in the homeless sector, moderate in the prisoner arena, but negligible for Traveller organizations. In Northern Ireland, there is funding for organizations working with the homeless, but much less for prisoner and Traveller groups.

The backdrop for the future operation of the trust is a difficult one, especially in the Republic with the prospect of 'post-austerity austerity'. Positively, though, there is high confidence in the value of small grant schemes and knowledge from Europe as to how they can be used effectively. The St Stephen's Green Trust is well regarded in Ireland as a focussed, organized, thought-out funder which has now achieved an optimum mode of working.

The views of informants were especially taken into consideration in mapping a way forward. Suggestions were made under the heading of target groups and means of operation:

- There are compelling reasons for dropping the homeless category, except for particular circumstances, but for maintaining the prisoners/ex-prisoners and Traveller categories;
- To respond to emerging social need, there is a good case to add categories in the areas of the new communities and spatial areas of distress;
- There should be a re-focus of grants around issues, policy, advocacy, ideas, leadership; with the trust leading in pre-grant assistance, evaluation, learning and dissemination.

**ST STEPHEN'S GREEN TRUST**  
**(COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)**

**Summarised Financial Statements** The financial information on page 19 has been extracted from St Stephen's Green Trust Financial Statements for the year ended 31 December 2013 which were approved by the Trustees on 11 March 2013.

**Income and Expenditure 2013**

<b><u>Income</u></b>	2013	2012
	€	€
Porticus	281,565	272,949
OMI	58,433	54,355
Daughters of the Cross	32,000	32,000
Ireland Funds	4,000	
	<u>375,998</u>	<u>359,304</u>
Interest earned	27	14
<b>Total Income</b>	<b>376,025</b>	<b>359,318</b>

**Expenditure**

Grants to beneficiaries	307,214	288,473
Christian Values Programme	-	4,329
General Grants Scheme	325	523
Darndale Belcamp	5,249	2,200
Survivors' Programme	4,147	4,162
	<u>316,935</u>	<u>299,687</u>
<b>Total expenditure on charitable activities</b>		

**Administration & Support**

**Expenses**

Staffing costs	47,986	50,767
Office costs	7,201	4,702
Governance	1,072	1,419
Audit fee	1,845	1,875
	<u>58,104</u>	<u>58,763</u>

<b>Total Expenditure</b>	<b>375,039</b>	<b>358,450</b>
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Net incoming (outgoing) resources before other recognised gains and losses	986	868
Net gains/losses on investment assets	203,525	176,321
<b>Net movement in funds</b>	<b>204,511</b>	<b>177,189</b>

**Summary Balance Sheet 2013**

	2013	2012
	€	€
Net Assets		
Financial Assets	2,670,938	2,467,413
Current Assets	151,499	164,511
Current Liabilities	<u>(160,379)</u>	<u>(174,377)</u>
<b>Total Assets</b>	<b>2,662,058</b>	<b>2,457,547</b>
<b>Total Funds at 31st Dec 2013</b>	<b>2,662,058</b>	<b>2,457,547</b>