

# Concern Worldwide (UK)

## Annual Report and Accounts 2014



**CONCERN**  
worldwide



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### About us

Concern Worldwide specialises in tackling hunger with the most vulnerable people in the world's poorest places. Hunger affects everything for the world's poorest people. We believe no one should have to live with hunger and the damage it causes. We work for a world where lives are not limited by lack of access to enough nutritious food.

Working in partnership with local organisations and communities, we combine our expertise with local knowledge to help people develop their own lasting solutions. In a world where one in nine people go to bed each night hungry, we know change is needed on a global scale. This is why, through advocacy and campaigning, we work to influence local, national and international policy.

We are generously supported by a wide range of funders and supporters and we thank you all. Concern Worldwide (UK) 'Concern (UK)' supports the overseas programmes of Concern Worldwide – we do not implement our own projects. Over the next few pages you can read highlights from the work we contributed to around the world. The description of this overseas work is adapted from the Concern Worldwide 2014 Annual Report.



Front cover image: Queen waters her vegetable garden. She received tools, seeds, livestock and training from Concern Worldwide in Zambia. Gareth Bentley/Zambia/2014

# A message from the Chair of Trustees and the Executive Director

2014 was an exceptional year that saw Concern (UK) successfully push beyond our limits as an organisation. We entered the year not knowing how our first ever Department for International Development (DFID) Aid Match appeal, 'Hunger Stops Here', would go. By the end of 2014, it was clear that it had far exceeded expectations. The appeal raised just over £1.4 million from public donations, which will be matched pound for pound by the UK government over the next three years, enabling us to expand our work tackling childhood nutrition in one of the poorest regions of Zambia. Significant media and digital coverage from eight communications partners generated over 33 million opportunities to reach new and existing audiences.

On the programming front, we continued to play active roles on the inter-agency START network and the Disasters Emergency Committee (DEC). This year, we took part in two DEC appeals for Gaza and West Africa. While our fundraising activities for Gaza were limited because of not being established on the ground, our 18 years of experience in Sierra Leone and Liberia meant that we were well-positioned to deliver critical support during the Ebola crisis. We responded to the outbreak in the worst-affected areas, working hard to slow down the spread of infection and save lives.

Our response in times of emergency – and in the months and years that follow – is growing our reputation as a major international aid and development agency. The DEC has been particularly impressed with

the effectiveness of our livelihoods rebuilding projects among fishing communities in the Philippines, where we have been working since Typhoon Haiyan struck in November 2013. Our appeal closed at the end of 2014 with more than £700,000 raised through public donations and grant funding.

We are equally proud of the success of our Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) programmes in South Sudan and Chad and Sudan. These £15 million DFID-funded action research and influencing projects, running over three years, are groundbreaking work gathering evidence on building resilience to undernutrition in two regions severely affected by food insecurity. It underlines that, increasingly, Concern Worldwide is being recognised as playing a key role in setting the agenda on community resilience to food crises.

2014 was also a year in which our UK Policy and Campaigns team broke new ground with their innovative #JustineTime and 2014 World Cup campaigns, which helped engage new audiences with specific calls to action. They were also highly involved in the launch of the 2014 Global Hunger Index in London and the Global Nutrition Report, and the success of the third reading of the 0.7% overseas aid Bill in the House of Commons.

None of these achievements would have been possible without the commitment of our talented staff and the support of our dedicated Board of Trustees and we thank them all; we would also like to take this opportunity to sincerely thank Tom Levitt for his chairmanship over the past three years.

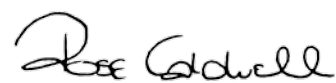
This year also brought challenges for Concern (UK). We made the very difficult decision to close our Glasgow office in order to maximise our use of resources. This was not a decision taken lightly and we would like to thank our staff in Scotland for their hard work and loyalty to Concern Worldwide's mission over the years.

As we enter 2015, we look forward to another year filled with opportunity. Planning is already underway for our second DFID Aid Match application which will focus on rebuilding and recovery efforts in Ebola-affected communities in Sierra Leone. We will also begin to explore a new venture for us – that of competing for a commercial contract with DFID. In addition, we will be developing our next five year strategic plan – both globally and in the UK – as we consider the future direction of the organisation.

We are aware that we have a challenging year ahead and wish to thank you, our supporters, for your ongoing commitment to Concern. It is only through your extraordinary generosity that we are able to make a lasting difference in tackling hunger, transforming communities and bringing hope where it is needed most.



**Chris Elliot**  
Chair



**Rose Caldwell**  
Executive Director

In 2014 Concern Worldwide reached 17.5 million people in 26 of the world's poorest countries.

- 
- 12 20** In 2014 Ebola tore through **West Africa**. In Liberia and Sierra Leone, Concern Worldwide responded to the outbreak through training, awareness raising, supplying food and water to quarantined families and running burial teams, see page 10 for more.
- 26** Every penny raised by Concern (UK)'s Hunger Stops Here appeal will be matched by the UK government. Matched funds will directly support Concern Worldwide's work in **Zambia** over the next three years, find out more on page 8.
- 17** In November 2013 Typhoon Haiyan hit the **Philippines**. Throughout 2014 we worked with thousands of people to rebuild homes and livelihoods, see page 11.
- 22** Conflict forced nearly two million from their homes in **South Sudan** last year, Concern Worldwide supported people fleeing conflict with food, safe water and sanitation facilities, see page 10.
- 5** We began working in **Central African Republic** in mid-2014, helping people grow more food, access safe water and improve their livelihoods, see page 11.

Concern (UK)  
contributed funds  
to work in all 26 of  
these countries.





- |   |                              |    |                                       |    |              |
|---|------------------------------|----|---------------------------------------|----|--------------|
| 1 | Afghanistan                  | 10 | Democratic People's Republic of Korea | 19 | Rwanda       |
| 2 | Bangladesh                   | 11 | Lebanon                               | 20 | Sierra Leone |
| 3 | Burundi                      | 12 | Liberia                               | 21 | Somalia      |
| 4 | Chad                         | 13 | Malawi                                | 22 | South Sudan  |
| 5 | Central African Republic     | 14 | Mozambique                            | 23 | Syria/Turkey |
| 6 | Democratic Republic of Congo | 15 | Niger                                 | 24 | Tanzania     |
| 7 | Ethiopia                     | 16 | Pakistan                              | 25 | Uganda       |
| 8 | Haiti                        | 17 | Philippines                           | 26 | Zambia       |
| 9 | Kenya                        | 18 | Republic of Sudan                     |    |              |

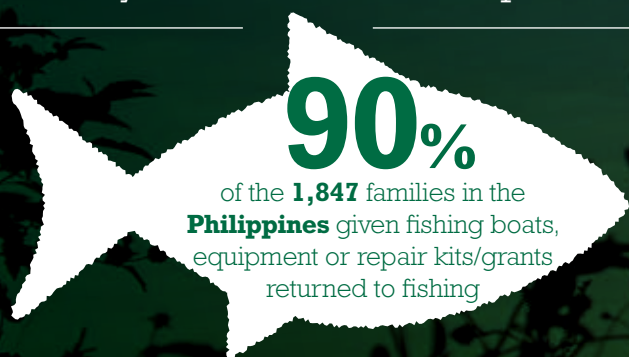
# 2014 – in numbers

**£23.5 million**  
income received in the UK  
to support our work

## LIVELIHOODS



**3.9 million** people's food  
security and livelihoods improved



**15,022**

**Rwandan**  
farmers  
given  
agricultural  
training



**34,200**

displaced people in  
**Central African**  
**Republic**  
given  
seeds  
and  
tools



## EDUCATION



**12,654**  
children in **Kenya**  
received school  
fee funding



**2.2**  
**million**

children and young people  
benefited from our  
education work in **2014**

**10%** increase in  
the number  
of children  
going to school in two  
provinces in **Burundi**



## HEALTH

# 7.4 million

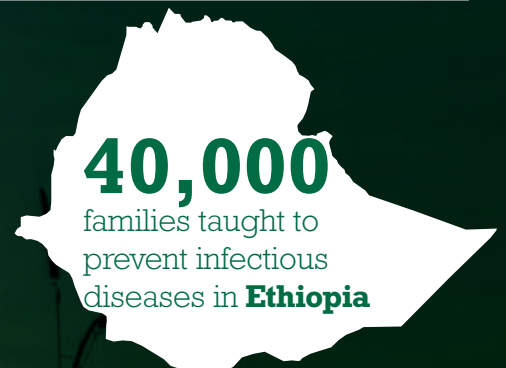
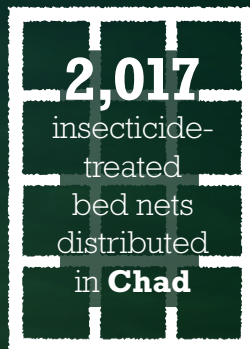
people helped through Concern Worldwide's health programmes in

# 2014



# 255,500

people affected by the **Syria** crisis given access to safe water



## EMERGENCIES

We responded to

# 33

emergencies in

# 23

countries, directly supporting **2.8 million** people



# 448,926

people benefited from our humanitarian and livelihoods work in the **Republic of Sudan**



# 157 tonnes

of seeds distributed to **3,485** families in **Chad**



# 186,000

told about Ebola prevention and treatment in **Sierra Leone**, knowledge increased by **54%**

# Tackling hunger, transforming lives

**Concern Worldwide tackles hunger around the world to ensure people have enough nutritious food to eat now and for years to come. Below are just some examples of how we did this last year.**

The majority of the communities we work with experience food shortages, due to drought, crop failure or as a result of conflict. Many suffer yearly shortages during the dry season. We ensure children and mothers get through these shortages by training local health workers or volunteers to screen for malnutrition and by providing treatment mothers can give to their children at home. By working

locally, we prevent people having to travel, abandoning other children and their livelihoods in search of treatment. Last year we screened 220,976 children for malnutrition in **Niger** and treated 4,336.

Concern Worldwide's programmes aim to lift people out of hunger and ensure they are strong enough to withstand future crises. Our programmes combine agricultural and nutritional knowledge to help people grow the food they need to support their families in the long term. In **Zambia**, our Realigning Agriculture to Improve Nutrition (RAIN) programme does just this. In 2014 RAIN helped over 2,800

farmers and smallholders learn simple agricultural techniques that help them grow more crops while protecting the soil for future harvests. Mothers learnt the importance of breastfeeding and giving children a varied diet. By the end of last year, 78.5% of children under 23 months in the programme were reported to have eaten foods from four or more food groups in the past 24 hours – twice as many as in 2011.

Boosting people's livelihoods ensures families have enough money to buy nutritious food. We support people to start their own businesses through training and small loans. We distribute seeds and tools to maximise people's



Deli, three, and her mum Monica, who was given training on nutrition and growing a range of foods through Concern's Worldwide's RAIN programme. She also received tools, seeds and livestock. Now Monica teaches other women so the whole community benefits. She says, "I know about food production and have food throughout the year. I can even sell some of what we don't need and buy other essentials. The children's performance at school is better. They now go to school with a full stomach."

Gareth Bentley/Zambia/2014

## Hunger Stops Here

In September last year, Concern (UK) launched **Hunger Stops Here** – a major fundraising appeal that gave supporters the opportunity to have twice the impact on tackling hunger as every donation they made would be matched pound for pound by the UK government. Hunger Stops Here raised just over £1.4 million for Concern (UK), matched to just over £2.8 million. Aid matched funds, agreed in 2015 by the UK government, will support work in **Zambia** over the next three years. All other funds raised will benefit Concern Worldwide's work across the world.





crops. In **Ethiopia**, we worked with around 8,000 farmers to introduce Irish potatoes, which grow quickly and are drought resistant. This has proved so successful, with people able to grow enough to eat and sell, the Ethiopian government has taken Concern Worldwide's potato production experience and expanded it into other areas of the country. Around 700,000 kilograms of potato tubers were given to poor farmers in four regions in 2014.



Concern Worldwide helped Ibire Seid (pictured) and other farmers in Gelsha, Ethiopia, grow Irish potatoes, which are more drought resistant than the barley they used to grow. Ibire says, *"My first harvest produced 15 quintal (1,500kg). Now we eat three times a day. You can see huge improvements in the health of the children."*

## Advocating for change

**Our advocacy and campaigning work challenges governments and policy makers nationally and internationally to bring about change on a global scale.**

# 15,300

people signed Concern (UK)'s Cowpea Campaign petition asking the UK government to spend £365 million of the money they'd pledged to improve nutrition across the world by 2016. Following this action, and with extra advocacy pressure, DFID reported on its nutrition commitments, detailing how funds have already been spent, and plans for the future.



# 0.7%

of gross national income on aid every year. In coalition with other organisations, Concern (UK) and our supporters asked MPs to back a Bill enshrining the UK government's overseas aid commitment in law. Widespread support from campaigners saw the Bill pass through the House of Commons by 146 MPs to six.

**Growing Resilience**

We launched our new campaign, Growing Resilience, calling on the UK and Irish governments to support and finance programmes aimed at improving the ability of poor and vulnerable people to cope with, and recover from, recurring crises.

Our advocacy extends beyond our borders – last year in Zambia we ran a workshop to gather evidence of inadequate investments in nutrition. Members of Zambian civil society then demanded that their government change their nutrition spending. The government agreed to spread funding for nutrition across six key ministries, rather than just the one – a sign that nutrition is being prioritised.



# Responding to emergencies

Concern Worldwide works in dangerous and difficult places with the most vulnerable people to help those affected by emergencies cope. Last year we responded to 33 emergencies in 23 countries, directly supporting more than 2.8 million people.

When an emergency hits, Concern Worldwide is there to provide essential water, food and shelter. Then we stay to work with communities to rebuild their lives and help prevent, or reduce the impact of, future crises.

## Ebola

The worst outbreak of Ebola since the disease's discovery spread across West Africa in 2014 destroying lives, devastating livelihoods and undermining the health and education systems of some of the world's poorest countries. Concern Worldwide's staff in **Liberia** and **Sierra Leone** responded quickly, battling to stop Ebola's spread through awareness raising and training on prevention and treatment. In the UK, Concern (UK) launched an emergency appeal to help fund our response, raising £307,218 from our supporters.

In Sierra Leone, Concern Worldwide took over the running of 10 burial teams and the management of two cemeteries, ensuring all bodies are buried in marked, identifiable graves. Our teams have so far collected over 2,000 bodies, 97% of which were buried within 24 hours, essential to help stop the spread of a disease as infectious as Ebola.



Christopher Tucker, a member of Concern Worldwide's burial team in Freetown, Sierra Leone.

Over 170,000 people in 566 communities were reached in Liberia with Ebola awareness and prevention messages using a network of 1,990 community volunteers and 120 social mobilisers. We also built on our existing hygiene and sanitation work to coordinate 26 local partners and establish county and district task forces to increase community awareness. As a result, the districts where we work had the lowest levels of Ebola in the country.

As infection rates slow, Concern Worldwide in Liberia and Sierra Leone is focused on strengthening health systems, rebuilding livelihoods and supporting children to get back to school.

## Surviving conflict

The civil war that began in December 2013 continued to force millions from their homes in **South Sudan** throughout 2014. With people unable

to plant crops, levels of malnutrition reached emergency levels in some areas. Concern Worldwide runs health and nutrition programmes in two regions, and works in two camps for displaced people distributing food and providing nutrition services,



A woman leaves with supplies from Concern Worldwide and other organisations in Topping, a UN base for those fleeing violence in South Sudan.



safe water and sanitation facilities. Last year our work directly benefited 427,000 people.

As people fled South Sudan, the impact on neighbouring countries was huge. In **Uganda** we launched an emergency nutrition response for refugees, while in **Ethiopia's** Gambella region we provided safe water, nutritional support for mothers and young children, and essential items, such as tents, blankets and jerry cans, at the Akobo Refugee Camp.

Following two years of conflict, an estimated 2.5 million people are in need of humanitarian assistance in **Central African Republic**, including over 410,000 displaced people. Concern Worldwide launched our programme there in mid-2014; we quickly became established and secured safe drinking water for 16,400 people.



Arjan Ottens/Central African Republic/2015

A girl pumps safe water from a source repaired and rehabilitated by Concern Worldwide in the Central African Republic. Many water pumps in her local area were destroyed or contaminated during the country's recent conflict.



Steve De Neef/Philippines/2014

Ian Vincent helps his father Nolito Dela Cruz bring in the catch in the Philippines. The family lost their home and boat during Typhoon Haiyan. With a new boat from Concern Worldwide they've been able to return to fishing and slowly rebuild their lives.

The ongoing conflict in **Syria** reached its fourth year in 2014. Concern Worldwide works to provide those affected in Syria, **Lebanon** and **Turkey** with shelter, safe water, sanitation and education. Inside Syria and in neighbouring Turkey we helped 4,600 families with hygiene kits containing essential items like soap, toothbrushes and nappies for small children, and winter kits containing blankets and other essential items. In Lebanon 565 refugee children learnt basic numeracy and literacy so that they can re-join mainstream schools in the future.

### Rebuilding lives

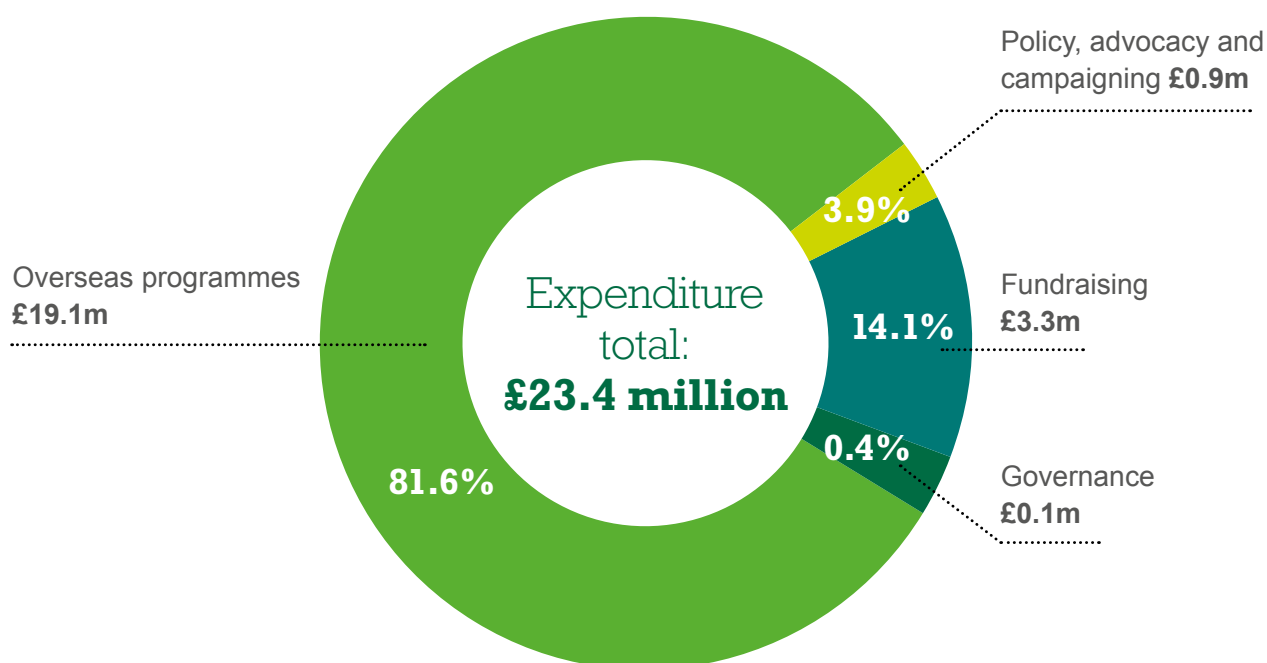
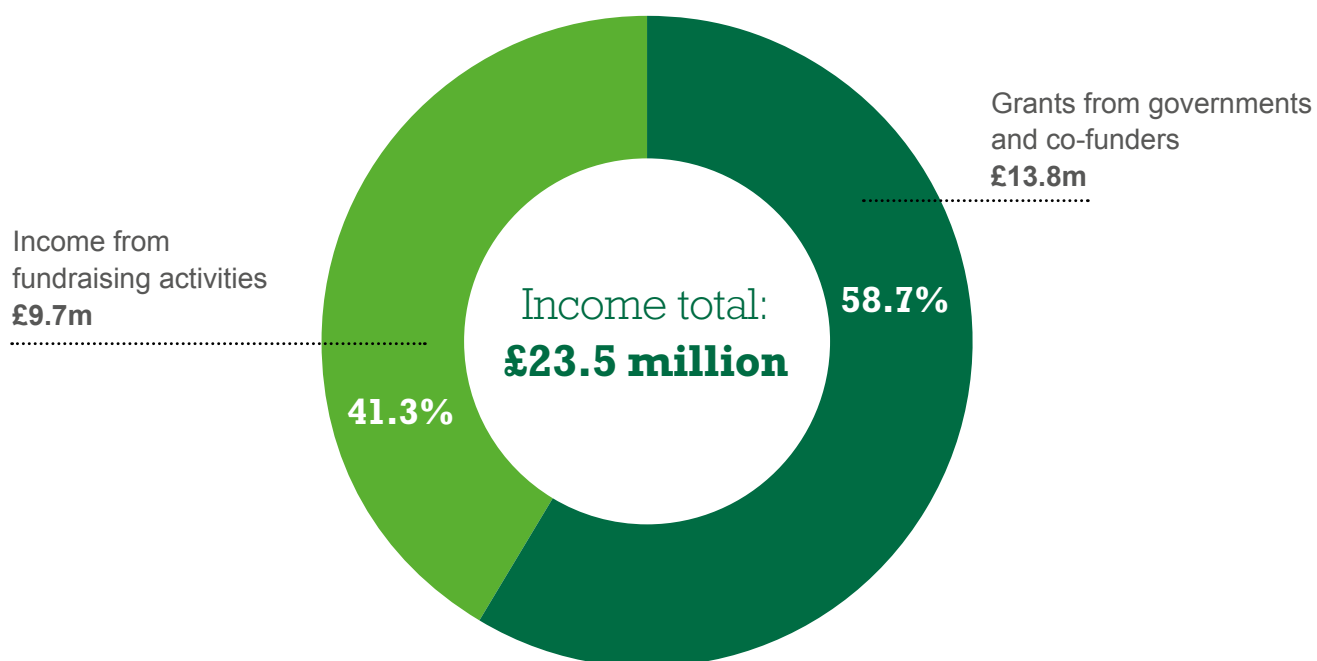
In November 2013 a devastating typhoon hit the **Philippines**. Over 14 million people were affected. Around five million saw their homes destroyed or damaged. More than 6,000 people lost their lives. Over the past year Concern Worldwide has worked with

thousands of people in the remote western islands of the country to rebuild homes and livelihoods.

Together with the government, we preserved fish stocks and other natural resources that support local businesses, benefiting around 150,000 people. We also supported 18 island and coastal villages to develop early warning systems and risk reduction plans, benefiting 34,987 families. This work paid off when a typhoon hit in December 2014 – villages were prepared and took action in advance.

Concern Worldwide will bring our work in the Philippines to a close over the next year but will leave the country better placed to withstand extreme weather.

## Income and expenditure





# Trustees Report and Financial Statements 2014

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Tasfaye Chinasho, a participant in a Concern Worldwide irrigation project in Wolayita, Ethiopia, in front of his healthy crop of maize. His is among 320 farming households benefiting from the project and he is now able to feed his family from the range of crops he grows on his own land.  
Cheney Orr/Ethiopia/2014

# Concern Worldwide (UK)

## Legal and administrative information

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### Trustees of the charity

The following were members of the Board of Trustees (and also Directors of Concern (UK) for company law purposes), at the date on which the financial statements were approved:

Carlton Baxter

Zamila Bunglawala –  
*appointed 17 May 2014*

Chris Elliott (Chair)

Sean Farren

Patrick Forbes –  
*appointed 17 May 2014*

Tony Foster

Jemima Jewell –  
*appointed 17 May 2014*

Laura Kelly

Tom Levitt (Vice Chair)

Rob McGrigor  
(Honorary Treasurer)

James Shaw Hamilton –  
*appointed 17 May 2014*

Barbara O'Reilly

Giles Pegram

Denise Reid-Bashir

Mark Shinnick

Howard Jones and Tom O'Higgins resigned as Trustees of the organisation on 17 May 2014.

**Executive Director**  
Rose Caldwell

**Company Secretary**  
Alastair Land –  
*resigned 25 June 2014*

Maeve Seery –  
*appointed 25 June 2014*

**Registered office**  
Unit 13/14 Calico House,  
Clove Hitch Quay,  
Plantation Wharf,  
London SW11 3TN

**Other offices**  
47 Frederick Street,  
Belfast BT1 2LW

**Auditor**  
KPMG Chartered  
Accountants, 1 Stokes Place,  
St. Stephen's Green,  
Dublin 2

### Bankers

Barclays Bank plc,  
1 Churchill Place,  
London E14 5HP

Bank of Ireland,  
Belfast City Branch,  
Belfast BT1 2BA

The Royal Bank of Scotland,  
Glasgow City Branch,  
10 Gordon Street,  
Glasgow G1 3PL

### Solicitor

Withers LLP, 16 Old Bailey,  
London EC2M 7EG



# Concern Worldwide (UK)

## Trustees' Report (incorporating a Strategic Report and Director's Report)

The Trustees (who are also Directors of Concern Worldwide (UK) 'Concern (UK)' for company law purposes), have pleasure in submitting their annual report and audited financial statements of the company for the year ended 31 December 2014.

### 1. Structure, governance and management

#### 1.1 Legal status

Concern Worldwide (UK) 'Concern (UK)' is a company limited by guarantee registered in England, not having a share capital, incorporated under the Companies Act 1985 (registered number 4323646). The company is registered as a charity with the Charity Commission for England and Wales (Charity Number 1092236) and with the Office of the Scottish Charity Regulator (Charity Number SC038107).

#### 1.2 Organisation and related organisations

The company commenced operations on 1 January 2004 when it received a grant of the net assets and trade previously carried out by Concern Worldwide (Northern Ireland).

The activities of Concern (UK) are carried out in association with Concern Worldwide, a company registered in the Republic of Ireland which is registered as a charity and is the sole member of Concern (UK).

#### 1.3 Board of Trustees

As indicated above, Concern (UK) is a limited company and all of the Trustees are also full Directors of Concern (UK) for company law purposes.

Trustees, all of whom are non-executive, are drawn from diverse backgrounds in business and professional life, and bring a broad range of experience and skills to Board deliberations. The Trustees are appointed in accordance with the provisions of the Articles of Association for Concern (UK). All new Trustees appointed in the year receive a full induction so that they can familiarise themselves with their statutory responsibilities, their role as Board members, the governance framework within Concern (UK), Concern (UK)'s work and the risk environment. Ongoing training is arranged as and when a need is identified.

There are clear distinctions between the role of the Board and the executive management team to which day to day management is delegated. The principle that 'management proposes,' 'Board decides,' 'management implements,' 'Board monitors,' forms the basis of Board and the executive management team interaction. Matters such as policy, strategic planning and budgets are prepared by the executive management team for consideration and approval by the Trustees.

The members of the Board cannot, under the governance regulations of the charity, receive remuneration for services to Concern (UK) and may only be reimbursed for incidental expenses claimed.

The Board meets at least four times a year. It has appointed an Audit and Finance Committee, which is made up of the Honorary Treasurer and three or more other Trustees with relevant experience. The Audit and Finance Committee operates under specific terms of reference, which include responsibility for the monitoring of the organisation's financial systems and policies, including the audit and risk management systems. It met five times during 2014.

### 2. Identity, vision and mission

#### Our identity – who we are

Concern (UK) is a non-governmental, international, humanitarian organisation dedicated to the reduction of suffering and working towards the ultimate elimination of extreme poverty in the world's poorest countries.

#### Our vision for change

A world where no one lives in poverty, fear or oppression; where all have access to a decent standard of living and the opportunities and choices essential to a long, healthy and creative life; a world where everyone is treated with dignity and respect.

# Concern Worldwide (UK)

## Trustees' Report (incorporating a Strategic Report and Director's Report)

### Our mission – what we do

Our mission is to help people living in extreme poverty achieve major improvements in their lives which last and spread without ongoing external support.

### 3. Public Benefit Statement

Concern (UK) works for the public benefit through its humanitarian and development work and through advocating for the rights of the very poorest people, specifically in the areas of hunger, emergencies and aid effectiveness.

In contributing all surplus funds raised to Concern Worldwide, Concern (UK) fulfils its charitable duties through a focus on the following core organisational programmes:

#### Food, income and markets

– To assist poor households to achieve adequate and sustainable access to and control of resources so as to achieve their livelihood rights without undermining their natural resource base.

**Health** – To contribute to the achievement of health and nutrition security of the poor within the context of the health related Millennium Development Goals.

**Basic education** – To strengthen formal education provision among the poorer

sections of society by addressing the obstacles that hinder access to and successful completion of formal primary education.

**Emergency response and preparedness** – To respond to emergencies in a timely manner appropriate to the context and where possible to prevent future vulnerability.

Concern (UK) is committed to the participation by extremely poor people in decision-making and is morally accountable to its beneficiaries. To this end, since 2010 Concern Worldwide has been accredited by the Humanitarian Accountability Partnership (HAP). Concern Worldwide has designed an accountability framework, which is a summary of the relevant internal and external standards, codes, guidelines, values and principles to which it is committed. Concern Worldwide works with partners at different levels including community organisations, local government institutions, national level institutions, and international agencies.

In responding to emergencies, we are guided by international codes of conduct and practice, including the Code of Conduct of the International Red Cross and Red Crescent Movement and Non-Governmental Organisations

in Disaster Relief. The Trustees have complied with their duty to note and pay due regard to public benefit guidance published by the Charities Commission.

### 4. Strategic report

#### 4.1 Objectives, achievements and performance

To achieve its mission and fulfil its charitable purpose, Concern (UK) supports the overseas programmes of Concern Worldwide. It does not implement its own overseas programmes, but does seek to address the root causes of poverty directly through its own advocacy work. In June 2011, the Trustees approved Concern (UK)'s five year strategic plan, 'Tackling hunger in an increasingly vulnerable world'. The plan sets out how Concern (UK) will contribute to the six goals set out in the Concern Worldwide global strategic plan. Below, the global organisational goals are set out, with Concern (UK)'s strategic objectives detailed under each goal.

In November 2014, we made the difficult decision to close our office in Glasgow. This was based on a desire to ensure that as much of our resources were going to our overseas programmes as possible. We had two staff based in this office.



# Concern Worldwide (UK)

## Trustees' Report (incorporating a Strategic Report and Director's Report)

**Strategic Goal 1:** Increasing our focus on working in the poorest and most vulnerable places: Concern Worldwide will remain in approximately the same number of countries but will increase its focus on countries and regions in those countries that are extremely poor but also have high levels of vulnerability e.g. being prone to emergencies, have poor governance and high levels of inequality.

### Activities, achievements and performance

Concern (UK) engaged with the wider organisation to ensure the delivery of this goal.

In 2014, Concern Worldwide made good progress in our shift to working in poor and vulnerable countries. Our 'Poor-Vulnerable Index', which was updated in May 2013, gives us a solid basis for making decisions about entering and exiting countries.

Last year, we continued to support those affected by the Syria crisis both within the country and in neighbouring Turkey and Lebanon. We also undertook both humanitarian and development programmes in the Philippines in response to the 2013 typhoon.

As conflict exacerbated the growing humanitarian crisis in Central African Republic

at the end of 2013, Concern Worldwide made the decision to open an office there in mid-2014. Based on the Poor-Vulnerable Index, the Central African Republic is one of the poorest countries and we therefore expect a long term presence there.

Concern Worldwide have previously identified Tanzania as a more developed country and therefore is proposing to exit the country over the next three years. Further analysis will be undertaken to ensure that we continue to manage, in an appropriate and affordable manner, the strategic shift to focus on and push into more fragile, neglected countries.

Security is important to Concern Worldwide and Security Management Plans are reviewed regularly in each country and updated. Last year Concern Worldwide undertook security audits in Sudan and South Sudan and carried out soft and hard security trainings for staff.

**Strategic Goal 2:** Emergency response: Concern Worldwide will continue to improve its capacity and effectiveness in responding to emergencies, both to unusually large emergencies as well improved internal field capacity to smaller emergencies in our countries of operation.

### Activities, achievements and performance

During 2014, Concern Worldwide directly assisted over 2.8 million people caught up in emergency situations in 23 countries. Our International Programmes Directorate (IPD) estimates that approximately 80% of our country offices have the capability to assess and respond to emergencies in-country without external assistance.

Our Emergency Directorate, established in 2013, created a new level of authority and also some shifting of responsibilities. Responding to new emergencies in new countries now falls to the directorate. The Philippines Typhoon Haiyan response was the first managed by the team and learning from that response is now being fed into an action plan to improve the speed and effectiveness of our response mechanisms.

**Strategic Objective 2.1:** Concern (UK) will increase the organisation's ability to respond effectively, efficiently and appropriately to emergencies by mobilising popular support, raising funds and influencing key actors within the UK.

# Concern Worldwide (UK)

## Trustees' Report (incorporating a Strategic Report and Director's Report)

### Activities, achievements and performance

Concern (UK) played an active role in the DEC throughout 2014, participating in two appeals. Our fundraising activity for the first, in Gaza, was limited as Concern Worldwide is not operational there. Nonetheless we were able to pass on £12,000 donated by our supporters to help support the efforts of our DEC partners on the ground.

Later in the year, a devastating Ebola outbreak tore across West Africa. Worst hit were Liberia and Sierra Leone, countries where Concern Worldwide works. Our generous supporters donated £307,218 to help fund our response to the crisis and in addition we received a further £408,200 from the DEC Ebola Crisis Appeal.

Concern Worldwide's DEC funded projects in Turkey and Lebanon continue to benefit thousands fleeing fighting in Syria and we received a further £394,998 from the DEC in 2014 towards these programmes. The Philippines programme, launched following Typhoon Haiyan in November 2013, will come to a close in 2015. In addition to the donations received in 2013, our supporters gave £214,929 to our Philippines Typhoon appeal in 2014,

including a £156,500 grant from the Sunrise Trust and we received a further £190,000 from the DEC.

Ongoing conflict in South Sudan forced an estimated two million from their homes in 2014 leaving many in need of food aid as fields and crops were abandoned. In the summer Concern (UK) launched an appeal to support Concern Worldwide's emergency response work in the country – our supporters donated £74,781 while funds from DFID totalled £1.1 million.

April 2014 saw the launch of the Start Fund, supported by DFID and Irish Aid, designed to provide funding for humanitarian crises quickly. Two Start Fund grants were secured this year, one supporting Concern Worldwide's programmes with Syrian refugees in Turkey, the other to combat the burgeoning Ebola outbreak in Sierra Leone in June. Concern (UK)'s Head of International Support was elected to the Start Network Board.

Concern (UK) is also playing a full part in two out of the Start Network-managed portfolio of eight projects under the DFID-funded Disasters and Emergency Preparedness Programme (DEPP). Our projects are focused on building the capacity of southern civil

society so that they will be able to lead the response to all but the biggest emergencies.

### Strategic Goal 3:

Significantly improving the food security, nutrition security and health of extremely poor people: Over the past decade Concern Worldwide has chosen to work in sectors it regards as key to tackling extreme poverty: improving livelihoods, education, and health. Concern Worldwide will continue to work in these sectors but will bring a more strategic focus to its programming by prioritising the themes of hunger and health. Concern Worldwide plans to build a critical mass of organisational learning and expertise on those themes during this strategic plan

### Strategic Objective 3.1:

By 2015, to position and significantly raise awareness of Concern (UK) as a humanitarian and development agency with a specific focus on tackling hunger.

### Activities, achievements and performance

In 2014, we continued to embed our hunger brand and messaging, developed in 2012, across all our communications to reflect our commitment to tackling hunger in the world's poorest countries.



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We had a major opportunity to roll out this messaging with our first ever DFID aid matched fundraising appeal 'Hunger Stops Here', which ran from mid-September to mid-December 2014.

The appeal was supported by eight communications partners; UTV, Northern Ireland Public Service Alliance (NIPSA), Argento, Johnston Press Northern Ireland, Sunday Herald, Irish Post, Irish World and London Irish Rugby Club. We organised a number of visits for media to report on our work resulting in excellent media coverage, especially in Northern Ireland, where UTV broadcast a series of reports throughout the appeal launch week. Non-media partners carried articles and/or infographics in their supporter magazines or match programmes, or emailed their supporters.

The UK digital team ensured campaign messaging was prominent on every relevant page of Concern (UK)'s website and worked hard on social media to drive traffic to the site. All fundraising and publicity materials generated throughout the campaign period carried the Hunger Stops Here messaging. Through our own communications activities

and those of our partners, we generated over 33 million opportunities for the public to see Concern (UK)'s messaging about hunger, its effects and what we are doing to tackle it.

**Strategic Objective 3.2:**  
By 2015 Concern (UK) will have increased its programme support function in the UK with a view to increasing programme quality, funding, accountability and engagement.

### Activities, achievements and performance

Over the past year Concern (UK) secured new development grants totalling £17.1 million from donors including DFID, Jersey Overseas Aid Commission and Guernsey Overseas Aid Commission.

To secure funding from DFID's Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) programme, we undertook six months of project development for two programmes in Chad/Sudan and South Sudan. Both projects were selected for full three-year funding, worth £15 million. With our BRACED work complementing the resilience focus of our policy and campaigns work, Concern

(UK) is now becoming known in the UK development sector as one of the agencies setting the agenda on community resilience to food crises caused by sudden and cyclical shocks.

Concern (UK) supported our colleagues in the countries where Concern Worldwide runs and fund programmes through UK-based Technical Advisers in education, social protection, and mother and newborn child health. Further support was given in managing £11.4 million of work contracted locally with DFID.

**Strategic Goal 4:** Addressing the root causes of extreme poverty: Concern Worldwide will do this through ensuring that its contextual analysis captures root causes and that every programme specifically addresses them. It will also be done by seeking to achieve greater influence through our advocacy and active citizenship work with clear objectives and coherence between each.

**Strategic Objective 4.1:**  
By 2015, Concern (UK) will have increased its influence on emergencies, hunger, health and aid through improved advocacy, communications and public engagement.

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### Activities, achievements and performance

Our Growing Resilience initiative progressed well during 2014. A report, 'Barriers to Resilience', due to be published in early 2015, considers how gender inequality increases the risk of food insecurity for women and was developed with colleagues in Dublin, Sudan and Chad. In conjunction with Concern Ethiopia, we presented a paper, discussed at an international conference on resilience hosted by the International Food Policy Research Institute (IFPRI), detailing Concern Worldwide's resilience programme experience.

To launch Growing Resilience to political stakeholders in the UK, we delivered two fringe events at the Conservative and Labour party conferences and prepared a political briefing paper, demonstrating how far Ethiopia has developed its resilience to food crises 30 years on from the famine of 1984. The paper made recommendations to DFID to increase development funding for resilience building programmes that benefit the poorest, to create multi-annual flexible funding mechanisms, continue its role promoting the resilience agenda internationally, and to fund government capacity building in fragile states.

To engage the wider public in our resilience messages we launched the 'Resilient Village'. This digital online campaigning tool invites visitors to explore a virtual village with and without resilience programming in place.

In the area of nutrition, the public joined with Concern (UK) to push the UK government's timely and effective delivery of their commitment to scale up investments to tackle malnutrition. In early 2014, over 15,300 people signed up to our 'Cowpea Campaign' asking the government to disburse £365 million of their Nutrition for Growth pledge by 2016. Around 1,000 supporters also wrote to their MPs, and 400 MPs were asked to write to the Secretary of State, asking for an update on Nutrition for Growth. Following these activities, DFID declared a 'Nutrition for Growth' one year anniversary event and published a comprehensive progress report, detailing how funds have already been spent, and what their plans are for the future.

The 2014 Global Hunger Index, published by Concern Worldwide, IFPRI and Welthungerhilfe, focused on 'hidden hunger' – where people are malnourished not by a lack of food but by a lack of essential vitamins and minerals.

The London launch event, hosted by London Assembly member Fiona Twycross, saw Lord Ray Collins, Labour's spokesperson for Development in the House of Lords, Baroness Northover, Under-Secretary of State for DFID, IFPRI's Laurence Haddad and Richard Mwape from Concern Zambia engage an audience of 100 high level government and proactive sector and parliamentary representatives.

In 2014, we worked very closely with BOND and other organisations in the sector to encourage parliamentarians to support Michael Moore's Private Member's Bill to enshrine a commitment of 0.7% of national income to Official Development Assistance, which we were delighted to see become law in early 2015.

### Strategic Objective 4.2:

By 2015, we will have significantly increased long-term, sustainable support for Concern Worldwide's mission.

### Activities, achievements and performance

Concern (UK)'s work would not be possible without the support of thousands of generous donors, many of whom give a regular amount each month. To thank new regular givers, and ensure they remain motivated by and

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loyal to Concern (UK), we are developing a new supporter journey programme. Last year, as part of this development, we implemented a new donor welcome strategy – more details can be found under Strategic Objective 6.1.

In 2014, we began to adopt the recommendations from our community fundraising review, undertaken in 2013. The focus of our community fundraising shifted to working more closely with our local support groups and volunteers. We recruited two community fundraisers, including one home-based fundraiser, and saw an increase in income from community-based activities, particularly our support groups. Our successful Hunger Stops Here appeal and increased community engagement were both key factors in this growth.

We significantly increased our digital capacity in the UK in 2014, which allowed us to improve our online presence, leading to an increase in the number of unique visits to our website and to use social media to effectively communicate our messages. We ran our first ever social media campaign, #justinetime, as part of our nutrition advocacy, mentioned above.

As part of our mid-term evaluation of our strategic plan we recognised that we will not be in a position to

develop a network of super activists (motivated and dedicated campaigners) from our supporter base due to resource constraints. We therefore developed a new result to consolidate our supporter base of campaigners, growing it to at least 30,000 and simultaneously deepening and increasing supporter engagement with Concern (UK)'s campaigning calls to action.

**Strategic Goal 5:** Increasing programme quality and impact through strengthened accountability and demonstrated results: Concern Worldwide will significantly improve its ability to demonstrate its results and impact and being more explicitly accountable for this as well as being accountable for all its stated commitments to all of its stakeholders.

**Strategic Objective 5.1:** Concern (UK) will engage in and ensure UK specific accountability.

### Activities, achievements and performance

Concern Worldwide developed an accountability framework in 2010 for use across the global organisation. The framework was adopted by Concern (UK) and agreed by our Board of Trustees in October 2013; it is in use and we will be presenting a monitoring report to our Board in 2015.

Our strategic plan included a target to develop a results framework for Concern (UK) based on that developed by Concern Worldwide. A review of the global organisation's results framework revealed that it was not appropriate for Concern (UK). We will, therefore, not be adopting it.

**Strategic Objective 5.2:** Concern Worldwide (UK) recognises the need to fill gaps in the evidence base of our programming impact in order to support our ability to influence.

### Activities, achievements and performance

Concern Worldwide is implementing research programmes in conjunction with key influential universities and think-tanks. These programmes are designed to influence global experts.

**Strategic Goal 6:** Greater organisational effectiveness: In order to achieve and sustain consistent high quality programming and to increase its influence and impact Concern Worldwide has identified the organisational priorities in which it will invest to support the achievement of strategic goals one to five and fulfil its ambition for 2015.

**Strategic Objective 6.1:** By 2015, Concern (UK) will have further optimised and diversified its funding.



# Concern Worldwide(UK)

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### Activities, achievements and performance

Our first ever DFID aid matched appeal, Hunger Stops Here, engaged thousands of new and current supporters in Concern Worldwide's work. The appeal particularly showcased programmes in Zambia around child nutrition.

As we had hoped, the UK government's pledge to match pound for pound all donations made to Hunger Stops Here caught the imagination of our donors. The response was incredible and funds raised exceeded all expectations. Against our target for public fundraising of £750,000, Hunger Stops Here actually raised £1,407,070, which will be matched by the UK government to make a total of £2,814,140. The money raised will allow Concern Worldwide to expand its programmes tackling hunger around the world especially in Zambia, where the DFID aid matched funds will go.

To improve communications with Concern (UK) supporters, we developed a new six-month welcome strategy for new donors. Currently donors who join us through our street and door to door fundraising teams receive our new welcome pack followed by a series of emails and text messages showing them what their support helps to achieve.

In 2015 we will roll out the programme so that it goes to all new regular givers and donors and will introduce an ongoing programme of donor communications.

Gifts in Wills are a vital form of support for Concern (UK). Over £500,000 was received in legacies last year. Our potential legacy income also grew with 46 supporters pledging to remember us in their Will – more in a single year than ever before.

We arranged well attended events in London and Belfast to explain the value of legacy giving to our supporters. A legacy supporter survey was also carried out and we will be introducing new programmes in 2015 as a result of what our supporters told us.

Our trusts programme had a very successful year attracting four new six figure grants from UBS Optimus Foundation, Gertrude and Klaus Conrad Foundation, Stavros Niarchos Foundation and an anonymous trust.

**Strategic Objective 6.2:**  
By 2015 Concern (UK)'s impact will increase through an efficient HR function contributing to the timely recruitment, development and retention of skilled staff.

### Activities, achievements and performance

In 2014 a number of

staff from Concern (UK) successfully completed a programme of management training run internally across the global organisation.

We have also updated the Staff Handbook, which is ready to be rolled out in 2015, and held a staff conference at which we further discussed the results of the staff survey conducted in 2013. As a result we identified additional staff benefits to introduce as part of the staff engagement plan for 2015.

Although we experienced a reduced level of staff turnover in 2014, Concern (UK) remains committed to maximising the talents of our diverse and skilled workforce and improving their working environments.

**Strategic Objective 6.3:**  
By 2015, Concern (UK) will increase its effectiveness through improved internal coherence, communications and management systems.

### Activities, achievements and performance

As part of a global organisation, we strive to work closely with our colleagues across the world to ensure consistency of messaging and to share knowledge, ideas and stories to promote our work and to advocate for change at a local, national and international level.

In 2014, we did see improved coherence among the different

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communications teams but overall we did not see as much progress in this area as hoped. However, in 2015 a review of international advocacy and a review of the International Programmes Department should specifically address how the component parts of the organisation can work better together.

In the UK, improved coherence across the offices was evident with the communications teams in Glasgow, London and Belfast working closely to develop and manage the Hunger Stops Here appeal messaging. Regular cross-organisational working group meetings took place and operational planning was carried out collaboratively to ensure that we worked to shared goals.

**Strategic Objective 6.4:**  
By 2015, Concern Worldwide will be a significantly greener organisation.

We continue to be aware of, and strive to minimise, our impact on the environment.

### 4.2. Financial review

The financial outcome for 2014 is set out in the Statement of Financial Activities on page 33.

Given the general economic climate Concern (UK) had another very successful year

in 2014 and the year-end position of the organisation was satisfactory.

The final position for the year shows a net surplus of £98,000, increasing total reserves to £3.1 million. A more detailed commentary on the financial results reflected in the 2014 Annual Report, is set out below:

#### Income

The Statement of Financial Activities splits income between 'voluntary income' and 'grants from governments and other co-funders' according to the nature of the donor and the characteristics of the grant and in accordance with Concern (UK)'s income recognition policy.

Concern (UK) raised a total income of £23.5 million in 2014, which represents a 32% increase on 2013. This overall increase in income is derived from our success in securing grants from governments and other co-funders. Income of this nature has nearly doubled from £7.2 million in 2013 to £13.8 million in 2014. Voluntary income decreased by approximately 9% (£0.9 million) in 2014.

#### Grants

Concern (UK) received a total of £13.8 million from governments and other institutional donors in 2014. This represents a

92% increase from 2013 levels. The Department for International Development (DFID) was the single largest donor, donating £13.6 million or 98.4% of total co-funding income, with grants for projects in 16 of the countries in which we work. We have continued to receive money from the Scottish government and in 2014 we recognised income in relation to grants for Malawi and Pakistan. An analysis of grant income by donor is shown in note 2(a) to the accounts.

#### Voluntary income

We received £9.7 million in voluntary income in 2014, representing a £0.9 million decrease from the amount received in 2013. The most significant decrease in this category of income was in donations provided by the Disaster Emergency Committee (DEC). This income was £1 million in 2014 compared with £1.9 million in 2013, which was due to the exceptional response to the Philippines Typhoon appeal in 2013. DEC income in 2014 related to the ongoing emergencies in Syria and the Philippines as well as a new response to the Ebola crisis in West Africa.

Income from trusts, corporates and major donors increased by £403,000 or 31% on 2013 levels. This was largely due

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to the success of our Hunger Stops Here appeal. Income from public appeals and events decreased by £120,000 or 5%, largely due to fewer emergency appeals within the year. Income from legacies also decreased by £381,000 or 38% in comparison to 2013. Committed giving remained in line with 2013 levels, reflecting the stability of our donor base. This is a vital source of income that allows us to plan our ongoing activities.

An analysis of voluntary income by source is in note 2(b) to the financial statements.

### Expenditure

Our total expenditure in 2014 of £23.4 million was made up as follows:

	£m	%
Charitable expenditure	20.0	85.5
Fundraising costs	3.3	14.1
Governance	0.1	0.4
	<b>23.4</b>	<b>100.0</b>

Total expenditure in 2014 increased by £6.5 million, or 39% compared to 2013. As can be seen in note 3, most of the increase has been seen within the emergency programmes line, which increased from £3.8 million in 2013 to £8.4 million in 2014. During 2014, we delivered

emergency responses in a total of 23 countries. 2014 also saw an expansion of activities in the health sector, with expenditure in this sector increasing from £3.6 million in 2013 to £4.6 million in 2014. The largest programmes were located in the Democratic Republic of Congo and Sierra Leone.

The cost of raising funds increased from £3 million in 2013 to £3.3 million in 2014 reflecting our ongoing commitment to maintain and grow our base of committed givers and meet the targets set out in our strategic plan.

Governance costs in 2014 remained in line with 2013.

The Board adopts a number of key performance indicators in order to measure the charity's financial efficiency. The most important of these relates to efficiency of fundraising. Return on fundraising expenditure is benchmarked against standards in the sector for each major type of fundraising activity. Long term targets are set and performance is evaluated against the same. In addition, considerable attention is paid to the level of support costs relative to charitable spend. The Board is satisfied that the efficiency of fundraising and the level of support costs are both in line with the agreed strategic direction.

Concern (UK) is succeeding in expending a significant proportion of its resources on charitable activities. This is shown in the table below that sets out the trend over the last seven years. In 2014 the proportion spent on charitable activities increased to 86% (2013: 82%).

Year	Expenditure on charitable activities £'000	Percentage of total expenditure on charitable activities %
2014	20,059	86%
2013	13,812	82%
2012	14,732	84%
2011	21,275	88%
2010	19,179	87%
2009	11,891	81%
2008	10,656	78%

The Trustees are confident that future incoming resources to the charity will be adequate to support the continuation of existing projects and activities and also to meet other needs which may arise.

### Reserves and financial position

It is Concern (UK)'s policy to retain only sufficient reserves to safeguard the continuity of its operations, thereby committing the maximum possible resources to its current programmes.



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The total reserves of £3.1 million at 31 December 2014 are detailed in note 13 to the financial statements and fall into two categories:

**Restricted reserves (£1.5 million):** These are funds that can only be used for purposes specified by the donors. It is Concern's policy to apply the funds for the purposes for which they were donated as soon as possible. The Trustees' plan that all of the restricted funds held at that date will be fully utilised during 2015.

**Unrestricted reserves (£1.6 million):** These funds fall into two categories:

- Designated reserves (£1.3 million): represent unrestricted funds set aside by the Board of Trustees for specific purposes. At the end of 2014, funds had been designated for two specific purposes as follows:
  - To ensure the continuity of operations in the event of a temporary downturn in income.
  - To recognise that a portion of reserves is invested in the charity's fixed assets and is not therefore available for other purposes.

The Trustees have adjusted the level of designated reserves at 31 December 2014 in order to ensure that

amounts held are adequate for both of these purposes (see note 13(b)).

- General unrestricted funds (£0.3 million); represent unrestricted funds which are held temporarily pending their application for the general purposes of the charity.

The Board believes that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason the Board continues to adopt the 'going concern' basis in preparing the financial statements.

### 4.3 Plans for future periods

In 2015, Concern (UK) will continue to implement its strategic plan 'Tackling Hunger in an Increasingly Vulnerable World'. A mid-term review was carried out in 2014 to monitor progress to date; as a result of the learnings from this process, some of the original expected results as set down at the beginning of the plan have been revised.

The strategic goals and specific objectives for 2015 are set out below.

**Strategic Goal 1: Focus on the poorest and most vulnerable countries and regions in those countries.**

Concern (UK) will engage with the wider organisation

to ensure delivery of this goal through discussion and engagement regarding the countries and regions in which we work, in security planning and training and the use, if necessary, of the UK specific Critical Incident Management Plan.

**Strategic Goal 2: Strengthened emergency response capacity and effectiveness.**

**Strategic Objective 2:** Concern (UK) will increase the organisation's ability to respond effectively, efficiently and appropriately to emergencies by mobilising popular support, raising funds and influencing key actors within the UK.

Expected results:

- Ensure that we continue to be an active member of DEC
- Work in collaboration with other humanitarian actors in the UK to strengthen the third pillar (non-governmental organisations and civil society) of humanitarian response
- Seek other opportunities to engage and increase funding for humanitarian responses and/or respond when these arise with both donors and institutions
- By December 2015, we will have clearly established roles and responsibilities

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with the new Emergencies Directorate as well as with the International Programmes Directorate, particularly in relation to UK funding applications and grant management

### Strategic Goal 3:

Significantly improving the food security, nutrition security and health of extremely poor people.

### Strategic Objective 3.1:

By 2015, to position and significantly raise awareness of Concern Worldwide in the UK as a humanitarian and development agency with a specific focus on tackling hunger.

Expected results:

- By 2015, Concern (UK) will have developed a communications framework setting out the vision and aspirations for communications, which will form the basis of a communications strategy, the latter to be developed in tandem with the new organisational strategic plans
- By December 2015, Concern (UK) will have continued to expand and develop our website, resulting in a 30% increase overall in the volume of quality web traffic, 50% of which will be to our blog and news pages

- By mid-2015, we will have developed and have implemented an integrated approach to supporter retention using email, our website and social media to tell the story of Concern Worldwide's work around the world
- By December 2015, we will have continued to develop and maintain a distinct UK social media presence, significantly increasing our volume of social media followers and maintaining our engagement rate

### Strategic Objective 3.2:

By 2015 to increase our programme support function in the UK with a view to increasing programme quality, funding, accountability and engagement.

Expected results:

- By 2015 we will have increased co-funding from key UK funders from £4 million to £15 million per annum

### Strategic Goal 4:

Consistently addressing the root causes of extreme poverty through programming and increased influence.

### Strategic Objective 4.1:

By 2015, Concern (UK) will have increased its influence on emergencies, hunger, health and aid through improved advocacy, communications and public engagement.

Expected results:

- By 2013, Concern (UK) will have developed and launched two new advocacy initiatives on hunger (food security and or nutrition); planned outcomes will be outlined in the advocacy strategy documents
- By 2014, Concern (UK) will have developed and launched a combined humanitarian and development advocacy initiative on community resilience; planned outcomes will be outlined in the advocacy strategy document
- By 2015, we will have supported a minimum of four field offices in delivering advocacy and building their capacity to advocate at a national level

### Strategic Objective 4.2:

By 2015, we will have significantly increased long-term, sustainable support for Concern (UK)'s mission.

Expected results:

By 2015, we will:

- Carry out a survey of existing supporters to gauge their knowledge and understanding of Concern (UK)'s work and their recognition of the hunger repositioning messaging

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- Develop and implement a six month welcome journey for all regular givers
- Have improved stewardship with existing support groups, reactivating two groups, establishing two new groups and launching a Community Ambassador scheme and Concern Debates in Northern Ireland
- Consolidate our supporter base of campaigners, growing it to at least 30,000 and simultaneously deepen and increase supporter engagement with Concern (UK)'s campaigning calls to action
- Achieve a significant increase in the quantity of coverage of Concern (UK) in relevant media

**Strategic Goal 5:** Increased programme quality and impact through strengthened accountability and demonstrated results.

**Strategic Objective 5.1:** Concern (UK) will engage in and ensure UK specific accountability and result requirements will be included in the organisational objectives set out below.

Expected results:

- An organisation-wide accountability framework will have been developed

by Concern Worldwide, implemented and monitored (as appropriate) by Concern (UK) annually

**Strategic Objective 5.2:** Concern Worldwide (UK) recognises the need to fill gaps in the evidence base of our programming impact in order to support our ability to influence.

Expected results:

- By December 2015, Concern (UK) will work with Concern Worldwide's Strategy, Advocacy and Learning Department and overseas offices to establish an agreed programme of research to be carried out in support of the planned advocacy initiative on community resilience

**Strategic Goal 6:** Greater organisational effectiveness.

**Strategic Objective 6.1:** By 2015, Concern (UK) will have further optimised and diversified its funding.

Expected results:

- By December 2015 Concern (UK) will have raised £7,617,000, excluding emergency income
- By 2015, secure additional investment in fundraising for Concern (UK) from the central investment fund

**Strategic Objective 6.2:**

By 2015 Concern (UK)'s impact will increase through an efficient HR function contributing to the timely recruitment, development and retention of skilled staff.

Expected results:

- By 2015, deliver a new Staff Handbook for Concern (UK)
- Implement the action plans around learning and development, benefits and communications with a view to improved results in our next staff survey

**Strategic Objective 6.3:**

By 2015, Concern (UK) will increase its effectiveness through improved internal coherence, communications and management systems.

Expected results:

- Work with Concern Worldwide to influence and input into strategic and structural reviews to ensure improved ways of working between Concern Worldwide and Concern (UK)
- Improve coherence across Belfast and London offices using the 'hunger niche', along with operational planning and cross organisational working groups

**Strategic Objective 6.4:**

By 2015, Concern (UK) will be a significantly greener organisation.



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Expected result:

- This is no longer an organisational objective but will be a staff initiative

### 4.4 Principal risks and uncertainties

The major risks to which Concern (UK) is exposed as identified by the management team and reviewed by the Trustees have been ranked by likelihood and impact as part of the annual risk review process.

Appropriate systems and procedures are in place to manage these risks and provide reasonable but not absolute assurance against occurrence.

The main risks identified, together with the methods adopted to manage them are summarised below. With the exception of risk 4, the risks listed below are common across Concern Worldwide and Concern (UK). The two organisations work together in order to manage these risks.

#### 1. Funding and economic instability:

Like all organisations Concern (UK) has been affected by the global economic downturn. In order to reduce the risk of significant fluctuations in income, the organisation aims to maintain diverse sources of income, foster public commitment to the developing world and maintain good

relations with institutional donors while maintaining appropriate reserves. Concern (UK) will continue to build on the rebranding exercise that took place in 2012 in order to strengthen relationships with existing supporters as well as reaching out to new audiences in order to generate growth.

#### 2. Staff recruitment and retention:

Concern (UK) achieves its results through our staff. Being able to attract and retain appropriate staff is a key ongoing challenge for the organisation. The organisation has developed and frequently reviews its human resources policies and procedures to address this risk.

#### 3. Achievement and demonstration of programme impact:

It is important that the organisation is able to measure the impact of its programming activities in order for it to demonstrate programme impact. Appropriate systems have been put in place and continue to be developed.

#### 4. Organisational cohesion:

Concern (UK) will ensure that it has structures, processes and resources in place to allow it to operate efficiently both across its own offices and in its engagement with the global organisation.

#### 5. Fraud, corruption and inappropriate behaviour:

Significant fraud or incidences of corruption could severely damage the organisation's reputation as well as resulting in the loss of resources. The organisation has developed detailed financial management and reporting systems to mitigate these risks, which are reviewed on a regular basis. In addition a comprehensive internal audit programme is in place. Furthermore, a rigorous Code of Conduct for staff is proactively implemented to mitigate against any inappropriate behaviour which could potentially impact upon the communities with whom we work.

#### 6. Staff safety and security:

Concern Worldwide operates in regions where the political and social circumstances make the personal security of staff a major potential hazard. The security of staff is of paramount importance and in order to ensure that this risk is appropriately managed the organisation has comprehensive security management policies in place.

#### 7. Compliance and reputational issues:

Concern (UK) recognises that its good reputation is linked to its continued commitment to compliance. This includes our compliance with all regulatory and statutory

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requirements and also a general commitment to pursue compliance with recognised codes and regulations within the sector. We also recognise the importance of IT security and of compliance in relation to data protection and we continue to ensure that these are appropriately monitored and updated.

### 5. Staff and volunteers

The organisation acknowledges with gratitude the work of its staff and that of its volunteers in 2014. The major achievements during the year are due to the dedication and belief of all of these people.

Concern (UK) is an equal opportunities employer. The aim of its equal opportunities policy is to ensure that all people receive equality of opportunity regardless of gender, race, religion, disability, nationality, marital/family status or sexual orientation.

### 6. Political donations

No political donations were made during the year (2013 - £nil).

### 7. Post balance sheet events

No significant events have taken place since the year end that would result in

adjustment of the financial statements or inclusion of a note thereto.

### 8. Auditor

In accordance with Section 384 of the Companies Act 1985 a resolution for the re-appointment of KPMG as the auditor of the company is to be proposed at the forthcoming Annual General Meeting.

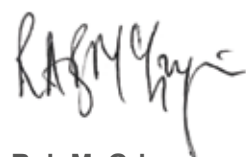
### 9. Subsidiary undertaking

Details of the subsidiary undertaking are set out in note 18 to the financial statements. The subsidiary is not consolidated into these financial statements. The subsidiary is dormant and does not hold material assets or liabilities at the balance sheet date.

By order of the Board



**Chris Elliott**  
Trustee



**Rob McGrigor**  
Trustee

14 April 2015

# Statement of Trustees' responsibilities

## in respect of the Strategic Report, the Trustees' Annual Report and Financial Statements

The Trustees are responsible for preparing the Strategic Report, Trustees' Annual Report and the Financial Statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice).

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the excess of income over expenditure for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

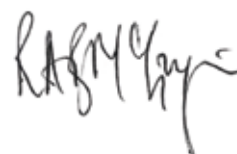
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

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

On behalf of the Board



**Chris Elliott**  
Trustee



**Rob McGrigor**  
Trustee



# Independent auditor's report

## to the members of Concern Worldwide (UK)

We have audited the financial statements of Concern Worldwide (UK) for the year ended 31 December 2014. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's Trustees, as a body in accordance with section 44 (1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

### Respective responsibilities of Trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities set out on page 30, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit, and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2014 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

### Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information in the Trustees' Annual Report (which constitutes the Strategic Report and the Trustees' Report) for the

financial year for which the financial statements are prepared is consistent with the financial statements.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

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



Caroline Flynn

For and on behalf of KPMG,  
Statutory Auditor

Chartered Accountants  
1 Stokes Place  
St. Stephens Green  
Dublin 2  
Ireland

14 April 2015



# Financial Statements



Lillian Shachinda sits with her daughter, Catherine, surrounded by food grown thanks to training and seeds provided by Concern Worldwide in Zambia.  
Gareth Bentley/Zambia/2014

# Concern Worldwide (UK)

## Statement of Financial Activities

### for the year ended 31 December 2014

	Notes	Restricted funds Stg£	Unrestricted funds Stg£	Total 2014 Stg£	Total 2013 Stg£
<b>Incoming resources</b>					
Incoming resources from charitable activities					
- grants from governments and other co-funders	2a	13,789,745	-	13,789,745	7,180,431
Incoming resources from generated funds					
- voluntary income	2b	3,231,144	6,488,967	9,720,111	10,655,995
Other incoming resources					
- deposit interest		-	1,696	1,696	1,637
- rental income		-	-	-	1,776
<b>Total incoming resources</b>		<b>17,020,889</b>	<b>6,490,663</b>	<b>23,511,552</b>	<b>17,839,839</b>
<b>Resources expended</b>					
Charitable activities	3	17,057,859	3,001,473	20,059,332	13,811,742
Cost of generating voluntary income	4	237,053	3,040,056	3,277,109	2,994,225
Governance costs	5	-	76,680	76,680	75,906
<b>Total resources expended</b>		<b>17,294,912</b>	<b>6,118,209</b>	<b>23,413,121</b>	<b>16,881,873</b>
<b>Net surplus / (deficit) for the year</b>		<b>(274,023)</b>	<b>372,454</b>	<b>98,431</b>	<b>957,966</b>
<b>Reconciliation of funds</b>					
Total funds at 31 December 2013		1,748,898	1,263,702	3,012,600	2,054,634
<b>Net movement in funds for the year</b>		<b>(274,023)</b>	<b>372,454</b>	<b>98,431</b>	<b>957,966</b>
<b>Total funds at end of year</b>	13	<b>1,474,875</b>	<b>1,636,156</b>	<b>3,111,031</b>	<b>3,012,600</b>

The company had no recognised gains and losses in the financial year or preceding year other than those dealt with in the Statement of Financial Activities.

The notes form an integral part of these financial statements.

#### On behalf of the Board



**Chris Elliott**  
Trustee



**Rob McGrigor**  
Trustee



# Concern Worldwide (UK)

## Balance Sheet as at 31 December 2014

	Notes	2014 Stg£	2014 Stg£	2013 Stg£	2013 Stg£
<b>Fixed assets</b>					
Tangible fixed assets	9		83,241		97,963
<b>Current assets</b>					
Debtors and prepayments	10	3,992,996		3,804,905	
Cash at bank and in hand	11	3,424,591		417,278	
		<u>7,417,587</u>		<u>4,222,183</u>	
<b>Creditors:</b>					
amounts falling due within one year	12	<u>(4,389,797)</u>		<u>(1,307,546)</u>	
<b>Net current assets</b>			<b>3,027,790</b>		<b>2,914,637</b>
<b>Net assets</b>			<b>3,111,031</b>		<b>3,012,600</b>
<b>Funded by:</b>					
Restricted funds	13		1,474,875		1,748,898
Unrestricted funds	13		1,636,156		1,263,702
<b>Funds</b>			<b>3,111,031</b>		<b>3,012,600</b>

The notes form an integral part of these financial statements.

### On behalf of the Board



**Chris Elliott**  
Trustee

14 April 2015



**Rob McGrigor**  
Trustee

# Statement of Accounting Policies

## Notes forming part of the Financial Statements

### 1 Statement of Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements of Concern Worldwide (UK) 'Concern (UK)'.

#### Basis of preparation

The financial statements are prepared in accordance with generally accepted accounting principles under the historical cost convention and comply with financial reporting standards of the Financial Reporting Council, as promulgated by the Institute of Chartered Accountants in England and Wales and in accordance with the Companies Act 2006.

The financial statements have also been prepared to comply with 'Accounting and Reporting by Charities – Statement of Recommended Practice' (Revised 2005) issued by the Financial Reporting Council.

#### Joint arrangements

Income receivable and resources expended by Concern (UK), as a member of a consortium, are reflected as incoming resources and resources expended in the financial statements only to the extent that the organisation is directly responsible for the management and utilisation of the funds.

#### Incoming resources

Incoming resources are recognised by inclusion in the statement of financial activities only when the charity is legally entitled to the income, is virtually certain of receipt and the amount can be measured with sufficient reliability.

#### Incoming resources from charitable activities

Grants from governments and co-funders are included under Incoming Resources from Charitable Activities

where entitlement to the grant income is strictly dependent on the provision of specific goods and services specified in the grant agreements. Income from such agreements (performance related grants) is recognised when receivable i.e. when there are written agreements specifying the amounts, when the activities which the grants are intended to fund have been undertaken, the related expenditure incurred, receipt is virtually certain and all other relevant performance conditions of the grant agreements have been met.

Income due from performance related grants which has not yet been received at year end is included in debtors in the balance sheet. Funds already received but not yet utilised are shown in creditors.

#### Incoming resources from generated funds

Voluntary income consists of monetary donations from the public (including Disasters Emergency Committee (DEC) appeals), and non-performance related grants from corporate and other donors.

Monetary donations from the public (including legacies), together with related Gift Aid, are recognised in the period in which the organisation is entitled to the resource, receipt is virtually certain and when the amounts can be measured with sufficient reliability. In the case of monetary donations from the public, this is generally when the donations are received; with legacies it is when we establish unconditional entitlement to the bequest; whereas with Gift Aid the claim is based on the period in which donations are received.

Grants from corporates and other donors are included in Voluntary Income when they are judged not to be performance related i.e. when entitlement to the grant income is not strictly dependent on the provision of specific goods and services specified in the grant agreements. Income from such agreements is recognised

as soon as Concern (UK) establishes entitlement, receipt is virtually certain and the amounts can be measured with sufficient reliability, (in practice this is generally when we receive written notification from the donor of entitlement to the funds). Income due but not yet received at year end is included in debtors, and any funds not yet utilised are shown as part of restricted reserves.

#### Resources expended

Resources expended are analysed between costs of charitable activities, costs of generating funds and governance costs.

The costs of each activity are separately accumulated, disclosed and analysed according to their major components.

Support costs, which cannot be attributed directly to one activity, are allocated in proportion to estimated staff time spent on each activity.

The costs of public campaigns – together with related salary costs – which are undertaken to meet the dual purposes of raising funds and of promoting awareness of issues in the developing world, are split between costs of generating voluntary income and costs of charitable activities on the basis of which seems the most reasonable and appropriate for each type of campaign.

#### Costs of charitable activities

The cost of charitable activities comprises costs of overseas programmes and of development education and advocacy work together with related support costs. Concern (UK) works in the developing world by providing resources to the overseas branches of Concern Worldwide. Expenditure of these resources on goods and services made by or on behalf of local branches is expensed when the costs are incurred by Concern Worldwide.

# Statement of Accounting Policies

## Notes forming part of the Financial Statements (cont.)

### 1 Statement of Accounting Policies (continued)

#### Costs of generating voluntary income

Fundraising costs include the costs of advertising, producing publications, printing and mailing fundraising material, staff costs in these areas and an appropriate allocation of central overhead costs. All costs of generating funds are recognised on an accruals basis.

#### Governance costs

Governance costs represent the salaries, direct expenditure and overhead costs incurred on the strategic as opposed to day to day management of Concern (UK), and on compliance with constitutional and statutory requirements.

#### Frs 1 cash flow statement

Concern (UK) is exempt from the requirements of FRS 1 (Revised) to include a cash flow statement as part of its financial statements because the charity's cash flows are included in the consolidated cash flow statement prepared by Concern Worldwide.

#### Funds

Concern (UK) maintains various types of funds as follows:

##### Restricted funds

Restricted funds represent grants, donations and legacies received which can only be used for particular purposes specified by the donors. Such purposes are within the overall aims of the organisation.

##### Unrestricted funds

Unrestricted funds represent amounts which are expendable at the discretion of Board in furtherance of the overall

objectives of Concern (UK). They consist of designated funds and general funds.

Designated funds represent amounts that have been set aside for specific purposes, which would otherwise form part of the general reserves of the organisation. Specifically, Concern (UK) sets aside funds so that it can protect its ongoing programme of work from unexpected variations in income and to finance fixed assets for ongoing use.

General funds represent amounts which are expendable at the discretion of the Board in furtherance of the objectives of the charity. Such funds may be held in order to finance working capital or to finance start-up of new programmes pending receipts of funds.

#### Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Assets which cost less than £750 are not capitalised.

Depreciation is calculated to write off the original cost of the tangible fixed assets, less estimated residual value, over their expected useful lives, on a straight line basis at the following annual rates:

Leasehold premises	3%
Furniture	10%
Other equipment	20%
Computer equipment	33%

A full year's depreciation is charged in the year of acquisition with none in the year of disposal. Provision is also made for any impairment of tangible fixed assets below their carrying amounts.

#### Pensions

Concern (UK) makes payments into individual externally administered defined contribution pension schemes for qualifying members of staff. Annual

payments to the schemes are charged to the statement of financial activities in the year to which they relate.

#### Foreign currencies

The financial statements are prepared in sterling (Stg£). Transactions denominated in other currencies are translated into sterling at the rate of exchange prevailing at the transaction date or at a contracted rate. Monetary assets and liabilities denominated in other currencies have been translated into sterling at the exchange rates ruling at the balance sheet date or the contracted rate, and any resulting gains or losses are taken to the statement of financial activities.

#### Taxation

To the extent that they are applied to its charitable objectives, Concern (UK), as a registered charity, is exempt from taxation on its income and gains falling within Part II of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992. Irrecoverable value added tax is expensed as incurred.



# Concern Worldwide (UK)

## Notes forming part of the Financial Statements (cont.)

### 2 Incoming resources

#### (a) Grants from governments and other co-funders

	Total 2014 Stg£	Total 2013 Stg£
Department for International Development	13,564,357	6,774,320
Scottish government	225,388	391,111
Other co-funders	-	15,000
<b>Total</b>	<b>13,789,745</b>	<b>7,180,431</b>

#### (b) Voluntary income

	Total 2014 Stg£	Total 2013 Stg£
Committed giving	3,670,947	3,702,443
Legacy income	616,782	997,783
Public appeals and events	2,363,391	2,483,431
Trusts, corporates and major donors	1,694,708	1,291,495
Isle of Man Overseas Aid	100,000	150,000
Jersey Overseas Aid	241,331	123,930
Guernsey Overseas Aid	39,754	-
Disaster Emergency Committee (DEC)	993,198	1,906,913
<b>Total</b>	<b>9,720,111</b>	<b>10,655,995</b>

### 3 Charitable activities

Expenditure on charitable activities can be analysed as shown below. Expenditure on overseas programmes represents contributions by Concern (UK), to the overseas programmes of Concern Worldwide. Many of these programmes achieve results in more than one of these categories, but are analysed for these purposes under the principal category only.

	Direct costs Stg£	Support costs (see note 6) Stg£	2014 total costs Stg£	2013 total costs Stg£
<b>Overseas programmes</b>				
Health	4,522,823	71,980	4,594,803	3,559,561
Education	1,410,009	22,489	1,432,498	620,021
Food, Income and Markets	4,519,303	72,081	4,591,384	4,898,857
HIV/AIDS	-	-	-	103,555
Emergency	8,436,875	134,564	8,571,439	3,768,249
	<b>18,889,010</b>	<b>301,114</b>	<b>19,190,124</b>	<b>12,950,243</b>
<b>Policy, advocacy and campaigning</b>	<b>747,157</b>	<b>122,051</b>	<b>869,208</b>	<b>861,499</b>
<b>Total charitable expenditure</b>	<b>19,636,167</b>	<b>423,165</b>	<b>20,059,332</b>	<b>13,811,742</b>

# Concern Worldwide (UK)

## Notes forming part of the Financial Statements (cont.)

### 4 Costs of generating voluntary income

	Campaign costs Stg£	Staff costs Stg£	Occupancy and other direct costs Stg£	Total direct costs Stg£	Support costs (see note 6) Stg£	2014 total costs Stg£	2013 total costs Stg£
Committed giving	719,198	456,438	89,725	1,265,361	33,416	1,298,777	1,071,081
Public appeals and events	596,077	578,698	301,178	1,475,953	110,924	1,586,877	1,524,290
Trusts, corporates and major donors	69,556	244,311	72,320	386,187	5,268	391,455	398,854
<b>Total</b>	<b>1,384,831</b>	<b>1,279,447</b>	<b>463,223</b>	<b>3,127,501</b>	<b>149,608</b>	<b>3,277,109</b>	<b>2,994,225</b>

The comparatives have been restated for consistency with current year presentation. Elements of Public appeals and events expenditure have been reclassified to Committed giving expenditure to more accurately reflect the nature of the expenditure.

### 5 Governance costs

	Direct costs	Support costs (see note 6)	2014	2013
Staff costs	-	30,234	30,234	32,871
Legal and professional fees	19,101	1,128	20,229	21,403
Office and other costs	11,764	14,453	26,217	21,632
<b>Total</b>	<b>30,865</b>	<b>45,815</b>	<b>76,680</b>	<b>75,906</b>

### 6 Support costs

Where support costs are attributable to a particular activity they are allocated directly to it. Where support costs are incurred to further more than one activity they are apportioned between the relevant activities based on the amount of staff time that each activity absorbs. The allocation of the main types of support costs is detailed below.

Charitable Activities						
	Overseas programmes Stg£	Policy, advocacy and campaigning Stg£	Fundraising Stg£	Governance Stg£	2014 total Stg£	2013 total Stg£
Administration and finance	146,259	68,169	124,976	45,815	385,219	426,628
Other support costs	154,855	53,882	24,632	-	233,369	225,292
<b>Total support costs</b>	<b>301,114</b>	<b>122,051</b>	<b>149,608</b>	<b>45,815</b>	<b>618,588</b>	<b>651,920</b>

### 7 Other information

	2014 Stg£	2013 Stg£
The surplus / (deficit) for the year is after charging the following items:		
Depreciation of tangible fixed assets	21,321	22,543
Auditor's remuneration	18,000	18,000
Direct reimbursement of expenses to Trustees	875	2,252
Payments under operating leases for premises	102,502	99,752

# Concern Worldwide (UK)

## Notes forming part of the Financial Statements (cont.)

### 8 Staff

#### (a) Numbers and costs

The average number of employees during the year analysed by function was as follows:

	2014 No.	2013 No.
Management	8	8
Development	5	4
Marketing	51	46
Administration	5	5
	<b>69</b>	<b>63</b>

The aggregate payroll costs of these employees were as follows:

	2014 Stg£	2013 Stg£
Wages and salaries	1,730,017	1,649,167
Social welfare costs	196,985	187,910
Other pension costs	58,365	54,940
	<b>1,985,367</b>	<b>1,892,017</b>

Other pension costs include employer contributions to individual staff member pension schemes of £56,743 (2013: £53,565) as well as the cost of insurance policies that provide benefits in the event of the death or ongoing incapacity of staff members totalling £1,622 in 2014 (2013: £1,375).

The staff numbers and costs reflected above include 20 staff (2013: 18), who have contracts of employment with another group company but who work exclusively on fundraising for Concern (UK). Their salary costs which amounted to £311,616 (2013: £301,904), are recharged to Concern (UK) as they are incurred.

#### (b) Salary range

The number of employees whose remuneration amounted to over £60,000 in the year was as follows:

	2014 No. employees	2013 No. employees
£60,001 to £70,000	1	-
£70,001 to £80,000	1	1

Remuneration includes salaries and benefits in kind but excludes employer pension scheme contributions. No contributions were made to defined benefit schemes for employees whose remuneration was greater than £70,000. Contributions to defined contribution schemes amounted to 7.5% of salary in 2014 (2013: 7.5%).

None of the Trustees of Concern (UK) received remuneration for their services. Total costs of £2,702 (2013: £2,948) were incurred by Trustees in travelling to meetings and were paid by either directly reimbursing the Trustees or making payments to third parties.



# Concern Worldwide (UK)

## Notes forming part of the Financial Statements (cont.)

### 9 Tangible fixed assets

	Leasehold premises Stg£	Furniture and equipment Stg£	Computer equipment Stg£	Total Stg£
<b>Cost</b>				
At beginning of year	192,285	199,572	311,530	703,387
Additions in year	-	798	5,801	6,599
<b>At end of year</b>	<b>192,285</b>	<b>200,370</b>	<b>317,331</b>	<b>709,986</b>
<b>Depreciation</b>				
At beginning of year	118,660	183,091	303,673	605,424
Charge for year	5,768	7,577	7,976	21,321
<b>At end of year</b>	<b>124,428</b>	<b>190,668</b>	<b>311,649</b>	<b>626,745</b>
<b>Net book value</b>				
<b>At 31 December 2014</b>	<b>67,857</b>	<b>9,702</b>	<b>5,682</b>	<b>83,241</b>
<b>At 31 December 2013</b>	<b>73,625</b>	<b>16,481</b>	<b>7,857</b>	<b>97,963</b>

### 10 Debtors and prepayments

	2014 Stg£	2013 Stg£
Grant income receivable	2,623,139	1,148,048
Amounts due from Disasters Emergency Committee (DEC)	785,038	1,044,532
Gift Aid receivable	445,131	940,047
Sundry debtors and prepayments	139,688	15,049
Amount due from immediate parent undertaking	-	657,229
	<b>3,992,996</b>	<b>3,804,905</b>

All amounts included within debtors and prepayments fall due within one year.

### 11 Cash at bank and in hand

	2014 Stg£	2013 Stg£
Funds held in UK banks	3,424,591	417,278

### 12 Creditors: amounts falling due within one year

	2014 Stg£	2013 Stg£
Trade creditors and accruals	536,590	393,794
Bank overdraft	978	2,275
Amounts received from co-funders but unspent	2,634,640	911,477
Amount owed to immediate parent company	1,217,589	-
	<b>4,389,797</b>	<b>1,307,546</b>

# Concern Worldwide (UK)

## Notes forming part of the Financial Statements (cont.)

### 13 Funds

#### (a) Reconciliation of funds

	Restricted funds Stg£	Unrestricted funds Stg£	Total 2014 Stg£	Total 2013 Stg£
Total funds at beginning of year	1,748,898	1,263,702	3,012,600	2,054,634
Net movement in funds for the year	(274,023)	372,454	98,431	957,966
<b>Total funds at end of year</b>	<b>1,474,875</b>	<b>1,636,156</b>	<b>3,111,031</b>	<b>3,012,600</b>

#### (b) Movements in funds

	Opening balance 1 January 2014	Income	Expenditure	Transfers	Closing balance 31 December 2014
<b>Restricted funds</b>					
Afghanistan	-	204,931	(184,341)	-	20,590
Bangladesh	32,562	695,801	(717,602)	-	10,761
Burundi	14,318	22,499	(36,817)	-	-
Chad	-	39,115	(5,619)	-	33,496
DPR Korea	-	7,813	(7,813)	-	-
DR Congo	-	1,439,689	(1,439,689)	-	-
Ethiopia	15,728	201,185	(201,186)	-	15,727
Haiti	366	103,702	(86,103)	-	17,965
India	-	300	(300)	-	-
Kenya	20,000	1,127,010	(1,127,010)	-	20,000
Lebanon	-	276,450	(188,826)	-	87,624
Liberia	156,022	404,086	(400,856)	-	159,252
Malawi	15,999	261,929	(261,929)	-	15,999
Mozambique	38,654	698,942	(737,596)	-	-
Niger	-	122,731	(122,731)	-	-
Pakistan	31,252	1,704,342	(1,679,556)	-	56,038
Philippines	1,007,889	440,108	(1,447,997)	-	-
Rwanda	67,415	5,125	(10,125)	-	62,415
Sierra Leone	35,576	3,161,535	(2,720,805)	-	476,306
Somalia	30,162	2,678,648	(2,598,437)	-	110,373
Sudan North	-	30,805	(30,805)	-	-
Sudan South	-	1,939,751	(1,939,751)	-	-
Syria/Turkey	156,669	387,461	(157,080)	-	387,050
Tanzania	-	953,197	(953,197)	-	-
Uganda	126,286	45,000	(171,286)	-	-
Zambia	-	58,903	(58,903)	-	-
HQ projects	-	9,831	(8,552)	-	1,279
<b>Total restricted funds</b> (i)	<b>1,748,898</b>	<b>17,020,889</b>	<b>(17,294,912)</b>	<b>-</b>	<b>1,474,875</b>
<b>Unrestricted funds</b>					
General funds	(ii) 316,041	6,490,663	(6,118,209)	(366,391)	322,104
Designated funds:					
Tangible fixed asset fund	(iii) 148,455	-	-	39,133	187,588
Programme continuity fund	(iv) 799,206	-	-	327,258	1,126,464
<b>Total unrestricted funds</b>		<b>6,490,663</b>	<b>(6,118,209)</b>	<b>-</b>	<b>1,636,156</b>
<b>Total funds</b>		<b>23,511,552</b>	<b>(23,413,121)</b>	<b>-</b>	<b>3,111,031</b>

# Concern Worldwide (UK)

## Notes forming part of the Financial Statements (cont.)

### 13 Funds (continued)

#### (b) Movements in funds (continued)

The above funds carried forward at 31 December 2014 represent:

- (i) Income from appeals and donations which were not yet applied in the countries to which the appeals related.
- (ii) Funds for use at the discretion of the Board to expand the activities of Concern (UK).
- (iii) The net book amounts already invested in or contractually committed to tangible fixed assets for use by Concern (UK).
- (iv) The net amount that the Trustees have agreed to be set aside to ensure that it can protect its ongoing programme of work from unexpected variances in income.
- (v) Analysis of net assets between funds

	Restricted funds Stg£	Unrestricted funds Stg£	Total funds Stg£
Funds balances at 31 December 2014 are represented by:			
Tangible fixed assets	-	83,241	83,241
Current assets	1,474,875	5,942,712	7,417,587
Current liabilities	-	(4,389,797)	(4,389,797)
	<b>1,474,875</b>	<b>1,636,156</b>	<b>3,111,031</b>

### 14 Pensions

The company contributes to individual pension schemes for eligible staff. The total pension contributions charged to the statement of financial activities amounted to £56,743 (2013: £53,565). An accrual of £8,211 (2013: £5,400), in respect of pension costs is included in creditors at 31 December 2014.

### 15 Related party disclosure

The company has availed of the exemption under Financial Reporting Standard No. 8 – Related Party Disclosures, not to give details of related party transactions with group companies, as it is a wholly owned subsidiary of Concern Worldwide, a company incorporated in the Republic of Ireland, which is preparing consolidated financial statements which include this company, and such financial statements are publicly available.

In order to achieve its mission, Concern (UK) supports the overseas programmes of Concern Worldwide. During 2014 Concern (UK) provided total funds of £18,889,010 (2013: £12,671,006) to Concern Worldwide for those programmes. Details of the activities funded are set out in appendix 1.



# Concern Worldwide (UK)

## Notes forming part of the Financial Statements (cont.)

### 16 Commitments and contingencies

(i) The 2015 Annual Plan, as approved by the Trustees, allows for overseas expenditure in 2015 of £18,139,734. Any increases over this amount requires the approval of the Board. Concern (UK) is also committed to assisting certain overseas projects for periods in excess of one year.

(ii) Annual commitments under operating lease agreements in respect of premises for use by the charity are as follows:

	Stg£
Payable on leases in which the commitment expires within :	
- one year	-
- two to five years	-
- more than five years	102,502
	<u>102,502</u>

(iii) During 2014 the company was the lead agency in a consortium that was awarded a multi-annual grant from an institutional co-funder in 2013 to fund project activities. The total value of this grant over the next five years is £23.9 million. Of this amount £6.8 million is expected to be spent by the company and the balance will be utilised by the other consortia members.

In 2014, expenditure on this grant totalled £6 million. Of this amount £1.4 million was utilised by the company and the remainder was utilised by the other consortia members.

As the company signed the contract with the institutional co-funder for the full grant it has obligations in relation to monitoring and reporting the full expenditure on the grant, and these obligations remain until the project has been fully concluded. No provision or disclosure has been made in these accounts for any such liabilities (for which the company is jointly and severally liable) because the likelihood of them materialising is believed to be remote.

### 17 Ultimate parent undertaking

The company is consolidated into its ultimate parent undertaking, Concern Worldwide, a company incorporated in the Republic of Ireland. The group accounts are available to the public at 52-55 Lower Camden Street, Dublin 2, Ireland.

### 18 Subsidiary undertakings

The company is the sole member of and controls Concern Worldwide (Northern Ireland) which has its registered office at 47 Frederick Street, Belfast, Northern Ireland and is dormant.

### 19 Subsequent events

No significant events have taken place since the year end that would result in adjustment to the 2014 financial statements or inclusion of a note thereto.

### 20 Approval of financial statements

These financial statements were approved by the Board of Trustees on 14 April 2015.

# Appendix 1 –

## Expenditure on overseas programmes

In order to achieve its mission, Concern Worldwide (UK) supports the overseas programmes of Concern Worldwide. During 2014 Concern Worldwide (UK) funded Concern Worldwide operations in the following countries:

	2014 Stg £	2013 Stg £
Afghanistan	274,670	273,501
Bangladesh	869,460	1,960,683
Burundi	119,678	89,365
Cambodia	-	58
Central African Republic	91,137	-
Chad	79,805	197,390
DPR Korea	7,813	26,867
DR Congo	1,577,732	1,082,140
Ethiopia	330,986	515,993
Haiti	182,126	638,848
India	10,441	106,153
Kenya	1,226,418	375,485
Lebanon	205,325	271,125
Liberia	508,978	264,988
Malawi	361,361	479,489
Mozambique	733,153	486,220
Niger	174,042	97,895
Pakistan	1,678,777	691,926
Philippines	1,397,976	1,040,054
Rwanda	116,291	162,541
Sierra Leone	2,732,064	814,173
Somalia	2,744,338	394,740
Sudan North	149,215	118,911
Sudan South	1,901,886	1,178,452
Syria/Turkey	114,302	334,889
Tanzania	949,482	668,011
Uganda	285,364	357,378
Zambia	56,359	43,731
Other projects	9,831	-
Total direct overseas programme costs	18,889,010	12,671,006
Support costs	301,114	279,237
<b>Total overseas programme costs</b>	<b>19,190,124</b>	<b>12,950,243</b>

## Appendix 2 –

### Analysis of movement in accrued and deferred income for the year ended 31 December 2014

	Opening balance 1 January 2014 Stg£	Cash received Stg£	Income earned Stg£	Closing balance 31 December 2014 Stg£
<b>Voluntary donations</b>				
Disasters Emergency Committee (DEC)	1,044,532	(1,252,692)	993,198	785,038
Gift Aid	940,047	(1,317,250)	822,333	445,130
Other voluntary income	89,553	(8,058,157)	7,904,580	(64,024)
<b>Grants from governments and other co-funders</b>				
Department for International Development	216,085	(13,652,015)	13,564,357	128,427
Scottish Executive	(69,067)	(232,225)	225,388	(75,904)
<b>Other</b>				
Deposit interest	-	(1,696)	1,696	-
	<b>2,221,150</b>	<b>(24,514,035)</b>	<b>23,511,552</b>	<b>1,218,667</b>

	Closing balance 31 December 2013 Stg£	Closing balance 31 December 2014 Stg£
<b>Comprising:</b>		
Grant income receivable (note 10)	1,148,048	2,623,139
Amounts due from DEC (note 10)	1,044,532	785,038
Amounts received from co-funders but unspent (note 12)	(911,477)	(2,634,640)
Gift Aid receivable (note 10)	940,047	445,130
	<b>2,221,150</b>	<b>1,218,667</b>





A young boy tends his herd on a once barren hillside, which has been transformed into a rich grazing area by a watershed management programme, implemented by Concern Worldwide together with the local government and a partner organisation in Ethiopia's Amhara Region.  
Jiro Ose/Ethiopia/2013



# A huge thank you to all our supporters

We simply could not transform lives without the support of all those who donate to Concern (UK). Here we thank just some of the generous individuals, organisations, trusts and foundations who have helped us achieve so much over the past year.

- Bliss Family Charity
- Brian Woolf Trust
- Bryan Guinness Charitable Trust
- Capital Group
- Charles Hayward Foundation
- Classic Marble
- Comic Relief
- The Cotton Trust
- Gertrud and Klaus Conrad Foundation
- Guernsey Overseas Aid Commission
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- Rags for Charity
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- TBF & KL Thompson Trust
- The Sisters Faithful Companions of Jesus
- The Souter Charitable Trust
- Vitol Foundation

## Get involved with Concern (UK)

From direct debits to gifts in Wills, there are lots of ways to support our vital work. Find out more at **[www.concern.net/getinvolved](http://www.concern.net/getinvolved)**

### **England and Wales**

13/14 Calico House  
Clove Hitch Quay  
London  
SW11 3TN  
00 44 207 801 1850  
[londoninfo@concern.net](mailto:londoninfo@concern.net)

### **Northern Ireland**

47 Frederick Street  
Belfast  
BT1 2LW  
00 44 28 9033 1100  
[belfastinfo@concern.net](mailto:belfastinfo@concern.net)

### **Republic of Ireland**

52-55 Lower Camden Street  
Dublin 2  
00 353 1 417 77 00  
[info@concern.net](mailto:info@concern.net)

### **USA**

355 Lexington Avenue  
19th Floor  
New York  
NY 10017  
00 1 212 5578 000  
[info.usa@concern.net](mailto:info.usa@concern.net)

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