

A close-up photograph of a young woman with dark skin and curly hair, wearing a bright red t-shirt. She is smiling broadly, showing her teeth. She appears to be working in a shop or store, as there are shelves in the background filled with various products, including boxes of Heinz baked beans. In the foreground, her hands are visible as she handles some yellow and blue patterned fabric or packaging material.

CONCERN worldwide

ENDING
EXTREME POVERTY
WHATEVER
IT TAKES

**Concern Worldwide (UK)
Annual Report
and Accounts 2021**

**Extreme geographies.
Extreme climate challenges.
Extreme crises.**

**Nothing will stop Concern
fighting extreme poverty.**

**Our teams on the ground
are working together with
people living in the most
difficult situations,
rebuilding and transforming
lives, livelihoods, and
communities.**



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Left: Adrenise Lusa, a participant of Concern's Graduation Programme, prepares a meal of tomatoes and fish in the village of Kaiha, Democratic Republic of Congo.

Photo: Hugh Kinsella Cunningham/Concern Worldwide

Cover: Eliza Manjolo in her shop in Nsanje, Malawi. Eliza is a member of Concern's Graduation Programme that helps individuals create new enterprises or develop existing ones.

Photo: Chris Gagnon/Concern Worldwide

About us

Our identity – who we are

Concern Worldwide (Concern) 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

We believe in 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.

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 support from Concern.

To achieve this mission, we engage in long-term development work, build the resilience of the communities with which we work, respond to emergency situations, and seek to address the root causes of poverty through our advocacy work.

Concern Worldwide (UK) ('Concern (UK)') supports the overseas programmes of Concern Worldwide. Whilst we do not implement our own programmes, we contribute to their success by working closely with colleagues across the organisation and by funding programmes. We are only able to do this thanks to the generosity of a wide range of donors and supporters and we thank you all.

Right: Moussa Zouéra is Chief Nursing Officer of a health centre in Koutantawa, Niger. Malnutrition is prevalent in the region and Moussa and her team, with Concern's support, actively work with mothers to help them care for their children.

Photo: Ollivier Girard/Concern Worldwide



A message from the Chair of Trustees



Last year was a tough one for tens of millions of people around the world as the global pandemic, natural disasters and man-made conflict threatened the lives and livelihoods of the most vulnerable. More and more people were forced into extreme poverty and hunger, humanitarian needs increased, and the number of people displaced from their homes rose, all at an alarming rate.

As a humanitarian aid organisation, the imperative for Concern is to respond to those urgent needs wherever they arise. However, we would not be able to do that effectively were it not for the commitment of our supporters in the UK, who stand with us and the communities we work alongside in difficult times.

Over and over again we are astounded at the generosity of the public who dig deep in response to appeals of support - for desperate families in Afghanistan facing hunger, for communities threatened by raging famine in the Horn of Africa, and more recently the extraordinary response to help the people of Ukraine, which has enabled us to take immediate action to provide support to those displaced by the war. As the Covid-19 pandemic has shown us, and as climate change will increasingly highlight, in our interconnected world, we cannot afford to turn inwards. Responding to those most in need requires a collective commitment.

That is why it was hugely regretful that the UK government last year broke its longstanding promise and reduced UK aid spending, a move that had a devastating impact on some of our programmes. It was a further disappointment when the government failed to make a commitment at the Nutrition for Growth Summit in December. However, it is to be welcomed that it subsequently reversed this decision and pledged funding to tackle global malnutrition. We sincerely hope that the UK government will show further flexibility when it comes to supporting the most vulnerable in the world. As the recent public response to the Ukraine crisis shows, the people of the UK are compassionate and supportive of aid to those in desperate need.

As we slowly move out of the pandemic in the UK, the way we work as an organisation has changed irrevocably. We are now exploring a more flexible hybrid way of working, and have placed a greater emphasis on the mental health and wellbeing of our staff, whose hard work and dedication I commend.

In the year ahead, can I take this opportunity to thank you for your continued support. With little prospect of humanitarian needs reducing, I hope we can depend on you to stand with us to help those most in need.

Donald Workman
Chair

A message from the Executive Director



Life has become so much harder for many more people in the past 12 months. Shockingly, the number of people in need of humanitarian assistance is expected to rise to 274 million this year, up 17% on 2021. Alongside that, conflict and climate change are increasing displacement, with in excess of

84 million people currently forced from their homes. Sadly, that number is likely to increase as a result of the drought in the Horn of Africa and the conflict in Ukraine.

At Concern, we continued our commitment to people living in extreme poverty and those affected by conflict and disaster to reach 39 million people in 24 countries, with Burkina Faso becoming our newest country programme. In response to the crisis in Afghanistan, we endeavoured to keep working in difficult circumstances, providing cash assistance to enable vulnerable families to buy food and necessities throughout the winter. Elsewhere, we continued to help at-risk communities through the Covid-19 pandemic and supported government health services in Sierra Leone, Liberia and Malawi with their vaccination and outreach programmes. I went to Turkey at the end of 2021 to support the Concern team in developing a new strategy to guide their work with Syrian refugees. It was encouraging to see first-hand how the support we provide helps Syrian children get the most out of school and how refugees are growing their small businesses to meet the needs of their families.

Within the UK, we finalised our strategic plan for 2021–2025. The plan will help us achieve our ambition to mobilise resources, people, decision makers and partners to respond to rising poverty and humanitarian needs, improving the lives of people living in extreme poverty in the world's poorest and most fragile countries. We started work on some key aspects – finalising a new narrative that reaffirms our commitment to ending extreme poverty, whatever it takes; building our capacity to develop partnerships

that can help us reach more people; increasing our impact and amplifying the voices of those living in extreme poverty; and agreeing a plan to promote equality, diversity and inclusion.

The cuts to UK aid and the lack of a clear policy direction in the Foreign, Commonwealth and Development Office (FCDO) continued to be a challenge. Our institutional funding from the UK government dropped significantly during the year and included the complete closure of programmes supporting 2.6 million people living in extreme poverty in Bangladesh to access essential health services, and providing assistance to communities in Malawi to adapt to climate change. We worked alongside our colleagues in other organisations to challenge the FCDO over the reductions and push for a continued focus for UK aid on delivering benefits for people living in the world's poorest and most fragile contexts. After years of campaigning for a meaningful pledge to tackle malnutrition at the 2021 Nutrition for Growth Summit, the UK failed to commit. However, we kept up the pressure and a financial pledge of £1.5 billion that came at the start of 2022 felt like an important step forward and a recognition of the centrality of good nutrition in achieving the other Sustainable Development Goals (SDGs).

Alongside the UK aid cuts, it has been a mixed year in the UK with continuing Covid-19 restrictions and the related economic fallout. We started to explore a hybrid-working model in the London office and build our knowledge and practice around mental health and wellbeing. The UK team have unfailingly worked so hard, despite uncertainty, and I wanted to thank them, and all our donors and supporters, for sticking by us and the work we do in what has been a challenging year.

Danny Harvey
Executive Director

Our overseas work in 2021



66: Emergency responses



24: Countries



**39m:
People helped**

You can read some highlights of the work we contributed to around the world on pages 10-27. Our work spans five main programme areas: emergencies, livelihoods, health and nutrition, education, and integrated.

The description of this overseas work has been adapted from the Concern Worldwide 2021 Annual Report.

Concern Worldwide reached approximately 39 million people in 24 of the poorest and most vulnerable countries in the world during 2021.

Afghanistan
Bangladesh
Burkina Faso
Burundi
Central African Republic
Chad
Democratic People's Republic of Korea
Democratic Republic of Congo
Ethiopia
Haiti
Iraq
Kenya
Lebanon
Liberia
Malawi
Niger
Pakistan
Republic of Sudan
Rwanda
Sierra Leone
Somalia
South Sudan
Syria
Turkey

*A person is reached directly when he or she has received supplies, services, treatment or support from Concern, or has participated in training or education activities. A person is reached indirectly when his or her life is enhanced through the impact of Concern's programme on the wider community.

Emergencies

In 2021, we responded to 66 emergencies in 23 countries, reaching 4.8 million people directly and 13 million people indirectly.

Many of the countries where we operate are increasingly fragile and challenging to work in. The high levels of insecurity mean that aid workers are frequently the targets of violent attacks. In addition, access to hard to reach vulnerable communities with urgent humanitarian needs can be challenging due to both the lack of infrastructure and the presence of armed groups.

Along with the challenges of insecurity and lack of humanitarian access, Concern has also responded to the Covid-19 crisis in countries that are susceptible to frequent natural disasters and outbreaks of conflict, disasters that jeopardise the homes and livelihoods of already vulnerable people.

In the immediate aftermath of an emergency, we provide rapid life-saving support to families and communities. We then stay to help them get back on their feet by rebuilding livelihoods and infrastructure and working to reduce the risk and impact of future crises.

Some examples of our achievements in 2021

On 14 August 2021, the southwest peninsula of Haiti was hit by a 7.2 magnitude earthquake killing 2,248 people and leaving 690,000 people in need of humanitarian assistance. Because of our previous emergency response experience and in-house capacity we were able to mobilise a team within 72 hours to Les Cayes, South Department. Through existing partnerships, we were able to identify and reach those most in need. Our initial response was the distribution of hygiene kits (containing essential items such as towels, soap, toothbrushes, toothpaste and feminine hygiene products) to meet the immediate needs of 2,000 vulnerable households. We then continued to collaborate with partners to provide shelter, non-food items, cash support to 1,130 households and the trucking of water to supply safe drinking water. Over 8,200 people were helped through our emergency response.

Years of conflict and displacement, together with high levels of food insecurity and malnutrition, in South Sudan have left many millions of people in need of emergency lifesaving support. In 2021, in response to the protracted crisis we reached close to 629,000 people with a combination of nutrition, health, shelter, livelihoods, food security, and water, sanitation and hygiene (WASH) programmes. Through our WASH programme, over 184,000 vulnerable people were helped to access safe water and sanitation. Work included repairing, installing

and managing boreholes, pipelines and handpumps to ensure clean water supplies, as well as building, repairing and maintaining latrines, and educating people about good hygiene practices.

Afghanistan has been affected by almost four decades of war and in 2021, more than three million people were internally displaced due to conflict. This situation was made more challenging by the ongoing impact of Covid-19 and, following the takeover by the Islamic Emirate of Afghanistan in August 2021, the withdrawal of development funding. This was most keenly felt in the sectors of health and education. Lockdowns, border closures, the suspension of both informal and formal work opportunities plus rising food prices exacerbated food insecurity for very poor households. Concern helped an estimated 29,900 people with cash to purchase food. Covid-19 also highlighted the lack of water and sanitation facilities for these communities, so Concern installed handwashing stations, rehabilitated damaged hand-pumps and our staff provided hygiene awareness training to help stop the spread of Covid-19 and other diseases. To help people cope with the harsh winter, we provided over 2,900 households packages, which included winter clothes, blankets and cash to buy fuel.

Concern started an emergency programme in Burkina Faso in 2021 following the finalisation of the registration process in the country in May. The impact of climate change, together with a sharp deterioration in the security situation in the last two years, have resulted in huge needs among a very vulnerable population. It is within this context that we established a presence in the Centre-Est region. Although it was very early days for our programmes, we nonetheless assisted recently displaced people and their dependents, providing 325 households with emergency cash transfers and cash-for-work for 150 people from 75 households, and distributed 500 health kits and 500 dignity kits which contain items specific to the needs of women and girls. We also supported five primary health centres with training sessions, the rehabilitation of infrastructure and the provision of medical supplies.

Armed conflict in northern Ethiopia has displaced over 2.2 million people. More than 60,000 people have fled the violence to seek refuge in neighbouring Sudan. Concern has been present since the very early stages of the crisis, responding with the distribution of non-food items such as tarpaulins, mosquito nets, solar lamps and hygiene kits to 10,000 refugees in Um-Rakuba camp in eastern Sudan. We also provided health

Concern staff observing a fallen building that housed a pharmacy and two apartments in Haiti.
Photo: Makayla Palazzo/Concern Worldwide



services to 6,000 people in the camp, in particular supporting children under five and pregnant and breastfeeding mothers with a nutrition programme to identify and treat acute malnutrition. Recognising the pressure put on host communities by an influx of refugees, we extended the health and nutrition services to 3,000 people in neighbouring Um-Rakuba village.

The Syrian refugee population in Lebanon remains one of the largest concentrations of refugees per capita in the world, estimated at 1.5 million Syrians with nearly 90 percent living below the poverty line. Added to this, the country is grappling with a deep economic crisis which has driven nearly half of the population of six million into poverty. The people of Lebanon, both host and refugee communities, are having to deal with chronic shortages of water, food, medicine, and other basic essentials. In northern Lebanon, Concern implemented a shelter programme to ensure that vulnerable people had a safe and secure place to live. Programme activities, which reached over 45,000 people, included the rehabilitation of 250 occupied shelters and 265 unoccupied shelters so that families could be rehomed. Concern also provided emergency cash

assistance in 250 cases and a further 1,255 households were supported with cash for rent. The team in Lebanon carried out site improvements in 17 informal settlements and supported the rehabilitation and expansion of a primary healthcare centre to assist in the response to Covid-19. The project participants also benefitted from hygiene promotion and fire prevention awareness sessions.

Years of conflict in Iraq have uprooted millions of people, disrupted access to basic services, destroyed livelihoods, and eroded social cohesion. With limited progress towards recovery and development, the situation has become protracted, and millions of people across Iraq remain in need of humanitarian assistance. In northern Iraq we are working to improve access to and the quality of water, sanitation and hygiene services to over 96,300 vulnerable people living in camps for displaced people. Extensive repairs to existing water network systems, and maintenance of them, means that each person has 69 litres of clean safe water each day for drinking, cooking and cleaning. A continuous flow of water also means that the camp latrines and shower blocks are kept functional and clean, helping to keep levels of disease down.

Over 17.8 million people reached

Spotlight: Afghanistan

Political instability, economic collapse, drought, and Covid-19 have created unprecedented humanitarian needs for people of Afghanistan. An estimated 24 million people are facing acute hunger.

Alongside the humanitarian response, Concern continues to respond to longer-term development needs, through education for primary school-age boys and girls and by strengthening livelihoods for very poor and vulnerable people.

Concern has been working in Afghanistan since 1998 in some of the most remote areas of the country and has established strong relationships with local communities who help us ensure that aid gets to where it is needed most.

Concern is supporting families with:

- Food baskets and cash for food to help deal with the hunger crisis
- Shelter and support to help repair damaged homes
- Supplying livestock and agriculture inputs and training packages to help people secure a livelihood
- Community-based education for primary school children
- Providing basic household supplies for those who lost homes and possessions while fleeing.

In December 2021, the Disasters Emergency Committee (DEC) launched its Afghanistan Crisis Appeal. As a member agency Concern received a portion of these funds, which we are using to support 5,600 families.



Nasima* holds her two-month-old son, Rahmin*, in the doorframe of what was once a clinic, bombed and destroyed in Afghanistan. There is currently no healthcare available.

Photo: Stefanie Glinski/Concern Worldwide

*Names changed to protect the identities of the individuals.



Livelihoods

In 2021, we improved the food security and livelihoods of almost one million people directly and 4.2 million indirectly.

People who are living in extreme poverty struggle to earn enough to ensure that their families have enough to eat, get adequate health care and an education. Our livelihoods programmes aim to give them the tools to ensure they are able to earn a sustainable living, helping them to learn new skills, improve the productivity and nutritional value of their crops and set up small businesses to generate more income.

Examples of our work and achievements in 2021

Our livelihoods programme in the arid and semi-arid lands (ASAL) area of Kenya achieved some great successes in the improvement of the agricultural productivity of extremely vulnerable households. By improving access to livestock production services and nutrition sensitive agricultural practices, families now have better food and nutrition security. The ASAL regions hosts 90% of the livestock population of Kenya and communities are reliant on them for their livelihoods, so keeping animals healthy is of paramount importance. Through collaboration with county governments and linkages with the private sector, the programme supported the vaccination, treatment and deworming of over two million livestock in 2021. Alongside this, to improve on livestock productivity, we supported the delivery of training on breed improvement in Marsabit and Turkana counties to more than 8,200 people. We also reached over 6,400 farming households with training on nutrition sensitive and climate smart agriculture which enabled them to produce a diverse range of produce, contributing to a significant reduction in childhood malnutrition.

In Aweil North and Aweil South counties in South Sudan, our programme to improve food security and build resilience reached almost 24,000 people. The programme provides immediate lifesaving assistance by providing cash and food to vulnerable households but also builds resilience as in return they work on projects that benefit the whole community. Through its six months cash and food distribution cycle, the programme met the immediate and medium-term food needs of the programme participants while restoring productive farmland and creating community assets. Almost 4,000 people took part in agricultural activities, clearing and cultivating land and were provided with seeds and training. Over 3,600 people took part in projects to repair and build infrastructure such as roads to improve

access to health facilities, markets and schools, dykes to prevent flooding, and shallow wells to improve access to water for vegetable gardening.

Before the war, agriculture and livestock industries powered Syria's economy and provided sustainable livelihoods for hundreds of thousands of people. However, the ravages of protracted conflict have devastated the industry. Our programme for conflict-affected farmers in northern Syria aims to restore their livelihoods and improve food security and last year benefited 60,200 people. Farmers who were unable to cultivate their land as they did not have the financial resources to buy necessary goods such as seeds, fertiliser, tools and small drip irrigation systems were given vouchers valued at between €137 – €233 depending on needs, to be redeemed at pre-qualified shops in the local market. They also received training in a number of areas including land preparation for vegetable cultivation, fertiliser requirements and pest management. One thousand, two hundred livestock farmers were given at least two sheep and fodder as well as training on livestock management and support through community-based para-vets.

In Manono Territory, Tanganyika Province, in the Democratic Republic of Congo, Concern's livelihoods programme follows a graduation approach to support extremely poor and marginalised households to move out of poverty. In 2021, the programme benefited over 34,500 people in 22 villages through activities including cash for work, setting up savings and loans groups and water and sanitation projects to improve health. The year was marked by several shocks affecting food security in the project area including heavy flooding in several villages, the presence of elephants which devastated several fields, as well as wood-boring insects which caused the rotting of cassava crops (the most consumed food in Manono). Responding to the change in the context due to these shocks, a particular emphasis was given to activities aiming to reduce food insecurity. The programme supported participants by distributing seeds and setting up Farmer Field and Life Schools to support food production. We also carried out practical cooking demonstration sessions on food diversification to increase household dietary diversity and carried out an emergency food distribution in villages affected by the destruction of fields by elephants.

To improve the overall livelihood security of extremely vulnerable households in Gurage Zone in Ethiopia, we worked with over 18,200 people to enable them to



Mususa has been blind since he was forty and is the head of his household. Mususa runs his businesses with the help of his son, Joseph, selling homemade soap, which he set up with help from Concern.

Photo: Pamela Tulizo/Panos Pictures for Concern Worldwide



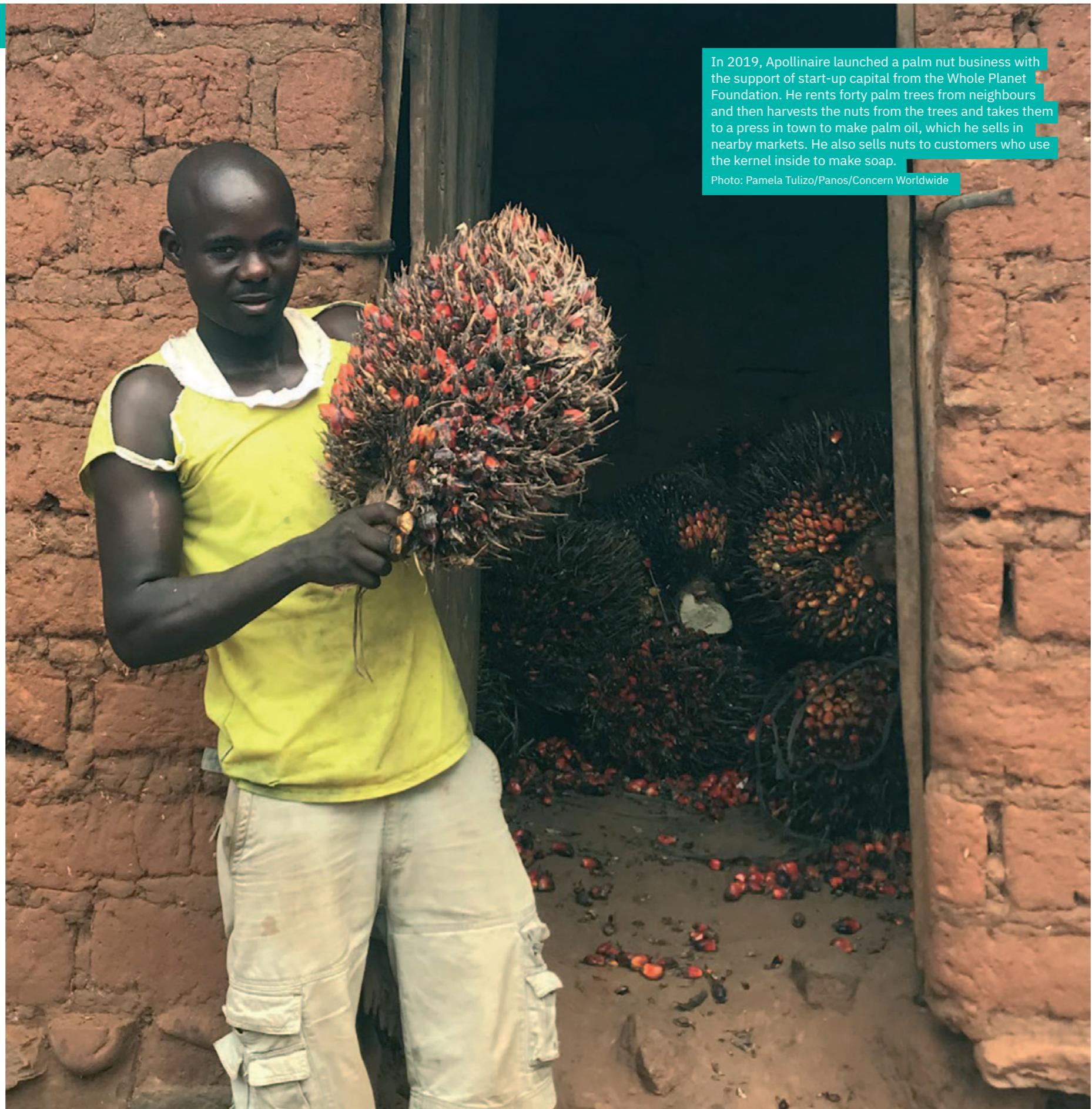
Almost 5 million people's food security and livelihoods improved

Spotlight: Burundi

We are incredibly grateful to the Whole Planet Foundation, which has been supporting one of our innovative graduation projects in Burundi since 2018. With high levels of poverty, malnutrition and maternal mortality, Burundi is one of the poorest countries in the world right now. Across Cibitoke, Kirundo and Bubanza, Concern is supporting 6,000 extremely poor households to achieve social and economic inclusion through the Graduation Programme. The programme delivers a comprehensive package of support including mentoring, financial access through the formation of Village Savings and Loan Associations (VSLAs) and a start-up grant of £64 on completion of the programme for each participant's business idea.

The aim of the programme is not only to move people above a certain income threshold, but also to address the root causes and obstacles that prevent them from escaping extreme poverty. That is why participants also receive training on a wide range of issues, including the development of community disaster risk reduction plans, use of mobile phones, family planning, hygiene, nutrition, adult literacy and gender equity to influence positive behavioural changes.

The Whole Planet Foundation provided funding to deliver business start-up capital for 4,300 participants, freeing up resources and enabling Concern's team in Burundi to enrol an additional 300 households onto the programme. Equipped with this support and sustainable options to make a living, these new entrepreneurs can now begin to lift themselves and their families out of extreme poverty. They have the financial means to provide an education for their children, buy nutritious food and increase their resilience to future stresses that may hit.



In 2019, Apollinaire launched a palm nut business with the support of start-up capital from the Whole Planet Foundation. He rents forty palm trees from neighbours and then harvests the nuts from the trees and takes them to a press in town to make palm oil, which he sells in nearby markets. He also sells nuts to customers who use the kernel inside to make soap.

Photo: Pamela Tulizo/Panos/Concern Worldwide

Health and nutrition

In 2021, our health and nutrition programmes reached over 1.8 million people directly and over 9.6 million indirectly.

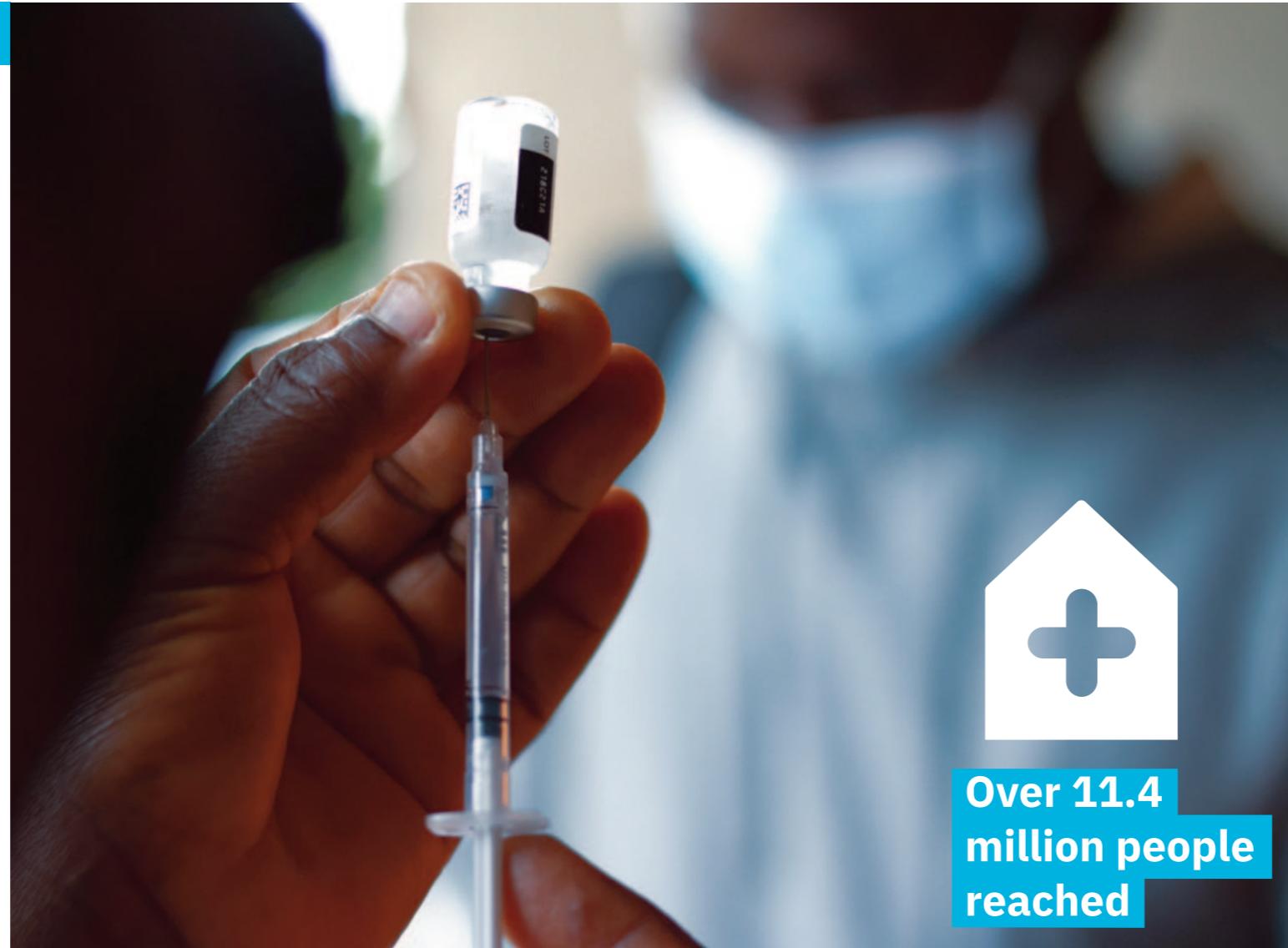
In many of the countries in which we work, the health systems are extremely weak and communities are often unable to get the help they need to prevent suffering from under-nutrition and preventable diseases. To help overcome this, we work with local and national governments to strengthen healthcare systems and improve access to good maternal and child healthcare and water and sanitation services.

Examples of our work and achievements in 2021

In three districts of Kirundo province in Burundi, we are working to prevent chronic malnutrition in children under two, and pregnant and breastfeeding women. The project reached 80,000 people in 2021. Through a Care Group approach, 191 trained community health workers and 1,714 care group volunteers visited target households to share messages about positive nutrition and hygiene and how to screen for malnutrition.

Undernourished mothers and children were referred to clinics for nutritional supplements. Concern's project staff provided technical support at the clinics to ensure that targeted beneficiaries received the right quantities of the supplements, and Care Group volunteers monitored the proper use of them in homes. Noticing a reluctance from men to take part in taking care of their children, we set up 170 'Husband Schools' for 1,710 men to boost their engagement in health promotion and encourage positive behaviour change in the community.

To tackle the ongoing effects of the Covid-19 pandemic, Malawi started its vaccination drive in March 2021. Concern is part of an NGO coalition supporting the Ministry of Health in the roll out of the national campaign, targeting over 600,000 people. The programme is aimed at communities in hard-to-reach urban areas, promoting and delivering the vaccine through outreach clinics, and creating demand and spreading awareness for the vaccine amidst the myths and misconceptions that are contributing to low vaccination take up. Concern is working with five health facilities, building the capacity of health care workers and providing logistical support. We have conducted community engagement sessions with community leaders and other influential people, attended by over 2,000 people, to encourage vaccination uptake. We also supported 18 vaccination outreach clinics by providing allowances to 30 vaccinators who were then able to vaccinate nearly 22,000 people in the target areas.



Over 11.4 million people reached

In the Democratic People's Republic of Korea, despite extremely challenging conditions exacerbated by Covid-19 restrictions, we were able to make good progress with our WASH programme. In total, almost 6,800 of the poorest and most vulnerable people have been reached through the provision of improved safe drinking water and sanitation facilities. Four new water supply systems have been constructed, delivering safe drinking water to 1,100 households and 30 institutions in rural and peri-urban areas and will bring about a significant improvement to people's health status by decreasing incidences of diarrhoea and waterborne diseases. In order to address poor sanitation which adversely affects children's health, latrines have been built in 37 nurseries, kindergartens and clinics. These include handwashing facilities and doors on every cubicle for privacy. And finally, to allow adolescent girls and teachers to have dignified and secure access to menstrual health services at school, facilities in two schools have been completed with solar powered

handwashing and showering areas. Providing these facilities will not only promote healthy hygiene practices but also have a positive impact on girls' school attendance.

Concern has built a reputation as one of the leading nutrition organisations in Pakistan, effectively helping to strengthen the capacity of health authorities at district and provincial level. In 2021, we successfully concluded a pilot project in Umerkot in Sindh province where incidences of drought lead to levels of child malnutrition frequently spiking. Through the project, 28 health facilities are now able to respond quickly and effectively to any increase in the caseload of malnourished children, using a community management of acute malnutrition approach. The project also strengthened the coordination between health facilities and their reporting at district and provincial level. The feedback from the health authorities was very positive and they asked for the continuation and upscaling of the project

A health worker prepares a Covid-19 vaccine during an outreach clinic in Nkhangwa, Malawi.

Photo: Concern Worldwide

to other districts. An independent evaluation was conducted which confirmed that the project has strengthened the health system to manage increased caseloads of malnutrition while maintaining quality treatment outcomes.

We continued to support very vulnerable communities in Grand Bassa and Rivercess counties in Liberia to improve their food security and health. The nutrition element of the programme works to tackle high rates of under-nutrition particularly in mothers and children under five. It is implemented through the mother group approach, reaching over 3,750 beneficiaries in 150 groups. The groups received information about breastfeeding and complementary feeding, backed up by food demonstrations to show how to increase nutrient intake using locally available foods. To increase vegetable production and consumption at household level, we gave training on sack gardening which is a cheap and effective way to grow produce.

Spotlight: Kenya

Thanks to a generous grant from the innocent foundation, in 2018 we launched the Mama MUAC project to help mothers across Marsabit County, Kenya, to spot the signs of acute malnutrition. The Marsabit region is home to a largely pastoralist population whose food security is constantly under threat by climate and economic shocks including droughts, conflict, displacement, floods, desert locusts and livestock diseases - all of which lead to high levels of acute malnutrition. This initiative, the first of its kind, held the potential to save thousands of children's lives, by testing if mothers could identify cases of malnutrition at home and refer their children to health centres much more quickly.

From 2018-2021, 499 mothers and caregivers attended training sessions with local health workers to learn to use a MUAC (mid-upper arm circumference) band, a simple and inexpensive tool. Periodic assessments throughout the project showed that mothers could measure and interpret the MUAC readings just as successfully as trained nutritionists. The project also saw an increase in the percentage of mothers using the band regularly, with 79% of participants screening their children each month, and referring their children for treatment if necessary, by the project's end. Following these results, government stakeholders in Kenya, along with NGOs including Concern, have now developed a roadmap to roll out this initiative across Kenya and save even more lives.



Kenneth Wambugu, Health and Nutrition Manager for Concern in Marsabit, Kenya, inspects nutritional food supplies.
Photo: Ed Ram/Concern Worldwide

Education



Eight-year-old Zainab, a student in Tonkolili District, Sierra Leone. Concern has been working with the school to facilitate training sessions on social and emotional learning and school-related gender based violence prevention and response.

Photo: Michael Duff/Concern Worldwide

In 2021, our education programmes directly benefited 0.4 million people directly and over 1.6 million indirectly.

We believe that all children have the right to an education and that it provides one of the best routes out of poverty. We integrate our education programmes into both our development and emergency work to give extremely poor children more opportunities in life and supporting their overall wellbeing.

Some examples of our work and achievements in 2021

Our 'Leave No Girl Behind' programme in Ethiopia aims to improve the life chances of highly marginalised girls who have missed out on a school education. The girls are enrolled on an adult functional literacy

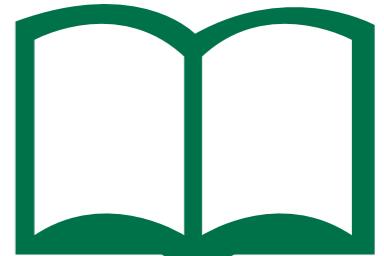
programme so they can gain the basic literacy and numeracy skills to give them better livelihood opportunities. A total of 36 learning centres have been established in 32 kebeles (neighbourhoods) where the programme is being rolled out with the help of 46 adult education facilitators. In 2021, over 2,500 girls benefitted from the programme including 333 who moved on to post-literacy programmes, with many successfully completing short-term training in tailoring, food preparation and animal production.

Our education programme in Kenya seeks to enable girls in 201 primary and 21 secondary schools in Marsabit County and Nairobi City County to successfully complete their current phase of education, and transition to a productive and positive next phase, be that continuing with school or taking

part in livelihoods or vocational training. Over 123,400 are directly reached by the programme. A consequence of school closures due to Covid-19 in 2020 was that a large number of children dropped out, so when schools reopened in 2021, we worked closely with the ministry of education, schools, parents and students to encourage re-enrolment. Our support included student bursaries for target girls, distribution of school kits, supporting mentorship of students and catch-up classes to improve literacy and numeracy skills. Key to the re-enrolment campaign were 'mother champions', women in the community who identified girls who were out of school, returned them and mobilised external and internal resources to ensure they would stay in school. Project-supported schools in the two counties saw enrolment percentages between 90% and 95%, which were higher than the national and county averages.

The Sahel region of Africa continues to be one of the areas in the world where education is most under attack with schools, teachers and students often targeted. In Niger, our 'Education Cannot Wait' programme reached over 24,000 students in Tillabéri and Tahoua regions despite the deterioration in security, with violent attacks committed by non-state armed groups on the rise in the project area. Pupils included almost 3,500 who had been displaced by violence. Activities included granting school allowances to a number of children to cover their basic needs in terms of food and school fees, along with placing them with a host family to allow them to continue their education. Teachers were paid an allowance to provide refresher lessons to pupils who had missed school either due to security concerns or because of Covid -19. Four community mobilisation campaigns helped to raise awareness on the importance of schooling to encourage parents/carers to allow children to attend and stay in school.

The pandemic continued to impact on children's education in Sierra Leone throughout 2021. As part of a Covid-19 education response consortium project, Concern is working in Tonkolili to ensure that children, including those with disabilities, have access to inclusive, safe, age-appropriate and gender-responsive distance learning if schools are closed, and are able to return to learning in schools when possible. Three hundred Concern-trained community volunteers from 150 schools and communities reached over 46,000 adults and children with messaging about safe education opportunities. Safety protocol training was conducted for 150 heads of school, and we also distributed safety materials.



Over 2 million people benefited

2021 has been yet another challenging year for many people in Syria with the conflict continuing into its 11th year. Education opportunities for conflict-affected children and young people remain limited and in the country Concern has been working to improve access to education and employment opportunities. In 2021, we rehabilitated 10 schools across northern Syria and provided non-formal education learning opportunities to 520 children, providing literacy, numeracy, and social and emotional learning sessions to help them integrate into the formal education system. In addition, we provided homework support sessions in formal schools to support newly enrolled children and increase retention rates, as well as offering caregiver sessions to promote children's wellbeing at home and encouraging parents to support their children's education. Concern also delivered 27 vocational training courses for 284 young women and men aged 18 to 25 supporting them to develop new technical skills to open up employment opportunities as well as the possibility of creating their own small business.

Turkey is home to 3.7 million Syrian refugees the large majority of whom live in urban environments where they face difficulties in accessing services (health, education, shelter and basic needs) due to language barriers, lack of up-to-date information on pathways and procedures, and capacity issues. Concern works in four provinces in the southeast of the country to address the education and protection needs of refugees. Barriers to education are complex and interconnected including the inability to afford school-related expenses, the prevalence of child labour, lack of Turkish language skills, child disabilities and drop out due to bullying. We therefore provide tailored assistance so families are able to tackle some of these barriers and successfully enrol their children in school. In 2021, more than 1,425 children were registered in school with assistance from Concern.

Integrated Programmes

In 2021, we reached almost 1.4 million people directly through our integrated programmes and approximately 1.2 million indirectly.

There are many interrelated reasons that keep extremely poor people locked in poverty. For that reason, many of our programmes are integrated, bringing together, for example, agriculture and livelihoods with other sectors like water, health and education to tackle the multiple needs of a community in a coordinated way.

Some examples of our work in 2021

Despite the intensification of conflict in the first half of the year and the deteriorating security environment, Concern continued its work to build the resilience of extremely poor rural communities in Kunduz, Badakshan and Takhar provinces of north-eastern Afghanistan. Our multi-sectoral resilience programme reached over 16,000 people with projects focused on livelihoods, natural resource management, education and hygiene. Almost 3,400 people who rely on livestock for food and income benefited from improvements in veterinarian services and an increase in the availability of fodder as well as training on pasture and livestock management. Farmer Field School sessions were conducted for 600 farmers to help them learn about new crops and techniques. In addition, 120 orchards were established, growing 66 fruit varieties and 300 women received kitchen garden training. 135 solar drying systems were introduced and training was provided to cultivate and dry fruit and vegetables to increase their market value.

Another key component of the programme is watershed improvement, which plays a crucial role in soil and water preservation, reduces land degradation and protects against landslides, erosion and deforestation. In 2021, 48,500 drought-resistant trees were planted and 2,400kg of alfalfa was cultivated on the edge of the watersheds to stabilise the soil and prevent landslides.

In Bangladesh, lack of opportunities in rural areas has driven millions of people to migrate to cities in search of a better life. Unfortunately, many end up living in informal settlements and on the pavements with few opportunities to earn a living or access health or education services. Our programme reached almost 37,000 people in Dhaka and Chattogram. We supported over 2,700 people with grants, business skills training and job placements and a further 5,300 with grants to use as start-up business capital. In order to prevent malnutrition in children under five years old, we provided hot food for 350 children in our day-care centres and cash support to their parents to help with

food costs. We trained 150 volunteers to screen and identify malnourished children and refer them for treatment. We also taught mothers and care givers about the best ways to feed infants and young children through our 53 Community Nutrition Hubs and 87 Mother Support Groups. The programme has also been successful in helping people to access basic social services and realise their rights, including supporting 3,342 households to get referral services from health providers.

Chad is one of the poorest countries in the world, ranked 187 out of 189 in the latest Human Development Index and is highly vulnerable to the effects of climate change. Our integrated community resilience programme in Sila Province in eastern Chad aims to make sustained improvements in the health, nutrition and livelihoods security of extremely poor and marginalised people, so they can withstand frequent shocks (especially drought and floods) and the predicted changes in the climate over the next 20 years. In 2021, over 43,000 people directly benefited from the programme. We saw good results with the number of months of hunger gap (the period when food supplies are low) reducing from 2.57 to 2.12. This was due to intense support provided to livelihoods programme participants including training and support on conservation agriculture, market gardening, natural resource management, improved stove making and livestock management.

The Central African Republic (CAR) continues to face a deep and complex crisis leaving more than half the population in need of humanitarian assistance. Through our programme to build community resilience to shocks and stresses in three sub-prefectures in the west of the country, we supported over 12,700 people to have access to better health and nutrition. We



Over 2.6 million people reached

A village well in Zardana, Niger. The Realigning Agriculture to Improve Nutrition programme focuses on improving food and nutrition security.

Photo: Ollivier Girard/Concern Worldwide



carried out training and capacity-building sessions for health staff and community relays (respected community members who relay messages back to their community) in 13 health facilities on infant and childcare feeding, and essential family health practices, and supplied medicines and nutritional supplements. We also carried out necessary rehabilitation and structural work on the buildings themselves to ensure quality of care and the prevention of infections. In the community, messages about good nutrition practices were passed on by community relays during home visits and through group talks and interactive cooking demonstrations.

In Somalia, nearly 86,000 internally displaced people, returning refugees and host communities benefited from our integrated livelihoods, health and education programme. One of the key objectives of the programme is to enable people to increase their income and become self-reliant. To achieve this, we supported 14,250 people with a range of activities

including technical and vocational education skills training, business development training, and the provision of business start-up grants. Community self-help groups were supported with training, grants and mentorship. A mid-term survey of the livelihood interventions found that there had been a significant increase in income levels of programme participants and an increase in the number of households able to meet their basic needs, together with a reduction in debt. We supported the provision of health services through both static and mobile health clinics, registering over 38,000 people for treatment. Over 8,000 children were diagnosed and treated for various illnesses and more than 9,300 were screened for malnutrition. Access to clean water makes a huge difference to a community's health and over 24,000 people benefited from boreholes and shallow wells that were constructed by the programme ensuring reliable and safe water a short distance from their homes.

In the Tahoua region of Niger, our 'Realigning Agriculture to Improve Nutrition' (RAIN) programme focuses on improving food and nutrition security and enhancing the livelihoods of the most vulnerable households in Tahoua. The programme reached over 9,200 people with activities to increase food production and the diversity of nutrient-rich food and vegetables, promote key health practices to improve maternal and child nutrition, and improve access to reliable and safe water sources. Another important element of the programme is to reduce inequalities experienced by the extreme poor and vulnerable, particularly women and girls, so they are able to actively participate in building a sustainable future for their communities. To help address gender equality issues, we monitored and supported 10 husbands' schools at which 106 sessions on various health and social themes were delivered including on the importance of the use of mosquito nets, essential family practices and girls' education. The participants in these sessions also benefited from radio messages on the same themes. 43% of households reported that women are now at least consulted in key areas of household decision-making, an important improvement from last year (18.5%).



Right: In a rural village in Afghanistan, villagers are busy constructing a watershed that will help prevent future flooding.

Photo: Stefanie Glinski / Concern Worldwide

How we work

Concern (UK) does not implement programmes overseas but supports Concern and its partners to do so. We monitor both the impact of our work and the standards to which we require Concern to adhere.

Working with partners and communities

Collaborating with existing local government and community structures is a core part of how we work. Sometimes we work directly with community groups, such as Village Development Committees and Community Education Committees; in other contexts we enter into formal partnerships with local non-governmental organisations to deliver programmes jointly. Increasingly Concern works in consortia to help deliver programmes at scale. We also work with public bodies, research institutions and private sector companies.

Working with local partners is a priority for Concern, with the focus at a global level on the development of a Global Partnership Strategy, which has at its heart a renewed commitment to working with local partner organisations. We support partners through training, coaching and mentoring across the period of a project to develop their capacity and foster sustainability. The next phase in this formal and strategic recognition of the importance of partners to Concern is the development of individual country partnership strategies, already underway in Rwanda, Malawi, Turkey, Haiti and Somalia.

We have strengthened relationships with government ministries such as education, health, social protection, and the Department of Disaster Management amongst others in 2021, with Concern participating in various technical working groups. During this Covid-19 period, Concern has played a major role in creating awareness of Covid-19 prevention measures and sensitisation for vaccines by working with local partners and government units. In many African countries in particular, there were fears that vaccines would expire before being administered due to weak health systems. Concern played a key role in the countries we operate in by supporting outreach health facilities to have the capacity for vaccine administration and building vaccine awareness and acceptance in our target communities.

Concern plays an active role in the Cash Learning Partnership and the Collaborative Cash Delivery Network, which aim to improve the quality of humanitarian cash and voucher assistance. We also work together with a number of organisations to amplify

our voice around global justice, human rights, humanitarian aid and strengthening citizen participation.

In the academic arena we collaborate with Sonke Gender Justice, the Conflict Unit of Dublin City University, Tufts University, Liverpool School of Tropical Medicine, Kenyatta National Hospital, the University of Nairobi, Imperial College London, University College London, the Institute of Development Studies at the University of Sussex, Trinity College Dublin, and University College Dublin.

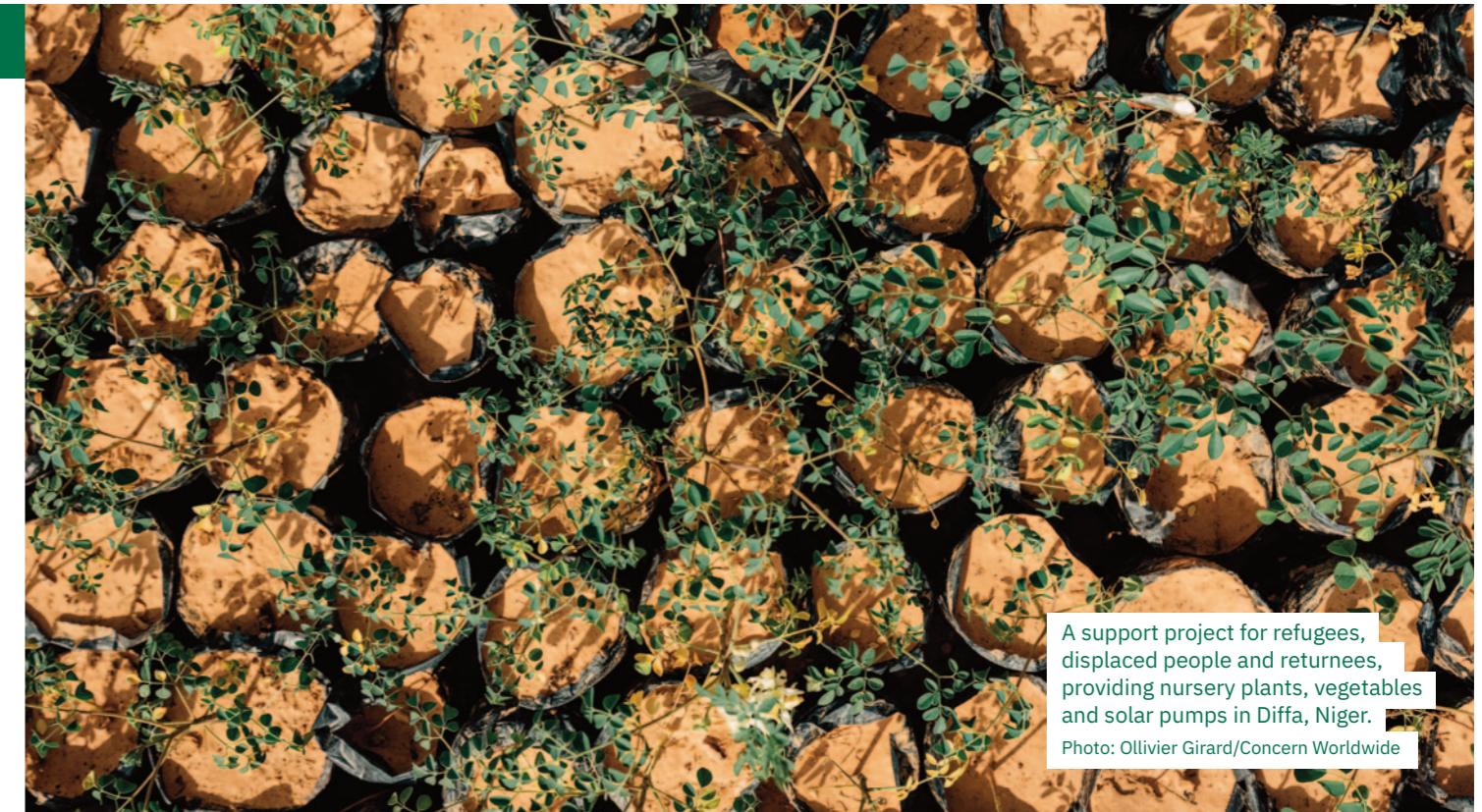
As a founding member of Alliance2015, a network of eight European non-governmental organisations with a presence in 85 countries, we continued to work closely with our fellow members at programme and policy levels.

In the UK, we leverage our global experience and focus on extreme poverty to achieve greater change by working with others. We are an active member of the Disasters Emergency Committee (DEC), the Start Network, the International Coalition for Advocacy on Nutrition (ICAN), the Climate Action Network (CAN UK) and Crisis Action. We are active in the Coalition of Aid and Development Agencies in Northern Ireland (CADA) and work with others through Bond (the UK network for organisations working in international development). Within Bond, we co-chair the Resilience Learning Working Group and we are a member of the steering committee of the WASH group. We also partner with Act for Peace in running the annual Ration Challenge, raising awareness and funds to support refugees.

How we measure success and learn from our programmes

Concern remains committed to the highest standards in monitoring and evaluating, with an emphasis on learning from our programmes and making timely changes in order to increase our impact for people living in extreme poverty.

A team of global advisors at headquarters level assists country teams with up-to-date guidance on best practice in monitoring and evaluation and in 2021, we started monthly online 'café-style' meetings to promote cross-country learning between staff working on the frontline in our programme countries. We held an online global workshop in October, where 89 participants across 18 countries came together to discuss monitoring and evaluation challenges and solutions, and how to ensure we are systematically learning from our programmes.



A support project for refugees, displaced people and returnees, providing nursery plants, vegetables and solar pumps in Diffa, Niger.

Photo: Olivier Girard/Concern Worldwide

In practical terms, Concern's Digital Data Gathering (DDG) system remains a key mechanism for gathering data from our programme participants, and the cutting-edge technology allows automated analysis of the data collected. This means that field teams have immediate access to the most up-to-date findings on programmes and can make evidence-based decisions on programme strategy.

During 2021, we developed a number of DDG tools, including a digital Health Facility Assessment. Teams used this tool in 178 health facilities across 19 health districts in five countries to assess the functionality of health and nutrition services through key questions across 14 service domains from staffing to infrastructure to availability of essential health services such as antenatal care, immunisation and child health. The innovative digital tool provides automatic calculations of scores in each domain, displayed on interactive dashboards that can look at the situation in an individual health centre, or aggregate the data to district, or even country, level. This tool has helped Concern and its Ministry of Health (MoH) partners to identify gaps in essential health and nutrition services, prioritise and target support and assess progress in capacity over time. It also provides evidence to advocate for targeted investments in health systems by stakeholders beyond the MoH and Concern.

There has been a substantial increase in the use of such dashboards for data visualisation across other

programmes too, allowing even quicker and more intuitive access to data for decision making and learning. This data visualisation will continue to be a priority of our monitoring and evaluation systems into the future, both at country level, and for bringing cross-organisational data into one location for learning on a specific sector or issue.

The monitoring of unintended consequences is another area that we prioritised in 2021, in order to ensure that our programmes are not causing any unintended negative impacts for programme participants. It has also been interesting to capture positive impacts that were unforeseen in our planning. Again, the use of our digital data gathering system for data collection has allowed a global visualisation of unintended consequences that will allow staff to prioritise areas for improvements in our programmes going forward and ensure our core principle of "Do No Harm" is respected.

Evaluations were carried out across various programmes at country level in 2021, all based on a comprehensive terms of reference and resulting in a final report evaluating Concern's performance against the criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability. Evaluators also include in the final reports evidence-based recommendations for improving programmes, thus completing the Concern programme cycle where learning from previous programmes is always the first step in programme planning.

Accountability

Concern is determined to be fully accountable to the communities with whom we work in relation to the quality and impact of all that we do. We committed at an early stage to the Core Humanitarian Standard on Quality and Accountability (CHS). The CHS outlines what good humanitarian action looks like for communities and people affected by crisis, and the staff and organisations involved in delivering a response. Its purpose is to help organisations design, implement, assess, improve and recognise quality and accountability in assistance programmes. The CHS includes:

- Nine commitments to communities and people affected by crisis
- Key actions to be undertaken in order to fulfil the commitments
- Organisational responsibilities to support consistent and systematic implementation throughout the organisation

It is a voluntary and measurable standard which resulted from a global consultation process.

In late 2017, Concern had its CHS processes, procedures and approaches independently audited by the Humanitarian Quality Assurance Initiative (HQAI) the supervisory/awarding body. A maintenance audit was conducted in October 2020 to check our ongoing compliance, and to follow up on progress on the resolution of the four corrective action requirements from previous audits. The actions mainly focused on the systematisation of Complaints and Response Mechanisms across country programmes, and systematic information sharing across communities and partners. The audit concluded that good progress was being made and we continue to embed the principle of accountability in all that we do.

Safeguarding

In 2021, we continued to strengthen our organisational capacity and commitment to prioritising the safety and protection of the communities with whom we work and of our staff with the organisational roll out of the Protection and Safeguarding Strategy (2021-2026). Core to the new strategy is Concern's non-negotiable commitment to safeguarding through our responsibility to ensure that our staff, anyone engaged by Concern, our operations and our programmes cause no harm to children or at-risk adults and do not expose them to abuse or exploitation. Our safeguarding policies protect affected populations from physical, emotional and sexual harassment, exploitation or abuse by staff and

associated personnel, as well as from safeguarding risks resulting from the design and implementation of our programmes. They also protect staff and associated personnel from harm including sexual misconduct within the workplace. The behaviour we require from all of our staff and associated personnel is outlined in our policies: the Concern Code of Conduct, the Child Safeguarding Policy, the Programme Participant Protection Policy and the Anti-Trafficking in Persons Policy.

As we continue to build safeguarding awareness and improved practice across the organisation, an updated safeguarding module – Safeguarding 2021 – was launched on Learn365 (Concern's training platform) and all staff were required to complete it. A comprehensive Safeguarding in the Employment Cycle pack is in place and it aims at mitigating safeguarding risks throughout the employment cycle for personnel in all contexts where Concern works. This pack was updated in 2021.

Designated Safeguarding Focal Points (DSFPs) were appointed in all programme locations, with a clear set of responsibilities to signpost how to report and promote awareness about safeguarding with staff and communities. In 2021, training of DSFPs has started in English and in French. This follows the development of a training package for focal points, designed by Concern and International Medical Corps.

We remain committed to taking all reports of safeguarding incidents seriously and to responding appropriately to allegations of breaches of our policies.

During 2021, our investigations team received 21 new safeguarding case referrals. Seventeen of the cases related to Concern and resulted in investigations. Four of these cases were reported by Concern's partner organisations and in three cases, the partner organisation carried out its own investigation, the results of which are included below. For the remaining case, a Concern investigation team performed the investigation for the partner organisation, as they did not have the capacity in house.

The investigations into all 21 cases were completed by year-end, and are summarised as follows:

- 1) One case related to recruitment disclosures – it was reported to Concern that a national staff member recently employed by Concern had been involved in a safeguarding investigation in their last employment. This matter was investigated resulting in the staff member in question being dismissed and the corrective action taken centred on tightening recruitment checks.

2) The remaining 20 cases all fell within Concern's definitions of sexual exploitation, harassment or abuse, which are as follows:

- Sexual exploitation – any actual or attempted abuse of a position of vulnerability, differential power, or trust, to pressure or demand others to provide sexual favours.
- Sexual harassment – any form of unwanted verbal, non-verbal or physical conduct of a sexual nature.
- Sexual abuse – the actual or threatened physical intrusion of a sexual nature, whether by force, coercion or under unequal conditions.

Type of case	No. of complaints substantiated	No. of complaints unsubstantiated or unfounded	Other*	Total
Sexual exploitation	2	5	1	8
Sexual harassment	3	5	1	9
Sexual abuse	-	1	2	3
Total	5	11	4	20

*Not taken forward at the request of the person who experienced the incident in three cases and in the fourth case the matter is being dealt with by the police in that jurisdiction.

All investigations, which resulted in substantiated complaints, were concluded by year end. These substantiated claims resulted in disciplinary action ranging from written warning to dismissal. Where appropriate, cases were also referred to the local authorities.

As part of our engagement with the wider efforts being taken to address safeguarding by the international aid community, we are a signatory to:

- the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief
- the Statement of Commitment on Eliminating Sexual Exploitation and Abuse by UN and Non-UN Personnel
- the InterAction CEO Pledge on Preventing Sexual Abuse, Exploitation, and Harassment by and of NGO Staff
- the Dóchas Safeguarding Code
- the Core Humanitarian Standard on Quality and Accountability (CHS)

In the UK, regular safeguarding training and updates are provided to staff, trustees and volunteers. Safeguarding focal points are appointed at each location, in retail and on the board and management of safeguarding is regularly reviewed.



Income and expenditure



Total income: £23.3m



Total expenditure: £22.8m

*Fundraising income is the total of Income from Donations and Legacies (note 2a) and Retail Income (note 2c).

Legal and administrative information

Trustees of the charity – Concern (UK)

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:

John Dunford

Victoria Fakehinde

Dr Diane Chilangwa Farmer

Colin Gordon*

Linda Horgan

Jemima Jewell

Rob McGrigor (Chair of Audit and Finance Committee and Honorary Treasurer)

George Milne (Chair of Fundraising Committee)

Bernadette Sexton* (Vice-Chair) (elected as Vice-Chair on 21 May 2020)

Nicola Stones

Peggy Walters

Donald Workman* (Chair)

*Also members of the Board of Concern Worldwide

Zamila Bunglawala resigned as trustee of the organisation on 21 April 2021.

Tony McCusker resigned as trustee of the organisation on 13 August 2021 but remains on the Board of Concern Worldwide (Northern Ireland).

Rosalyn Tamming resigned as a trustee of the organisation on 23 June 2021.

Sub-committees of the Board

Audit and Finance Committee

Victoria Fakehinde

Dr Diane Chilangwa Farmer

Rob McGrigor (Chair and Honorary Treasurer)

Bernadette Sexton

Donald Workman

Tony McCusker served on the Audit and Finance Committee prior to his resignation as a trustee of the organisation on 13 August 2021.

Fundraising Committee

John Dunford

Jemima Jewell

George Milne (Chair)

Nicola Stones

Donald Workman

Tony McCusker served on the Fundraising Committee prior to his resignation as a trustee of the organisation on 13 August 2021.

Peggy Walters stepped down from the Fundraising Committee in July 2021 but continues as a trustee of the organisation.

Governance and Nominations Committee

Rob McGrigor (Chair of Audit and Finance Committee)

George Milne (Chair of Fundraising Committee)

Bernadette Sexton (Vice-Chair)

Donald Workman (Chair)

Company Secretary

Rosaleen Walsh 1 January 2021 - 23 June 2021

Stephen O'Connor 23 June 2021 – Present

Registered office

Unit 13 and 14 Calico House, Clove Hitch Quay, Plantation Wharf, London, SW11 3TN

Trustees of the charity – Concern Worldwide (Northern Ireland)

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

Tony McCusker (Chair)

Wesley Moody

Anne O'Dwyer

Company Secretary

Alison Bartholomew

Registered office

47 Frederick Street, Belfast, BT1 2LW

Executive Team of Concern (UK)

Danny Harvey – Executive Director

Peter Anderson – Northern Ireland Director

Deborah Underdown – Director of Communications

Peter Reynolds – Director of Fundraising

Anushree Rao – Director of Policy and Campaigns

Basia Wosiek – Director of Finance and Operations

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 7E

An aerial photograph showing a river crossing. A blue and white boat is carrying a white pickup truck across a wide, dark river. Several people are visible on the boat and the truck. In the background, there are green fields and small settlements. The sky is clear and blue.

Trustees' Report

Concern teams are transported across the Lualaba River in the DRC. Humanitarian work in the region is complicated by tough terrain and difficult logistics, with supplies and resources having to cross rivers, move down remote trails and contend with frequent insecurity.

Photo: Hugh Kinsella Cunningham/Concern Worldwide

Trustees' Report

(Incorporating a Strategic Report and Directors' 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 2021.

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 2006 (registered number 04323646). 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

Concern Worldwide (Northern Ireland) ('Concern (NI)') is a company limited by guarantee registered in Northern Ireland (company number NI019332). The company is registered as a charity with the Charity Commission for Northern Ireland (Charity Number 108592). Concern (UK) is the sole member of Concern (NI). Concern (UK) provides oversight, administrative and other services to Concern (NI) to support it in the retail activities.

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 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 the board and

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 comprises at least four members who are generally knowledgeable in financial and auditing matters. The Audit and Finance Committee operates under specific terms of reference, which include responsibility for the monitoring of the organisation's finances, financial systems and policies, review of internal controls including the audit, risk and compliance management systems. The Fundraising Committee is chaired by a trustee with specialised fundraising experience. This committee operates under specific terms of reference which includes responsibility for fundraising strategy and oversight, fundraising standards and reputation, fundraising policy and openness and accountability. The chair of the board is an ex-officio member of both committees. The Governance and Nominations Committee was formed in 2021. This committee operates under specific terms of reference, which include responsibility for ensuring the governance and effectiveness of the board and its trustees. The chair of the board is also the chair of this committee.

There were four board meetings during 2021.

Board attendance was as follows:

Name	Meetings
Zamila Bunglawala	1/1
Dr Diane Chilangwa Farmer	3/4
Victoria Fakehinde	1/2
John Dunford	3/4
Colin Gordon	2/2
Jemima Jewell	4/4
Linda Horgan	4/4
Tony McCusker	1/2
Rob McGrigor	4/4
George Milne	4/4
Bernadette Sexton	4/4
Nicola Stones	3/4
Rosalyn Tamming	2/2
Peggy Walters	3/4
Donald Workman	4/4

1.4 Charity Governance Code

The board of trustees adopted the Charity Governance Code for larger charities in 2020 and is committed to embracing best practice in all areas of governance, including guidance from the Charity Commission and sector. The board reviews its performance regularly against the code and conducted an external review of board effectiveness in 2021 against the revised Charity Governance Code.

The review found that the board met its obligations under principles 1-4 and 7 and required improvements under principle 5 (Board Effectiveness) and 6 (Equality, Diversity and Inclusion). There is a need to strengthen board membership in terms of diversity, particularly with regard to lived experience of life and conditions in those countries and regions where Concern programmes are most active.

The board agreed an Equality Diversity and Inclusion (EDI) governance action plan in December 2021, which includes targets and actions for greater diversity in the board membership.

The board established a Governance and Nominations committee to oversee the governance and effectiveness of the board and its trustees, ensuring that the board is consistent with Concern's values, complies with Concern (UK)'s legal and regulatory obligations and reflects best practice. This committee will be responsible for follow up both of the board effectiveness review and the EDI governance action plan.

1.5 Fundraising compliance

We comply with all relevant laws and regulations including the Charities Act 2011, the Charities (Protection and Social Investment) Act 2016, the UK General Data Protection Regulation (UK GDPR), Data Protection Act 2018 and the Privacy and Electronic Communications Regulation 2003. We also comply with the regulatory standards for fundraising, including guidance published by the Charity Commission. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise, compliance with the Fundraising Preference Service and adherence to the Code of Fundraising Practice. Concern (UK) is also an organisational member of the Chartered Institute of Fundraising. In 2021, we were careful to ensure that we complied with guidance released by the Fundraising Regulator and Chartered Institute of Fundraising on how to respond to the Covid-19 pandemic.

Fundraising from the public is vital in making our work possible and we are committed to being fully accountable to our donors for the way we fundraise and how we make use of donations. Our fundraising programme includes encouraging donations and gifts in wills, fundraising events, applying for funding from charitable trusts and foundations and by the sale of donated goods through our shops. We are also fortunate to be supported by a number of local groups that fundraise on our behalf. Most of these activities are carried out by our own internal team. However, in 2021, we also engaged six professional fundraising service providers to attract new donors on our behalf or to ask for further support. We have written contracts with each of these service providers, which set out the standards of behaviour that we expect when they fundraise on our behalf. We ensure that these service providers also comply with the Fundraising Regulator Code of Practice, so that we protect our supporters and the reputation of our charity.

Our website outlines our complaints policy for the public and clearly explains how an individual can complain. We have a formal complaints procedure and all fundraising-related complaints are monitored by our Supporter Care Management Team, which includes three members of our Senior Management Team (SMT). Our board of trustees' Fundraising Committee receives a report on fundraising complaints every six months and a report on all complaints received is considered by the board annually. In 2021, we received a total of 28 complaints about our fundraising and supporter care, a decrease of 27 from 2020. The reduction in the number of complaints was largely due to the higher than normal volume in 2020, which included 17 complaints due to a technical issue with our website. We responded to all complaints in line with our complaints policy.

We share our Vulnerable Donor's Policy on our website and provide training on how to recognise vulnerable donors to members of staff who are in regular contact with the public. We have also signed up to the Fundraising Preference Service to enable individuals to opt out of receiving fundraising communications from us. We actioned 15 requests from this service in 2021.

1.6 Equality, diversity and inclusion (EDI)

At the end of 2020, trustees passed a board resolution setting out commitments to greater diversity and inclusion. In 2021, an EDI action plan was developed with staff to help Concern (UK) to:

- develop an inclusive and welcoming culture in which people from all backgrounds feel valued, respected and heard
- increase diversity within our workforce and senior leadership
- empower every staff member to act as a leader on equality
- create fairer outcomes for staff (particularly in relation to progression, experience, and pay)
- become more strategic in response to equality, diversity and inclusion issues

Progress has been made against the plan including establishing an EDI reference group of interested staff to monitor progress, hold the SMT to account, and suggest improvements and changes that will enhance the work. A diversity survey planned for early 2022 will provide the data to validate targets and monitor progress going forward.

The board adopted an EDI Governance Plan at the end of 2021 which sets a target of ensuring that by 2025 at least 40% of trustees come from a Black, Asian or minority ethnic background and the board has at least two trustees with lived experience from across Concern's programme countries.

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.

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

We have referred to the Charity Commission's guidance on reporting on public benefit as we prepared this Annual Report. 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, resilience, 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:

Livelihoods – 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 Sustainable 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 improve the resilience of the communities to ensure that they are better prepared for disasters, reducing the severity of impact and allowing communities to recover faster.

Integrated programmes – to improve the lives of the extremely poor by addressing their needs in a holistic way that focuses on the inter-related barriers to their development.

Concern is committed to the participation of extremely poor people in decision-making and is morally accountable to its beneficiaries. To that end, the organisation has adopted and has been independently certified as adhering to the Core Humanitarian Standard on Quality and Accountability (CHS) which sets out nine commitments that organisations and individuals involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide. Concern works with partners at different levels including community organisations, local government institutions, national level institutions, and international agencies. In responding to emergencies, we are also 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 in section 4 of the Charities Act 2011 to note and pay due regard to public benefit guidance published by the Charities Commission.



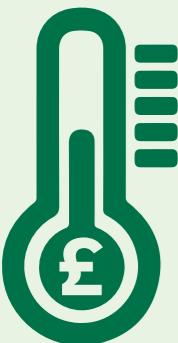
Right: Teleza Gosten joined a village savings and loan group in Malawi where she borrowed money to purchase crops. With this income, she has paid back her loan, reinvested in her business, purchased goats, and has paid for her child's education.

Photo: Chris Gagnon/Concern Worldwide

4. Strategic Report

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 seeks to address the root causes of poverty directly through its own advocacy work. In 2021, the trustees approved the Concern (UK) 2021-2025 strategic plan. The ambition of the strategic plan is to mobilise resources, people, decision

makers and partners to respond to rising poverty and humanitarian needs, improving the lives of people living in extreme poverty in the world's poorest and most fragile countries. The plan sets out three specific goals developed to capture the contribution Concern (UK) aspires to make towards the mission of Concern Worldwide in line with the ambition. Below, we set out our strategic goals and our progress in 2021 towards delivering them.



Strategic Goal 1: Grow our public fundraising and institutional funding.

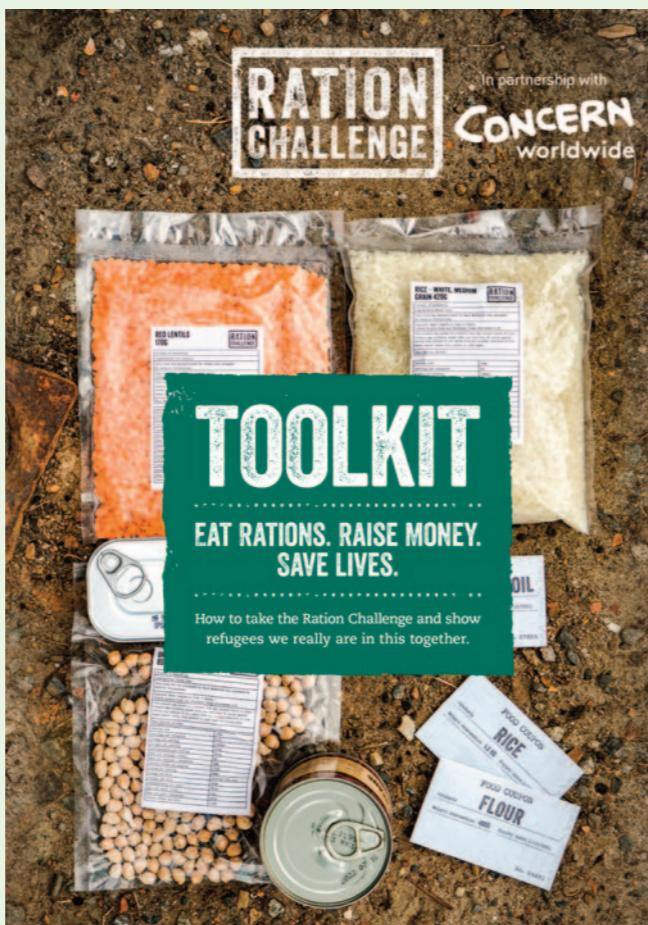
Throughout 2021, Covid-19 continued to disrupt Concern's fundraising activities for significant periods of the year, leading to the temporary closure of shops, the interruption of street fundraising and the cancellation of events. Nonetheless, our supporters once again showed enormous generosity and loyalty, making a total contribution of £9.1 million to support the world's poorest and most disadvantaged communities. We are grateful to each and every one of them.

Despite these challenges, we were able to achieve our goal of increasing the number of supporters we engaged with in 2021. Our base of regular givers grew to 22,657, an increase of 3% on the previous year, while the number of active donors making single donations to our appeals grew by 15% to 19,332. Two thousand, nine hundred and four supporters took part in our third annual Ration Challenge event and raised £988,000.

We also continued to grow the number of supporters we engage with through social and digital channels. The amount donated by the UK public through our websites (concern.org.uk and gifts.concern.org.uk) increased by 33% compared with the previous year, while our Gifts programme has become increasingly important in attracting new donors. In 2021, our digital marketing activities attracted 2,702 new Gifts purchasers, an increase of 69% on the previous year. We also launched Women of Concern, a global community that connects our supporters with change-making women across the globe. This was promoted exclusively through digital channels such as LinkedIn.

Our Concern Philanthropic Circle members are now supporting their second project – the Graduation Programme in DRC, with 16 members contributing £92,000.

In addition to the planned programme of appeals, our supporters responded generously to several emergency appeals in 2021. We launched the Haiti Earthquake Appeal in August, and two appeals to support the humanitarian crisis in Afghanistan. As soon as our teams could get safely back to work in Afghanistan, we pivoted our activities to meet people's most basic needs. Donations to our appeal are enabling us to provide cash transfers to vulnerable families across the country, which they can use to buy whatever they need most urgently. In many cases, this will be food.



Habib* is screened for malnutrition at a health clinic supported by DEC charity International Rescue Committee in Afghanistan.

Photo: Kellie Ryan/International Rescue Committee UK

*Name changed to protect the identity of the individual.

While the Covid-19 pandemic resulted in shop closures at the start of the year and curtailed our Support Group's fundraising activities during the year, we are extremely grateful to everyone who donated stock to our shops, our shop volunteers and customers. We are also grateful for the longstanding commitment of our Support Groups who continued to raise funds for our programmes throughout 2021.

Building partnerships with like-minded organisations in the commercial and voluntary sectors has become an increasingly important focus for Concern (UK). In 2021, we forged new collaborations with a number of longstanding partners, including the innocent foundation, Whole Planet Foundation, Klaus and Gertrud Conrad Foundation and the Milton Damerel Trust, to mobilise resources and increase our impact.

Our efforts in 2021 to bring in institutional funding were inevitably impacted by the government's decision

in late 2020 to cut UK aid from 0.7% of national income to 0.5%. Nevertheless, we are proud of what Concern achieved with our UK funding during the year, especially given the ongoing effects of the pandemic.

February saw the completion of an innovative project funded by Comic Relief to tackle malaria in Sierra Leone. Over three years, Concern pioneered a new model that worked with traditional healers in rural areas of Sierra Leone to identify malaria patients and refer them to formal health institutions for treatment. The project created a pathway for people with other health needs, including Covid-19, into health services, and the Ministry of Health has now incorporated the model into its own national malaria response strategy.

With support from the UK government, we significantly boosted the number of Rohingya infants in refugee camps in Bangladesh receiving a 'minimum acceptable diet'. We worked alongside Christian Aid and other

partners addressing the complex needs of the nearly one million Rohingya who fled Myanmar in 2017 and are still living in refugee camps.

In 2021, we accessed the Start Fund five times to respond to emergencies across Burundi, Sierra Leone, Niger, Haiti and Pakistan.

In Burundi, in partnership with Christian Aid, funding from the Start Fund implemented the cash transfer component of a project to support those displaced by flooding on the shores of Lake Tanganyika, reaching 13,000 of the most marginalised people. In Sierra Leone, we supported 4,000 people who lost everything in a devastating fire in a poor part of Freetown. In Niger, we worked with Alliance 2015 partner Welthungerhilfe to support 9,100 people displaced across the border by clashes between Boko Haram and the Nigerian military. Following the earthquake in Haiti on 14 August, another Start Fund award enabled us to get water and basic supplies to the survivors. Finally, in June we were awarded £300,000 to mitigate the effects of an impending drought in Sindh province, Pakistan.

Additional UK aid funding from the government throughout 2021 also allowed us to respond to a number of emergencies across the Democratic Republic of Congo (DRC), particularly those affecting communities displaced by conflict. In December, this funding was renewed for a third year.

Throughout 2021, Concern (UK) fought alongside others in the sector for the government's UK aid programme to be maintained. But in many countries, UK aid was cut to less than half of what it had been the year before, and in some cases more: aid to Syria was cut by 87%, and to Bangladesh by 71%. Unfortunately, Concern's own programmes were not exempt from these devastating cuts. In May and June two of our flagship programmes funded by UK aid grants, a programme to build resilience in Malawi and a health programme in Bangladesh, were terminated completely, halfway through their intended lifespan. Both programmes had previously been commended as high performing by the FCDO.

Even worse for the communities we support, programmes we had been planning for months were also dropped. In June, having waited a year to hear the outcome of a £2.3m bid to the FCDO for Concern to deliver a programme to support vulnerable adolescent girls in Sierra Leone, we were informed suddenly that the contract had been cancelled. Now those girls will not be reached by Concern or anyone else. The same disappointing scenario played out in many other countries.



At the end of 2021, some better news came through. In November, after an 18-month delay, the FCDO in Pakistan were able to go ahead with a call for proposals for their 'Building Resilience and Addressing Vulnerability to Emergencies' (BRAVE) programme, while FCDO Somalia began important discussions about following up on a large resilience-building programme that Concern has been part of. In Sierra Leone, discussions are now under way about health and education programmes that we feared may be permanently discontinued.

Concern (UK) is where the wider organisation's technical expert team on commercial contracting is based. In 2021, our primary focus was on identifying funding beyond UK sources. We signed an 18-month contract with the World Bank in December to support our crisis response programming in Somalia, and bid for a second contract with them through a consortium aiming to deliver emergency health, water and sanitation benefits to communities affected by climate change. We also took steps towards bidding for an FCDO commercial contract for an Adolescent Girls Learning programme in Sierra Leone and started tracking a new £15 million FCDO contract called 'Water Resource Accountability in Pakistan', in hope of applying when the details of this contract are determined.



Strategic Goal 2: Be a credible and powerful voice to drive policy change and urgent action on extreme poverty

In 2021, Concern (UK) produced a new brand narrative to better-reflect the ever-changing environment we work in and help us stand out in a crowded sector. With valuable input and feedback from staff, we created a narrative that is consistent with our distinctive brand voice and reflects our commitment to ending extreme poverty, whatever it takes.

Throughout the year, we increased our social media presence, with our followers growing by almost 6% across Instagram, Facebook and Twitter. Our digital content featured real-life stories from the communities we work with, helping us further engage the attention of the public.

We also responded to the UK aid cuts and the impact on our programmes by releasing press statements and providing timely information to journalists, seeing us gain important press coverage, despite the considerable national attention on Covid-19. Our campaigners wrote to their MPs, asking them to raise their voice in parliament against the cuts, while we also fed into parliamentary enquiries and spoke at a sector-wide panel.

Due to concerns about the possibility of disproportionate aid cuts in the DRC, throughout 2021 we also undertook pre-emptive advocacy to highlight the scale of the crisis there. Our campaigners wrote to their MPs, who in turn tabled parliamentary questions and talked about the DRC in debates, helping the FCDO team in DRC to advocate for resources. As a result, we are delighted the DRC SAFER programme has now returned to pre-pandemic funding levels.

We also submitted evidence to inquiries and calls for evidence on the government's Integrated Review and its International Development Strategy to inform the UK's future direction on international development and met with the FCDO to inform its Humanitarian Strategy Review.

2021 was the Year of Action on Nutrition, so ensuring that tackling global malnutrition and the worsening global food crises remained on the agenda of world leaders was a major priority. We led the civil society (C7) group on Food, Security and Nutrition and coordinated the sector's advocacy ahead of the G7 Leaders' Summit in the UK in June. We also supported a parliamentary event to highlight hunger and malnutrition, encouraging our campaigners to ask their MPs to attend the event, where our Country Director in the DRC spoke as one of the panellists. As a result, 14 MPs and peers wrote a joint letter to the Prime Minister, calling for greater action to prevent further deterioration of global hunger and malnutrition.

We also collaborated with sector colleagues on calling for a G7 Famine Prevention and Humanitarian Crises Compact, and reached out to key stakeholders, such as the UK Special Envoy on Famine Prevention and Humanitarian Affairs, over the course of the year to ensure its implementation. In 2022, we will continue to hold the UK government and world leaders to account for the timely and effective delivery of the Famine Compact.

After being rescheduled in 2020 due to Covid-19, the Tokyo Nutrition for Growth (N4G) Summit was finally held in December 2021. Throughout 2021, we continued to co-lead the working group on 'effectively addressing malnutrition in fragile and conflict-affected contexts', working with the Japanese government, other donors, civil society organisations and UN agencies to shape the discourse and commitments on this theme at the Summit. We ramped up our advocacy towards the UK government to make ambitious financial and policy commitments at N4G, as its commitment made at the 2013 Summit ended in 2020. Despite frequent changes to political leadership and the hugely challenging context of UK aid cuts, we engaged with the Foreign Secretary, relevant FCDO ministers and senior civil servants to make a pledge.

Through our continued Can't Stomach Hunger campaign, in 2021 Concern (UK) campaigners joined our advocacy efforts by taking actions like writing to the Foreign Secretary. We also worked closely with other organisations to focus media attention on the

importance of continued UK leadership and commitment to nutrition. We led joint sector activity on World Food Day, producing social media graphics, which highlighted cuts to UK funding for nutrition. These were shared by other organisations including Action Against Hunger, Results, the ONE campaign and the Power of Nutrition. We also helped to secure a parliamentary debate on malnutrition and persuaded MPs to write to the Foreign Secretary.

Despite nutrition programmes suffering disproportionately higher UK aid cuts than other areas, we are pleased that the UK government has now committed to spend at least £1.5 billion between 2022-30 to tackle malnutrition, and adopt the nutrition policy marker across all of its programmes. Going forward, we will work to ensure that these nutrition investments focus on the people and regions with the greatest need, and on the most impactful nutrition interventions.

This was also an important year for climate, with the UK hosting the UN Climate Change Negotiations (COP26) in Glasgow in November 2021. Both ahead of and at COP26, we worked to highlight the climate impacts that are already being felt by the world's poorest people, as well as the urgent need for action and progress on funding for the people most vulnerable to climate impacts. We worked closely with key networks including the Climate Action Network UK, the Zurich Flood Resilience Alliance (ZFRA) and the Inter Agency Standing Committee to influence the UK government as Presidents of COP26.



Ahead of the event we helped to develop, and signed up to, the Glasgow Action Plan that presented jointly agreed UK civil society asks. We also met regularly with the UK's COP26 team, particularly their climate finance and adaptation divisions and the UK Champion for Adaptation and Resilience to

influence their priorities on climate change adaptation. We submitted evidence to the International Development Committee inquiry on climate change to highlight areas that the UK needs to make progress. We also used a number of moments in 2021 to reinforce our messages: the January Climate Adaptation Summit, the Humanitarian Networks and Partnerships Weeks and the Intergovernmental Panel on Climate Change (IPCC) report on climate science. Following the IPCC report, which was released in August, we spoke to local media to highlight its key findings and the experiences of the people Concern works with.

At COP26 itself, through Concern's 1Planet4All campaign, we connected young people to COP26 and made links between the campaign and the National Youth Network on Climate Change in Malawi. We shared lessons from our programmes in Somalia and Malawi at some of the key events taking place around COP26 during the Resilience Hub and the Development and Climate days. We worked with ZFRA to highlight our 'At What Cost?' messages on climate finance targeting. Five of Concern's climate programmes in Malawi, Kenya, Bangladesh, Sierra Leone and Liberia led a Twitter campaign around the \$100 billion commitment from high income countries on climate finance. Our UK communications team built on this campaign by securing coverage of Concern's climate change work in the media and on our social media channels.

Finally, to strengthen our ability to influence on climate change issues, we set up an internal Climate Resilience Community of Practice to improve internal exchanges on best practice, lessons and challenges, and build common capability in climate resilience across the organisation.

 **Concern Worldwide UK**  @ConcernUK · Nov 4, 2021
(1/6) Concern's @SallyTyldesley is at #COP26 – Why is Concern there? A thread...

1 3 9

Throughout 2021, there was increasing attention paid to anticipatory action in response to predicted crises. As such, we worked with the Risk-informed Early Action Partnership, feeding into its strategy and operational plans to ensure its work is fit for purpose for people living in fragile and conflict-

affected contexts. In September, the UK and Germany led a High-Level Event on Anticipatory Action. We worked with Dominic MacSorley to contribute a video for the event and produced a briefing paper on anticipatory action, highlighting case studies from our work in Somalia, Kenya, Bangladesh and Community-based Management of Acute Malnutrition (CMAM) Surge in the Sahel. In December, Iqbal Hossain presented our anticipatory action work in Bangladesh at an ECHO event on 'addressing climate change in humanitarian action by scaling up anticipatory action'.

The Covid-19 pandemic continued to impact our post-primary school debates programme with all debates being held online. 13 Northern Ireland schools took part in the debates competition in 2021-22 with two NI schools making it through to the knock-out stages.

As members of the Coalition of Aid and Development Agencies in Northern Ireland (CADA NI) we took part in the CADA virtual One World Festival 2021 organising a poetry competition and a series of mini-debates with school pupils, students, politicians and business people debating development and humanitarian issues. We assisted with the festival's two flagship events - one on climate change, in partnership with Ulster University, and another with Dr. Mike Ryan from the World Health Organisation discussing the impact of Covid-19 internationally.

Overall throughout 2021, our campaigners took over 3,000 campaign actions and played a crucial role in influencing decision makers on the important issues of global hunger, malnutrition, UK aid cuts and the climate crisis. We are so grateful for their continued support.



Strategic Goal 3: Be a diverse, responsive and inclusive organisation

Throughout 2021, we explored opportunities to become a more diverse organisation. We reviewed the checklist of recruitment recommendations outlined in the Association of Chief Executives of Voluntary Organisations' (ACEVO) 'Racial diversity in the charity sector' report, as well as our recruitment practices, to ensure they met our equality ambitions.

We embarked on a journey to embed an inclusive workplace culture and start important conversations about equality, diversity, inclusion and anti-racism by engaging with all staff and to develop an EDI action plan. Work started to implement the actions within the plan, importantly we established an EDI reference group of interested staff to monitor progress.

In 2021, Concern (UK) focused learning and development over three main areas to facilitate both the business needs of the organisation as well as the professional and personal development of employees.

We focused on training that is required by law so that staff have the necessary knowledge and, where needed, qualifications to create a safe working environment for themselves and their colleagues. Training in this area was provided to staff to cover general office health and safety including Covid-19 measures, emergency first aid and fire warden training. Also health and safety training was provided for staff who are involved in overseas work, for example health and safety in construction and hostile environment awareness training.

Mandatory and strategic training to emphasise the organisation's stance and commitment to certain topics including EDI, wellbeing and safeguarding was also prioritised. In May 2021, Concern (UK) undertook an engagement exercise with staff, senior leaders, and board members to understand how the organisation could improve on its EDI by working with consultants from brap. Staff attended a series of focus groups and training sessions to support the organisation in developing its EDI ambitions.

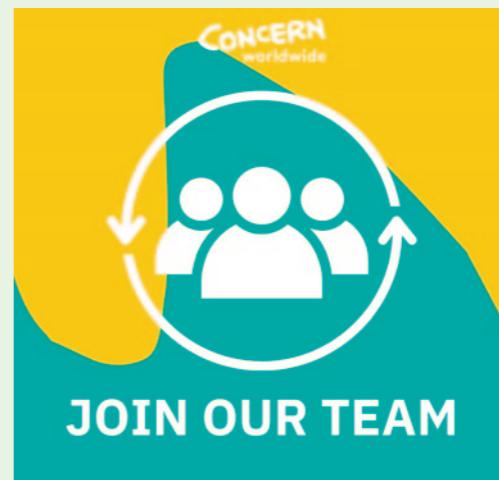
Staff were also provided with instructor lead mental health sessions, focusing on post-lockdown anxiety, hybrid working and team wellbeing. Concern (UK) also began training a number of staff to become mental

health first aiders. Online safeguarding training was provided to all staff through Concern's internal online learning and development platform Learn365.

Professional development, which is linked to staff roles and includes on the job learning and working partnerships, focused on a continuing relationship with University College Dublin to complete online diplomas in Leadership and Management, Digital and IT and Marketing and Business.

Also throughout 2021, Concern (UK) coordinated a series of engaging webinars and presentations for staff from across our global offices. These sessions are designed to share learning, maintain connection, purpose and engagement across Concern offices.

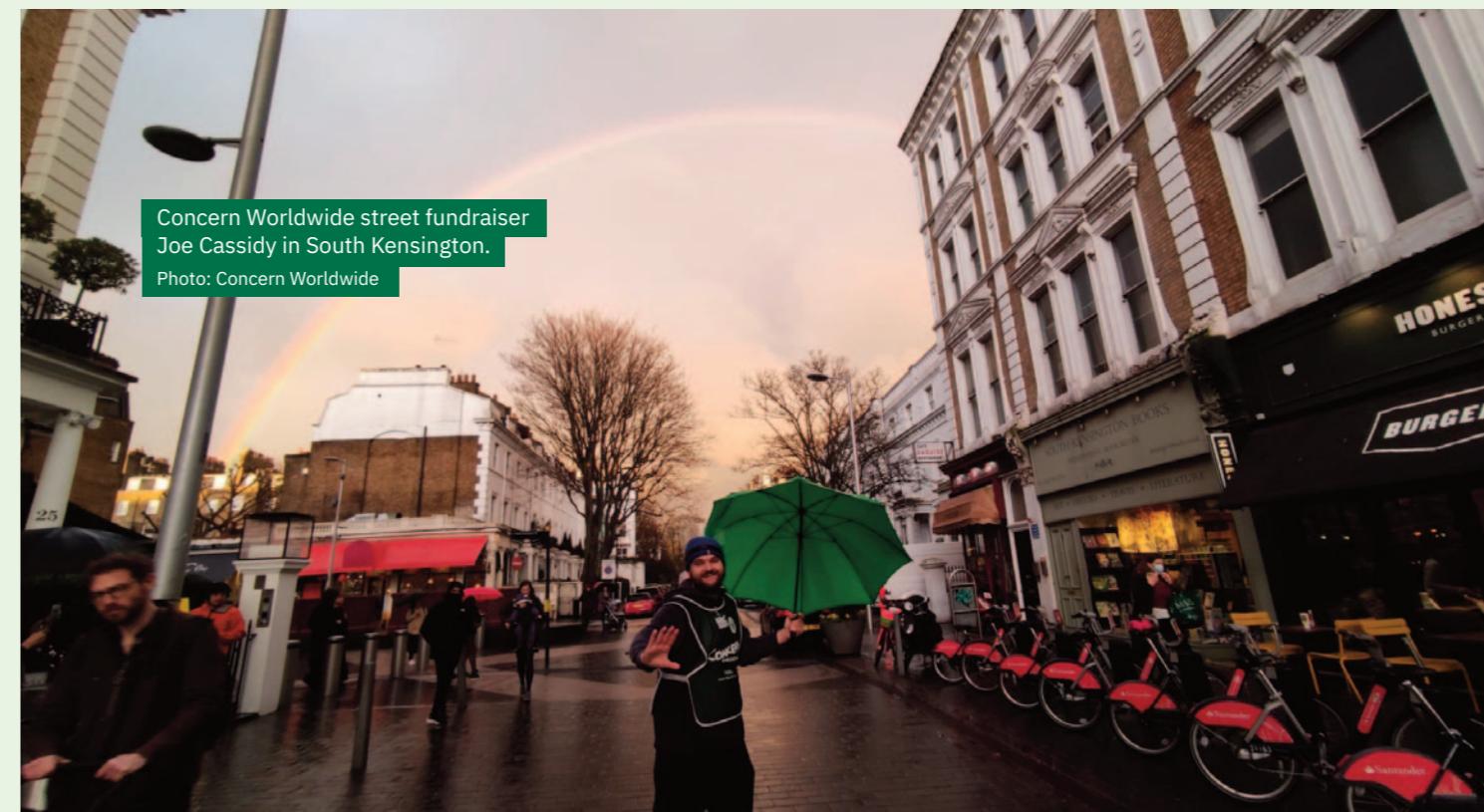
Work to review the appraisal process also started in 2021, along with the other Concern offices. The purpose of the exercise is to understand staff experience with appraisals, identify what works well and what does not work well to gather ideas for change. The goal of the exercise will be to create a more homogenised and organisationally cohesive approach to appraisal across the organisation worldwide. The aim is to implement any potential new policy and system in 2022.



At the organisation level, the Concern Worldwide Environment Policy and Strategy commits each office to reduce greenhouse gas emissions and negative environmental impact of operations and offices while changing the behaviours of Concern staff members to 'greener' practices. In 2021, a carbon audit conducted covering 2019 and 2020 provided baseline figures for the main sources of CO2 emissions which for the UK are flights and printing. A target

has therefore been agreed to reduce our UK office travel-related CO2 emissions by at least 40% in 2022, compared to 2019, and a flight guideline was agreed to guide this reduction.

The continuation of Covid-19 meant 2021 was another challenging year, during which Concern (UK) staff worked mostly remotely. We strengthened our ways of working to ensure each team could continue to work efficiently and collaboratively, promoted wellbeing practices and assigned our first Mental Health First Aiders. During the periods when restrictions were eased, we piloted a hybrid way of working, 'Wherever we work', to foster organisational cohesion and promote team building, while keeping the office environment safe.





Chifunilo Chisale, 31, is excited to use a treadle pump for irrigation to grow winter crops. She says she is no longer food insecure.

Photo: Chris Gagnon/Concern Worldwide

4.2 Financial review

The financial outcome for 2021 is set out in the Statement of Financial Activities on page 64.

Our final position for the year shows a net surplus of just £0.4 million, increasing total funds to £3.8 million. Total income for 2021 was £23.3 million and we remain incredibly grateful to all of our supporters and donors, large or small, who allowed us to continue to change the lives of people living in extreme poverty. A more detailed commentary on the financial results reflected in the 2021 Annual Report is set out below.

Income

Concern (UK) raised a total of £23.3 million in 2021 (2020: £34.5m) a decrease of 32% in income when compared to 2020, primarily due to a significant drop in funding from the UK government. The income detail is discussed under the various income streams below. We continue to have a diversified fundraising income to mitigate the challenges of the current economic environment.

Income from donations and legacies

Income from donations and legacies comprises donations from individual and corporate donors, community groups, trusts and foundations and the Disasters Emergency Committee (DEC). We received £8.8 million (2020: £9.4m) in donations and legacies in 2021, a decrease of £0.6 million from the amount received in 2020.

In the year, income from individuals of £4.6 million decreased by £0.1 million (2020: £4.7m) and income from corporates, major donors and trusts of £1.9 million increased by £0.4 million (2020: £1.5m). The generous response to our emergency appeals in 2021 allowed us to deliver lifesaving support across our countries of operation. We are grateful to our dedicated supporters who respond swiftly and generously when an urgent need is presented. During the year we continued to engage with the compassionate UK public, developing important relationships with key donors and were able to secure vital funds to enable us to deliver our charitable objectives in 2021 and beyond.

In 2021, we received £0.6 million from the DEC in response to Covid-19 in Afghanistan. In comparison, in 2020 we received income of £0.4 million also in response to the same appeal.

Our community fundraising income in 2021 has declined by 46% to £1.1 million (2020: £2.0m) mainly due to lower participation in the Ration Challenge, which is run in support of refugees and other vulnerable communities around the world.

Participation levels in the Ration Challenge in 2020 were exceptionally high and it was unlikely that they would be replicated in 2021.

An analysis of voluntary income by source is in note 2(a) to the accounts.

Income from governments and other co-funders:

Concern (UK) received a total of £14.0 million (2019: £24.7m) from governments and other institutional donors, a decrease of 43% from the previous year. The decrease in grant income was mainly due to the foreign aid budget reduction, cuts to existing FCDO funding programmes and changes to the focus and allocation of FCDO funding.

However, the FCDO remained the single largest donor in 2021, contributing £13.9 million (2019: £24.5m) which amounts to 99% of total co-funding income, with grants for projects in 13 (2020: 10) of the countries in which Concern works.

An analysis of grant income by donor is shown in note 2(b) to the accounts.

Unrestricted income may be used by Concern for its general purposes to fulfil its charitable objectives. We use unrestricted income where flexible funding is needed most, for example in:

- developing, testing and demonstrating the effectiveness of new approaches
- reacting quickly to emergencies, before we receive dedicated appeal funding
- financing our policy and campaigns work,
- meeting essential running costs

Restricted income must be used only for the purpose specified by the donor we use this to finance particular programmes or elements of our humanitarian responses, as agreed in advance with the donor.

Trading and other income:

We raised £0.4 million in income from our charity retail stores in 2021 (2020: £0.3m). Covid-19 made 2021 a challenging year for our shops and we are very grateful to our dedicated team of shop volunteers and employed staff for their continued commitment and support of our retail function. In 2021, we had six shops in Northern Ireland (2020: 6).

Expenditure

Our total expenditure in 2021 of £22.8 million (2020: £33.7 m) was made up as follows:

	£m	%
Charitable activities	18.4 (29.8)	81 (88)
Raising funds	4.4 (3.9)	19 (12)
	22.8 (33.7)	100 100

Total expenditure in 2021 decreased by £10.9 million (32%) reflecting the reduction in the foreign aid budget which impacted on our ability to support overseas programmes.

The cost of raising funds increased by £0.5m (13%).

The board adopts a number of key performance indicators in order to measure the charity's performance, efficiency and financial strength.

Indicator	Concern (UK)			
	2021	2020	2019	2018
Return on fundraising investment	2.1x	2.5x	2.2x	2.3x
Support costs as a percentage of total costs	3.9%	2.2%	2.9%	3.2%
Unrestricted reserves as a percentage of total income	11%	7%	6%	11%

The variances in the above table are in part due to the level of emergency income raised each year and the total amount of income raised. The board continues to be satisfied that the efficiency of fundraising and the level of support costs and reserves remain sufficient and in line with the agreed strategic direction.

The board 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. Accordingly, Concern (UK) continues to adopt the 'going concern' basis in preparing the financial statements.

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.

The total funds held of £3.8 million at 31 December 2021 are detailed in note 16 to the financial statements and fall into two categories:

Restricted reserves (£1.3 million): These are funds that can only be used for purposes specified by the donors. It is Concern (UK)'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 2022.

Unrestricted reserves (£2.5 million): These funds fall into two sub-categories:

Designated reserves (£1.8 million): represent unrestricted funds set aside by the board of trustees for specific purposes. At the end of 2021, funds had been designated for two specific purposes:

- 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 adjusted the level of designated reserves at 31 December 2021 in order to ensure that amounts held are adequate for both of these purposes (see note 16 (b)).

General unrestricted funds (£0.7 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

Despite the uncertainties surrounding the long-term impact of the Covid-19 pandemic and the future direction of UK aid, we are confident that our new strategic plan will help us achieve our goals to raise more funds and provide greater resources for our country programmes, while influencing policies and power holders to address the root causes of extreme poverty, with a particular focus on hunger, climate change and conflict. Planning for 2022 was informed by the new strategy and the intention is to move ahead with a number of initiatives. We will progress our development of digital innovation, grow our funding base and work on a new retail strategy. We will be rolling out our EDI action plan in earnest, and continue to focus on staff wellbeing and being mindful of this as we finalise our flexible working policy based on our 2021-22 pilot of hybrid-working practices.

The plan seeks to enhance both our agility and our ability to innovate in response to a changing and uncertain environment. Plans for 2022 are set out below.

Strategic Goal 1: Grow our public fundraising and institutional funding

Next year, we will continue to build our base of regular givers and cash donors through a range of channels, including direct dialogue, door-to-door fundraising, Direct Response TV (DRTV) and digital channels. We will invest in a new DRTV campaign and launch it by July 2022. We will also significantly increase our investment in digital donor recruitment, in particular Concern Gifts, and explore new digital approaches. We will complete a Digital Innovation review that we started in 2021, to understand the resourcing and structural implications of further increasing our investment in digital innovation.

Informing our donors of the positive impact their support is achieving is something we will continue to take very seriously. In 2022, we will prepare for the launch of our new Microsoft Dynamics Customer Relationship Management (CRM) system by developing more targeted, responsive and individualised supporter communication programmes that are ready to implement when the CRM launches. We will also review our legacy marketing and nurturing strategy, with the aim of implementing improvements by the end of 2022.

We will use the 2022 Ration Challenge to improve our insight into the Ration Challenge audience and inform our strategy for the future of the campaign. This will include the development of a year-round supporter journey for participants. For next year's Ration Challenge, we will also be testing alternative

recruitment channels while ensuring efficient use of the acquisition budget.

Following the challenges that Covid-19 has presented for our Northern Ireland Support Groups, in 2022 the Community Fundraising team will focus on re-engaging these groups with a 'Concern Community Appeal'. We hope this appeal will both motivate current group members and recruit new community-based networks and associations.

We will further develop our Women of Concern initiative and work to attract new followers to the community by producing thought-provoking and unique content. We also plan to run two online events and one small-scale face-to-face event in London as a further means of engaging this growing community. In addition, we will maintain and develop support for the Concern Philanthropic Circle by delivering excellent stewardship and comprehensive reporting as well as face-to-face events to reach prospective donors.

Another key focus of 2022 will be the development of our corporate partnerships work, through a restructured Corporate and Foundations Partnerships team and a new Senior Corporate Partnerships Executive role. This role will allow us to test the potential for corporate partnerships that both generate funding and enable Concern (UK) to increase its impact. We will also grow the number of partnerships we have in place with charitable trusts and foundations, building on the success of previous years.

We will finalise and implement our first Concern Worldwide (NI) Retail Strategy, taking into account the agreed actions from the Concern Worldwide Internal Audit of our retail operations. As the opening of our new shop on Andersonstown Road (Belfast) was delayed in 2021, we will work to open this shop as soon as possible. We will also roll out retail Gift Aid and further cultivate our relationship with Haru, the online third party charity re-seller.

Our highest priority with regards to institutional funding in 2022 will be reviving FCDO funding for our programmes, taking advantage of opportunities that arise at a country level. We will provide information and support to Concern's country teams to develop programme ideas that deliver on FCDO's objectives and bring together consortia to implement them. We are also aiming to convene and run a learning workshop on FCDO engagement.

In efforts to broaden our funding base, we will also work with country teams to develop partnership proposals for UK-based businesses and organisations working in Concern's countries of operation, whose goals and values align with ours.

Strategic Goal 2: Be a credible and powerful voice to drive policy change and urgent action on extreme poverty

In 2022, we will continue to influence decision-makers to retain their focus on extreme poverty in fragile contexts. Our core thematic priorities of hunger and malnutrition, climate and conflict will remain pertinent for our advocacy.

We will hold the UK government accountable for their commitments to nutrition and climate change, specifically their Nutrition for Growth commitment to invest at least £1.5 billion between 2022 and 2030, and their climate finance commitments. We will ensure that these investments focus where the needs are the greatest, and on interventions that are proven to be effective.

Another key focus for 2022 will be pushing for greater anticipatory and flexible action, adequate financing and accountability for efforts to build the long-term resilience of the communities we work with. Following the Nutrition for Growth Summit and the completion of our Can't Stomach Hunger campaign, we will begin work on our next campaign to increase public pressure on the UK government to do more in tackling extreme hunger and its drivers, particularly in light of the worsening hunger crisis in a number of countries that we operate in.

We will begin work with a strategic partner on a critical piece of research, using data to assess the risk and vulnerabilities that can inform the 'leave no one behind' agenda. Over the course of the research period we intend to build evidence that will influence donors, including the UK, to take action and invest in work that will improve preparedness, reduce vulnerability, and deliver a timely response prior to shocks. We want to see the UK take a more deliberate role in helping to achieve the Sustainable Development Goals by 2030.

We will continue to work with our networks to identify wider, long-term sectoral issues relating to the future of international development and the investment choices of FCDO for UK aid, and implement joint advocacy to engage the government with these priorities.

Strategic Goal 3: Be a diverse, responsive and inclusive organisation

Throughout 2022, there will be actions supporting the rollout of Concern (UK)'s Equality, Diversity and Inclusion (EDI) action plan, guided by our staff EDI reference group. Activities will include finalising the staff and trustee diversity survey and using this data to inform how we move forward; continuing our conversations with all staff and trustees on anti-racism, diversity and equality and producing anti-racist communications guidelines that will enable staff to prevent any form of racial discrimination or negative stereotypes both internally and in our external communications. This latter piece of critical work will involve an audit of our outputs, focus groups and training, all of which will lead to the development of the guidelines.

We will continue to work on creating a more inclusive workplace culture, engaging staff through working groups, webinars and training sessions to explore Concern (UK)'s culture and values statement. We will review our recruitment policy and processes, before training managers across the organisation to ensure recruitment is transparent, promotes equity and provides opportunities for us to create a diverse workforce.

As the UK begins to adapt to life after Covid-19, we will continue to focus on establishing our hybrid-working model and supportive policies, while ensuring this new way of working meets business needs and promotes staff wellbeing. We will review the management of our current office space.

Finally, we will develop an easily accessible library for staff to access policy and procedure documents, and implement Contracts365 – a system to monitor and manage our current and new contracts to promote transparency of our procurement process and promote good working relationships with key suppliers.

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 their occurrence.

The main risks identified, together with the methods adopted to manage and mitigate them, are summarised below. The risks listed below are largely common across Concern and Concern (UK), although relative rankings vary across the two organisations.

The two organisations work together in order to manage these risks.

Funding, economic instability and political uncertainty:

The issue of funding and the funding environment continues to be the most significant risk to the organisation. The UK remains a challenging environment in which to generate donations from the general public and external funders. In the last two years, the risk has been heightened by the impact of the Covid-19 crisis on the UK and global economies and the extensive cuts to the UK aid budget. Concern (UK) continues to diversify and grow its public fundraising base and is making changes and investments to improve fundraising across all activities.

Staff recruitment and retention:

The effectiveness of Concern (UK)'s work is highly dependent on the staff in place in what is a small team. Since the onset of Covid-19 restrictions, there had been an artificial reduction in staff turnover however, staff movements are expected to increase in 2022 as the confidence in the job market increases. Aside from a commitment to benchmarking and a pay review, a focus on non-financial incentives will include a revised flexible working policy, working toward the objectives to improve inclusion and diversity, professional development and continuing to improve staff engagement.

Staff safety and wellbeing:

Staff well-being including mental health considerations is a risk and has been impacted by social restrictions and remote working due to Covid-19. While managers are mindful of work practices, training is available to all staff on mental health in the workplace and we have appointed mental health first aiders.

Declining public trust in the charity and international development sector:

The depth and focus of media campaigns questioning international aid may change in an as yet undetermined way, based on the changes in policy and direction for UK aid under the current government. This environment, coupled with legitimate concerns about how aid is managed, is challenging the public's support, making it harder to raise funds from the public. Concern engages in sector initiatives to improve aid quality and seeks to be open and transparent in the way it operates in order to build public confidence.

Compliance:

This risk is broken down into the different areas of compliance relevant to the organisation including donor (both public and institutional), internal policies and procedures and regulatory compliance. The organisation receives a significant amount of funding from institutional donors and the processes to manage compliance to donor guidelines and agreements are strong. Regulatory requirements concerned with data management, fundraising and charitable status are translated into controls, systems and internal guidelines, which in turn are operationalised through staff training. There are frequent reviews of action plans, adherence and feedback related to compliance.

Fraud, corruption, other criminal behaviour or significant error:

While fraud or corruption could both damage the organisation's reputation and result in loss of resources, Concern limits the likelihood of fraud through continuous review and strengthening of existing systems and processes. Although fraud continues to be uncovered, these are minor incidences and it is felt that fraud control mechanisms are well embedded in all Concern operations.

Safeguarding:

As an organisation which works to improve the lives and wellbeing of some of the most vulnerable people in the world, maintaining the safety and protection of the communities with whom we work and of our staff is of primary importance to Concern. Robust policies and processes ensure strong management of this risk and there is an internal serious incident monitoring group to ensure any incidents are managed appropriately, rapidly and in accordance with policy and guidance.

We will continue to engage and train staff and volunteers to ensure our safeguarding policies are followed.

A woman with a warm smile is the central figure. She is wearing a yellow sleeveless top and a blue and yellow patterned skirt. A colorful headwrap adorns her head. She is holding a small white plastic bag in her hands. In front of her are several larger bags of flour or sugar, some blue and some white, tied with plastic ties. A clear plastic cup sits on the ground next to the bags. The background shows a dirt road, some traditional mud-brick houses with thatched roofs, and a few chickens and a dog walking by.

Ernestine Lenge wa Mbuyi sells sugar and flour, an income-generating activity she began with the help of Concern's Graduation Project in Manono, Tanganyika, Democratic Republic of Congo.

Photo: Pamela Tulizo/Panos/Concern Worldwide

5. Staff and volunteers

The organisation acknowledges with gratitude the work of its staff and that of its volunteers in 2021. 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 (2020 – £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 485 of the Companies Act 2006 a resolution for the re-appointment of KPMG as the auditor of the company is to be proposed at the forthcoming Concern Worldwide Annual General Meeting.

9. Subsidiary undertaking

Details of the subsidiary undertaking are set out in note 13 to the financial statements.

By order of the Board



Donald Workman
Trustee



Rob McGregor
Trustee

4 May 2022

Statement of trustees' responsibilities in respect of the trustees' annual report and the financial statements

The trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and regulations.

Company and charity law requires the trustees to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

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 Group and Charitable Company and of the income and expenditure of the Group 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 Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Group's and Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Group and Charitable Company or to cease operations, or have no realistic alternative but to do so.

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 Company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). They are responsible for such internal controls as they determine is necessary to enable the preparation of financial statements that are free from material mis-statement, whether due to fraud or error, and 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 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



Donald Workman
Trustee



Rob McGregor
Trustee

4 May 2022

Abarchi Madamia is President of the MISOLA Enriched Flour production unit in Niger. Abarchi manages a group of 15 women who produce fortified wheat flour, which is used as part of Concern's Community-based Management of Acute Malnutrition programme to treat acute malnutrition in young children. The flour contains essential vitamins and minerals and is portioned into supplements that children take for five days.

Photo: Ollivier Girard/Concern Worldwide



Independent auditor's report to the trustees and members of Concern Worldwide (UK)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Concern Worldwide (UK) ("the charitable company") for the year ended 31 December 2021 which comprise the consolidated statement of financial activities, consolidated and company balance sheets, the consolidated cash flow statement and related notes, including the summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is UK Law and FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the charitable company's affairs as at 31 December 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We have been appointed as auditor under the Companies Act 2006 and under section 44 (1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under those Acts.

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We have fulfilled our ethical responsibilities under, and are independent of the group and charitable company in accordance with, UK ethical requirements including the FRC Ethical Standard.

We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Conclusions relating to going concern

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the group or the charitable company or to cease their operations, and as they have concluded that the group's and the charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the trustees' conclusions, we considered the inherent risks to the group's business model and analysed how those risks might affect the group's and charitable company's financial resources or ability to continue operations over the going concern period.

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

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

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the group or the charitable company will continue in operation.

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

Detecting irregularities including fraud

We identified the areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements and risks of material misstatement due to fraud, using our understanding of the entity's industry, regulatory environment and other external factors and inquiry with the directors.

In addition, our risk assessment procedures included: inquiring with the directors and other management as to the charitable company's policies and procedures regarding compliance with laws and regulations and prevention and detection of fraud; inquiring whether the directors and other management have knowledge of any actual or suspected non-compliance with laws or regulations or alleged fraud; inspecting the charitable company's regulatory and legal correspondence; and reading Board committee minutes.

We discussed identified laws and regulations, fraud risk factors and the need to remain alert among the audit team.

The group and charitable company are subject to laws and regulations that directly affect the financial statements including companies and financial reporting legislation. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items, including assessing the financial statement disclosures and agreeing them to supporting documentation when necessary.

The group and charitable company are subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. The company is not subject to other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements.

Auditing standards limit the required audit procedures to identify non-compliance with these non-direct laws and regulations to inquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. These limited procedures did not identify actual or suspected non-compliance.

We assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. As required by auditing standards, we performed procedures to address the

risk of management override of controls. On this audit we do not believe there is a fraud risk related to revenue recognition. We did not identify any additional fraud risks.

In response to risk of fraud, we also performed procedures including: identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation; evaluating the business purpose of significant unusual transactions; assessing significant accounting estimates for bias; and assessing the disclosures in the financial statements.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remains a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Other information

The trustees are responsible for the other information, which comprises the Trustees' Report (which constitutes the strategic report and the directors' report), About us section, A message from the Chair, A message from the Executive Director, Our overseas work in 2021 section, How we work section, Income and expenditure section, Legal and administrative information, and the Appendix. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work we have not identified material misstatements in the other information.

Opinions on other matters prescribed by the Companies Act 2006

Based solely on our work on the other information undertaken during the course of the audit:

- we have not identified material misstatements in the Trustees' Report;
- in our opinion the information given in the Trustees' Report, which constitutes the strategic report and the directors' report for the financial year, is consistent with the financial statements; and
- in our opinion the Trustees' Report has been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) we are required to report to you if, in our opinion:

- the charitable company has not kept adequate and proper accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company 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.

We have nothing to report in these respects.

Respective responsibilities and restrictions on use

Responsibilities of Trustees for the financial statements

As explained more fully in their statement set out on page 57, 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; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of

accounting unless they either intend to liquidate the group or the charitable company or to cease operations, or have no realistic alternative but to do so.

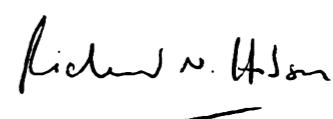
Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

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

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 charitable company'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 and the charitable company's trustees 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, its members, as a body and its trustees, as a body, for our audit work, for this report or for the opinions we have formed.



Richard Hobson

(Senior Statutory Auditor)
for and on behalf of KPMG,

1 Stokes Place
St Stephen's Green
Dublin 2, Ireland

Financial Statements



Cathleen Francisco demonstrates
composting goat manure in Malawi.
Photo: Chris Gagnon/Concern Worldwide

Consolidated Statement of Financial Activities for the year ended 31 December 2021

	Notes	Restricted Funds Stg£	Unrestricted Funds Stg£	Group Total 2021 Stg£	Restricted Funds Stg£	Unrestricted Funds Stg£	Group Total 2020 Stg£
Income from:							
Donations and legacies	2a	3,141,170	5,609,420	8,750,590	2,767,523	6,622,648	9,390,171
Charitable activities – grants and contracts from governments and other co-funders	2b	14,032,448	–	14,032,448	24,702,968	–	24,702,968
Trading and other income	2c	–	501,252	501,252	–	375,494	375,494
Total income		17,173,618	6,110,672	23,284,290	27,470,491	6,998,142	34,468,633
Expenditure on:							
Charitable activities	3	16,626,529	1,795,328	18,421,857	27,274,657	2,509,569	29,784,226
Raising funds	4	246,780	4,170,981	4,417,761	230,260	3,670,756	3,901,016
Total expenditure		16,873,309	5,966,309	22,839,618	27,504,917	6,180,325	33,685,242
Net movement in funds		300,309	144,363	444,672	(34,426)	817,817	783,391
Reconciliation of funds:							
Total funds brought forward		1,006,598	2,376,568	3,383,166	1,041,024	1,558,751	2,599,775
Total funds carried forward	16	1,306,907	2,520,931	3,827,838	1,006,598	2,376,568	3,383,166

The statement of financial activities includes all gains and losses recognised during the year. All income and expenditure derives from continuing activities.

The notes on pages 67-80 form part of these financial statements.

As permitted by section 408 of the Companies Act 2006, the individual charity's statement of financial activities has not been included in these financial statements. The gross income of the charity is £22,764,180 (2020: £34,098,592) and the net result is a surplus of £443,344 (2020: £783,266).

Consolidated and Concern (UK) Balance Sheets as at 31 December 2021

	Notes	Group 2021 Stg£	Group 2020 Stg£	Charity 2021 Stg£	Charity 2020 Stg£
Fixed assets					
Tangible assets	9	254,590	295,958	230,218	268,047
Total fixed assets		254,590	295,958	230,218	268,047
Current assets					
Debtors and prepayments	10	5,047,926	4,832,296	5,457,543	5,059,563
Cash at bank and in hand	11	9,014,116	12,072,589	8,602,356	11,858,455
Total current assets		14,062,042	16,904,885	14,059,899	16,918,018
Creditors:					
amounts falling due within one year	12	(10,488,794)	(13,817,677)	(10,469,045)	(13,808,337)
Net current assets		3,573,248	3,087,208	3,590,854	3,109,681
Total net assets		3,827,838	3,383,166	3,821,072	3,377,728
The funds of the charity:					
Restricted funds	16	1,306,907	1,006,598	1,306,907	1,006,598
Unrestricted funds	16	2,520,931	2,376,568	2,514,165	2,371,130
Total charity funds		3,827,838	3,383,166	3,821,072	3,377,728

The notes on pages 67-80 form part of these financial statements.

The financial statements on pages 64-80 were approved by the Board of Trustees on 4 May 2022.

On behalf of the Board

Donald Workman
Trustee

Rob McGregor
Trustee

4 May 2022

Consolidated Cash Flow Statement

for the year ended 31 December 2021

Notes	Group 2021 Stg£	Group 2020 Stg£
Cash flows from operating activities		
Net surplus for the year	444,672	783,391
Adjustments for:		
Depreciation of tangible assets	47,650	47,658
Interest received	(1,445)	(3,333)
(Increase)/decrease in debtors	(215,630)	424,059
(Decrease)/increase in creditors	(3,328,883)	3,186,241
Net cash (used in)/from operating activities	(3,053,636)	4,438,016
Cash flows from investing activities		
Purchases of tangible assets	(6,282)	(54,784)
Interest received	1,445	3,333
Net cash used in investing activities	(4,837)	(51,451)
Net (decrease)/ increase in cash and cash equivalents	(3,058,473)	4,386,565
Cash and cash equivalents at beginning of year	12,072,589	7,686,024
Cash and cash equivalents at end of year	11	9,014,116
		12,072,589

As permitted by paragraph 1.12 of FRS 102, Concern (UK) has not prepared a statement of cash flows for the parent entity. The consolidated cash flow statement above includes both the parent and subsidiary entity.

The notes on pages 67-80 form part of these financial statements.

Notes to the consolidated financial statements

(forming part of the financial statements) for the year ended 31 December 2021

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the group financial statements of Concern Worldwide (UK) ('Concern (UK)' or 'the Charity') and its subsidiary (collectively 'the Group').

a) Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS102) applicable to charities preparing their accounts in accordance with FRS102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Charities Act 2011 and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention unless otherwise stated in the relevant accounting policy notes and on a going concern basis. In the application of the accounting policies the trustees are required to make judgements, estimates and assumptions and the most important areas where the judgements affect the financial statements and could impact the results of reported operations are listed in note 19.

Basis of consolidation

The financial statements of Concern (UK) and Concern (NI) are consolidated, on a line by line basis, to produce the Group financial statements. The consolidated entity is referred to as 'the Group'.

Concern (UK) is a company limited by guarantee (registered number 04323646) and is a 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). Concern (UK) meets the definition of a Public Benefit Entity under FRS 102.

Concern Worldwide (Northern Ireland) ('Concern (NI)') is a company limited by guarantee registered in Northern Ireland (company number NI019332) and as a charity with the Charity Commission for Northern Ireland (charity number 108592). Concern Worldwide (UK) ('Concern UK') is the sole member of Concern (NI), therefore, Concern (NI) is regarded as a subsidiary of Concern (UK). Concern (NI) meets the definition of a Public Benefit Entity under FRS 102.

Consortia arrangements

Income receivable and resources expended by Concern (UK), as a member of a consortium, are reflected in the Statement of Financial Activities only to the extent that the organisation is directly responsible for the management and utilisation of the funds. Amounts received by the Charity, as an agent for other consortium members, are not recorded as income. Cash held on behalf of consortium members is disclosed in the commitments note.

b) Income

Income in the statement of financial activities is recognised only when the Group is legally entitled to the income, the amounts involved can be measured with sufficient reliability and it is probable that the income will be received by the Group.

Donations and legacies

This income (which consists of monetary donations from the public, corporates, trusts, legacies, major donors (including Disasters Emergency Committee (DEC) appeals together with related Gift Aid income) is recognised in the period in which the Group is entitled to the resource, when receipt is probable and when the amount can be measured with sufficient reliability.

In the case of monetary donations from the public this income is recognised when the donations are received, with legacies it is when it is probable that it will be received (i.e. where there is a grant of probate, the executors have established that there are sufficient assets in the estate and any conditions attached are within the control of the entity), whereas with Gift Aid income it is when all legislative requirements have been met and the amounts can be measured with reasonable certainty. Grants from corporates, trusts and major donors are recognised on the same basis as Grants from governments and other co-funders (see below).

Grants from governments and other co-funders

Grants from governments and co-funders, are recognised when the entity is legally entitled to the income because it is fulfilling the conditions contained in the related funding agreements. Grants from government and other co-funders typically include the following conditions:

- Performance based conditions – Concern (UK) is contractually entitled to funding only to the extent that the core objectives of the grant agreement are achieved. Where the entity is meeting the core objectives of a grant agreement it recognises the related expenditure, to the extent that it is reimbursable by the donor, as income.
- Time based conditions – Concern (UK) is contractually entitled to funding on the condition that it is utilised in a particular period. In these cases the entity recognises the income to the extent utilised within the period specified in the agreement.

In the absence of such conditions, assuming that receipt is probable and that the amount can be reliably measured, grant income is recognised once the entity is notified of entitlement.

Trading income

Other trading income include retail income from the sale of donated goods through shops. Income is recognised net of value added tax.

Donated goods for resale are recognised within retail income when they are sold.

Gift in kind

Concern (NI) recognises volunteers support in running the shops and valued their contributions by estimating the cost that Concern (NI) would have incurred through employing additional staff if volunteers were not available to provide the service. The estimate is based on current market rate salaries of staff that would need to be employed to replace volunteer support. Any other gifts in kind are measured at their actual costs that would have been incurred.

Other income

Other income includes bank interest and income arising from the Coronavirus Job Retention Scheme and the government Retail Grant Fund. It is recognised in the period in which it becomes receivable.

c) Expenditure

Resources expended are analysed between costs of charitable activities and costs of raising funds. The costs of each activity are separately accumulated, disclosed and analysed according to their major components. Expenditure is recognised when a legal or constructive obligation exists as a result of a past event, a transfer of economic benefit is required in settlement and the amount of the obligation can be measured reliably.

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 raising funds and costs of charitable activities on the basis which seem 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 policy, advocacy and campaigning work together with related support and governance costs. Concern (UK) works in the developing world by providing resources to the overseas branches of its parent, Concern Worldwide. All costs of charitable activities are recognised on an accruals basis. Governance costs (which are included under this heading) 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.

Costs of raising funds

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 raising funds are recognised on an accruals basis.

d) 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 as specified by the relevant donor. Such purposes are within the overall aims of the organisation.

Unrestricted Funds

Unrestricted funds represent amounts which are expendable at the discretion of the Board of Trustees ('the 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 on-going 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.

e) 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 & equipment	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.

f) Stocks

Unsold donated items (donated to Concern (NI)'s shops) are not included in closing stock since their cost is nil and their value is uncertain until sold.

g) Financial instruments

Debtors

Debtors are recognised at the settlement amount due after any discount offered. Income recognised by the Company from governments and other co-funders, but not yet received at year end, is included in debtors.

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

Creditors

Creditors are recognised where the entity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be reliably measured. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due and at their present value where the time value of money is deemed significant. Funds already received from donors, that do not meet the criteria for recognition as income, are shown in creditors.

h) Provisions

Provisions are recognised where the Group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be reliably measured or estimated. Provisions are normally recognised at their estimated settlement amount and at their present value where the time value of money is significant.

i) Pensions

Concern (UK) makes payments into individual externally administered defined contribution pension schemes for qualifying members of staff. The payments to the schemes are charged to the statement of financial activities in the year to which they relate (note 8).

j) Foreign Currencies

The financial statements are prepared in sterling (Stg£) which is the Company's functional currency because the majority of the funds raised by the Company are in sterling. 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.

k) Taxation

Concern (UK) is a charitable company for UK corporation tax purposes. Accordingly, the Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. Irrecoverable VAT is included in the costs when they are incurred.

k) Leases

Rentals payable under operating leases are charged to the statement of financial activities on a straight line basis over the lease term. Rent incentives are charged on straight line basis over the lease term (length of the lease) or to the break clause if in place.

2. Incoming Resources

(a) Income from donations and legacies

	Restricted 2021 Stg£	Unrestricted 2021 Stg£	Group Total 2021 Stg£
Individual giving	1,049,986	3,567,601	4,617,587
Corporate, major donor and trust	1,409,443	479,292	1,888,735
Disasters Emergency Committee (DEC)	613,544	-	613,544
Legacy income	1,000	555,940	556,940
Community fundraising	67,197	1,006,587	1,073,784
Total	3,141,170	5,609,420	8,750,590

	Restricted 2020 Stg£	Unrestricted 2020 Stg£	Group Total 2020 Stg£
Individual giving	1,110,645	3,607,461	4,718,106
Corporate, major donor and trust	1,263,816	246,193	1,510,009
Disasters Emergency Committee (DEC)	390,000	-	390,000
Legacy income	-	785,963	785,963
Community fundraising	3,062	1,983,031	1,986,093
Total	2,767,523	6,622,648	9,390,171

DEC is an umbrella group of UK charities which coordinates and launches collective appeals to raise funds to provide emergency aid and rapid relief to people caught up in disasters and humanitarian crises around the world.

(b) Income from charitable activities – grants and contracts from governments and other co-funders

	Group Total 2021 Stg£	Group Total 2020 Stg£
Foreign, Commonwealth and Development Office (FCDO)	13,936,324	24,465,326
Comic Relief	67,246	205,096
Guernsey Overseas Aid	28,878	31,776
Penny Appeal	-	770
Total	14,032,448	24,702,968

Income from government grants comprises grants to fund the charitable activities of Concern (UK).

(c) Trading and other income

	Group Total 2021 Stg£	Group Total 2020 Stg£
Retail income	379,717	316,662
Deposit interest	1,445	3,333
Other income	120,090	55,499
Total	501,252	375,494

All trading and other income was unrestricted in both the current and prior year.

Retail income includes Gift in kind of the value of £66,295 (2020: £64,692).

Other income includes Coronavirus Job Retention Scheme grant of £6,462 (2020: £17,725) which relates to staff who have been furloughed due to Covid-19 and government Retail Grant Fund of £113,082 (2020: £33,800) received in support of Concern (NI) charity shops.

3. Expenditure on 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.

	Direct costs Stg£	Support costs* Stg£	2021 Group Total Stg£
Overseas programmes			
Livelihood	1,739,962	43,865	1,783,827
Health	1,429,140	36,029	1,465,169
Education	2,171,988	55,498	2,227,486
Integrated programming	3,256,491	81,356	3,337,847
Emergency	8,436,119	212,677	8,648,796
Total overseas programmes	17,033,700	429,425	17,463,125
Policy, Advocacy and Campaigning	697,169	169,183	866,352
Governance (Note 5)	29,614	62,766	92,380
Total charitable expenditure	17,760,483	661,374	18,421,857
* see note 6			
	Direct costs Stg£	Support costs Stg£	2020 Group Total Stg£
Overseas programmes			
Health	4,058,920	54,556	4,113,476
Education	2,089,318	28,082	2,117,400
Livelihoods	5,762,263	77,450	5,839,713
Integrated programming	5,454,455	73,313	5,527,768
Emergency	11,099,376	149,186	11,248,562
Total overseas programmes	28,464,332	382,587	28,846,919
Policy, Advocacy and Campaigning	715,315	140,082	855,397
Governance (Note 5)	29,153	52,757	81,910
Total charitable expenditure	29,208,800	575,426	29,784,226

4. Cost of raising funds

	Campaign costs Stg£	Staff costs Stg£	Occupancy & other direct costs Stg£	Total direct costs Stg£	Support costs Stg£	2021 Group Total Stg£
Individual giving	1,655,439	1,044,613	254,167	2,954,219	80,797	3,035,016
Corporates, major donors and trusts	35,680	399,588	101,367	536,635	17,669	554,304
Legacy	9,260	-	-	9,260	-	9,260
Community fundraising	-	188,181	230,379	418,560	119,636	538,196
Retail costs	6,282	171,466	98,292	276,040	4,945	280,985
Total	1,706,661	1,803,848	684,205	4,194,714	223,047	4,417,761

	Campaign costs Stg£	Staff costs Stg£	Occupancy & other direct costs Stg£	Total direct costs Stg£	Support costs Stg£	2020 Group Total Stg£
Individual giving	1,232,939	949,523	246,665	2,429,127	44,486	2,473,613
Corporates, major donors and trusts	28,495	381,007	99,851	509,353	11,119	520,472
Legacy	11,888	-	-	11,888	-	11,888
Community fundraising	-	164,887	354,227	519,114	113,610	632,724
Retail costs	7,295	156,824	95,330	259,449	2,870	262,319
Total	1,280,617	1,652,241	796,073	3,728,931	172,085	3,901,016

5. Governance costs

	Direct Stg£	Support costs Stg£	2021 Group Total Stg£	Direct Stg£	Support costs Stg£	2020 Group Total Stg£
Staff costs	-	45,946	45,946	-	40,497	40,497
Legal and professional fees	17,540	60	17,601	24,644	485	25,129
Office and other costs	12,073	16,760	28,833	4,509	11,775	16,284
Total	29,614	62,766	92,380	29,153	52,757	81,910

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.

	Overseas programmes Stg£	Policy, Advocacy & Campaigning Stg£	Governance Stg£	Fundraising Stg£	2021 Group Total Stg£
Administration and finance	254,592	102,283	62,766	187,519	607,160
Other support costs	174,833	66,900	-	35,528	277,261
Total support costs	429,425	169,183	62,766	223,047	884,421

	Overseas programmes Stg£	Policy, Advocacy & Campaigning Stg£	Governance Stg£	Fundraising Stg£	2020 Group Total Stg£
Administration and finance	219,203	76,426	52,757	140,115	488,501
Other support costs	163,384	63,656	-	31,970	259,010
Total support costs	382,587	140,082	52,757	172,085	747,511

7. Other information

	2021 Stg£	2020 Stg£
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The surplus for the year is after charging the following items:

Depreciation of tangible fixed assets	47,650	47,658
Auditor's remuneration (including expenses)	20,507	24,644
Direct reimbursement of expenses to trustees	-	57
Payments under operating leases for premises	175,462	169,308

8. Staff

(a) Numbers and costs

The aggregate payroll costs of these employees were as follows:

	2021 Group Stg£	2020 Group Stg£
Wages and salaries	2,211,543	2,099,257
Social welfare costs	232,749	216,174
Other pension costs	172,486	151,847
	2,616,778	2,467,278

Other pension costs include employer contributions to individual staff member pension schemes of £130,313 (2020: £115,492) as well as the cost of insurance policies that provide benefits in the event of the death or ongoing incapacity of staff members totalling £42,173 in 2021 (2020: £36,355).

The Charity contributes to individual pension schemes for eligible staff. The total pension contributions charged to the statement of financial activities amounted to £130,313 (2020: £115,492). An accrual of £23,346 (2020: £19,230) in respect of pension costs is included in creditors at 31 December 2021.

The staff numbers provided below and costs reflected above include 14 staff (2020: 13), who had contracts of employment with another group company (Concern Charity Trading CLG) until 20 November 2021 and worked exclusively on fundraising for Concern (UK). Their salary costs which amounted to £241,895 (2020: £239,527), were recharged to Concern (UK) as they incurred. On 21 November 2021 these employees were transferred to Concern (UK) under TUPE arrangement and now form part of Concern (UK) staff.

During the year one employee was made redundant and the redundancy payment of £17,855 is included in 'Wages and salaries'. Remuneration, including pension contributions, paid to the key management of Concern (UK) (the executive management team as detailed on page 33 of the annual report) amounted to £481,386 in 2021 (2020: £470,836).

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

	2021 No.	2020 No.
Management	6	6
Development	5	7
Marketing	52	47
Administration	9	9
	72	69

(b) Salary range

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

	2021 No. employees	2020 No. employees
£60,001 to £70,000	2	1
£70,001 to £80,000	3	2

Remuneration includes salaries but excludes employer pension scheme contributions. Contributions to defined contribution schemes amounted to 7.5% of salary in 2021 (2020: 7.5%). No contributions were made to defined benefit schemes for employees.

Concern (UK) has a remuneration policy that has been agreed by the Board. This policy states that the Charity seeks to be competitive within each market in which it operates. As a principle this means that Concern (UK) has pitched its salaries at the median of the market place. A salary grading structure has been in place for a number of years and has been approved by the Board.

(c) Remuneration of Board members

None of the trustees of Concern (UK) received remuneration for their services. Total costs of £135 (2020: £414) were incurred by trustees in travelling to and attending meetings of the Board in 2021 or training and were paid by Concern (UK) by making payments to third parties.

Concern (UK) has a programme in place whereby the trustees periodically visit a Concern Worldwide country of operation in order to ensure that they are familiar with Concern's work on the ground. The costs of these visits (which comprise medicals, visas, economy flights and basic accommodation) are generally borne by the Charity and in 2021 amounted to £nil as the programme was temporarily suspended due to Covid-19 travel restrictions (2021: £3,917 for 1 member).

9. Tangible assets

	Leasehold premises Stg£	Furniture & equipment Stg£	Computer equipment Stg£	Total Stg£
Group tangible assets				
Cost				
At beginning of year	318,393	464,746	353,978	1,137,117
Additions in year	-	2,340	3,942	6,282
Disposals	-	(151,932)	(304,196)	(456,128)
At end of year	318,393	315,154	53,724	687,271
Depreciation				
At beginning of year	177,202	323,402	340,555	841,159
Charge for year	9,551	28,654	9,445	47,650
Disposals	-	(151,932)	(304,196)	(456,128)
At end of year	186,753	200,124	45,804	432,681
Net book value				
At 31 December 2021	131,640	115,030	7,920	254,590
At 31 December 2020	141,191	141,344	13,423	295,958
Charity tangible assets				
Cost				
At beginning of year	318,393	432,438	353,978	1,104,809
Additions in year	-	2,340	3,942	6,282
Disposals	-	(151,932)	(304,196)	(456,128)
At end of year	318,393	282,846	53,724	654,963
Depreciation				
At beginning of year	177,202	319,005	340,555	836,762
Charge for year	9,551	25,115	9,445	44,111
Disposals	-	(151,932)	(304,196)	(456,128)
At end of year	186,753	192,188	45,804	424,745
Net book value				
At 31 December 2021	131,640	90,658	7,920	230,218
At 31 December 2020	141,191	113,433	13,423	268,047

10. Debtors and prepayments

	Group 2021 Stg£	Group 2020 Stg£	Charity 2021 Stg£	Charity 2020 Stg£
Amounts due from governments and other co-funders	3,730,283	3,657,512	3,730,283	3,657,512
Gift Aid receivable	1,110,902	792,002	1,110,902	792,002
Accrued income	86,583	295,180	83,965	295,180
Sundry debtors	46,070	5,064	40,007	1,235
Prepayments	74,088	82,538	72,406	81,155
Amount owed from subsidiary undertaking	-	-	419,980	232,479
	5,047,926	4,832,296	5,457,543	5,059,563

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

11. Cash at bank and in hand

	Group 2021 Stg£	Group 2020 Stg£	Charity 2021 Stg£	Charity 2020 Stg£
Funds held in UK banks	9,014,116	12,072,589	8,602,356	11,858,455

12. Creditors: amounts falling due within one year

	Group 2021 Stg£	Group 2020 Stg£	Charity 2021 Stg£	Charity 2020 Stg£	
Trade creditors	255,163	394,202	251,013	393,654	
Amounts advanced by governments and other co-funders	(i)	281,543	648,551	281,543	648,551
Accruals		915,325	950,579	906,546	947,267
Amount owed to parent company	(ii)	8,874,214	11,756,368	8,874,214	11,756,368
Sundry creditors		162,549	67,977	155,729	62,497
		10,488,794	13,817,677	10,469,045	13,808,337

(i) Balances with co-funders comprises amounts received from donors that do not yet meet the criteria for recognition of income.

(ii) The amount owed to the parent company comprises of operational expenses paid on behalf of Concern (UK) by the parent company, is interest free, and repayable on demand.

13. Activities of consolidated subsidiary – Concern (NI)

Activities of consolidated Concern (NI)

	2021 Stg£	2020 Stg£
Income	520,110	370,041
Expenditure	518,783	369,916
Total	1,327	125
Assets	446,495	247,257
Liabilities	439,729	241,818
Net assets	6,766	5,439

14. Movement in receivables and advances from governments and other co-funders

	Opening Balance 2021 Stg£	Movement during the year Stg£	Closing Balance 2021 Stg£
Amounts due from governments and other co-funders (note 10)	3,657,512	72,771	3,730,283
Amounts advanced by governments and other co-funders (note 12)	(648,551)	367,008	(281,543)
	3,008,961	439,779	3,448,740
Analysis of movement:			(15,491,073)
Cash received during the year			15,939,719
Income earned during the year			(8,867)
		439,779	

15. Analysis of changes in net debt

	At 1 Jan 2021 Stg£	Cash flows Stg£	At 31 Dec 2021 Stg£
Cash and cash equivalents			
Cash	12,072,589	(3,058,473)	9,014,116
	12,072,589	(3,058,473)	9,014,116

16. Group and Charity funds

	Restricted Funds Stg£	Unrestricted Funds Stg£	Total 2021 Stg£	Total 2020 Stg£
Group				
Total funds at beginning of year	1,006,598	2,376,568	3,383,166	2,599,775
Net movement in funds for the year	300,309	144,363	444,672	783,391
Total funds at end of year	1,306,907	2,520,931	3,827,838	3,383,166
Charity				
Total funds at beginning of year	1,006,598	2,371,130	3,377,728	2,594,461
Net movement in funds for the year	300,309	143,035	443,344	783,267
Total funds at end of year	1,306,907	2,514,165	3,821,072	3,377,728

16. Group and Charity funds (cont.)

(b) Group movements in funds

	Opening balance 1 January 2021 Stg£	Income Stg£	Expenditure Stg£	Transfers Stg£	Closing balance 31 December 2021 Stg£
Restricted funds					
Afghanistan	299,249	920,379	(812,859)	-	406,769
Bangladesh	-	1,166,885	(1,166,885)	-	-
Burkina Faso	-	134,637	(134,637)	-	-
Burundi	40,013	369,590	(381,827)	-	27,776
DR Congo	254,616	2,091,357	(2,186,041)	-	159,932
Central African Republic	56,532	243,556	(212,587)	-	87,501
Ethiopia	-	374,263	(374,263)	-	-
Haiti	-	142,576	(142,576)	-	-
Syria- Iraq	-	2,195	(39)	-	2,156
Kenya	-	579,940	(579,940)	-	-
Lebanon	124,012	104,832	(228,844)	-	-
Liberia	142,983	72,299	(185,503)	-	29,779
Malawi	59,604	1,426,589	(1,272,707)	-	213,486
Niger	(2,094)	101,909	(85,082)	-	14,733
Nepal	(1)	1	-	-	-
Pakistan	-	876,650	(844,750)	-	31,900
Republic of Sudan	1,036	163	(1,157)	-	42
Sierra Leone	-	1,877,750	(1,877,750)	-	-
Somalia	23,367	5,546,847	(5,241,789)	-	328,425
South Sudan	-	21,175	(18,550)	-	2,625
Chad	-	100,741	(100,741)	-	-
Turkey	-	60,011	(60,011)	-	-
Yemen	7,281	133	(5,631)	-	1,783
HQ Projects	-	959,140	(959,140)	-	-
Total restricted funds	(i)	1,006,598	17,173,618	(16,873,309)	- 1,306,907
Unrestricted funds					
General funds	(ii)	528,115	6,110,672	(5,966,309)	77,531 750,009
Designated funds:					
Tangible asset fund	(iii)	301,099	-	-	(70,525) 230,574
Programme continuity fund	(iv)	1,547,354	-	-	(7,006) 1,540,348
Total unrestricted funds		2,376,568	6,110,672	(5,966,309)	- 2,520,931
Total funds		3,383,166	23,284,290	(22,839,618)	- 3,827,838

16. Group and Charity funds (cont.)

(b) Group movements in funds (continued)

The above funds carried forward at 31 December 2021 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£
Group			
Funds balances at 31 December 2021 are represented by:			
Tangible fixed assets	-	254,590	254,590
Current assets	1,596,907	12,465,135	14,062,042
Current liabilities	(290,000)	(10,198,794)	(10,488,794)
	1,306,907	2,520,931	3,827,838

Charity

Funds balances at 31 December 2021 are represented by:

Tangible fixed assets	-	230,218	230,218
Current assets	1,596,907	12,462,992	14,059,899
Current liabilities	(290,000)	(10,159,045)	(10,469,045)
	1,306,907	2,514,165	3,821,072

17. Related party disclosure

The charity has availed of the exemption under FRS102.33 – 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 charity, and such financial statements are publicly available.

In order to achieve its mission, Concern (UK) supports the overseas programmes of Concern Worldwide. During 2021 Concern (UK) provided total funds of £17,033,700 (2020: £28,464,332) to Concern Worldwide for those programmes. Details of the activities funded are set out in Appendix 1.

The Charity is a member of the Disasters Emergency Committee (DEC) and in the year paid a subscription of £30,000 (2020: £30,000). Concern (UK)'s Executive Director is a trustee of the DEC. Concern (UK)'s income in the year included £454,824 (2020: £206,820) receivable from DEC appeals.

18. Commitments and contingencies

(a) The 2022 Annual Plan, as approved by the trustees, allows for overseas expenditure in 2022 of £6,746,230 (2021: £23,118,913). Any increases over this amount requires the approval of the Board of Trustees. Concern (UK) is also committed to assisting certain overseas projects for periods in excess of one year.

(b) The total future minimum lease payments under non-cancellable operating leases in respect of premises for use by the Charity:

	2021 Stg£	2020 Stg£
Total payments due within:		
– one year	174,338	165,967
– two to five years	211,821	287,726
– more than five years	1,299	676
	387,458	454,369

(c) During 2021 Concern (UK) was the lead agency in 3 consortia of non governmental organisations (2020: 3), that were awarded grants and contracts from institutional co-funders to fund programme activities. The total value of these grants and contracts is £20,144,151 (2020: £64,006,647). Of this amount £11,450,647 is expected to be spent by Concern (UK) (2020: £37,041,253) and the balance will be utilised by the other consortium members.

In 2021, expenditure of these grants and contracts totalled £4,228,172 (2020: £18,003,900) of this amount £2,344,163 (2020: £8,438,937) was utilised by Concern (UK) and the remainder was utilised by the other consortium members.

As Concern (UK) signed the agreements and contracts with the institutional co-funders, it has obligations in relation to monitoring and reporting the full expenditure of these grants, and these obligations remain until the projects have been fully concluded. Concern (UK) may also have liability for any disallowances by the donor that cannot be recovered from the other consortium members. No provision or disclosure has been made in these accounts for any such liabilities (for which Concern (UK) is jointly and severally liable), because the likelihood of them materialising is believed to be remote.

The analysis of funds held, received on behalf of and paid to other consortium members during the year is outlined below:

	Opening Balance Stg£'000	Funds received during the year Stg£'000	Funds transferred to the consortium members Stg£'000	Closing Balance Stg£'000
Funds relating to consortium members	391	2,373	(2,474)	290

Funds relating to
consortium members

19. Accounting estimates and judgements

In preparing the consolidated financial statements, the trustees are required to make estimates, judgements and assumptions. The most important areas where the judgements affect the financial statements and could impact the results of reported operations are listed below.

Income recognition

In applying the income recognition principles of the Charities SORP at contract inception, where contract terms are less formal, Management are occasionally required to apply judgement to ascertain whether a contract is performance or non-performance based. Furthermore, unless inappropriate to do so based on the terms, Management typically uses incurred expenditure as means to measure contract progress. In doing this a qualitative assessment of the status of a project is made in addition to the quantitative analysis prior to income recognition. Management monitors the pattern of income recognition at a donor contract level and assesses the impact of contract modifications on an ongoing basis in order to ensure the pattern of income recognition is in line with the accounting policy.

Cost allocation

Support costs (note 6), which cannot be attributed directly to one activity, are allocated in proportion to estimated staff time spent on each activity. Management perform the cost allocation process annually with due regard to prior year consistency and assess if a change in allocation basis is appropriate from time to time.

20. Post balance sheet event

There have been no post balance sheet events that would require adjustment to or disclosure in these financial statements.

21. Approval of financial statements

These financial statements were approved by the Board on 4 May 2022.

Appendix

(not forming part of the financial statements)

Expenditure on charitable activities by country

In order to achieve its mission, Concern (UK) supports the overseas programmes of Concern Worldwide. During 2021 Concern (UK) funded Concern Worldwide operations in the following countries:

	2021 Stg£	2020 Stg£
Afghanistan	766,123	203,743
Bangladesh	1,153,010	3,199,547
Burkina Faso	184,457	47,701
Burundi	392,142	1,055,979
DR Congo	2,185,956	3,120,536
Central African Republic	278,378	179,251
Ethiopia	386,904	691,975
Haiti	280,229	303,032
Syria- Iraq	-	343,689
Kenya	744,711	901,983
DPR Korea	-	19,093
Lebanon	208,671	97,340
Liberia	286,833	417,701
Malawi	1,271,527	3,436,675
Niger	157,939	248,635
Nepal	-	9
Pakistan	844,742	2,751,320
Republic of Sudan	430,232	839,430
Sierra Leone	1,877,077	2,718,676
Somalia	5,262,515	7,109,035
South Sudan	178,415	484,482
Chad	90,227	231,328
Turkey	48,009	9,340
Yemen	5,603	53,832
Total direct overseas programme costs	17,033,700	28,464,332
Support costs	429,425	382,587
Total overseas programme costs	17,463,125	28,846,919
Policy, Advocacy and Campaigning (UK)	866,352	855,397
Governance	92,380	81,910
Total charitable expenditure	18,421,857	29,784,225

A heartfelt thank you to our supporters

We simply would not be able to carry out our work without the support of all those who donate to Concern (UK). Below are just some of the governments, individuals, organisations, trusts and foundations who have helped us so much in 2021.

Austin Bailey Foundation

Brian Mercer Trust

British government

Concern Philanthropic Circle Members

Comic Relief

Disasters Emergency Committee

Grace Trust

The Haddon Trust

Klaus and Gertrud Conrad Foundation

Linda Norgrove Foundation

Milton Damerel Trust

Souter Charitable Trust

Start Fund

States of Guernsey

The innocent foundation

Vitol Foundation

Whole Planet Foundation



Right: A community support group tackling malnutrition with Concern in Manono Territory, Democratic Republic of Congo.

Photo: Chris Gagnon/Concern Worldwide



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