



Summary

**CONCERN
WORLDWIDE
STRATEGY
2016-2020**

Leaving no one behind

Towards 2030: tackling hunger, crises and poverty in the toughest parts of the world

CONCERN
worldwide

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Cover Image: Mama Koveva, mother of seven, in the village of Dokoizia, Lofa County, Liberia. Photo: Kieran McConville

This page: Traders in the UNIDP camp for internally displaced people arrive at the Concern Worldwide distribution centre with food vouchers that Concern distributes to beneficiaries. The traders return the vouchers and Concern gives them a certificate that can be claimed for cash. Juba, South Sudan. Photo: Kevin Carroll



Introduction from the CEO

In developing this strategic plan, Concern Worldwide begins with the premise that the elimination of extreme poverty is no longer merely aspirational. We acknowledge the extraordinary progress of the past two decades that has lifted one billion people out of extreme poverty. However, we recognise that more than 700 million people still live on less than \$1.90 a day, 795 million people go to bed hungry every night, and more than 60 million people are displaced; uprooted from their homes due to conflict and disaster.

Concern welcomes the new commitments under the Sustainable Development Goals, in particular the pledges to end hunger and extreme poverty by 2030. The goals set a new global ambition, pledging to reach the poorest or 'furthest behind first' and ensuring that no one gets left behind. The knowledge, resources and skills exist to achieve these goals within the timeframe.

The triple burden of climate change, conflict and inequalities poses a serious risk to millions of people, in particular the poorest and most vulnerable. Ensuring no one is left behind will require a very significant redirection of resources towards fragile and least developed countries where the poorest live. While poverty rates have been cut in half, ending hunger and poverty is a different challenge that requires a shift in focus and thinking. Conflict, climate change and growing inequalities are massive obstacles to the goals and as we look to 2030, we see considerable risks that the poorest – the people we work with on a daily basis, people in endemic, long-term, dollar-a-day poverty and those affected by major crises - will get left behind.

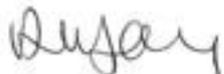
Greater emphasis on tackling inequalities and building the resilience of vulnerable communities

will be necessary. Disaster prevention, conflict mitigation and enhanced emergency response will be critical to saving future lives and catering for growing numbers of people affected by humanitarian crises. These are all areas in which Concern has considerable expertise.

Our focus will be on the poorest; from the subsistence farmer who struggles to grow enough to close the hunger gap, to mothers who cannot access basic healthcare and nutrition for their children, and to families forced to flee their homes in the wake of conflict or disaster. This strategy sets out how we intend to ensure that these people, the furthest behind, are not abandoned.

The quality of our work and our experience, matched with the loyalty of our supporters and partners, gives us the confidence to launch this ambitious global strategy. We will aim for excellence in all that we do. Scaling up our humanitarian programming, expanding our long term development work, innovating with new technologies and practices, building new partnerships, especially with the private sector, and diversifying our income base will all be key components of our work.

In this five-year plan, we are committed to being more externally engaged, more informed, more open to opportunity, and more willing to integrate change on a continuous basis. This, combined with a work ethic and culture based on our core values and driven by our collective passion, will enable us to do as much as we can, as well as we can, for as many as we can.



Dominic MacSorley
Chief Executive
Concern Worldwide



Students at RC Primary School, Makali, Community, Sierra Leone. Photo: Michael Duff

We are Concern Worldwide

Founded as an Irish response to the famine in Biafra almost 50 years ago, Concern has grown into a global organisation today with offices in Ireland, the UK, the US and the Republic of Korea, supporting operations in the world's poorest and most vulnerable contexts.¹

What remains constant and consistent throughout Concern is an organisational culture underpinned by a passionate commitment to emergency response and eliminating extreme poverty in a direct, timely and pragmatic fashion.

Lucia White in the village of Khulubvi in Nsanje, Malawi. She lost her home and possessions in the floods of January 2015. Lucia has been helped by Concern with emergency supplies and with seeds, fertilizer and goats. Photo: Kieran McConville.

Our Vision

Is 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

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 resilience, respond to emergencies and seek to address the root causes of poverty through our development education and advocacy programmes.

Our Identity

Concern Worldwide 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.

1. Concern Worldwide is a global organisation with programmes operating in 28 countries worldwide supported by our offices in the Republic of Ireland, the United Kingdom, the Republic of Korea and by our affiliate offices in the United States of America

Our values

Our values are built on our history and the voluntary, compassionate commitment of Concern's founders:



Syrian refugee children write on their notebooks during a non-formal education programme at an informal tented settlement in Lebanon. The children in this class are aged between four and eight. Photo: Dalia Khamissy

We focus on extreme poverty

We are driven by a clear focus on eliminating poverty in the most vulnerable places and responding to humanitarian crises.

We believe in equality

People are equal in rights and must be treated with respect and dignity.

We listen

Listening and partnership are key to empowering the poorest and most vulnerable to transform their own lives.

We respond rapidly

People affected by disasters are entitled to have their most basic needs met through rapid, effective, and principled responses.

We are courageous

Taking necessary risks, balanced with sound judgement, allows us to work in the most challenging contexts.

We are committed

Going the extra mile to support communities in times of need and in the face of very difficult operating environments.

We are innovative

Finding effective solutions requires innovative thinking combined with a pragmatic approach.

We are accountable

Accountability and transparency are central to all of our actions and use of resources.

What we do to achieve our mission

Concern's commitment to address extreme poverty

Helping those living in extreme poverty to achieve major improvements in their lives is core to our mission. How we go about this is articulated in our policy 'How Concern Understands Extreme Poverty', which guides us in designing effective interventions for extremely poor people to:

- i Build and improve their resources
- ii Reduce their vulnerability to shocks and stresses and address the inequalities they face, particularly gender inequality



Boumguere Nistorine, 30, with her two children at the water source Concern Worldwide built at a natural spring in Central African Republic. The residents now have access to a constant supply of clean water and no longer have to collect water from the river in the forest. Photo: Crystal Wells

In striving to achieve our mission, extreme poverty will be our focus. There are two drivers that govern the work we do.

Concern's humanitarian identity

Our humanitarian identity is central to our work and obliges us to prioritise and maintain the capacity to respond quickly and effectively with the specific objectives of:

- I. Saving lives and reducing suffering
- II. Maintaining the dignity of affected communities during and in the aftermath of disasters
- III. Strengthening community preparedness for future disasters

Concern's commitment to address hunger

Concern has become known as an innovative and influential organisation in tackling hunger globally. We wish to build on this strength and reputation by:

- I. Designing and managing innovative and high quality programmes to achieve food and nutrition security, especially those adaptive to climate change
- II. Building resilience to food and nutrition crises in fragile contexts
- III. Influencing global, regional and national policies and implementation mechanisms that drive structural changes to achieve food and nutrition security for the poorest people

Where we work



Shahnaz set up this food cart through the help of Concern's urban project. She supplies food at lunch time to business people in the community, Dhaka, Bangladesh Photo: Jennifer Nolan

Concern works in a broad spectrum of countries and contexts.

We respond to emergencies in countries where we have a long term presence as well as those in which the scale of the crisis calls for international assistance. Our work in emergencies is informed by our 'Approach to Emergencies' paper, which sets out our obligations, response criteria and our overall approach to emergency programming.

We target countries and areas within countries for long term development work using a 'Poor-Vulnerable Index', which applies our own definition of extreme poverty to contextual analysis. The index comprises a range of indicators, namely lack of assets or lack of a return on existing assets; inequalities; and risks and vulnerabilities.

How we work

Our core focus is on extreme poverty and humanitarian response. In all of our work, we engage in two broad categories of work:

1. 'On-the-ground' work.

'On-the-ground' work is done where possible and appropriate with government and civil society partners but also, particularly in emergencies, through direct implementation of programmes. We retain a country presence and an effective, grounded connection with extremely poor people. Building local capacity is central to Concern's work and working in partnership with local institutions is a means of reaching that objective.

2. Influencing for policy change.

Our mission statement commits us to address the root causes of the poverty of our target group. Focusing on the issues most pertinent to our work, we derive evidence from our operational programmes to engage and encourage public and political support for the adoption of pro-poor policies and practices we know to be effective.

We are principled

Our humanitarian work is guided by the highest international humanitarian principles and standards.

In all our work, Concern is committed to applying the following principles:

- > Delivering high quality programmes, ensuring effectiveness and impact
- > Fostering innovation and learning to improve our practice
- > Ensuring transparency and accountability in all that we do
- > Adhering to best practice

Concern is committed to addressing key cross-cutting issues and approaches that we know are essential to effective programmes. These include: equality/gender (especially addressing the practical and strategic needs of women and girls), risk and vulnerability, social protection, capacity building, partnership, Disaster Risk Reduction, and HIV and AIDS.

We collaborate

By working in collaboration and in strategic partnerships with other international actors, such as the UN, NGOs, global platforms, donors and the private sector, we believe we can have greater impact.

As a founding member of Alliance2015, which has a presence in 89 countries, we are committed to working collaboratively towards achieving the ambition of the 2030 agenda for Sustainable Development Goals.

“This is the people’s agenda, a plan of action for ending poverty in all its dimensions, irreversibly, everywhere, and leaving no one behind”

Ban Ki-Moon on the Sustainable Development Goals

A meeting of the Community Savings and Loan Association Daduza village, Lofa County, Liberia. Daduza has seen some major changes over the last few years, as a result of a number of Concern-sponsored community initiatives in hygiene and sanitation, microfinance and education. Photo: Kieran McConville.



“Do as much as you can, as well as you can, for as many as you can, for as long as you can”

Aengus Finucane, former Concern Chief Executive

Strategic Plan: 2016-2020

Our overall ambition

- > Benefit 25 million people annually by 2020
- > Reach a core budget of €200 million by 2020
- > Continue to develop high quality programmes which influence policy and wider practice

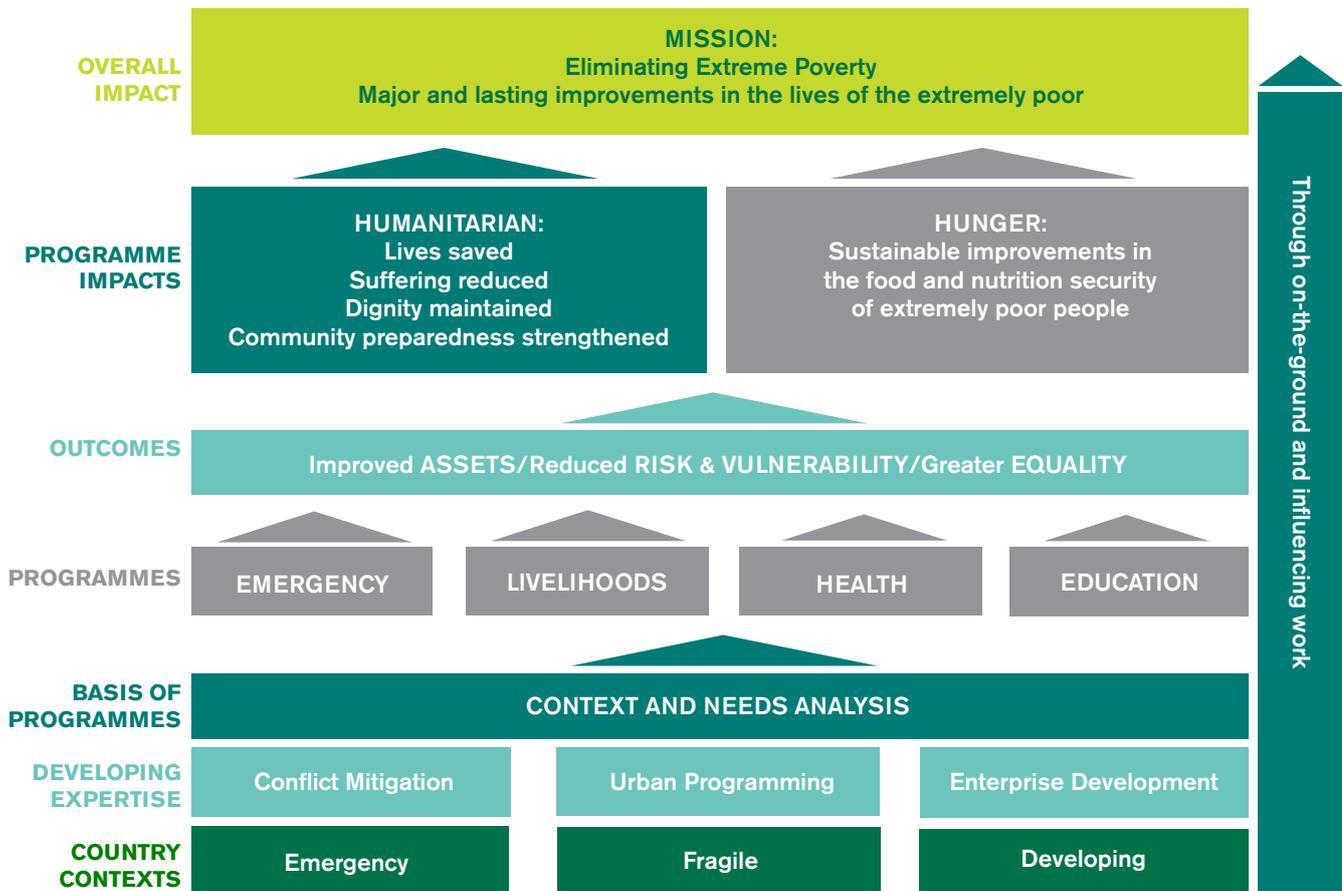
The new strategy represents evolutionary development, rather than a radical shift in organisational direction. While we recognise the multi-sectoral nature of our work, we have developed a reputation for our humanitarian programming and our work on hunger. We will build on this reputation and will continue to prioritise them at a programme and policy level.

What we will do

We will continue to work in the areas of agriculture, food and nutrition security, and livelihoods, which account for more than half of our programme work, expanding this to meet our ambitious commitments to the Scaling Up Nutrition movement and the Alliance for Climate Smart Agriculture in Africa initiative. We recognise the continued importance of our work on health and education as critical components of people's overall development. We will continue to build our knowledge and experience of working in urban contexts.

In our emergency work, we will increase the speed and capacity to respond, while retaining our approach of putting affected people at the centre of our relief and recovery efforts. Bearing in mind the impact of increased conflict on the world's poorest people, we will draw on the learning and opportunities within the Irish experience to develop conflict-related work at community level, linking our learning to influencing international policy.

Our Overall Programme Framework



Where and how we will work

DEVELOPING

- > Where it is possible to do more development oriented work
- > Where there is a more stable and enabling environment and reasonable capacity amongst potential partners
- > We use a 'Poor-vulnerable Index', which guides country selection and targeting within these countries

FRAGILE

- > Where our aim is to reduce long-term vulnerability through a combination of social protection, community resilience and developmental approaches
- > We will make a continued shift to work in more fragile states

EMERGENCY

- > Where programming is dominated by large-scale emergency responses to either natural or conflict-based crises requiring international assistance
- > Our humanitarian mandate requires us to respond to emergencies in all countries in which we have a presence

Over the life of the plan, we will make a continued, gradual shift to work in a greater number of fragile states. This is where international NGOs can provide significant added value.

We have invested in developing innovative approaches to tackling poverty in fragile contexts, specifically around health, nutrition, livelihoods and agriculture. To have the greatest impact we will expand on these models, drawing on our learning to scale up at national level, while developing new models specifically for conflict-affected populations.

We will also look at opportunities to take lessons learned from innovative approaches developed in

relatively stable contexts and adapt them for more fragile contexts.

Our aim over the next five years is to achieve managed growth, reaching more people through ambitious but attainable targets. We will develop excellence in tackling poverty and hunger in the most fragile and least developed countries, while being recognised as a leading agency in effective humanitarian preparedness and response. In setting these ambitious growth targets, we will not compromise on the high quality of our programmes. The specifics of how we will achieve this are spelled out in more detail in the following Strategic Goals.



Patrick Bassie and members of burial Team 7, at a children's hospital in Freetown, Sierra Leone. The team ensured a safe and dignified burial for those who died from Ebola. Photo: Andrew McConnell, Panos Pictures

Strategic Goal 1: Greater impact on long term poverty

In both developing countries and fragile states, we will seek to have a greater impact on long term poverty.

Developing Countries: We intend to shift to a more enabling and facilitating role, providing technical support, developing innovative approaches and partnerships with government, the private sector and other actors. We will seek to find solutions to the challenges of bringing proven interventions to scale and delivering them to the most remote communities and households.

In terms of hunger, we will continue to look at the agricultural and nutrition value chain and wider food systems, while becoming more actively focused on national policy engagement. We have the opportunity to engage much more with enterprise development and the private sector on cost efficient seeds and tools as well as linking poor farmers with markets that work for them.

Fragile States: The particular needs and human development challenges within fragile and conflict-affected states are significantly different to other contexts. Our added-value is the quality of our targeting and our programmes as well as our commitment to exploring better solutions through deep contextual analysis and innovation. We will build on our reputation for developing smart, effective and impactful programmes in fragile states, elevating our learning and evidence to drive change among policy makers.

Overall, throughout both development and fragile contexts, we will seek opportunities to significantly scale up Climate Smart Agriculture Interventions; continue to implement and develop leading-edge food and nutrition programmes; develop a scalable model for graduation to productive employment; and continue to explore the utilisation of social protection mechanisms for the optimum benefit of extremely poor people.

FOCUS ON FRAGILITY

In 1990 just 20 per cent of the world's poor people lived in fragile contexts. This has now increased to 50 per cent and by 2030 that is estimated to increase to over 60 per cent.

What's New?

- > Collaborations with new development actors, especially the private sector
- > Climate Smart Agriculture scaled up
- > Community Resilience deepened and scaled up
- > Urban learning strengthened with a special focus on hunger, Disaster Risk Reduction and graduation

What we will do:

- > Increase the number of people reached to 20 million
- > Strengthen specific areas of programming related to Climate Smart Agriculture and urban programming in developing contexts
- > Strengthen programming models linked to community resilience for implementation in fragile states
- > Continue to strengthen health systems in maternal and child health; improve access to water and sanitation
- > Integrate health and livelihoods programmes for resilience
- > Ensure that children access schooling during emergencies



A middle upper arm circumference (MUAC) band is used to measure the nutrition levels of Akuol. Over the course of four weeks his arm circumference had increased by a centimetre, pushing him from moderate malnourishment into the healthy category. Photo: Kevin Carroll. South Sudan

Strategic Goal 2: Larger, faster, better humanitarian response

Our humanitarian identity and the *humanitarian imperative* to save lives and reduce suffering are central to our work. Concern has a significant reputation in emergency preparedness and response, and is known for delivering high quality, community-focused responses that follow through into rehabilitation and recovery.

Over the course of the plan, we will seek to address the acute needs of as many disaster-affected people as possible, keeping the dignity of each person at the centre of our work.

We will use our global reach from our more than 30 offices worldwide, our partnerships with national NGOs and our membership of Alliance2015 to respond to the complex and globally dispersed humanitarian challenges we face.

We will seek to strengthen our engagement in country level coordination systems, linking these upwards through our representation in global mechanisms.

Bearing in mind the focus on the growing conflict in humanitarian settings and fragile states, we will draw on the learning and opportunities within the Irish experience to develop conflict-related work at community level, using our understanding and experience to bear influence at the international policy level.

"In 2005, we had about 38 million people displaced by conflict in the world. Today, we have more than 60 million. Now, we see a multiplication of new conflicts and the old conflicts never died: Afghanistan, Somalia, Democratic Republic of Congo. It is clear that the world today is much more dangerous than it was. It is clear that the capacity of the international community to prevent conflicts and to timely solve them, is, unfortunately, much worse than what it was ten years ago."

António Guterres, former United Nations High Commissioner for Refugees

What we will do:

- > Increase the number of people whose needs we address in emergency response to five million
- > Improve the speed and quality of our emergency response work
- > Achieve greater humanitarian leadership at country level
- > Build our conflict management competency at programme and policy level

What's New?

- > Leadership through strategic engagement with humanitarian coordination systems at country level
- > Developing a distinctive voice on advocacy around emergencies
- > Building conflict competency at programme and policy level
- > Forging links with new actors on humanitarian issues, e.g. private sector



Dom Hunt distributes tarps in Mane Banjang, a community high in the foothills in Sindhupalchok district, one of the hardest hit areas by the 7.8-magnitude earthquake that struck Nepal in April 2015. Concern Worldwide and Rural Reconstruction Nepal (RRN) distributed shelter and relief items to households in four areas. Photo: Crystal Wells

Strategic Goal 3: More influence, greater visibility and increased public engagement

The adoption of the Sustainable Development Goals in 2015 will change the landscape of development policies, shifting the focus from developing countries to a universal application of the goals. Concern has an important role to play in this. Public education, advocacy and campaigning are all essential components in equipping people to take informed action for change, deepening their commitment to international development and to eliminating extreme poverty.

Attracting and engaging young people in support of Concern's mission are critical to its future success. In this regard, we will ensure that we have effective channels of engagement that meet the interests and aspirations of young people who wish to campaign, learn more about development issues, or engage more deeply in our work.

More broadly, we will enhance our external communications function, to become an authoritative thought leader and go-to source for balanced, intelligent and timely information on development and humanitarian issues.

Hunger will remain a core focus of our advocacy work and we will build on our existing reputation in the area of food and nutrition security, linking this with new opportunities around Climate Smart Agriculture. We will amplify our voice on humanitarian issues, in particular around neglected crises and around mitigating and tackling conflict, an increasing driver of poverty, hunger and mass displacement. We will use our experience, presence on the ground and political influence to bring about positive change.

What we will do:

- > Improve Concern's influence with key policy makers globally
- > Be recognised as experts or thought leaders and serve as a go-to source on development and humanitarian issues
- > Develop Concern's profile as an effective and committed organisation through enhanced communications
- > Strengthen public engagement

What's New?

- > More focused advocacy on hunger and humanitarian issues
- > Stronger visibility in emergencies
- > Campaigning actively planned especially in Ireland
- > Communications given greater emphasis across the whole organisation
- > Thought leadership proactively managed



Members of the Mary Grimes School of Irish Dance entertain Grafton Street shoppers during the Concern Christmas collections. Photo: Kevin Carroll

AGENDA 2030: THE SUSTAINABLE DEVELOPMENT GOALS

- > The SDGs are a set of inter-governmental goals that frame the post-2015 development agenda in all nations.
- > Formally adopted at the UN Summit in New York in 2015, there are 17 goals with 169 targets covering a broad range of sustainable development issues.
- > The SDGs seek to address and incorporate a multi-dimensional view of sustainable development, understanding the inter-connectedness of economics, environment, and society.

“As we embark on this great collective journey, we pledge that no one will be left behind. Recognising that the dignity of the human person is fundamental, we wish to see the goals and targets met for all nations and peoples and for all segments of society. And we will endeavour to reach the furthest behind first.”

Transforming our World:
The 2030 Agenda for
Sustainable Development



1 NO
POVERTY



2 ZERO
HUNGER



3 GOOD HEALTH
AND WELL-BEING



4 QUALITY
EDUCATION



5 GENDER
EQUALITY



6 CLEAN WATER
AND SANITATION



7 AFFORDABLE AND
CLEAN ENERGY



8 DECENT WORK AND
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



10 REDUCED
INEQUALITIES



11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13 CLIMATE
ACTION



14 LIFE BELOW
WATER



15 LIFE
ON LAND



16 PEACE AND
JUSTICE



17 PARTNERSHIPS
FOR THE GOALS



Strategic Goal 4: Growing a new generation of Concern people

Concern is a people-to-people organisation. The direction set in this strategic plan, the diverse and challenging contexts in which we work, and the pace of global change will place high demands on our people. We cannot deliver on the ambition of this plan without having the right people, those who will enable us to achieve excellence in diverse and challenging settings. This will require developing leaders with very specific skill sets for particular contexts. Our plan recognises the need for skills in relationship building, networking, communication, security management and technical areas.

It recognises the continued challenge of recruiting the right people with the right skills and attitudes at all levels of the organisation. It acknowledges the need to devolve authority and responsibility closer to centres of opportunity and relevance, which may require new staff and new ways of working. To increase the excellence of our work and our

reputation as an organisation that delivers effective responses in difficult contexts, we will need experienced staff prepared to take risks, prepared to respond quickly when needed and to have the confidence to make and implement independent decisions. We will continue to invest in the safety, security and well-being of our field teams as an organisational priority.

We acknowledge the continued importance of the spirit of volunteering, which has been a hallmark of Concern and which will be revitalised under a new ambition.

The values, ethos and culture of Concern will lead and drive staff and will be evident in the actions and words of the leadership. We will value and encourage innovation and agility so that we can respond to opportunities in the external environment, which will also require faster decision-making and support for calculated risk-taking.

What we will do:

- > Acquire skilled and diverse people by utilising more agile and responsive recruitment processes
- > Ensure security policy, plans and procedures are commensurate with the threat level in our countries of operation
- > Support and develop the leaders of the future
- > Build a shared culture that reflects Concern's values
- > Revitalise the role of volunteering in Concern

What's New?

- > Global reach and use technology for recruitment
- > Leadership skills tailored to context
- > Promoting greater diversity
- > Enhance security management practices
- > Identify new opportunities for volunteering



École Presbyterale St. Benoit de Labole in Saut d'Eau, Haiti. Photo: Kieran McConville

Strategic Goal 5: Building a global Concern to meet multiple challenges

As an organisation that is globally positioned with a presence in multiple countries, Concern has enormous opportunities, but also challenges, to ensure that all of its constituent parts are working effectively and coherently together. We will review our governance structures, developing a governance model customised for Concern's needs. Throughout, we will continue to apply the highest principles of global governance and accountability, and will ensure that our work is guided by our membership, the voices of those we serve, and our staff. Embracing a 'whole organisational approach' will ensure greater effectiveness, as different parts of the organisation are aligned behind agreed complementary courses of action with a clear understanding of their role, function and contribution.

We will challenge ourselves to think creatively, taking managed risks. We will improve our effectiveness, while reviewing our overseas structure and skill set to attain excellence and leadership around development, fragile and emergency contexts.

Recognising the potential transformative impact of digital across all aspects of our work, we will make a cultural and attitudinal shift in how we communicate. We are committed to becoming a more digitally literate organisation across the board.

A key part of our organisational effectiveness is around our systems which have been developed over several decades, including grant management, financial management, procurement and logistics systems. A diverse array of donors, contract based funding, payment by results and auditing processes mean that these systems constantly need to be reviewed and updated to be fit for purpose. We will improve our financial management system to make it more suitable for accounting to multiple donors.

We have taken the decision over the lifetime of this plan to regain a more equitable balance between public and institutional funding. Seeking to achieve a particular level of co-funding will entail being selective about which grants to apply for and manage.

What we will do:

- > Develop a revised governance system that meets the needs of all parts of Concern
- > Adjust our management architecture, processes and systems for greater effectiveness, efficiency and coherence
- > Strengthen our grant management, financial management, logistics and ICT systems
- > Become a fully-integrated, digital organisation

What's New?

- > A whole-of-organisation approach
- > A new governance model
- > Enhanced donor intelligence
- > A new grant management system
- > Strengthened digital literacy and expertise
- > Improved financial management system
- > Structures and skillsets to attain excellence and leadership



Nasa Oyoo Oit fled with his wife and children when the Lord's Resistance Army threatened them. He returned to Pader in 2010 and joined the Pader Support to Returnees Resettlement and Livelihoods Programme. He now grows multiple crops, has a small shop, a sewing machine and is a leader in his local church in Pader, Uganda. Photo: Alexia Webster, Panos Pictures

Strategic Goal 6: Securing the financial resources to implement the plan

In this plan, we have set ourselves ambitious targets for growth, increasing the scope and depth of our programmes, and the amount of people we endeavor to reach over the course of the plan. Fulfilling this ambition will require growth in our financial resources. In particular, we will seek to augment the proportion of donations raised from private fundraising, as this can be used more flexibly than other funding, allowing us to undertake initiatives and maintain a robust organisational infrastructure, which is essential for maintaining the highest standards of programme quality in the countries in which we work.

To achieve a higher level of regular donations from the public, we will continue to develop strategies in each of our fundraising markets that allow us to achieve maximum growth rates for income over the course of the plan. This will include improving fundraising recruitment efficiency and promoting

innovation within fundraising teams in existing markets. We will also grow our community and youth fundraising programmes, as part of a wider engagement strategy with the public. In addition, we will invest in new markets over the course of the plan and expand our engagement with the private sector and foundations.

A key component of the growth strategy is the identification of anchor countries, which have a capacity to effectively manage very large contracts and grants. These will be countries where Concern is operating at a significant enough scale, depth and organisational capacity to embark on fundraising and grant management activities at field level.

What we will do:

- > Achieve sustained growth in fundraising income
- > Achieve substantial growth in co-funding income, principally through 'anchor' countries
- > Maintain acceptable ratios of fundraising to co-funding income
- > Establish a number of anchor countries that will be operating at a significant scale by the end of 2017
- > Grow our community and youth fundraising programme
- > Enter new fundraising markets and expand private sector funding partnerships

What's New?

- > Anchor countries established
- > Mergers explored and implemented according to Concern's criteria
- > Two new markets entered during the strategy
- > Community and youth fundraising programme to be revitalised
- > Investing in fundraising, donor intelligence and new markets



A volunteer care group discussing a drawing describing integrated community care of the child by care groups Cibitoke Province, Burundi. Photo: Irénée Ndywayezu

Conclusion

Our Strategic Plan to 2020 has a vision that turns hope into reality, that takes our almost 50 years of responding to emergencies and working with the poorest to demonstrate how innovative approaches to hunger and poverty, even in the toughest places of the world, can transform the lives of the poorest.

We know that fast emergency responses save lives and are critical, but also that investment in Disaster Risk Reduction and early warning systems saves more. We know that working with others is the only way to achieve lasting success and scale. This includes communities, the private sector, national governments, civil society institutions and researchers. It is about bringing the best formula for delivering quality, scalable programmes.

Our approach is founded on dignity and respect, listening to people, and putting them at the centre of their own development. The voices of women, men and young people have to be heard and be at the centre of change.

Through evidence and learning from successful programmes, we will offer clear and tangible pathways to development, influencing the policies and practices of governments, business and policy makers to make the world a better place for future generations.

Through the period covered by the plan, we want to see the gains that have been made over the past decade in reducing hunger and poverty extended to the poorest, most isolated communities. We will strive to ensure that commitments made under the Sustainable Development Goals are implemented and that as few of the poorest as possible are left behind by 2030.

Hussein Yusuf talks to his fellow villager in Amhara Region of Ethiopia. This once degraded and barren hillside has been transformed to a rich grazing area as a result of a watershed management programme. Photo: Jiro Ose.



Ganu Katwal at a distribution of emergency shelter and relief supplies at the village of Bhirkot in Dolakha district, Nepal.
Photo: Concern Worldwide, US



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