



CONCERN
worldwide

TOM ARNOLD

CHIEF EXECUTIVE OFFICER, 2001-2013

Concern Worldwide & Concern Worldwide US

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A MESSAGE FROM OUR CHAIRS

Dublin, London, New York
March 2013

Dear Friends,

Over the last 12 years, Tom Arnold has presided as the Chief Executive Officer of Concern Worldwide, which includes Concern Worldwide UK, and of its independent affiliate Concern Worldwide US, each supporting the common mission of Concern. During this time, Tom Arnold has steered the work of Concern Worldwide and Concern Worldwide US, a movement that today reaches tens of millions of the most vulnerable people in 25 of the world's poorest countries.

Under his direction, annual income increased three-fold, and over those 12 years, Concern spent over €1 billion working with millions of the world's poorest people. During that same period, Concern in the UK almost tripled in scale. Concern Worldwide US, which was separately incorporated only 20 years ago, grew from \$5 million to \$37 million in revenue during Tom Arnold's tenure as CEO and is now large enough to support its own full-time Chief Executive Officer. This level of growth among the family of Concern organisations is a remarkable achievement and a true testament to the trust and reputation that each organisation has built under Tom's leadership with our generous donors.

Tom has presided over three strategic plans, each of which has built on the lessons and learning of the past, while always honouring the original vision of Concern. An ethos of 'innovation, impact and influence' permeates all that we do and can be seen most importantly in the work being done by the Country Directors and all of those working in the field. We have strengthened our resolve to listen to those with whom Concern works, to learn from our past experience and to leverage that learning in pursuit of meaningful policy and political change.

Working tirelessly for change and inspiring others to do the same, Tom has been a determined and effective advocate in the fight against poverty and hunger. His appointment to the UN High Level Task Force on Hunger and more recently, to the Scaling Up Nutrition Lead Group is testimony to his past contributions and the knowledge and expertise he continues to bring to the fight against hunger.

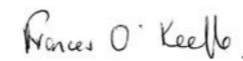
Tom has a unique capacity to convert advocacy into action and has lobbied tirelessly for his vision of Concern as a global leader in the fight against hunger.

His drive for innovation and impact is matched by a unique ability to harness political commitment and public support in equal measure. He has a wonderful talent to befriend everyone he meets – be it in the remotest village in Africa or at the highest level internationally. Perhaps most important of all, Tom has that rare combination of passion and compassion.

Tom leaves Concern in Ireland, the UK and the US with that most welcome of challenges: how to build on this incredible foundation and do more, for more people, in the years ahead. Essential to meeting this challenge will be the growth of Concern in the US and the UK. Concern is well-positioned in both, in large part thanks to Tom's vision and drive and to the strong foundation built by those who have gone before him. We are honoured that his 'retirement' will see him lead Ireland's Constitutional Convention, a body charged with considering and making recommendations on a wide range of constitutional issues.

As Chairs of the three family members, we acknowledge, in the most passionate of terms, the job Tom has done in leading Concern globally over the past decade or so. He took over a very strong organisation and is leaving a world-class one.

Concern Worldwide



Frances O'Keefe
Ireland



Tom Levitt
United Kingdom

Concern Worldwide US



Thomas J. Moran
United States

INNOVATION IN CONCERN PROGRAMMING

Early in his tenure as CEO, Tom Arnold affirmed that he wanted Concern to be, and to be seen as, a world-class organisation. Despite some initial cynicism, his affirmation did prompt many of Concern's staff to examine its inspiration and implications. It is an easy ambition to articulate, but an altogether harder one to realise.

A pragmatic view of such an ambition was that Concern could never become a world-class organisation if its country programmes did not become world-class. The design and delivery of such programmes would need to be rooted in Concern leading and defining best practice rather than merely following the contribution of others.

Following a period of realignment, Concern's core programming now focuses on: emergencies, the food, income and market sector, health, education, and HIV and AIDS. All of Concern's policies and strategies attempt at a minimum to define best practice and then drive the organisation and its programmes towards their attainment. While this approach significantly contributes to Concern's reputation as a leading development agency, the organisation recognises that in order to gain increasing traction and influence, the next step is to lead and define new standards of practice. By striving towards world-class programmes Concern can also grow in influence and extend the reach and impact of our work.

In reviewing Concern's work over the last 12 years, it becomes apparent that we have been, and continue to be, innovative. Our more recent focus on the issues of health, hunger and emergencies as our particular areas of expertise has seen us produce innovations of world-class quality that have contributed to new standards of practice and have considerably strengthened the impact of our work.

In this section, we present three substantial innovations Concern has provided leadership on: all three looked to impact the scourge of hunger, which has been at the core of Tom's leadership, through the treatment of malnutrition, the productivity of agricultural land and use of cash rather than in-kind assistance in emergency situations.

INNOVATIONS

Community-based Management of Acute Malnutrition

When people speak of innovation and Concern, the first programme that comes to mind is Community based Therapeutic Care (CTC), also known as Community-based Management of Acute Malnutrition (CMAM). Similar to other innovations, CMAM was complemented by several other smaller initiatives including the development of Ready-to-Use Therapeutic Food (RUTF) and a simplified measurement of acute malnutrition using a band around the mid-upper arm. The idea for CMAM originated with Dr Steven Collins, a specialist who had spent several years grappling with the deficits arising from the traditional approach to treatment of acutely malnourished children and who resolved to present a more effective approach. When he presented his idea to Concern in the late 1990s, the organisation jumped at the opportunity to test its potential.

When children presented with acute malnutrition, the traditional approach was to treat them in Therapeutic Feeding Centres (TFC) - usually tents with doctors, nurses and drips of therapeutic solutions. These centres treated only a small number of malnourished children. They stayed in the centres for a month or so and required full-time, around the clock care by experienced medical staff. The centres were very expensive and struggled to manage sizeable caseloads. In addition, mothers or caregivers often presented at these centres accompanied by their other children, which increased the risk of infection and cross-infection. This also placed huge strains on families as the mother or caregiver usually remained at the centre, requiring the remainder of the family to assume greater responsibility at home.

The community approach introduced under CMAM offers a more effective response to the treatment of malnutrition than traditional TFC. A CMAM programme works through community mobilisation, where children are referred from the community to a local health post or centre for weekly check-ups and they are assessed according to a 'triage of care'. If they are severely malnourished to a certain level and do not show signs of other illness, they are given RUTF as treatment for malnutrition and discharged to their homes. This RUTF is an energy-dense mineral and vitamin enriched



Hukun Muhumad Haji and 11 month old Salat Hassan Abdi with Tom Arnold and Frances O'Keeffe at the Dollow Health Centre, Dollow, Somalia

Pic: Jennifer O'Gorman, 2011

peanut-based food, which keeps for months in simple packaging. It can be eaten uncooked by children over the age of six months and does not require the addition of water, reducing the risk of infection. If the child is severely malnourished with medical complications, it is referred to a treatment or stabilisation centre. These children generally remain in the centre for only a few days before being discharged to a CMAM programme.

In 2002, Concern and Valid International, which had been founded by the aforementioned Dr Collins, entered into a three-year partnership to further research and develop CMAM. By 2006, the research provided evidence of positive results involving 24,000 cases of acute malnutrition. In May 2007, the World Health Organisation, the World Food Programme, the United Nations Standing Committee on Nutrition and the United Nations Children's Fund endorsed the CMAM approach and committed to implementing it themselves and recommended its adoption by governments within their national health systems.

Today, more than 55 countries treating malnutrition use the CMAM approach.

The impact of this global shift in the adoption of CMAM has been remarkable. By empowering communities to understand and address malnutrition, CMAM has supported an eightfold increase in the number of people accessing treatment and has significantly reduced mortality rates in children under five.¹

Conservation Agriculture

Almost three quarters of the land in sub-Saharan Africa is partially or severely degraded. This has come about as a result of excessive soil disturbance, the reduction in nutrients caused by monoculture, late planting and lack of investment in agriculture. The consequent reduction in yields is a major problem, especially for poor farmers - many of them women - farming small plots of land.

Conservation Agriculture is a radically different way of producing crops that lead to higher yields and earlier harvests, even in dry years. It uses techniques that reduce both erosion and the energy and workload

needed to plant crops, conserves soil moisture and enables farmers to plant as soon as the rains start.

Conservation Agriculture has three key principles: 1) do not disturb the soil, 2) keep the soil covered (using crop residues as mulch), 3) rotate the crops. In addition, Concern promotes the use of small amounts of carefully selected appropriate fertilisers. Together, these simple techniques reduce the energy needed to farm, maintain the natural soil structure, help avoid excessive depletion of nutrients and maximise the benefits (while minimising the cost) of fertiliser.

Concern has been promoting Conservation Agriculture in Zimbabwe since 2006 with impressive results. This approach typically improves yields of maize by 70 per cent without fertiliser and more than triples yields when fertiliser is introduced. Conservation Agriculture uses resources more efficiently and improves flexibility. In Zimbabwe, these results were achieved using relatively simple and appropriate technologies such as planting pits or simple ox-drawn rippers, tools which have deep penetration but cause minimum disturbance to the soil.

Following on from the successes in Zimbabwe, Concern has since introduced a Conservation Agriculture model in Zambia and Malawi through the support of an Accenture Global Giving Grant and in Tanzania and the Democratic People's Republic of Korea through the support of the European Commission.

While this innovation is not appropriate for all soil types or plants it can, and is, making a difference to the livelihoods of thousands of food insecure farming families in sub-Saharan Africa and beyond. Moreover, it is sustainable and counters many of the environmentally destructive practices associated with conventional agriculture.

Cash Transfers

Our innovations have not been limited to our development programming. Responding to emergencies accounts for up to half of our work and we have made considerable impact in this area thanks, in part, to our adoption of leading-edge techniques in the delivery of aid.

¹ See https://www.concern.net/sites/www.concern.net/files/resource/2010/04/4444-concern-ctc_newsletter-spring2010.pdf

Concern was one of the first humanitarian agencies to adopt cash transfer programming as a core part of emergency response in place of in-kind distributions (food, shelter materials, household supplies and so on) and has led the field in the use of innovative technology to support their efficient and effective delivery. Concern has long established programmes and an on-the-ground presence in 25 countries, including those at the forefront of the recent rapid expansion of cash transfers in humanitarian contexts. The organisation has detailed knowledge of, and good relationships with, humanitarian practitioners, regulators and private sector partners. Lessons from Concern's programming have contributed extensively to international learning on best practice. Since 2006, Concern has implemented over 30 cash and voucher programmes in over 15 countries.

One of Concern's early uses of cash transfers took place in 2006 and 2007 when we responded to recurring droughts and food shortages in Malawi. Based on years of experience in addressing hunger, we recognised that there was food in the country and in the marketplace. Eager to overcome the operational problems associated with traditional food aid distributions, it was decided that a balance of food and cash was required to ensure that the most vulnerable were fed and markets were not undermined. Our Food and Cash Transfers programme targeted 22,000 people over four months and used monthly market analysis to determine the balance of food and cash depending on inflation and availability of food in local markets. Cash was distributed through mobile banks and ATM or 'smart cards'. It was evaluated by Steven Devereux, a social protection expert from the Institute of Development Studies at the University of Sussex, and was found to be a major success and highly innovative. The cash component not only prevented hunger but also allowed for flexibility in spending needs for healthcare and transport. Even more significantly, it enabled poor people to invest in agriculture, asset creation, education and reduced their dependency on casual labour. Additionally, it was a greener solution: allowing traders to fulfil local demand rather than Concern trucking supplies for distribution.

Investment in landline technology never took place on a continent eager for improved communications, so it invested heavily in mobile phones and wireless technology. In Kenya alone, the number of mobile

phone users increased from 200,000 to over 22m over the first decade of the 21st century.² Concern used this technology to increase the number of people it can reach and the effectiveness of its programmes.

In 2008, Concern pioneered the first ever use of Mobile Money Transfer (MMT) technology to deliver emergency cash transfers to beneficiaries. Piloting Safaricom's MMT service, we delivered monthly cash to food insecure rural households who were experiencing depleted livelihoods as a result of the post-election violence in Kenya's remote Kerio Valley. The approach was scaled up to support the needs of over 40,000 people in the Nairobi slums area and provided valuable learning on the constraints of programming with technology in rural versus urban areas. Building on these experiences, Concern worked with the Government of Kenya to introduce the concept of 'transformative social protection' to its programme in the Korogocho slums from 2009-2011. Targeted monthly cash transfers were combined with skills training, business development and access to saving schemes and financial services to address the multifaceted challenges facing the ultra-poor and enhance their long-term food security. Evidence from this initiative has demonstrated to the Government of Kenya the appropriateness and scalability of cash transfers in urban slum populations.

Concern's use of cash transfers through mobile technology received endorsement from Tufts University in Boston, which documented the cost effectiveness and the benefits of the MMT system when it was introduced in Niger in 2010. Responding to severe drought, Concern launched an early multi-sector emergency programme which included the delivery of cash transfers in partnership with mobile phone operator Zain (now Airtel Niger). This was the first such pilot in Francophone Africa and it overcame numerous operating constraints to demonstrate that MMT technology can be a viable option for supporting vulnerable groups to meet their most basic needs, even in difficult environments. Looking forward, Concern continues to invest in innovative programming, focused around our core programme areas of hunger, health and humanitarian response.

² See <http://www.wired.co.uk/magazine/archive/2011/08/features/switching-on?page=all>



Tom Arnold, Mary Robinson, Chair of the Mary Robinson Foundation – Climate Justice and Frances O'Keeffe, Chair of Concern Worldwide, in Marsabit, Kenya

Pic: Jennifer O'Gorman, 2011

RECENT INNOVATIONS

Innovations in Maternal, New-born and Child Health

As the previous examples show, innovation is in Concern's DNA and this was recognised in November 2008, when Concern US received a five-year, \$41 million grant from The Bill and Melinda Gates Foundation to identify and test innovations in Maternal, New-born and Child Health (MNCH) in three countries: Malawi, Sierra Leone and India. The programme was based on two premises: successful interventions had been identified but failed to deliver evidence of successful scale-up or replication and innovations can come from anywhere, and that there were many people whose ideas had never been sought, such as service-users, students and front-line health workers.

In Malawi, Sierra Leone and Orissa state in India, Concern collaborated with Ministries of Health and UNICEF to research major implementation barriers restricting Innovations in MNCH outcomes and then set up various mechanisms to solicit ideas on how to overcome these barriers. At the time of writing this brochure (March 2013), the winning ideas are still being field tested. In Malawi, we are testing the use of a Short Message Service (SMS) and hotline services which provide advice for mothers, improving their knowledge and behaviours, as well as providing reminders linked to the referral system. In Orissa

State in India, we are deploying male Health Activists to accompany the female Accredited Social Health Activists (ASHAs) to ensure that the ASHAs can work and travel safely at night, as well as improving husbands' knowledge of, and support to, better health behaviours, especially around the time of pregnancy. In Sierra Leone, we are testing psycho-social support for health workers in an effort to enhance their ability to cope in demanding, low resource settings.

On the basis of Concern's internal reflections on the first phase of the grant, engagement with the Foundation and an external mid-term review, Concern decided to completely rethink its approach and is currently using a number of processes to generate innovation. This shift in approach is underscored by learning on the principles of innovation: diversity as a driver, based on iteration rather than being too linear, and action and incubation on an on-going basis. This approach has led to a number of other exciting new pilots. In Kenya, we are exploring how to harness the creativity of the Maker Movement (a global movement, characterised by a technology-based extension of the Do-It-Yourself culture) to address issues related to the procurement, supply, maintenance and repair of MNCH equipment and its parts in low resource settings. We are also examining a number of community based processes aimed at incentivising women to overcome socio-cultural barriers in accessing health services and changing their health behaviours. In an effort to improve motivation and retention of health staff,



Tom Arnold gathering mulch to put on the plot of land in Mankhwazi Village, Nkhotakota District, Malawi

Pic: Jennifer O’Gorman, 2012

particularly in remote rural locations, and prevent social and professional isolation, Concern is examining the use of 3G technology and mobile tablet devices to ensure that these health workers can access information when they require it, receive coaching and mentoring services, and stay in touch with family in their home areas. Concern is also testing a programme model aimed at expanding and modernising the role of the traditional birth attendant to fill crucial, non-clinical gaps in MNCH services.

Realigning Agriculture to Improve Nutrition

Concern and the International Food Policy Research Institute (IFPRI) have recently embarked on a partnership to design, and rigorously evaluate, a project to prevent stunting in young children by realigning a package of agriculture-based interventions to improve nutrition components. This project, Realigning Agriculture to Improve Nutrition (RAIN), is being implemented in Zambia with financial support from the Kerry Group and Irish Aid and in partnership with government and NGO actors. The project aims to:

- reduce the prevalence of chronic malnutrition among young children and improve maternal health through targeted interventions during the critical period from the beginning of pregnancy through to the child’s

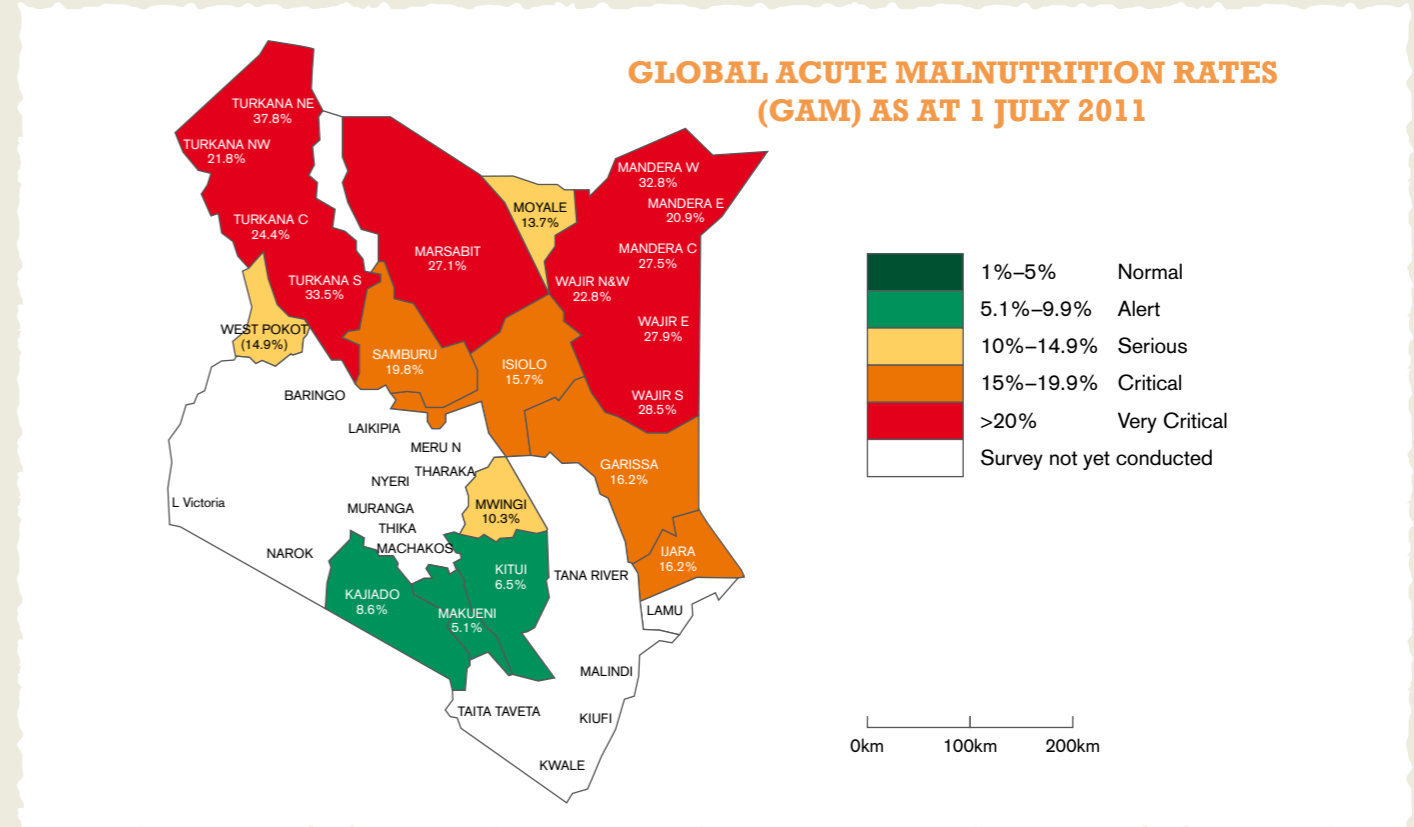
second birthday (known as the 1,000 day window of opportunity)

- realign and integrate activities and mechanisms within the Ministry of Agriculture and Livestock and the Ministry of Health to more effectively and efficiently achieve sustainable nutritional outcomes
- use and share evidence generated at district level to influence local, national and international policy agendas to prevent child stunting.

A baseline study has already been completed and annual evaluations will be conducted to assess the project’s design and delivery.

Community Resilience to Acute Malnutrition

Concern has recently pioneered a new approach called ‘Community Resilience to Acute Malnutrition’ (CRAM) in Dar Sila in eastern Chad. The project brings together interventions in water, nutrition, agriculture and inequality to improve health, nutrition and livelihood security as well as resilience to shocks. The programme also brings in a comprehensive community based Early Warning System to identify potential shocks and an emergency response package that can be rapidly scaled up for delivery in the most effective manner possible, bringing together humanitarian and development programmes in an integrated manner.



CRAM was designed as a result of findings which suggested that similar resilience work carried out by Concern in the Moyale district of northern Kenya, had significantly reduced vulnerability to acute malnutrition during the 2011 drought. Severe Acute Malnutrition rates rose sharply in each of the districts in northern Kenya, except in Moyale where the rise was significantly less pronounced. Concern has been the only major agency working in this area and it seemed that the multiple interventions had increased the community’s resilience to drought. However, Concern lacked the rigorous and convincing evidence, which was required to prove it was interventions such as these that had made the difference. As a result, we sought to design an innovative programme which would produce the necessary evidence base needed to influence other agencies and policy makers to invest in such an approach.

The programme’s impact will be measured through practices or outcomes for each intervention.

The Surge Capacity Model for Health Systems Strengthening

Concern’s Community Based Management of Acute Malnutrition (CMAM) Surge Capacity Model centres on one of the fundamental principles of CMAM, which is that early detection of cases results in improved

treatment outcomes and lower caseloads, as children are found and treated before their severe acute malnutrition is accompanied by complications. The model builds upon Concern’s learning from CMAM programmes in emergency and development contexts and the testing of components of the model in Uganda and Kenya. Some Health System Strengthening (HSS) approaches do not consider impending nutrition and health shocks and therefore do not factor in the additional resources required to respond adequately to increased caseloads. This model is based on the belief that Disaster Risk Reduction should be an essential component of HSS, particularly where spikes in acute malnutrition rates occur. It affirms that strengthening the capacity of the entire health system to better withstand and recover from short-term increases in demand in services, is essential to ensuring quality health services in the longer term. Resilient health systems can only be achieved through strong and sustained engagement of community actors. It is currently being piloted as part of Concern’s health programme in Kenya and will be evaluated after each ‘scale up’ and ‘scale down’ of services and learnings will be applied on each occasion.

The Graduation Model: Lifting People out of Extreme Poverty

Since 2007, Concern has supported the implementation of a graduation programme in Haiti.

The programme targets the extremely poor, often women with a large number of dependents, assisting them in securing a sustainable exit from extreme poverty. The graduation approach was developed by Bangladeshi NGO BRAC and is comprised of five components: 1) targeting the poorest of the poor, 2) stipends to give participants some breathing space to be able to engage in training and start planning for the future, 3) savings, 4) training and intensive support for case managers, 5) asset transfers. These components are delivered as a package and their sequencing is essential to the model's effectiveness.

In Burundi, Concern has begun delivering a graduation programme which includes a research component examining a number of key questions. These include the extent to which the benefits accruing to participants in the graduation programme depend on the level of coaching provided and as to whether the more intensive coaching provided leads to greater levels of dependency. The validity of the research findings will be ensured through the creation of two strands of beneficiaries, distinguished in terms of the type of support they receive. The findings from the research will indicate how the graduation model can achieve increased cost efficiency, while maximising positive outcomes for the participants. The programme's research component is being managed by the Institute of Development Studies at the University of Sussex, United Kingdom.

TECHNOLOGY AND INNOVATION

As is evident from the innovations described, technology is very important in Concern's programmes. Through the use of appropriate technologies we can advance the impact of our programmes and offer greener solutions. Digital Data Gathering (DDG) is a great example of an initiative which has been piloted recently to impressive effect.

DDG was introduced initially to the Malawi Conservation Agriculture (CA) project when members of Concern's Information and Communications Technology team in Dublin travelled to Malawi to train local staff on how to use the devices and it has recently been rolled out to the Zambia CA project.

Collecting data digitally has a number of advantages including accuracy and the speed with which data can be collected. Prior to using these devices, surveys were carried out using pen and paper – surveys often got lost, muddy or wet, and then once they were collected they could spend weeks sitting on a desk waiting to be input into a computer. The biggest disadvantage of this delay was the fact that trends emerging from the data (such as possible crop diseases or pest outbreaks) often could not be identified until it was too late. The current system, which is being rolled out in conjunction with Dublin-based company PSI Mobile, enables the data to be uploaded to a central server as soon as an internet connection is available. This means that a survey can be carried out in Lilongwe in the morning, and then Concern staff in Malawi or in Dublin can actually review that data in the afternoon and analyse it. The consequence is that trends or threats can be spotted immediately and the project can then be adapted accordingly on an on-going basis.

Digital Data Gathering has been so successful that Concern is now planning to roll it out to all Concern country programmes over the next two years under its Programme Quality initiative, which is funded in part by the Government of Ireland's Irish Aid arm. The technology has already been implemented in Kenya, Republic of Sudan, Zambia and Sierra Leone.

Concern can legitimately be seen as an organisation that strives for a depth of expertise and one which can produce distinctive contributions to the international humanitarian and development sectors. These actions not only enlarge Concern's impact but also contribute to a global improvement in the quality of humanitarian and development interventions.

By committing to follow best practice at a minimum, and striving to define best practice in our greatest areas of expertise, we have grown considerably, both in size and in the reach and impact of our work during Tom Arnold's period in office.

CONCERN'S IMPACT: OUR EMERGENCY RESPONSE WORK

Working with communities to mitigate the risk and impact of these disasters is an essential component of Concern's work. Aware that mitigation measures cannot prevent all disasters from occurring, we also pride ourselves on the speed and appropriateness of our response to emergencies.

Each year, Concern responds to dozens of emergencies. Some are very high profile - for instance, in 2005, we dealt with three: the Asian tsunami, the Niger food crisis and the Pakistan earthquake. In 2010, January brought the massive earthquake in Haiti while, in August, floods in Pakistan displaced over 20 million people. Natural disasters such as earthquakes and floods occur, generally speaking, with little or no warning. But other emergencies, such as the 2011 East African food crisis, normally unfold over time. Over the years, we have invested increasingly in pre-emptive warning systems, in taking early action before the

situation deteriorates too badly, and in helping communities build their resilience as they come out of an emergency.

Our emergency-related work begins before emergencies take place. As an organisation, we have supplies and systems ready for rapid deployment. We work with partner organisations, national and international authorities and community members to ensure they have appropriate systems in place to reduce the risk and the impact of emergencies, thus protecting lives and livelihoods.

Everywhere we work, we use our expertise to minimise the impact of possible future emergencies. This may involve planting trees to reduce landslides in areas prone to flooding, or building schools and clinics that can withstand earthquakes and storms.

In 2011, we responded to 37 emergencies in 19 countries (detailed below) providing assistance to almost four million people.

| COUNTRY | CAUSE AND RESPONSE | BENEFICIARIES REACHED |
|-------------------|--|-----------------------|
| Afghanistan | Drought – cash for work, cash transfers | 16,306 |
| Bangladesh | Flood (Haor) and Cyclone Aila – cash for work, cash for training, livelihoods support, water trucking and distribution, non-food item distribution, water, sanitation and hygiene | 42,721 |
| Cambodia | Floods and Strong Winds – food distribution, non-food item distribution | 26,509 |
| Chad | Conflict and Returnees – water, sanitation and hygiene Food Crisis – food distribution | 99,253 |
| DRC | Conflict – non-food item distribution, cash vouchers, cash for work, agricultural inputs and training, water, sanitation and hygiene | 54,775 |
| Ethiopia | Drought – nutrition, water, sanitation and hygiene, distribution of seeds, food and livestock Flooding – repair of shelter, distribution of school materials, seed distribution | 299,989 |
| Haiti | Earthquake – camp management and settlement, shelter, water, sanitation and hygiene, emergency education, nutrition (baby tents, stabilization centre, psychosocial support), livelihood support (rural and urban - watershed rehabilitation, training, cash for work) | 273,620 |
| India | Odisha (Orissa) Flood – cash for work, non-food item distribution West Bengal Flood – shelter | 168,270 |
| Kenya | Food Insecurity – nutrition, cash transfers, asset protection | 190,014 |
| Liberia | Cote D'Ivoire Conflict Refugees – water, sanitation and hygiene, provision of food, seeds and tools, camp management | 25,057 |
| Niger | Food Insecurity – nutrition, food production | 25,311 |
| Pakistan | Flooding – water, sanitation and hygiene, nutrition, shelter, food and non-food item distribution, livelihood restoration support Post Conflict – livelihoods recovery, shelter, water, sanitation and hygiene | 1,745,830 |
| Somalia | Drought/ Severe Food Crisis/Conflict – water, sanitation and hygiene, cash for work, cash nutrition, food vouchers/ seeds/ tools | 343,440 |
| Republic of Sudan | Conflict – health and nutrition, water, sanitation and hygiene, livelihoods, non-food item distribution, seed distribution, camp coordination | 428,029 |
| South Sudan | Post Conflict Returnee – non-food item distribution | 7,695 |
| Tanzania | Bomb Blast/ Drought – first aid services, tracing activities, drop-in centre for misplaced children, provision of drinking water/food seed distribution | 47,625 |
| Zimbabwe | Food Insecurity – vulnerable group feeding, cash transfer | 90,578 |
| Other | Zambia – disaster risk reduction Uganda – water, sanitation and hygiene | 46,407 |
| TOTAL | | 3,931,429 |

CONCERN'S IMPACT: OUR LONG-TERM DEVELOPMENT WORK

| | DIRECT | | | INDIRECT | | |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| | Girls/women | Boys/men | Total | Girls/women | Boys/men | Total |
| Food, income and markets | 1,246,333 | 1,171,688 | 2,418,020 | 5,205,312 | 5,203,114 | 10,408,425 |
| Health | 936,597 | 611,901 | 1,548,498 | 3,440,129 | 3,082,015 | 6,522,144 |
| Education | 207,314 | 218,360 | 425,674 | 549,490 | 505,454 | 1,054,944 |
| HIV and AIDs | 149,362 | 102,023 | 251,385 | 664,770 | 516,647 | 1,181,417 |
| TOTAL | 2,539,606 | 2,103,973 | 4,643,577 | 9,859,701 | 9,307,230 | 19,166,930 |

Food, income and markets is our biggest on-going development programme. It has two key principles: 1) everyone needs food to survive and thrive, 2) we must work with the world's poorest people to ensure that they are able to support themselves.

Programme examples include investing in agricultural training and resources and running skills training and microfinance schemes to get small enterprises off the ground. To help boost local economies, we improve access to markets, build roads and bridges and establish cooperatives.

Our health programme improved the health, or access to healthcare, for the poorest people.

We secure access to clean water and educate communities on good hygiene practices. We invest in sanitary infrastructures such as sewage disposal systems, we run numerous ante-natal programmes, train birth attendants on safe deliveries, and educate women about how best to care for infants. We work to prevent malnutrition in children under five, teaching parents and health workers how to spot and tackle malnutrition. We also run supplementary feeding programmes to treat malnourished mothers and children, saving thousands of lives every year.

Concern's education programmes seek to enable children, particularly girls and those from marginalised groups, to gain access to education.

We raise awareness of the value of education by increasing school space and facilities. We remove barriers to education, such as extreme family poverty, hunger and social stigma. We focus on improving the quality of school management systems and classroom teaching. We work to ensure children's safety and wellbeing at school. This may involve discouraging corporal punishment and discrimination, or improving school sanitation to limit the spread of diseases.

Concern has three main approaches to tackling the pervasive impact of HIV and AIDS:

We raise awareness to prevent the spread of HIV. We increase access to effective care and treatment for people and broaden the availability and uptake of antiretroviral therapy. We seek to increase its effectiveness by improving awareness of the importance of diet and drug regimes. Alongside this, we offer psychosocial support and healthcare for impacted populations and by seeking to ensure that they have adequate food and income. We also secure education for children who are orphans or vulnerable because of AIDS.

THE GROWTH OF CONCERN'S INFLUENCE SINCE 2001

One of the hallmarks of Concern's evolution over the past decade has been Concern's influencing role. This influence has been focused, connecting learning from our programmes with opportunities to improve the policies and practices of the international community, in order to bring larger scale and lasting change to extremely poor people in the world's poorest countries. That influence has extended far and wide but has remained rooted in a belief that Ireland, the UK and the US can play a leadership role in the fight against hunger and that Concern will do all in its power to broker support and nurture that leadership across the globe.

As a member of the UN Millennium Project's Hunger Task Force from 2003 to 2005 and then as a member of the Irish government's Hunger Task Force from 2007 to 2008, CEO Tom Arnold led by example – drawing on Concern's experiences in the field to shape the direction and distinctiveness of Ireland's approach to dealing with hunger. In 2008, Kofi Annan, the former Secretary-General of the United Nations, opened Concern's international conference in Dublin on Hunger by expressing his deep appreciation to Tom and Concern for working so hard "to bring us together". Two years later, UN Secretary-General Ban Ki-moon applauded Concern's efforts "to bring senior policy makers and activists together in the fight against hunger".

These events and others which followed were important in themselves, but were also part of a broader effort to influence policy and practice at national and international level.

Concern's focus on 'influence for policy change' has deepened over the past decade. Concern's first Advocacy Policy, agreed in 2003, was followed by the establishment of an Advocacy Unit in Dublin in 2005, which today works in close collaboration with advocacy teams in the UK and the US. These teams, together with the Communications, Active Citizenship and other Campaign Teams, have focused on building public support and delivering policy and practice change in the areas of hunger, emergencies and aid effectiveness.

As a founding member of Alliance2015, Concern has committed itself at EU level for over a decade to

this strategic network of NGOs, which is bound by a shared focus on the achievement of the Millennium Development Goals and a common aim to deliver more effective programming by working together in our countries of operation and more effective advocacy by working together on the continental stage.

The importance of engaging with all key institutions at the global level to protect and promote a principled approach to development and humanitarian practice is an ongoing priority for all our advocacy and influencing work.

The current Strategic Plan (2011-2015) states that "high quality work on the ground, demonstration of results and learning provides the basis to advocate for policy and practice change, at national and international level, to help the poorest people."

An early example of this approach was the development with Valid International of Community-based Management of Acute Malnutrition. CMAM³ was first piloted by Concern and Dr Steve Collins of Valid International in Ethiopia in 2000, with a second pilot site in Malawi in 2002. Through field trials and pilot programmes in Ethiopia, Malawi, Democratic Republic of Congo and Niger, evidence showed that CMAM programmes reached over 70 per cent of malnourished children in need of treatment with outcomes consistent with international standards.

The evidence also showed that CMAM had the potential to reach more children, with more appropriate care, than the traditional inpatient-only feeding centre approach. In 2006, in Geneva, on the basis of a large evidence base, Concern and Valid advocated to amend the standard World Health Organisation treatment guidelines for severe acute malnutrition. The WHO agreed and in 2007 the United Nations endorsed CMAM as international best practice.

One year later, the issue of food security came to the fore as a result of the significant rise in food prices and the concurrent financial and economic crises. The election of President Obama and the subsequent decisions at LAquila and Pittsburgh laid the foundations for co-ordinated international action to tackle food insecurity. The G8 pioneered a 'Global Partnership for Agriculture, Food Security and Nutrition' and Concern

3 Then known as "community-based therapeutic care", or CTC



CLOCKWISE FROM TOP LEFT:
Sir Bob Geldof and Tom Arnold at the Euroscience Open Forum in Dublin
Pic. Shay Fennelly, 2012



Tom Arnold, Dr Joseph Cahalan, CEO Concern Worldwide US and the late Father Aengus Finucane, Honorary President Concern Worldwide US



Tom Arnold and Hillary Clinton, former US Secretary of State, 2010



David Nabarro, Special Representative on Food Security and Nutrition for the United Nations, Rose Caldwell, Executive Director, Concern Worldwide UK and Tom Arnold

implemented a programme of advocacy across Ireland, the UK and the US articulated in 'The Time is Now: The G8's Opportunity to Make Undernutrition History.'

In the UK, Concern's public campaign 'Unheard Voices' called on the Government there to invest in agriculture and in particular to support marginal and smallholder farmers. As part of this work, Concern contributed to the foundation of the All Party Parliamentary Group on Agriculture and Food for Development. This group made a formal submission to the Department for International Development's Agricultural Review, conducted research into the problems confronting women marginal farmers in Zambia and mounted a campaign entitled 'Women Can't Wait', which culminated in Tom Arnold presenting a petition to David Nabarro, UN Special Representative for Food Security and Nutrition. These campaign successes were significant in cementing Concern UK's credibility with policy makers, civil servants, academics and other NGOs in the UK.

Meanwhile in Ireland, Concern co-hosted with David Nabarro and Ireland's Minister for Overseas Development, a major conference in 2010 at which the 'Comprehensive Framework of Action' to deal with Food Security was reviewed. Concern contributed a paper into that review. In the context of the UN MDGs Summit later the same year, Ireland's then Minister for Foreign Affairs, Michéal Martin, and the then US Secretary of State, Hillary Clinton, joined forces to launch '1,000 Days: Change a Life, Change the Future' – a global movement which is focused on scaling up nutrition across the globe. The aims and objectives of this international movement resonate strongly with Concern's work and the organisation has sought to support its roll out at programme, country and international level.

In 2011, Concern US co-hosted the '1,000 Days to Scale Up Nutrition for Mothers & Children: Building Political Commitment' in Washington, gathering 170 government officials, donors, civil society, academia and private sector actors in a conference designed to maintain political momentum and develop joint advocacy towards upcoming global fora; and in 2012, ahead of the G8, Concern US co-hosted the 'Scaling Up Nutrition: Calling all Champions' meeting to inspire world leaders and other policy makers to accelerate action.

In April 2012, Tom Arnold was appointed by UN Secretary-General Ban Ki-moon to a high-level international working group of the Scaling Up Nutrition (SUN) Movement, which is focused on tackling child hunger. Other members of the working group include Mary Robinson, two current national presidents and three prime ministers, as well as the heads of UNICEF and Medecins San Frontières. Concern's Advocacy Officer for Hunger was subsequently appointed to the SUN Steering Committee, while Concern's programmes in Bangladesh, Ethiopia, Kenya, Malawi, Sierra Leone, Tanzania, Uganda and Zambia are engaging in the roll out of SUN at national level. Being in a position to link local, national and international experiences of, and engagement in, SUN, Concern is now uniquely placed to bring even greater influence to bear on this important movement.

Alongside our policy work, our public engagement on the issue of nutrition has entered an exciting new phase. The launch of the 1000 DAYS Campaign in 2012, saw Concern reach out to members and supporters with clear messages: that the 1,000 days during pregnancy and a child's second birthday is the window of opportunity to prevent stunting and cognitive impairment; that we know what works and that Ireland can play a role in making sure the necessary steps are taken.

During 2012, Concern also participated in the Chicago Council on Global Affairs Symposium on Global Agriculture and Food Security at which US President Barack Obama made the landmark announcement of the New Alliance for Food Security and Nutrition, as well as the Hunger Summit hosted by UK Prime Minister David Cameron at the close of the Olympic Games. In all cases, Concern brought to the discussions perspectives and learning from our field work with a particular focus on the role and importance of civil society and the need for strong systems of accountability.

That emphasis on promoting the role of civil society in policy making reflects an organisational commitment to the aid effectiveness agenda. In Ireland, Concern has influenced significantly the 'Act Now on 2015' campaign which aims to build public and political support for Ireland's commitment to the 0.7% international aid target, while at EU level Concern has advocated with our Alliance2015 partners since 2005 on the issue of 'democratic ownership' – calling on governments to support the engagement of people on

the margins, those living in extreme poverty, in policy and decision-making processes, which fundamentally affect their lives and livelihoods.

The organisation's collaboration with the International Food Policy Research Institute and our Alliance2015 partner Welthungerhilfe in producing the annual Global Hunger Index has been another important means of contributing to awareness and understanding of the issue of hunger. Since 2007, this series has brought to policy makers and practitioners alike an authoritative ranking of hunger across the globe as well as research, analysis and case studies on issues from food price volatility, to child undernutrition, to land, water and energy scarcity. Over the last two years alone, the report has been launched in Dublin, London, Brussels, Milan, Paris, Washington, Des Moines, Berlin, Nairobi, New Delhi, Dushanbe, Harare, Freetown and Maputo.

In relation to emergencies, Concern has remained true to its origins and clear on the necessity to use its influence not just to deliver effective response in humanitarian crises but to protect and defend the principles underpinning humanitarian response and to see that they are reflected in practice. Concern US takes a lead on engaging with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), US Government stakeholders, the UN's Central Emergency Response Fund (CERF), and others providing real-time evaluations and operational updates on a range of humanitarian policy and practice issues. At EU

level, Concern has served on the board of Voluntary Organisations in Cooperation in Emergencies and at international level on the Inter-Agency Standing Committee Principals, in each case having the ability to influence policy decisions on the basis of perspectives and insights from our fields about what is happening at the epicentre of emergencies and supports.

Tom Arnold leaves behind a global movement that today reaches tens of millions of the most vulnerable people in 25 of the world's poorest countries. Under his direction, annual income increased three-fold, and over those 12 years, Concern spent over €1 billion working with millions of the world's poorest people. This level of growth among the family of Concern organisations is a remarkable achievement and a true testament to the trust and reputation that each organisation has built under Tom's leadership with our generous donors.

More striking than its growth over the past decade, however, has been Concern's growing reputation internationally as an organisation committed to the reduction of suffering and the ultimate elimination of extreme poverty in the world's poorest countries. That commitment is evident from the projects and programmes Concern implements in local communities, its support of partner organisations, its engagement with decision makers at district level and its influence on the policies of national governments and international institutions.



Cover Image:

*Tom Arnold with some children
from the Mankhwazi Village,
Nkhotakota District, Malawi*

*Pic: Jennifer O’Gorman,
2012*

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Concern is a member of Alliance 2015



Concern has signed the Dóchas Code
of Conduct on images and messages