



**CONCERN
WORLDWIDE
STRATEGY
2016-2020**

Leaving no one behind

Towards 2030: Tackling hunger, crises and extreme poverty in the toughest places

CONCERN
worldwide



Contents

Introduction: Hope and opportunity	2
We are Concern Worldwide	4
Our values	5
What we do to achieve our mission	6
Where we work	7
The external view	9
Strategic Plan: 2016-2020	11
> Strategic Goal 1: Greater impact on long term poverty	14
> Strategic Goal 2: Larger, faster, better humanitarian response	16
> Strategic Goal 3: More influence, greater visibility and increased public engagement	18
> Strategic Goal 4: Growing a new generation of Concern people	22
> Strategic Goal 5: Building a global Concern to meet multiple challenges	24
> Strategic Goal 6: Securing the financial resources to implement the plan	26
Using the Strategic Plan	29
Conclusion	30

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

Opposite 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: Hope and opportunity

In developing this strategic plan, Concern Worldwide starts 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 one billion people still live on less than \$1.25 a day, 795 million people go to bed hungry every night, and more than 65 million people are displaced, uprooted from their homes due to conflict and disaster.

Concern welcomes the new commitments under the Sustainable Development Goals (SDGs), in particular the pledges to end hunger and extreme poverty by 2030. The goals, which in effect can be perceived as rights, 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 goals provide us with both hope and opportunity.

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.

This strategy has been developed by examining the world around us – not just how it is today, but also how it is likely to change in the future. It recognises that the external environment is changing and changing fast. Technology, innovation, social media, and private sector engagement are all changing how we work and operate, posing both challenges and opportunities. Navigating this landscape will require us to be more agile, alert and open to change on a continuous basis.

Ensuring no one is left behind will require a very significant redirection of resources in fragile and least developed countries where the poorest live. 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.

The challenge facing Concern is to deliver at scale interventions and solutions to populations at risk, 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 strategy represents an evolution of Concern's approach rather than a radical change of direction. We will retain an absolute focus on the poorest communities and people based on our concept of extreme poverty.¹ We will build on our years of experience working in the most challenging and poorest parts of the world, enhancing our leadership on hunger while becoming recognised for developing innovative solutions for populations living in fragile states. Given the centrality of our humanitarian focus, we will strengthen our position as an effective humanitarian responder, expanding our capacity to meet the growing scale of humanitarian crises.

We have a unique and compelling history, strong values, and great staff, are well positioned and well respected. We have all the elements in place for greater growth and impact - we simply need to take what we have and make it work better and more effectively.

The new plan focuses us on enhanced leadership, excellence within the contexts in which we work, more adapted systems, and securing more diverse, predictable funding sources. This, combined with effective programming, enhanced emergency response, stronger communications capacity and greater organisational cohesion, will enable us to attain greater leadership, scale, influence and impact for the poorest.

The core of the strategy is presented in the form of six strategic goals. It is intended to be a living document to guide all of our work over the next five years, feeding into other plans and proposals to ensure that the whole organisation works together in a coherent fashion.

We will aim for excellence in all that we do. Scaling up, expanding, innovating, building new partnerships and diversifying our income base will all be key features of our work. Through intelligent and effective communications, we will connect emotionally with the public, creating new

1. How Concern Understands Extreme Poverty (2010)



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

opportunities for volunteers, the private sector and youth to engage in our work.

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, new, global strategy. Throughout its five year course, we must be more externally engaged, more informed, more open to opportunity, and more willing to incorporate 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

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 contexts². 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 fashion³. With this continuity in mind, our Identity, Vision and Mission statements remain the same, and while our values have been revised and brought up to date, they spring from the same traditions.

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 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.

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

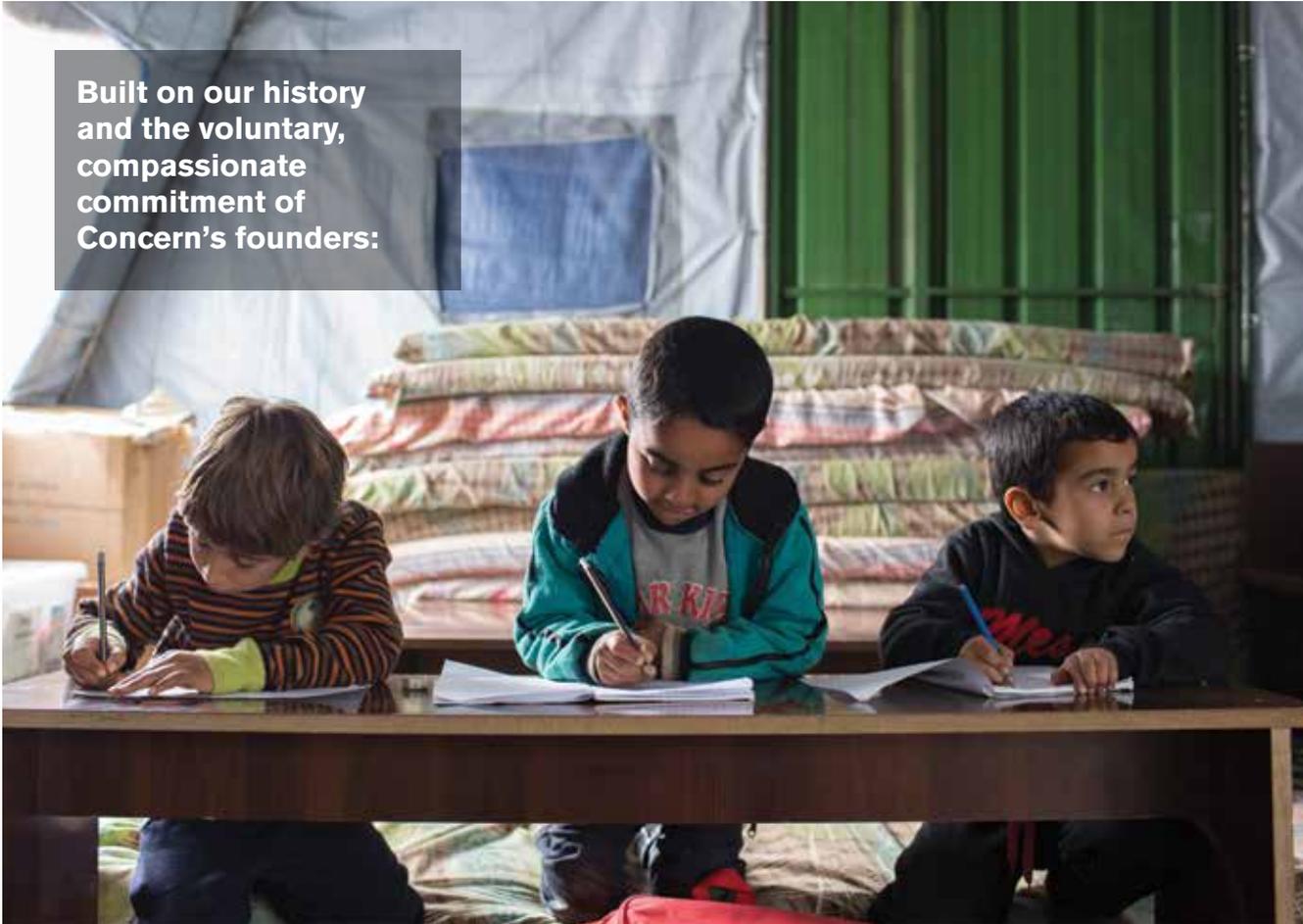
Is to help people living in extreme poverty achieve major improvements in their lives, which last and spread without ongoing support from Concern. To achieve this mission we engage in long term development work, build resilience, respond to emergencies and seek to address the root causes of poverty through our development education and advocacy work.

2. 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.

3. The policy document *How Concern Understands Extreme Poverty* guides our long-term programming and the *Approach to Emergencies* paper guides our humanitarian work.

Our values

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 and 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 to emergencies 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 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.

We respond to emergencies in countries in which 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.

Concern generally does not implement programmes in countries in which we do not have a presence, and this will be the default position going forward.

How Concern works

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

- 1. 'On-the-ground' work.** Engaging with communities, we work with governments, civil society partners and also through direct implementation of programmes, particularly in emergencies. Building local capacity remains an important objective of Concern's work and working in partnership with local institutions is a means of reaching that objective. We will retain a country presence and an effective, grounded connection with extremely poor people.
- 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 persuade, engage and

encourage public and political support for the adoption of pro-poor policies and practices we know to be effective.

Principles, approaches and cross-cutting issues:

Our humanitarian work is guided by international humanitarian principles and standards including the Code of Conduct⁴, Sphere, the Humanitarian Charter, and the Core Humanitarian Standard.

In our long term work and where applicable in our humanitarian work, 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.

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.
- Adherence to standards of best practice.

Strategic collaborations:

We believe that we can have greater impact by working in collaboration and in strategic partnerships with other international actors, such as the UN, NGOs, global platforms (Scaling Up Nutrition, Climate Smart Alliance, etc.), donors and the private sector.

As a founding member of Alliance2015, which now has a presence in 89 countries, we are committed to working collaboratively with our fellow members at a programme and policy level.

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.



4. The Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief.

The external view

The changing picture of poverty

Global poverty has shrunk significantly in recent decades, and since 2000, it is estimated that 26 low income countries have graduated to middle income status. However, this broadly positive trend masks a more complex picture.

Poverty is increasingly concentrated in fragile and conflict affected states. According to the World Bank, 1.5 billion people live in countries “trapped in repeated cycles of violent conflict”, and there are now more displaced people than at any time since the Second World War. Women and children make up around 80 per cent of refugees around the world and the majority of internally displaced people.

In 1990, just 20 per cent of poor people lived in fragile countries; this has now increased to 50 per cent.

The triple burden of climate change, conflict and inequalities poses a serious risk to millions of people, in particular the poorest and most vulnerable. Conflict has become a key driver of poverty and the effects have been most pronounced on Concern’s target group. A child in a fragile or conflict affected state is twice as likely to be undernourished as a child from another developing country. Additionally, the nature of conflict is changing, often resulting in less access to affected populations and in highly insecure working environments for humanitarian workers.

The humanitarian community is struggling to deal with the massive numbers of people in need.

The frequency, scale and impact of natural disasters are increasing. Earthquakes have been especially devastating, accounting for 70 per cent of deaths and 30 per cent of economic losses caused by natural disasters. Lower-income countries, which are affected by only 44 per cent of all disasters, account for 68 per cent of all deaths. The impact of climate change and environmental degradation is resulting in more frequent floods and droughts, threatening the livelihoods of billions of people. The

UN estimates that 70 per cent of disasters are now climate-related, affecting 260 million people each year.

Women account for two thirds of people living in extreme poverty across the world, and while there have been positive developments, overall, the situation remains bleak. Only one per cent of the world’s titled land is owned by women and there has been no change to this figure in 10 years. Fewer girls and young women complete secondary level education, and young women aged 15-24 have HIV infection rates twice as high as young men for reasons beyond their control.

The world’s population is projected to grow to nine billion by 2050, an additional two billion to today’s population, of whom 90 per cent will be born in least developed countries. To feed the world, food production will have to increase by 60 per cent, putting even greater pressure on other vital resources such as water.

One billion people live in slums, a figure which could rise to three billion if current trends continue. Africa’s urbanisation alone is expected to increase by 150 per cent over the next decade, leaving more people living in overcrowded slum areas competing for work and dependent on fewer farms for food.

While levels of hunger have, according to the Global Hunger Index, reduced globally by more than one-quarter, 795 million people (or one in eight people in the world) still suffer from chronic hunger.

People are living longer but the gap in life expectancy between high income and low income countries is significant at 18.9 years for women and 15 years for men. The scale and speed of the outbreak of Ebola was difficult to anticipate. It has raised questions about the effectiveness of national health systems strengthening and global preparedness and prevention.

Technological advances

The digital revolution is transforming the world and impacting all aspects of how we work, communicate and interact, enabling innovative approaches and new collaborations. The potential of ‘big data’ to support analysis and evaluation of interventions; the ability of ICT to enable and speed up communication and distillation of learning as well as getting key messages to remote populations, suggest that ICT can be an excellent enabler of positive change.

Aid, trade and the private sector

New roles are being adopted by the private sector, and new actors like social entrepreneurs are influencing and changing development approaches. The desire of the private sector to be actors in eliminating poverty is a growing and very significant opportunity but one that will have to be balanced by appropriate regulation of corporate behaviours in the interests of poor people.

While developing countries are still highly dependent on overseas development assistance, its importance for Middle Income Countries is declining. Donors are preparing to increase their development investment in fragile and conflict-affected states, where an estimated two-thirds of the world's poor are expected to be living by 2030. While trade, foreign direct investment and remittances continue to grow, there remains a need for aid in the more fragile states and this is likely to continue for the foreseeable future.

Growing humanitarian crises, both conflict and climate driven, have increased massively the number of people in need of assistance. The global humanitarian budget, which has grown tenfold since 1990, will remain significant for the foreseeable future including likely greater investment in strategies to mitigate mass population movements.

Overall, official donors are tending to award larger contracts, and 'payment-by-results' is also on the rise. The drive for demonstrating impact and cost effectiveness from all donors and supporters will continue.

Looking forward, financing for the Sustainable Development Goals is moving the development budget discussion from billions to trillions. If the goal of leaving no one behind is to be achieved, advocates will need to ensure that new investments are channelled into core areas of extreme poverty, hunger and humanitarian programming, particularly in the more fragile, challenging countries.

Internal review

Concern's strengths have been articulated as:

- 1) a resolute determination to reach the poorest and most marginalised;
- 2) working in the most difficult contexts with the most vulnerable people;
- 3) delivering quality responses in emergencies;
- 4) innovating in core programme areas;
- 5) an effective organisation that delivers on the ground;
- 6) influencing international policy and practice on nutrition and hunger.

Our last strategic plan was largely successful, especially in focusing Concern on 'poor-vulnerable' contexts; developing innovative models around hunger, health, nutrition and resilience; responding to multiple emergencies reaching 2-3 million people a year; strengthening our security training and security management plans; delivering greater accountability to beneficiaries; improving monitoring and evaluation; securing high levels of institutional funding; and retaining income diversity with no more than 25 per cent of our budget coming from any one donor.

Some of the challenges we encountered during the last strategy period included: a significant reduction in flexible funding, shifting to a funding model more reliant on institutional donors; responding at scale to multiple consecutive or simultaneous emergencies; ensuring consistent staffing in insecure or hostile environments; ensuring our systems are efficient and up-to-date in a quickly changing accountability environment; and effective internal communications and coherence across the Concern global network.

Strategic Plan: 2016-2020

This section is the heart of the strategy – where we set out what we want to achieve over the next five years. The first part defines the overall strategic direction and is followed by six strategic goals, which cover the more specific changes we want to achieve.

We will continue to focus on benefiting the extreme poor through a wide range of programming within the existing sectors of livelihoods, health, and education. 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 these and will continue to prioritise them at a programme and policy level.

The new strategy is an evolutionary development, rather than a radical shift in organisational direction.

What we will do

Targeting the extreme poor, our core programme focus will continue to centre on two main pillars of operational work, which will account for around 80 per cent of expenditure:

- (i) Humanitarian Programming: through delivering fast, effective and large scale assistance to populations affected by disasters, and strengthening community preparedness for future disasters.
- (ii) Tackling Hunger: through multiple interventions, including nutrition, agriculture and enterprise/ livelihoods-led development.

We will continue to work in the areas of agriculture, food and nutrition security, and livelihoods, which account for more than half of our international programme work, expanding this to meet our ambitious goals under the global commitments of 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.

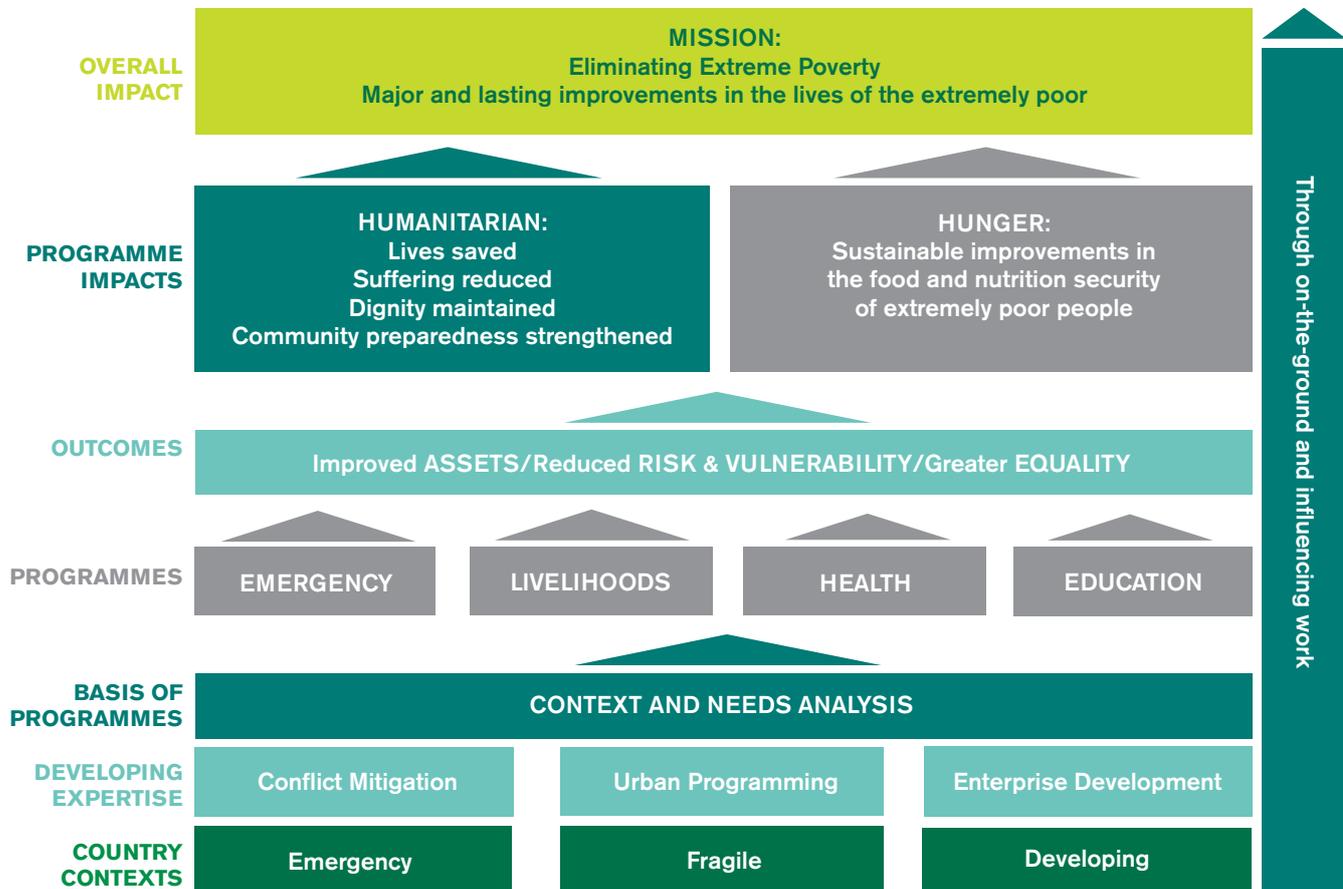
In our emergency work, we will increase our speed and capacity to respond, while retaining our approach of putting affected people at the centre of our relief and recovery efforts. Bearing in mind the impact of increased conflict on our target group, we will draw on the learning and opportunities within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



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 Plan: 2016-2020

Our Overall Programme Framework



Where and how we will work

Concern will work in three contexts:

- (i) **Developing countries** in which it is possible to do more development oriented work, and 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 those countries.
- (ii) **Fragile countries**, where our aim is to reduce long-term term vulnerability through a combination of social protection, community resilience and developmental approaches as appropriate to the context. We also work in the poorest and most vulnerable areas in these countries.

- (iii) **Emergency countries**, where programming is dominated by large-scale emergency responses to either natural or conflict-based crises requiring international assistance.

We intend to retain the current mix of countries while ensuring that we have the capacity to respond to emergencies in new countries of operation as they arise. Over the life of the plan, we will make a more gradual shift to working in a greater number of fragile states. This is where international NGOs can provide significant added value. To excel in these contexts, we will further expand the models that we are working on and develop new models specifically for conflict affected, fragile contexts. We will also look at opportunities to take lessons learned from innovative approaches developed in more stable contexts and adapt them to more fragile contexts.

Our humanitarian mandate requires us to respond to emergencies in all countries in which we have a presence. We will continue to explore how to work effectively through strong partners in affected countries and will seek the most effective modality of response, i.e. direct or through international or local partners. Recognising that we cannot be everywhere when crises occur, we will engage more strategically with our Alliance2015 partners to allow us to respond to humanitarian crises in countries in which we are not operational.

Our overall ambition

Milestones to be reached by 2020

1. Grow our core budget⁵ to approximately €200 million a year.

2. Benefit 25 million people annually in around 30 countries through humanitarian response and development work.

3. Influence key policies and strategies across our countries of operation, as well as in Ireland, the EU, the UK, the US, and the Republic of Korea.

Managed Growth. We are setting ambitious but achievable growth targets. Availing of new funding opportunities, in particular new public donations, will determine the pace of our growth. Growth will also be achieved within a **balanced funding structure** and within certain 'anchor' country contexts, that is, countries in which we have the opportunity to bring our programmes to scale and where we have the systems and structures in place to enable us to effectively manage very large grants.

Anchor Countries are those non-emergency countries, where we can achieve multi-annual institutional funding led growth on a significant scale (more than €20 million per annum) and where we have the skills, systems and structures in place to effectively manage large grants with minimum risk.

Programme Quality. While setting these ambitious growth targets, we will not compromise the high quality of our programmes. We aim to achieve excellence in tackling poverty and hunger in fragile and least developed countries, while being recognised as a leading agency on effective humanitarian preparedness and response.

The specifics of how we will achieve this are spelled out in more detail in the following Strategic Goals.

5. The core budget refers to a budget developed at the beginning of a financial year and thus tends to smooth the spikes in revenue and expenditure that come in major emergency responses that were not originally budgeted for.

Strategic Goal 1: Greater impact on long term poverty

Earlier in the plan, we outlined the three contexts in which we will work: a) emergency contexts; b) fragile states; and c) more stable developing countries. This goal encompasses what Concern intends to achieve in the latter two.

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 have much more scope to build strong local intermediary institutions, working on system strengthening with partners and with government at higher levels. We will seek to find solutions to the challenge of bringing proven interventions to scale and to the most remote communities and households.

In terms of **hunger**, these are the countries in which we can begin 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 input availability 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 the learning and evidence of our innovative programmes such as Community Resilience to Acute Malnutrition (CRAM) to drive change among policy makers. Scaling up our community resilience building programming is central to this ambition.

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.

We will continue to strengthen health systems in maternal and child health; improve access to water and sanitation; and integrate health with livelihoods programmes for resilience.

We will improve the quality of learning and safety of the learning environment and seek to ensure that children access schooling in emergencies.

Building on our innovative work in Nairobi and other major cities, we will develop an explicit urban strategy and design effective programmes specific to these contexts.



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

OBJECTIVES:

- > To increase the number of people reached to 20 million.
- > To strengthen specific areas of programming related to climate smart agriculture and urban programming in developing contexts.
- > To strengthen programming models linked to community resilience for implementation in fragile states.

What's New?

- > **Collaborations** with new development actors, especially the private sector.
- > **Climate Smart Agriculture** scaled up.
- > **Community Resilience** deepened and scaled up.
- > **Building on urban learning** with a special focus on hunger, DRR and graduation.

What We Will Do:

Programme quality

- > Improve risk and vulnerability analysis, programme impact pathways and use of global learning in programme design.
- > Each country to have a programme that will explore the potential gains of: a) working with new actors, in particular the private sector; and b) technology and ICT.
- > Invest in innovative programme designs linked to action research to develop learning.
- > Build on the gains made in linking agriculture with nutrition (e.g. RAIN in Zambia), and bring them to national policy level.
- > Build on the major advances in addressing gender inequality and gender-based violence, particularly in engaging men and boys to address prevailing gender norms.
- > Build on progress in results-based management, specifically the focus on outcomes, use of indicators, baselines, end-lines and survey-based monitoring.

Strengthening specific areas of programming

- > Significantly scale up climate-smart agriculture interventions.
- > Engage more with enterprise development and the private sector on cost-efficient input availability, as well as linking poor farmers with markets.
- > Scale up community resilience programming.
- > Building on innovative work in Nairobi and other major cities, develop an explicit strategy to address poverty and hunger in urban slums, both in long-term development (e.g. graduation) and in humanitarian response (e.g. learning from the Port-au-Prince earthquake).

Key Performance Indicators:

- > Benefit 20 million extremely poor people annually⁶.
- > 600,000 smallholder farmers benefit from climate smart agriculture across ten countries by 2020.
- > At least four urban programmes have contributed to national policy change.
- > At least four community resilience programmes have contributed to national policy change.
- > At least one private sector partnership involving joint implementation will be developed and learning documented.
- > To ensure high quality, every development programme will be evaluated and the average score will show an improvement from a 2015 baseline average score.

6. This 20 million comprises direct and indirect beneficiaries.

Strategic Goal 2:

Larger, faster and better humanitarian response

As the scale and impact of conflicts and natural disasters around the world increase, the numbers of affected people will multiply, placing an ever-greater strain on an already over-stretched humanitarian response system.

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. We have the opportunity to build leadership through faster, larger responses, availing of important profile and positioning within the first days of a major crisis, engaging earlier in coordination mechanisms to enable more influential and well-resourced operations.

Throughout the period 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, through to our membership of Alliance2015 to respond to the proliferating complex and globally dispersed humanitarian challenges. We will also develop context specific conflict-related work at community level and use this to influence the international policy level.

We are well represented on various international funding and coordination bodies, but these are only fully effective where they are linked into our country level operations. Over the period of the plan, we will seek to strengthen our country engagement in 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 context specific conflict-related work at community level, linking our learning to influencing at the international policy level.



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

OBJECTIVES:

- > To increase the number of people whose needs we address in emergency response up to 5 million.
- > To improve the speed and quality of our emergency response work.
- > To achieve greater humanitarian leadership at country level.
- > To 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.

What We Will Do:

Improved speed and scale of our emergency response work

- > Develop our human and financial capacity to respond quickly (within 24 hours) and effectively to crises, whether in new countries where an international response is required or within our existing countries of operation.
- > Instil a universal culture of obligation to respond and opportunism in doing so.
- > Grow our in-house capacity to respond to three 'Level Three' emergencies (or their equivalent) simultaneously through enhancing the capacity of the Surge Team and the Rapid Deployment Unit.
- > Expand our global reach using our 30 offices worldwide, our partnerships with national NGOs and our membership of Alliance2015 for emergency response.

Enhanced Programme Quality

- > Respond quickly and effectively without losing focus on high quality, beneficiary-centred and accountable responses informed by good practice standards and guides.
- > Strengthen specific areas of programming:
 - Using ICT updates such as digital assessments
 - Cash programming in rapid onset emergencies
 - Protection of affected populations in emergencies

Improved leadership in emergency response work

- > Engage more strategically in humanitarian in-country coordination systems, (Humanitarian Country Teams, clusters etc.) to increase our influence and access to funding.
- > Empower our staff and those of our partners to more effectively engage with the international humanitarian response systems through training and rolling out processes such as the 'Build a Better Response Tool'.
- > Develop a distinctive voice on humanitarian advocacy focusing on neglected crises and conflict.
- > Engage with new actors such as the private sector to seek innovative ways of delivering humanitarian assistance.
- > Develop and define Concern's approach to conflict mitigation approaches and competencies.

Key Performance Indicators:

- > Increase scale of our responses from 3 to 5 million people reached per year.
- > Demonstrated ability to respond to emergencies within 24 hours of an emergency occurring.
- > Every country programme team will engage with a minimum of two clusters or technical working groups.
- > At least five countries will have their Country Director on the Humanitarian Country Team.
- > Five per cent of Concern staff, in countries of operation, without prior emergency experience deployed in emergency response annually.
- > A conflict strategy in place by end of 2016 with measurable deliverables built in.

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

The adoption of the SDGs in 2015 has changed the landscape of development policies, moving 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.

Concern has many assets: knowledgeable and experienced people; high quality programmes; a reputation for being grounded and 'in touch' with poor people in our countries of operation. We will build on these assets while acquiring the broader and deeper capacities to be influential across the range of our work and with a much wider public. Being more influential will require us to join-the-dots more effectively, ensuring that we are documenting and learning from our programmes, and then communicating effectively to a range of actors. We need to communicate in such a way that the public, politicians and decision makers understand the investments and approaches required to bring about change for the world's poorest and most vulnerable people.

Attracting, engaging and sustaining young people in support of Concern's mission are critical to its future success. In this regard, we will ensure that we have an effective, targeted on-line presence that meets the needs, interests and concerns of youth

who wish to learn more about development issues, campaign or engage more deeply in our work.

We will continue to recruit on-line campaign activists who will promote the work of Concern through social media as well as by demonstrating support for Concern by participating in campaigns, volunteering and events.

We will enhance our external communications function, becoming recognised by the public, media, academics and donors as thought leaders and a go-to source for balanced, intelligent and timely information on development and humanitarian issues. We will use the opportunity of Concern's 50th anniversary to enhance our profile, increase awareness of our work and build public support for our mission.

We will structure our advocacy function to take full advantage of our global positioning, building the links between our on-the-ground operations and influential policy makers. Hunger will remain a core focus of our advocacy and we will build on our existing reputation on food and nutrition security, linking this into new opportunities around Climate Smart Agriculture. We will increase our voice on humanitarian issues, in particular around neglected crises and will develop a clear voice around mitigating and tackling conflict, a key driver of poverty, hunger and mass displacement. We will use our experience, presence on the ground and political influence to bring about positive change.



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

OBJECTIVES:

- > To improve Concern's influence with key policy makers globally.
- > To become recognised as experts or thought leaders and a go-to source on development and humanitarian issues.
- > To place Concern as an effective and committed organisation with the public through enhanced communications.
- > To have deeper public engagement.

WHAT'S NEW?

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

What We Will Do:

Increasing Concern's influence with policy makers

- > Build Concern field offices' and partners' capacity to advocate and influence.
- > Produce evidence-based research and experience-based position papers on specific areas, including the promotion of innovative models and technologies.
- > Engage more effectively with and provide influential contributions to global policy targets and processes (EU, UN, etc.), working in alliance with other actors.
- > Utilise public campaigning through complementary approaches in the UK and Republic of Ireland.

Be recognised for strong expertise (thought leadership)

- > Produce evidence-based research and experience-based position papers on specific topics, including the promotion of innovative models and technologies.
- > Actively disseminate emerging evidence from innovative models
- > Build personal and professional relationships with selected influencers and donors, across all parts of Concern: country offices, Republic of Korea, US, UK and Ireland.

Deeper public engagement

- > Design a public engagement strategy, offering fundraising, volunteering and campaigning opportunities – with a particular focus on youth supporters.
- > Deliver a 'supporter-centric' programme based on data analysis, offering alternative opportunities for supporters to engage with Concern ensuring that people have the opportunity to engage in multiple ways.
- > Develop appropriate campaigns in the UK and Ireland to engage more deeply with the public.

Communications:

- > Communicate with the public more effectively and place Concern as an effective and committed organisation in the minds of the various publics with which we engage.
- > Improve the consistency and effectiveness of communications, embedding it in all of our work by building skills, especially with country and technical staff.
- > Increase brand awareness and engagement among our target audiences and the general public, including strategic use of the 50th anniversary of Concern's founding.
- > Increase our visibility through stronger branding particularly in emergencies.
- > Implement a knowledge management strategy and invest in systems and processes to enable people to collaborate, share knowledge and learn together.

Key Performance Indicators:

Influence and Advocacy

- > Distinctive position papers for advocacy developed annually, with the following developed by the end of 2016:
 - 1) climate-smart agriculture;
 - 2) conflict;
 - 3) urban poverty;
 - 4) Syria,
 - 5) South Sudan,
 - 6) El Niño, and
 - 7) Graduation.
- > An international conference on hunger in fragile contexts, linking key topics like conflict, climate smart agriculture and community resilience, by 2018.

Deeper Public Engagement and Communications

- > Strong public association with Concern as an effective organisation and on identified campaigning topics as measured by market research.
- > An increased level of public (and particularly youth) engagement on-line from baseline value.
- > Increased media and social media coverage of Concern's work and messages globally, measured from a baseline in January-February 2016.
- > A coherent global communications function across Concern's HQ and field offices delivering staff, supporter and stakeholder information requirements.



Syrian refugee Ola, 3, wears her winter clothes that were distributed to her by the Concern team at the informal tented settlement in the village of Bebnine, in Akkar, north of Lebanon. Photo: Dalia Khamissy

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. The plan sets us on a path of achieving excellence in diverse and challenging settings. This will require developing leaders with very specific skill sets for particular contexts. It 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. It will challenge our Human Resources (HR) systems to be faster, more effective and more agile. 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.

Our Country Directors are our front line ambassadors and we recognise the importance of appointing people to these positions who have the impulse for humanitarian response; the mind-set to want to be influential; the ability to build strategic relationships; and the skills and experience to manage effectively in the country context. 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.

With a bigger organisation envisaged, working in more complex environments and with a heightened humanitarian agenda, we will prioritise a review of our HR function to facilitate the development of a new 'people vision' and identify the investments and structure required to deliver on this vision.



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

OBJECTIVES:

- > To acquire skilled and diverse people by utilising more agile and responsive recruitment processes.
- > To support and develop the leaders of the future.
- > To build a shared culture that reflects Concern's values.
- > To 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.

What We Will Do:

Recruitment

- > Conduct a review of our HR function to ensure that it is future facing and meeting the demands of a changing context.
- > Maximise our global reach to widen the pool of staff and acquire skilled staff from diverse backgrounds.
- > Utilise advances in technology for more efficient and effective recruitment.
- > Develop a talent framework to create a pipeline for critical and hard-to-fill posts.

People development

- > Establish a cadre of leaders who promote the values of the organisation and who have a skill set tailored to the specific needs of the contexts in which they work.
- > Embed a consistent management approach that reflects Concern's values through the continued delivery of our Pathway programme.
- > Develop our people to meet the current and future needs of the organisation.

Security management

- > Ensure our Security Policy, plans and procedures are commensurate with the threat level that exists in our countries of operation.
- > Ensure that managers create a security-conscious environment and support staff to follow the Security Policy, plans and procedures.
- > Carry out security and crisis management training, audits and reviews against an agreed plan.

Building a shared culture

- > Foster a culture where diversity is valued, focusing on developing women leaders and supporting national staff into leadership positions.

- > Use role models and leadership from the highest level to define and promote our organisational values and vision.

Revitalise the role of volunteering

- > Facilitate new entry points into our work, nurturing the volunteering spirit, and increasing the number of positions created as new funds are secured.
- > Promote, where appropriate, our direct and personal links between our donor bases and our overseas work through volunteers.

Key Performance Indicators:

- > The gaps for critical roles decrease year on year from a January 2016 baseline.
- > The percentage of women in our overseas offices rises by 15 per cent and the number of women in management positions increases by 25 per cent by 2020, from January 2016 baselines.
- > Between 125 and 225 (funding dependent) new volunteer opportunities, both national and international, are created in our overseas programmes by the end of 2020.
- > Monitoring of our leadership development programmes shows an increase in proficiency between 'before' and 'after' competency scores in key competency areas.
- > Security management practice is commensurate with and adapted to the level of risk in specific programme area and country contexts, as evidenced by annual review.
- > Confidence in senior management teams strengthened by at least five points by end 2017, evidenced through a staff survey.

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.

Accordingly, 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. We will promote diversity on our boards, staff and volunteer teams.

We will generate greater effectiveness through a 'whole-of-organisation approach', where different parts of the Concern network 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 to further improve our effectiveness, devolving authority and responsibility as well as resources to enable different parts of the organisation to function more effectively while reviewing our overseas structure and skillset to attain excellence and leadership around our 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. This will entail staff in almost all countries and departments using digital communication as an everyday function to be effective in their work.

We will communicate workforce decisions quickly and clearly by allocating responsibility for internal communications, utilising advances in technology for more efficient and effective communications. 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. Good donor intelligence is linked to this, since knowing as far in advance what donor calls are coming, will help us to be selective and better prepared to design better programmes and proposals. We intend, therefore, to design a new and effective grant management system.



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

OBJECTIVES:

- > To develop a revised governance system that meets the needs of all parts of Concern.
- > To adjust our management architecture, processes and systems for greater effectiveness, efficiency and coherence.
- > To strengthen our grant management, financial management, logistics and ICT systems.
- > To 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**.

What We Will Do:

Revise the governance system

- > Develop a governance model, customised for Concern's needs.
- > New governance structures and processes will be fully functional by the end of 2019.

Review management architecture and processes

- > Review management structures and decision-making processes to increase effectiveness and efficiency and enable greater complementarity.
- > Examine the roles of subsidiaries and affiliates, taking account of their differing regulatory contexts. Explore the possibilities for shifting authority and resources to allow greater responsiveness to local conditions and to mobilise local resources.
- > Review key management processes and demands on country offices to lighten them.
- > Communicate decisions quickly and clearly by allocating clear responsibility for internal communications.
- > Review the agility of our systems to deliver and operate together.

Grant management

- > Design and put in place a new and effective grant management system.
- > Collect donor intelligence that allows us to know of donor calls in advance, and helps us to be more selective and prepared to design high quality programmes.

Financial management

- > Strengthen the financial management system to be able to better deal with multiple donor requirements.

Procurement and logistics management

- > Review Concern's logistics function to ensure that it is as efficient and effective as possible.

Digital and ICT Capability

- > Department and programmes engaging in new projects will analyse the potential of ICT to maximise effectiveness and efficiency.
- > Staff will be trained in digital communications.
- > Ensure we have an effective, targeted on-line presence meeting the needs of users.

Key Performance Indicators:

- > New governance arrangements agreed by July 2017 with plans for implementation.
- > New management architecture and processes for a more effective and efficient global organisation agreed by December 2016 with plans for implementation.
- > Designed and initiated implementation of an effective global internal communications plan by December 2016.
- > A grant management and donor intelligence system is agreed by end-2016 and rolled out across the organisation by the end of 2017.
- > An improved financial management system capable of meeting the needs of multiple donors is in place by mid-2016.
- > Concern is a fully-integrated digital organisation by 2020.

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

Concern has set itself an ambitious target to grow its yearly budget to approximately €200 million over the course of this strategy to benefit 25 million people annually in around 30 countries worldwide. A core aspect of our ambition and growth will be our ability to attract new public, private and institutional funding, while retaining a strong commitment to growing income in our existing markets. It is not just a question of Concern's total income. Another factor is the proportion of money raised from private fundraising, which can be used more flexibly. This allows us to match institutional funding, undertake new initiatives and maintain organisational infrastructure.

In recent years, we have been very successful in sourcing more donor income; however this also has meant that the ratio between the public and

institutional funding has shifted. While recognising the constraints, the plan envisages growth and the purpose of this section is to set out precisely how we plan to achieve it. 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. We envisage at least three of these globally. Another factor in determining our growth is the size of our reserve holdings which, while sufficient for our current size, will need to grow to fund large scale growth. Our ability to reach an annual budget of €200 million in the course of this strategy will be highly dependent on raising our reserves through mergers, acquisitions or other means.

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



OBJECTIVES:

- > To achieve sustained growth in fundraising income.
- > To achieve substantial growth in co-funding income, principally through 'anchor' countries.
- > To maintain acceptable ratios of fundraising to co-funding income.
- > To grow our reserves.
- > To explore mergers.

WHAT'S NEW?

- **Anchor countries established.**
- **Mergers explored and implemented** according to Concern's criteria.
- **At least one new market entered** during the strategy.
- **Community and youth fundraising programme** to be revitalised.
- **Investing in fundraising, donor intelligence and new markets.**

What We Will Do:

Maximising fundraising from the public

Concern's fundraising teams are developing strategies within each of our markets to achieve maximum growth rates in fundraising income over the lifetime of the plan. These plans are still being developed but indicative activities are as follows:

- > Improve recruitment efficiency and decrease donor attrition rates to reverse the long term decline in regular giving supporter numbers.
- > Integrate innovation into each fundraising team, ensuring investment in new products and ways of engagement.
- > Grow our community and youth fundraising programme, reversing the decline seen in recent years, with new and revitalised fundraising and engagement programmes.

New Income Sources

- > Invest in two new fundraising markets.
- > Under New Business Development, new foundations and private sector funding partnerships will be developed.

Fundraising income projections

- > Achieve a minimum of 3 per cent p.a. growth gross over the lifetime of the plan in Ireland, the UK and the US, our main fundraising markets.
- > The Republic of Korea office will generate resources of €500,000 by end of 2018.
- > Additional income will begin to be sourced in the latter years of the plan from entering new fundraising markets.

Co-funding income

- > Irish Government funding is expected to grow at the rate of inflation.
- > In the case of each of the EU, the UK and US governments, we expect to maintain our existing portfolio for the majority of our country programmes. The major increase in income from each of these sources effectively comes from the fact that they are expected to fund (singly or in combination), one 'anchor' country each. Additional funding will therefore be geographically concentrated.
- > Other co-funding sources such as the UN agencies and other governments are likely to achieve only minor growth.
- > Maximise the overhead allocation from institutional donors through full costing in proposals.

Manage the ratio of fundraising to co-funding income

- > Keep the ratios between fundraising and co-funding income under review to ensure acceptable levels of flexibility.
- > Maintain support structures and enhance organisational capacities through appropriate allocation of resources.
- > Target a long term co-funding ratio in our programmes of 80:20 in non-anchor countries. This will require a significant organisational effort and require us to be selective about which co-funding opportunities we pursue.

Grow our Reserves

- > We will explore opportunities to increase our reserves to the size required to support growth, e.g. through mergers or acquisitions or other means.

Key Performance Indicators:

- > To achieve a minimum three per cent growth in fundraising annually in Ireland, the UK and the US, resulting in a net contribution of around one per cent per annum (ROI) and around 0.5 per cent (UK).
- > To achieve a profit of €500,000 in the Republic of Korea by the end of 2018 and to grow this by 20 per cent year on year to 2020.
- > We will have successfully established a number of anchor countries that will be operating at a significant scale by the end of 2017.
- > We will achieve an overall target of 80 per cent institutional funding excluding anchor countries, with no one donor contributing more than 30 per cent, by 2020.
- > To achieve greater organisational resilience and impact, through 1) entering at least one new fundraising market; 2) growing our reserves in line with our policy; and 3) merging with at least one other NGO.

Financial Projections (2015-2020)

Description	2015 €'m	2016 €'m	2017 €'m	2018 €'m	2019 €'m	2020 €'m
Income						
Gross private fundraising	38	45	47	49	50	53
Co-funding for regular fields	90	100	100	100	100	103
Co-funding for anchor countries	-	5	10	20	33	45
Total Income	128	150	157	169	183	201
Expenditure						
Programme	109	127	132	143	156	174
Fundraising	12	14	14	15	16	17
Support	7	9	8	8	8	8
Total spend	128	150	154	166	180	199
Programme Co-funding ratio	83%	83%	83%	84%	85%	85%
Programme Co-funding ratio (excluding anchor)	83%	82%	82%	81%	81%	80%

Using the Strategic Plan

This strategic plan is intended to be a living road map to guide all parts of the organisation in their key directions over the next five years.

To make this a reality, the following steps are proposed:

- > Detailed timelines for the implementation and delivery of specific outcomes will be developed.
- > As new issues arise, strategic activities may be added to or dropped from the plan, depending on events and evidence. It is important to note that the scaling-up or adding of certain interventions is dependent on getting additional resources to do so, mainly from institutional donors or new funding streams.
- > All staff members should read the plan and meet with their department/unit to mark which parts are likely to affect their work and to build into their operational plans.
- > The plan is referred to when developing other organisational strategies, annual plans and proposals to ensure that there is coherence.
- > There may be cross organisational groups established to work on specific actions arising from this plan.
- > There will be a periodic review process to monitor progress against the goals, actions and outcomes set out in the plan.

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 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 SDGs 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





Notes

www.concern.net

Republic of Ireland

52-55 Lower Camden Street Dublin 2
+ 353 1 417 77 00
info@concern.net

Northern Ireland

47 Frederick Street
Belfast
BT1 2LW
+ 44 28 9033 1100
belfastinfo@concern.net

England and Wales

13/14 Calico House
Clove Hitch Quay
London
SW11 3TN
+ 44 207 801 1850
londoninfo@concern.net

USA

355 Lexington Avenue
19th Floor
New York
NY 10017
+ 1 212 5578 000
info.usa@concern.net

Republic of Korea

Chunji Building, 2F, 374 1
Seogyo-dong, Mapo-Gu
Seoul, 121 894
+82 324 3900
info.korea@concern.net

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