

**Concern  
Worldwide**

# Strategic Plan 2021 → 2025

**Reaching the  
Furthest Behind First**

Responding to the  
climate, conflict and  
hunger crises in the  
poorest and most  
fragile contexts



**CONCERN**  
worldwide

# Contents

## Introduction 1

**The External View:**  
Increasing Global Fragility 2 - 3

**The Fundamentals of Concern Worldwide 4 - 5**

**What We Do To Achieve Our Mission 6 - 7**

**Our 5-Year Ambition 12 - 13**

**Goal 1**  
Reaching the Furthest Behind First 14 - 15

**Goal 2**  
Driving Urgent Action on Hunger,  
Conflict and the Climate Crisis 18 - 19

**Goal 3**  
Galvanising Global Support Across  
Every Generation to End Extreme Poverty 22 - 23

**Goal 4**  
Being a Diverse, Inclusive and  
People-Focused Organisation 26 - 27

**How We Will Succeed:**  
Managing and Implementing the Plan 30 - 31

**Conclusion 33**

**Cover image:** The economic fallout from COVID-19 restrictions following the destruction of crops and grazing pastures caused by swarms of locusts made life very difficult for families like Akiru's in Kenya. Concern provides cash transfers so she can buy essential supplies.  
**Photo:** Ed Ram/Concern Worldwide

**This page:** Saïna Loute, taking part in a Concern summer camp for children in Port au Prince, Haiti.  
**Photo:** Kieran McConville/Concern Worldwide



# Introduction

This plan sets out Concern's five year ambition to achieve the greatest possible impact for those left furthest behind; mobilising our global network to respond to rising poverty, hunger and humanitarian needs while facilitating community empowerment at the furthest frontiers of an increasingly fragile world. It is as much about the character of Concern as it is about our goals and objectives, building on more than 50 years experience and a hard-earned reputation as a professional, responsive organisation that is accountable and focused on what matters.

Our work is set within the overall ambition of the Sustainable Development Goals (SDGs), and on the resolution in the opening declaration 'to reach the furthest behind first', the most vulnerable communities, and those in extreme poverty who have traditionally been left behind but have consistently been the focus of Concern's work.

The plan presents an ambitious vision for even greater impact at a time when conflict, climate change and the effects of the COVID-19 pandemic have dramatically deepened the scale of need and vulnerability around the world. It is about retaining our focus, doing more and doing it better.

- ↳ **Our focus:** Remains resolutely on extremely poor people, particularly in fragile and conflict-affected contexts, and those caught up in emergencies and the effects of the intensifying climate crisis. This is where, since 2000, Concern has strategically focused, and this focus will remain.
- ↳ **People-centred programming:** Drawing on our long-standing commitment to high quality people-centred programming, we will strengthen capacity at the local level to enhance emergency preparedness, community resilience and pathways towards sustainable development.
- ↳ **Influencing:** We will use our global positioning to influence change at a national and international level, with a primary focus on hunger, conflict and climate change.
- ↳ **Mobilising:** We will expand our global network of 230,000 supporters and leverage our reputation with key donors to achieve greater impact and wider momentum for change.
- ↳ **Agility and urgency:** In what is an increasingly volatile and unpredictable world, we will work hard to enhance our organisational culture of agility and responsiveness to crises.
- ↳ **Ways of working:** We will harness the potential of remote and flexible ways of working, while retaining the necessity and power of being on the ground, and the value of working together in person.
- ↳ **Valued and diverse:** We will continue to build a diverse workforce that is valued, committed and capable of working effectively in the varied contexts in which we operate.

Throughout the lifespan of this plan, we will hold our **organisational values** at the core of everything we do, while subscribing to the highest standards of **accountability and transparency**, delivering on the trust that has been placed in us by the communities we work with and those who generously support our work and our mission.



Asef\*, working on a watershed that will help prevent future flooding in a rural village in Northern Afghanistan.

**Photo:** Stefanie Glinski / Concern Worldwide  
\*Name changed to protect the identity of the individual

# The External View: Increasing Global Fragility

This strategic plan will be delivered at an extraordinarily difficult time; a time when the lethal combination of **conflict, climate change and the COVID-19 pandemic** has greatly intensified the scale and complexity of challenges, particularly for people living in already fragile contexts.

The decade from 2010 to 2020 was marked by **increasing global fragility and political instability**, with a sharp escalation of **conflict and displacement**, most notably across the Middle East, and through the belt of Central Africa, from the Sahel to the Horn of Africa. Conflict is now driving more people from their homes and destroying more livelihoods than at any time in recent history.

At the same time, the effects of **climate change** have become increasingly evident and are hitting the poorest first and hardest. Disasters are now more frequent, more unpredictable and more intense, with lower-income countries that have contributed the least to climate change already suffering the worst consequences. Through the experience of extraordinarily intense weather events such as Cyclone Idai and the prolonged East African droughts of recent years, we have already witnessed how climate change is wreaking a ferocious level of damage in both rural and urban settings. We know that the social and economic impact of the climate crisis will be even more profound in the next decade with the World Bank forecasting that climate change will drive an additional 132 million people into poverty by 2030.

In recent years, the combined effect of these deepening environmental and conflict-related trends has driven humanitarian needs up sharply and resulted in rising food insecurity and **global hunger**. Currently, the world's eight worst food crises are all linked to both conflict and climate shocks.

At a time of already heightened humanitarian need, the **COVID-19** pandemic has dramatically disrupted global society, bringing about an immediate health emergency and a rapid-onset human development crisis around the world. Forecasts indicate that the pandemic will push more than 120 million more people into extreme poverty in 2021. Millions more children are experiencing malnutrition, and a rapid rise in gender based violence and child marriage are among the many destructive consequences of the pandemic.

Against this stark global backdrop, levels of inequality have grown, and progress towards long-term poverty alleviation has slowed. With less than 10 years to 2030, many of the SDGs have grown even further out of reach, and 25 years on from the Beijing Declaration, progress on gender equality in almost every society remains incremental and insufficient.

At the same time however, there is now a growing momentum for progressive change at scale.

The UN Secretary General has called for a decade of action: an ambitious global effort to end poverty and hunger, rescue the planet and build a peaceful world by mobilising more governments, civil society, and businesses to make the SDGs their own. Central to this effort are an influential younger generation and the wider public, mobilised around the **shared responsibilities of humanity** and the need to do things differently, along with local organisations that can take ownership of sustainable solutions to the world's gravest challenges.

As the numbers of people in poverty and caught up in crisis have grown, a scaled-up collective and collaborative approach is needed to address the greatest **humanitarian and development challenges of our time**. The need for better-resourced, professional and effective national and international NGOs has never been greater, and Concern's organisational integrity, its deeply rooted values, and its reputation for high quality people-centred programming will be a critical contributor.

**“As the numbers of people caught in poverty and crisis have grown, a scaled-up collective and collaborative approach is needed to address the greatest humanitarian and development challenges of our time.”**

# The Fundamentals of Concern Worldwide

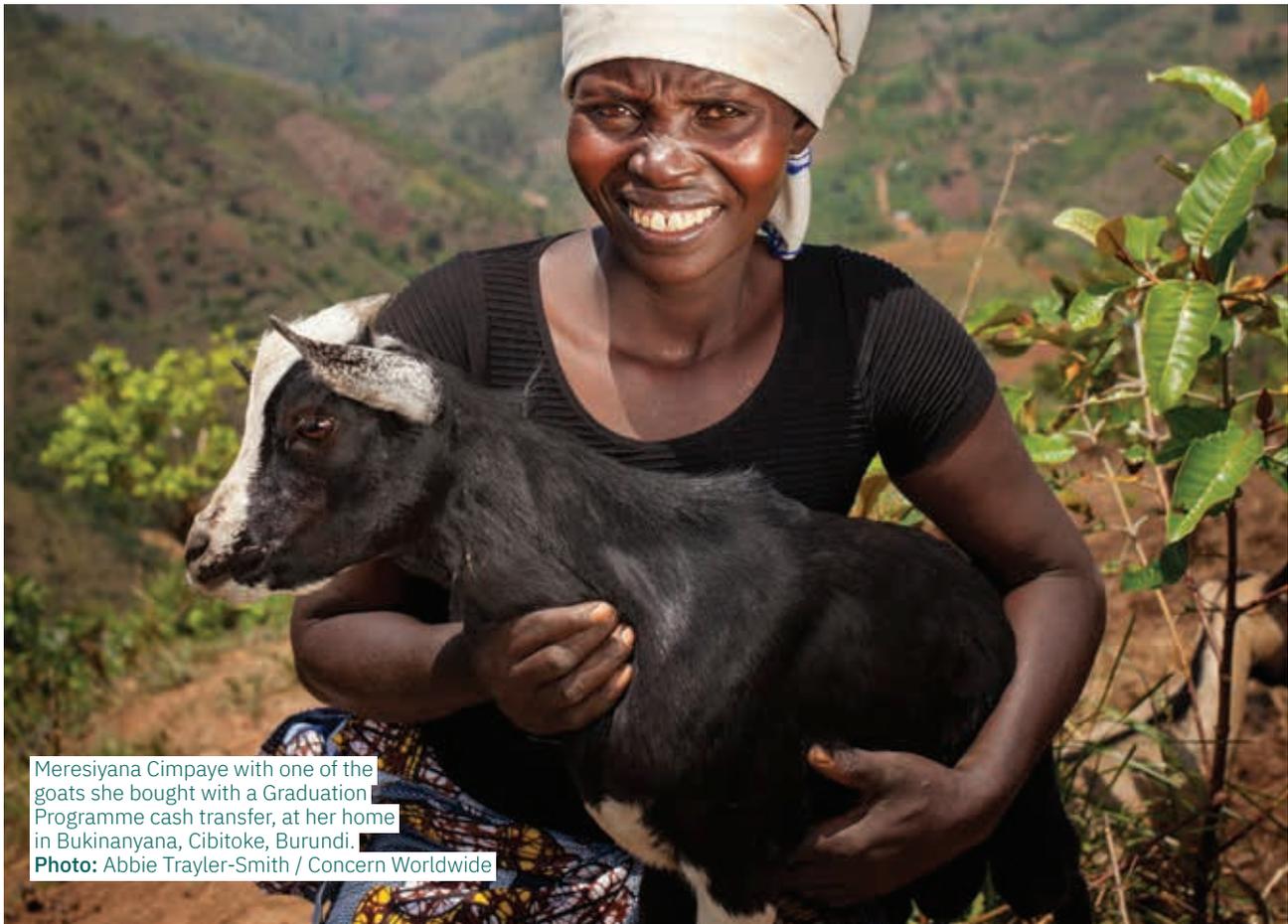
Since beginning in 1968 as a response to famine in Biafra, Concern has championed an ambitious response to hunger and suffering around the world. Initially rooted in an Irish empathy towards suffering and starvation, Concern has now become a diverse global network aligned behind a single vision of a world without hunger, poverty, fear or oppression.

This strategic plan is built on decades of on the ground organisational experience and learning. It is grounded in the organisation's foundations: our vision, mission and values, guided by our policies and procedures, our adherence to high standards of governance and management practice, and our reputation as a leader in the fight against hunger.

**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.



Meresiyana Cimpaye with one of the goats she bought with a Graduation Programme cash transfer, at her home in Bukinanyana, Cibitoke, Burundi.

Photo: Abbie Trayler-Smith / Concern Worldwide

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

- ↳ **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.

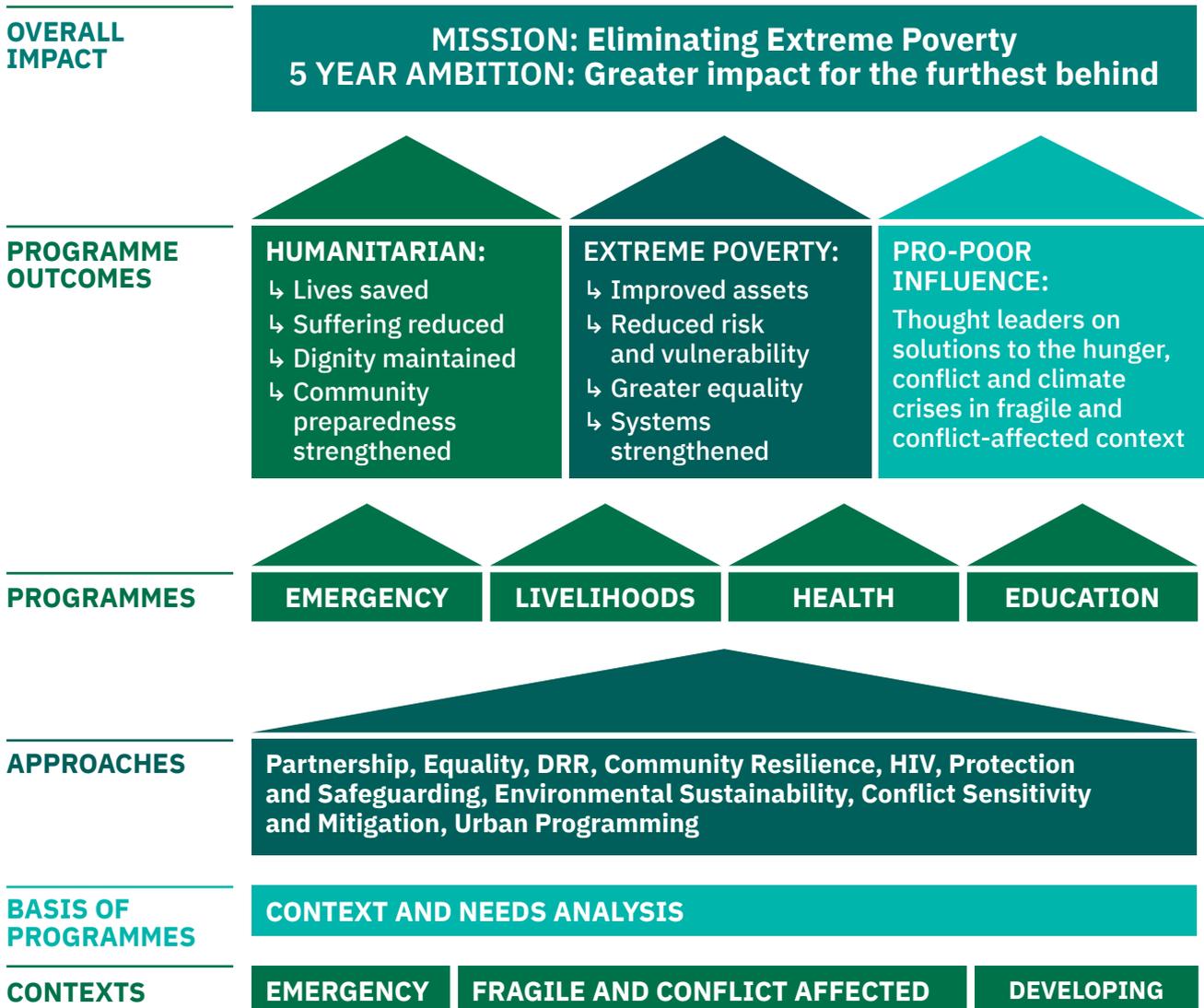
- ↳ **We respond rapidly:**  
People affected by disasters are entitled to have their most basic needs met through rapid, effective, and principled responses.
- ↳ **We are courageous:**  
Taking necessary risks, balanced with sound judgement, allows us to work in the most challenging contexts.
- ↳ **We 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.

**Our Culture:** is grounded in our values, our humanitarian identity and a commitment to 'going the extra mile' to help relieve suffering and support the empowerment of those in greatest need. From the outset, Concern's culture has been one of positivity, practicality and principled approaches, underpinned by an unshakeable belief in people's universal right and ability to advance. This belief is central to our core commitment to quality programming even in the most difficult of contexts. We believe in nurturing a culture of inclusion, fostering collaboration, teamwork and collective recognition. We know that enhanced systems and processes will facilitate an efficient and collaborative culture across the organisation, but what is key is leadership, behaviour and a commitment to our values. In a challenging and rapidly changing environment, we are committed to a culture of compassion, responsiveness, agility and accountability in achieving our mission.

# What We Do To Achieve Our Mission

We aim to contribute to a world where no one lives in extreme poverty, through sustainable improvements in the lives of the extreme poor. To achieve this we implement programmes directly and through partners. Our programmes reflect our humanitarian identity, our drive to address hunger, and our understanding of extreme poverty,

which places assets, inequalities, and risk and vulnerability at the heart of contextual analysis and programme design. Our unique approach to programming can be seen in our programme framework which sets out how each of the elements of our work fits together to contribute to the achievement of our mission.





Guyo Gonjoba, a member of the locust surveillance team in North Horr, Kenya.  
Photo: Ed Ram/Concern Worldwide

## Our ongoing focus, commitments and organisational areas of prioritisation

The plan articulates what the organisation will prioritise in the coming five-year period and builds on progress already made in a number of key areas, including: gender equality, safeguarding and protection, and the environment. It also builds on advances in our internal systems and our digital transformation, all of which will need continued investment to ensure that we can achieve our mission.

***We focus on fragile and conflict-affected contexts:*** Concern is a dual-mandate organisation focused on fragile and conflict-affected contexts. We have an obligation to respond to emergencies and we seek to address the underlying causes of poverty and vulnerability through longer-term programming.

In navigating through the complexities of the contexts in which we work, we will balance ambition and realism in the levels of change that we can bring to our work in protracted crises. We will continue to

steer a meaningful path through the complexities of the humanitarian-development-peace nexus, grounded in the realities and practicalities of the contexts we work in. We will ensure that we have the best tools to apply and that core policies such as ‘How Concern Understands Extreme Poverty’ and our ‘Approach to Emergencies’ are adapted where necessary and focused on these challenging contexts.

***We support the empowerment of communities that are furthest behind:*** Concern has worked at the heart of the world’s poorest communities since its earliest days. COVID-19 and climate change have demonstrated the fragility of our world and the immediacy of risks to the most vulnerable, but they have also underscored the centrality of community-based solutions in preventing and responding to the effects of crises.

We recognise that much more can be done to accelerate a more anticipatory approach to predicting and responding to conflict and disasters. In particular, early warning early action systems must be community-centred, with communities engaged from the planning stages in minimising the impact of crises and supporting disaster risk reduction efforts.

We will continue to prioritise community peace efforts as part of our organisational commitment to help prevent and mitigate conflict at the ground level.

### ***We commit to localisation and strengthened local capacity:***

Our commitment to people-centred solutions and strengthened capacity at a local level remains central to our work. Through our organisational commitment to localisation, we will set a new ambition that builds on our partnership models developed in a diverse range of contexts, and we will seek to apply these in the most fragile contexts.

### ***We live a humanitarian identity:***

Our humanitarian identity is central to our work and obliges us to prioritise the capacity to respond quickly and effectively to emergencies in the countries in which we are currently operating, as well as responding to appeals for international assistance in countries in which we do not have a presence. We will strengthen this core commitment to saving lives and reducing suffering, while strengthening community preparedness for future emergencies.



Schoolgirls in a community based school in Afghanistan. Photo: Concern Worldwide

***We tackle the daily realities of extreme poverty and build resilience:***

Extreme poverty is increasingly concentrated in fragile and conflict-affected contexts. This is where, since 2000, Concern has strategically focused, and this focus will remain. Concern's goal is to assist people out of extreme poverty through programmes that support them to look after their immediate and longer-term needs, while building resilience to future shocks or emergencies. From experiencing the daily realities of these contexts, we see the persistent complex challenges that are embedded in them, where environmental and climate fragility, recurring or deeply rooted conflicts, poor governance and weak economies drive a vicious cycle of poverty.

Demystifying the international humanitarian system is an important aspect of transparency and engagement. Concern contributes to this through the delivery of two sector-wide training programmes, **Building a Better Response** and the **National NGO Program on Humanitarian Leadership**, which have increased the knowledge and capacity of over 80,000 front line practitioners to engage with and take ownership of international humanitarian systems.

***We advance effective, context specific interventions:*** The challenges faced by people living in extreme poverty are multi-dimensional and we will continue to advance effective, interventions that are contextually specific and informed by their experience and perspective.

***Our work spans four main programme areas:*** Emergencies, livelihoods, health (including nutrition), and education. Our emergency work will remain a critical organisational priority and we will

continue to effectively respond to and mitigate against natural and human-induced disasters. Livelihoods, which accounts for more than half of our programme work, addresses underlying challenges of people living in extreme poverty through a range of interventions such as credit, vocational training, business development, and conservation agriculture. We recognise the continued importance of our work on health, in particular strengthening local and national healthcare systems to improve access to good maternal child healthcare as well as water and sanitation services. Education is a critical foundation for the achievement of human potential, and so we integrate education for the most disadvantaged in our development and emergency work. We will continue to implement all of our key programmes in both urban and rural settings.

All of our programme approaches are built on in-depth contextual analysis to plan the most appropriate responses and sectors of response in a given context. Our commitment to quality programming means that we leverage the potential of a multi-sectoral approach to maximise impact.



Concern supporters from Mutual of America take part in the annual Spring Run in Central Park, New York.  
Photo: Concern Worldwide

***We are committed to partnership and collaboration:***

Critical to delivering on our mission is our partnerships with key donors, national and international NGOs, and our dedicated public supporter base. Leveraging our influence as a global organisation while supporting a meaningful acceleration towards greater localisation and ownership of humanitarian action and community development, we commit to the highest levels of transparency and accountability, ensuring that the communities and people we work with remain at the centre of our work.

Concern is a founding member of **Alliance2015**, a network of eight European international NGOs that collaborate on emergency responses, longer-term programmes and positive policy change. Alliance2015 is an example of multi-agency collaboration towards the attainment of the SDGs. Alliance2015 members' programmes span 85 countries, working together to deliver better results, value for money, and increased transparency and accountability.

***We drive wider change through influence and active citizenship:***

We will continue to bring strong voices, anchored in lived experience on the ground, to address global policies, attitudes and behaviour that perpetuate extreme poverty, inequalities and the high levels of risk and vulnerability that drive humanitarian crises. We are committed to amplifying the voices and experience of the individuals and communities that we work with. Communicating the reality of these experiences, we will go beyond simply raising issues, proposing solutions that are practical, empowering, and embedded in those realities.

Our predominant advocacy focus will be on conflict, climate change and hunger and where these intersect. We will work to influence decision-makers, politicians and the public to get the required changes agreed and delivered on, bringing the strengths of our international advocacy, public engagement and our active citizenship work together.

**“Critical to delivering on our mission is our partnerships with key donors, national and international NGOs, and our dedicated public supporter base.”**



Alaa Idrees, Protection training officer, Lebanon. Photo: Concern Worldwide

## Core organisational standards and commitments

### **Security, safety and well-being:**

Of paramount importance is the ongoing security, safety, and well-being of all of our staff. The contexts in which we work are challenging and often insecure. Continued investment will be required to ensure that staff have the necessary knowledge and skills to analyse their security risk environment and to ensure that measures are developed to allow teams to continue to operate safely and effectively. Creating positive working environments and supporting well-being at work are core enablers of staff engagement and organisational performance and will continue to be important priorities.

### **Protection and safeguarding:**

We are committed to ensuring that those who work in and with our organisation, our partners and the communities with which we work, are protected from all forms of violence, abuse and exploitation. Our commitment to a strong protection and safeguarding culture across the organisation and within our programmes - one that is supported by clear policies, practice, and measures of accountability and prevention - is resolute.

### **Equality, diversity and inclusion:**

Our work on gender and equality at an organisational policy and programme level will remain a priority. We will build on the greater levels of diversity that have been achieved in recent years, and strive to continually strengthen equality and inclusion within all teams and directorates. While recognising the very real challenges and barriers to equality in many of the contexts in which we work, our commitment is to nourish a culture where all identities are accepted, valued and belong.

In 2017, Concern teamed up with **Sonke Gender Justice**, a South African NGO renowned for its pursuit of social justice and advocacy for gender equality, women's rights, prevention of gender-based violence and reducing the spread and impact of HIV and AIDS.

The partnership aims to strengthen Concern's approach to gender work in our programmes, including gender transformative programming and the 'Engaging Men and Women on Gender Equality' methodology.

**Environment:** Concern's environment policy articulates a new ambition for change and adaption throughout the organisation, including our country programmes, our individual and organisational behaviour and externally through our advocacy and communication channels. As the ongoing climate crisis continues to have an increasingly evident effect on the communities with which we work, our environmental commitments will deepen in the coming years with an increased focus on climate-related programming and external communications, alongside a continuous improvement in our own internal environmental standards.

### **Governance and management:**

Concern's commitment to the highest standards of governance and management structures are core to the overall function and effectiveness of the organisation, as well as to our hard-earned reputation for transparency and responsible stewardship of resources. Continued review and strengthening of our governance and management structures have ensured that the organisation is meeting the highest standards of regulation and compliance. Significant investment has been made in our grant management system, and this is being extended to our human resources, finance and logistics systems to ensure that they are future-fit.

The COVID-19 crisis has accelerated the momentum towards a digital workplace, enabling new engagement opportunities and our capacity to have greater diversity at governance and management levels. We will build on this positive momentum during the implementation of this strategic plan.

**“We are committed to ensuring that those who work in and with our organisation, our partners and the communities with which we work, are kept safe from all forms of violence, abuse and exploitation.”**

# Our 5 Year Ambition

## What We Will Do in the World



**GOAL  
1**  
Reaching  
the Furthest  
Behind First



**GOAL  
2**  
Driving Urgent  
Action on Hunger,  
Conflict and the  
Climate Crisis

**EXTREMELY  
POOR PEOPLE  
IN FRAGILE  
AND CONFLICT  
AFFECTED  
CONTEXTS**



**GOAL  
3**  
Galvanising Global  
Support Across  
Every Generation  
to End Extreme  
Poverty



**GOAL  
4**  
Being a Diverse,  
Inclusive and  
People-Focused  
Organisation

**Sustained Support and Commitment**

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Greatest possible impact for those furthest behind: mobilising our global network to respond to rising poverty, hunger and humanitarian needs while facilitating community empowerment at the furthest frontiers of an increasingly fragile world.

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## **How We Will Succeed** Managing & Implementing the Plan

**1.**  
Strengthening  
Organisational  
Agility and  
Cohesion

**2.**  
Managing the  
Financial  
Resources

**3.**  
Reviewing and  
Adapting the  
Plan



Weiu\* with baby Aweich\* who is being treated at a Concern mother and baby nutrition clinic for children in a rural area of Aweil, South Sudan. The rate of malnutrition is around 25 – 30% in this region during the hunger season and Concern runs seven mobile clinics and over 50 nutrition clinics in the immediate area for rural and vulnerable communities.

**Photo:** Abbie Trayler-Smith Concern Worldwide

\* names changed to protect the identity of individuals

**GOAL 1**  
**REACHING**  
**THE**  
**FURTHEST**  
**BEHIND**  
**FIRST**

## REACHING THE FURTHEST BEHIND FIRST



Livelihoods



Resilience



Protection

## What we will do:

A heightened level of humanitarian need, as well as increasing levels of poverty and hunger in fragile contexts, will require Concern to expand the scope and ambition of our reach and impact in the coming years.

Over the lifetime of the plan, we intend to retain the current diversity of country programmes, while ensuring that we have the capacity to respond to new emergencies as they arise. At the same time, we will look to increase the scale of our operations in existing and in new countries, deepening our engagement with communities experiencing the effects of conflict and the climate crisis, as well as younger populations with limited livelihoods opportunities. Our focus will be on fragile contexts where the needs are greatest. We will deepen our analysis of the complex needs in protracted crises and seek to innovate in how to balance humanitarian responses and building resilience to crises.

In doing more, we will not compromise the high quality of our programmes; rather, quality will be a driver of growth as we seek to operationalise our core belief that those caught up in crises should not have to settle for a lesser form of assistance. We remain committed to contributing beyond our programmes and we will seek to further strengthen learning and accountability to maximise opportunities for sectoral and wider scale up. In seeking greater efficiencies and impact, we will capitalise on our collaboration with others, including our Alliance2015 partners.

Our commitment to people and community-based solutions remains central to our work and will be critical as we expand our efforts to strengthen localised response capacity and resilience.

Concern's Graduation, Climate Smart Agriculture and Community-based Management of Acute Malnutrition are among a number of proven **innovative approaches** that work. More investment is required to **replicate and scale up** these, alongside innovation in technological solutions to strengthen logistics systems and improve supply chain management, measures that are essential to reach more of the poorest and most vulnerable, especially in hard-to-reach areas.



Concern staff assess the damage to communities along the river Shire in southern Malawi. This village has been completely submerged. Concern is bringing supplies to the communities who fled to displacement camps.  
**Photo:** Gavin Douglas/ Concern Worldwide

**Strategic Objectives:**

1. To achieve greater impact on hunger and extreme poverty globally with particular focus on fragile and conflict-affected contexts.
2. To strengthen community resilience to future emergencies and respond rapidly to people affected by humanitarian crises.
3. To enhance our commitment to quality programming, learning and accountability.

**Strategic Actions:**

1. Benefit more people living in extreme poverty, both in the countries in which we operate and in new countries of operation.
2. Continuously improve our programme quality and accountability through learning, innovation, improved quality assurance processes, systematic evaluations and independent audits.
3. Strengthen our capacity to respond to emergencies, within and outside of our countries of operation.
4. Pilot more localised approaches based on local contexts and our organisational experience.
5. Increase the number of interventions aimed at building community resilience and preparedness for future emergencies.

**KPIs**

- Number of countries/ areas reached
- Number of emergency responses
- Country budget levels
- Number of people reached
- Number of programmes evaluated
- Number of evaluations indicating overall satisfactory programme ratings



Ayoba at his family home in Toungaïlli. Concern is implementing the RAIN (Realigning Agriculture to Include Nutrition) programme in Tahoua, Niger which builds on the learnings from the RAIN programme in Zambia, which was funded by Kerry Group between 2012 and 2015. It focuses on improving food and nutrition security and enhancing the livelihoods of the most vulnerable households in the area.

**Photo:** Ollivier Girard / Concern Worldwide

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# GOAL 2

## DRIVING URGENT ACTION ON HUNGER, CONFLICT AND THE CLIMATE CRISIS

# DRIVING URGENT ACTION ON HUNGER, CONFLICT AND THE CLIMATE CRISIS

## What we will do:

From the outset, our founders believed that even in crisis, peoples’ agency is the best driver for change and that sustainable outcomes are achievable even in the most fragile and challenging contexts. We hold fast to these beliefs and principles. In this plan, we commit to amplifying the voices of those who are caught up in crises, using innovative approaches to communicate their experience with dignity, authenticity and urgency. In a world where conflict and climate change are driving hunger and humanitarian needs to unprecedented levels, we are also committed to bringing attention to the consequences of inadequate action. A global failure to respond at a necessary scale has resulted in persistently high levels of human suffering. Rising levels of hunger as a result of droughts and erratic weather patterns, as well as starvation driven primarily by conflict, have received inadequate attention and response. In this respect, our advocacy will focus on the three core themes of hunger, conflict and climate change and their intersections, particularly in the fragile contexts where we work.

Through focused thought leadership, we will hone our evidence, analysis and influence by being propositional and practical about the actions that need to be supported to prevent crises or mitigate their worst impacts and to ensure that the vulnerable can be better protected. We will leverage our global network to focus attention on the human impacts of conflict, climate change and hunger, and to galvanise urgent action in these areas, garnering public and institutional support to influence change, utilising the evidence and learning from our work on the ground.



Conflict

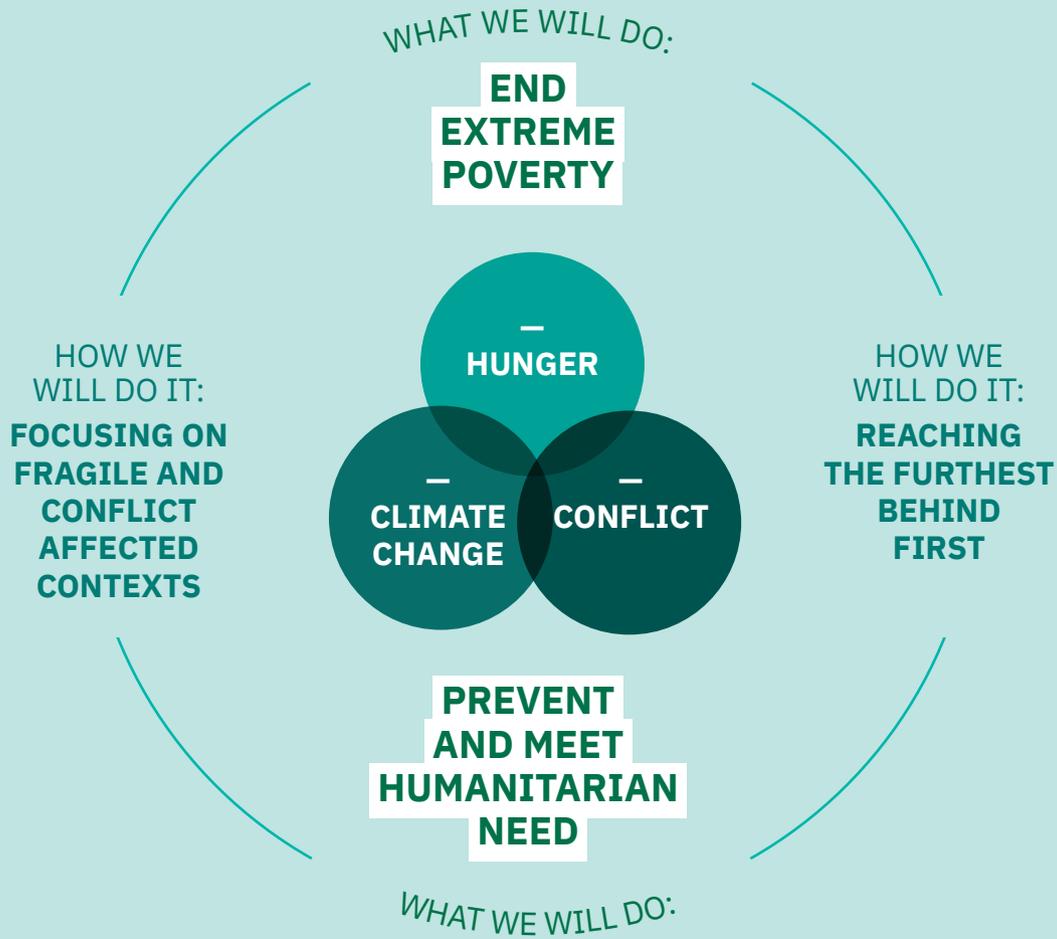


Food Security



Advocacy





**Strategic Objectives:**

1. To influence the public, the media and key decision makers on policies and strategies that have the greatest impact on extremely poor people, with particular focus on driving urgent action on hunger, conflict and the climate crisis.
2. To propose solutions to long-term, complex challenges related to conflict, hunger and the climate crisis through focused thought leadership anchored in our action-research, experience and learning.
3. To use our global network to amplify the voices and experience of communities caught up in conflict, hunger and the climate crisis.

**Strategic Actions:**

1. Focus our evidence gathering around interventions that offer solutions to key challenges related to climate change, conflict and hunger, and use these as the basis of driving our influencing work.
2. Hone external communications, strategic relationships and investments in action research around the core advocacy themes of climate change, conflict and hunger.
3. Ensure that the voices of those most affected by poverty and disasters are at the forefront of our analysis, advocacy and communications.

**KPIs**

Number of published papers on fragile and conflict affected contexts, conflict, hunger and the climate crisis

Research outputs utilised at national and global levels to increase visibility and influence

Policies and practices of government and key stakeholders are changing and responsive to the evolving needs of the poorest people

Number of external communications using the testimony of the poorest people



Workitt Kassaw Ali and her husband, Ketamaw, joined Concern's ReGrade programme in 2017. It's based on the graduation model, and has helped the couple build up their assets to include a flock of sheep and an ox. The couple are saving for a new home with the local Savings and Credit Coop (SACCO).  
**Photo:** Kieran McConville/Concern Worldwide /Ethiopia

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**GOAL 3**  
**GALVANISING**  
**GLOBAL**  
**SUPPORT**  
**ACROSS EVERY**  
**GENERATION**  
**TO END**  
**EXTREME**  
**POVERTY**

# GALVANISING GLOBAL SUPPORT ACROSS EVERY GENERATION TO END EXTREME POVERTY

## What we will do:

Concern is not only a humanitarian and development organisation, it is a part of a broader aspirational community with a wide network of support from the public and institutions around the world. That support is critical to achieving a world where no one lives in poverty, fear or oppression. We recognise the importance of deepening our engagement with everyone who make our work possible, including: supporters, volunteers, institutions and the private sector. Our partnerships with the EU, the Irish, UK, and US government donors, as well as newer relationships with South Korea and others, will remain a central pillar in terms of achieving scale and reach.

From our beginning, the public has been Concern's biggest supporter. Nourishing and expanding this support will require us to engage on a variety of levels: staying ahead of the digital curve; communicating and connecting with new audiences through innovative approaches, while sustaining the existing channels of supporter communication that enable Concern's diverse network to stay informed and engaged in our work. Through a renewed focus on youth engagement and a commitment to innovative outreach approaches, Concern will continue to be an effective avenue through which future generations can remain informed and express solidarity with the disempowered, the marginalised and those who are caught up in crisis. Exploring new partnerships with the private sector and with organisations that share our values and vision will be also be a central part of our work in the coming years.



Community Engagement



Partnership



Policy



Hee Young Park at the Seoul Sharing Festival.  
Photo: Concern Worldwide



Liberia's Minister for Agriculture Jeanine Cooper launches the GHI 2020 in Monrovia in 2021. Photo: Concern Worldwide

**Strategic Objectives:**

1. To deepen and expand our engagement with a wider group of the public, including a greater focus on younger people, on global development and humanitarian issues.
2. To nourish and grow our support from institutional donors, other civil society organisations and the private sector, in line with our values and mission.

**Strategic Actions:**

1. Identify clear entry and development pathways for young people as supporters of Concern and its mission.
2. Expand and deepen our engagement with the public through well-targeted and innovative approaches.
3. Explore opportunities for strategic partnerships with organisations that can complement and strengthen our support base and programme reach.
4. Deepen our partnerships with institutional donors and the private sector, in line with our values and mission.

**KPIs**

- Number of active supporters
- Co-funding levels
- Number of financial targets reached
- Number of youth supporters
- Number of projects with the private sector
- Number of private sector engagement strategy targets reached



Concern Programme Manager Tommy Chimpanzi participated in the launch of a tree planting campaign in Nsanje forests while following all COVID-19 preventative measures. Photo: Concern Worldwide/Malawi

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# GOAL 4

## BEING A DIVERSE, INCLUSIVE AND PEOPLE- FOCUSED ORGANISATION

## BEING A DIVERSE, INCLUSIVE AND PEOPLE-FOCUSED ORGANISATION

### What we will do:

Concern is a people-to-people organisation, and recruiting and retaining the right people, and developing our staff and our future leadership is a critical part of our strategy. The challenging contexts in which we work and the pace of global change place high demands on our teams and their well-being and will require continued investment in training and greater access to learning and growth opportunities. We will capitalise on the global momentum towards greater diversity and inclusion in all aspects of society so that improved diversity across all levels of staff in Concern, and in particular at leadership levels, will be realised over time.

We commit to creating and supporting workplaces in which people feel valued and are enabled to succeed in their work. The values, ethos and culture of Concern should be evident in the actions and words of everyone in the organisation and, in particular, those in leadership positions. Training all staff and giving them opportunities for growth and development are the cornerstone of driving equality of opportunity. We will monitor such investments to see if they lead to positive change across the organisation and seek to explore what further changes within Concern are needed to achieve such change. Managers are, first and foremost, people managers and, as such, they have a critical role to play in creating an enabling environment that supports people to achieve the transformation Concern wants to make in the world. Our country directors are our front line ambassadors and we recognise the importance of appointing people who have the impulse for humanitarian response and a vision for long-term change; the mind-set to want to be influential; the ability to build strategic relationships; and the skills and experience to manage effectively.



People Targeted



Learning



Training

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Concern's Nutrition Team in Juba's Protection of Civilians camp.  
 Photo: Steve De Neef / Concern Worldwide / South Sudan

**Strategic Objectives:**

1. To achieve a diverse, empowered and committed workforce of people who feel that they belong in Concern, a workforce that is equipped to meet the many challenges of our work, especially those that exist in the fragile and conflict-affected contexts on which we focus.
2. To achieve greater equality of opportunity within Concern, while remaining cognisant of the challenges and differences between our operating environments.

**Strategic Actions:**

1. Develop clearly articulated actions and targets around equality, diversity and inclusion.
2. Develop readiness for the future through people investment and leadership development, improving access to learning and creating opportunities for growth, with a particular investment in women.
3. Integrate well-being supports to enable people to reach and maintain their full potential in the contexts in which we work.
4. Foster a more inclusive management approach that taps into the expertise, energy and creativity of our people.

**KPIs**

- Number of diversity targets achieved
- Diversity in management
- Index scores in global staff survey on well-being, inclusive management and opportunities for learning and growth
- Promotion within country management teams

# How We Will Succeed: Managing and Implementing the Plan

Looking ahead, the following key factors will be essential for us to continue to be a well-governed, effective, high quality organisation and to achieve growth targets while dealing with volatility and unpredicted crises.

## 1. Strengthening Organisational Agility and Cohesion

We will continue to make changes to how we work across a range of areas to be more responsive and agile, ensuring that Concern has the capacity to adapt and succeed in a rapidly changing environment.

Core to enhanced and more effective ways of working are engagement, communication and cohesion. Our aim is to foster a culture of purpose and learning around a shared vision and shared strategies. We recognise that we operate at high levels of organisational cohesion and effectiveness during times of collective response to crises, with everyone working towards a unified purpose and goal. We aim to infuse this 'whole of organisation' approach across our shared strategies and our internal ways of working to overcome challenges and seek new solutions.

### Key Actions:

- ↳ Invest to improve internal communications, clarifying changes in knowledge management systems and behaviour to foster greater ease of communication.
- ↳ Continue to invest in systems, especially digital platforms and processes ensuring staff have the right tools to work efficiently.
- ↳ Identify ways to balance delegated, faster decision-making with the risks related to compliance and regulations.
- ↳ Facilitate a whole of organisation approach that capitalises on the power of bringing teams together, drawn from a diverse experience, perspective and capacity to tackle challenges and innovate.

### KPIs

Index scores in global staff survey on staff engagement and communication

Digital Workplace, Finance, Logistics and Human Resource Information System projects delivered on cost and time

Number of specific cross-functional initiatives or innovations to tackle specific challenges identified

Perception scores on organisational agility and speed of decision making



Somira Khatun receiving a cash grant from the field finance manager. Photo: A. K. M Jakaria / Concern Worldwide / Bangladesh

## 2. Managing the Financial Resources

### Key Actions:

- ↳ Invest in fundraising to maintain our long-term fundraising base.
- ↳ Invest in our ability to secure additional co-funding income.
- ↳ Increase the number of countries in which we operate.
- ↳ Effectively manage funding ratios.
- ↳ Maintain our reserves at an appropriate level.

### KPIs

- Fundraising income
- Funding ratios
- Organisation reserve levels
- Co-funding levels
- % of financial targets reached

Availing of new funding opportunities, will determine the pace of our growth. Growth will be achieved within a balanced funding structure, matched with the systems and structures in place to be effectively managed.

### Growth Targets

In recent years, we have been very successful in sourcing more donor income, while building in mechanisms to manage the higher proportion of institutional funding. Another factor in facilitating our planned growth is our reserves, which will need to be maintained at an appropriate level to provide resilience and to support the planned growth.

While the environment remains uncertain, we are setting significant targets for income growth that see our budget increase by 15% to over €219 million by 2025.

While progress is unlikely to be linear we are projecting the following broad expenditure pattern:

Description	2021	2022	2023	2024	2025
	€'000	€'000	€'000	€'000	€'000
Fundraising	36,002	38,447	39,863	40,659	41,598
Cofunding	149,652	155,614	163,126	171,683	176,353
<b>Total Income</b>	<b>185,654</b>	<b>194,061</b>	<b>202,989</b>	<b>212,342</b>	<b>217,951</b>
Field Expenditure	153,413	159,744	167,308	176,362	181,416
RoI/UK/Korea	34,779	35,192	35,610	36,034	36,465
Strategic Projects	2,689	2,802	225	225	225
<b>Total Expenditure</b>	<b>190,882</b>	<b>197,737</b>	<b>203,143</b>	<b>212,621</b>	<b>218,105</b>
<b>Required funding - Surplus/(Deficit)</b>	<b>(5,228)</b>	<b>(3,676)</b>	<b>(154)</b>	<b>(279)</b>	<b>(154)</b>

Delivery of the plan will require investment of resources in the early years but we expect to be able to fund this from reserves.



Concern staff work in all sorts of difficult situations to reach vulnerable communities in rural areas of Aweil, South Sudan.

Photo: Abbie Trayler-Smith / Concern Worldwide

### 3. Reviewing and Adapting the Plan

The strategic plan is intended to be a living document to guide all staff and all parts of the organisation. It should be understood, supported and reflected in the development of directorate and country plans.

Utilising technology to bring groups of people from around the Concern world into virtual rooms, we developed this plan through a comprehensive series of consultations across the organisation. The plan cannot remain static, and we plan to utilise similar approaches of engagement to review our progress and to adapt, keeping the plan current, relevant and alive.

Specifically, it will require:

**Key Actions:**

- ↳ Communication and dissemination to all parts of the organisation.
- ↳ Cross-organisational commitment to deliver the plan.
- ↳ Clarity in relation to the timelines for the implementation.
- ↳ Development and management of a management monitoring dashboard.
- ↳ A consultative review of progress and course correction, where required.

# Conclusion

As the world goes through what will continue to be an unstable period, an experienced organisation, rooted in the most vulnerable communities will be ever more essential in delivering on the global commitment to reach the furthest behind first. In this respect, Concern is well placed to champion a **resurgence of humanity**, an ambition of solidarity in action that supports global and localised responses to growing humanitarian needs and facilitates the empowerment of communities at the furthest frontiers of an increasingly fragile world.

## Agenda 2030: The Sustainable Development Goals

“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.



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