

CONCERN
worldwide u.s.

2016

**ANNUAL
REPORT**



OUR MISSION

To help people living in extreme poverty achieve major improvements in their lives that last and spread without ongoing support from Concern.

OUR VISION

We envision a world in which no one lives in poverty, fear, or oppression; in which all have access to a decent standard of living and the opportunities and choices essential to a long, healthy, and creative life; and in which everyone is treated with dignity and respect.

WHAT WE DO

Since its founding in 1968, Concern Worldwide has saved countless lives, relieved suffering, and provided opportunities for a sustained better living standard for millions of people. We work in partnership with those in the world's poorest countries to enable the most vulnerable and overlooked to transform their lives.



A Concern staff member who helps run a women's economic empowerment group in Ethiopia. Photo by Eun Young Kim/Concern Worldwide

MESSAGE FROM THE CEO AND CHAIRWOMAN

This report is a look back on our funding, expenditure, activities, and impact over the calendar year 2016. We are proud to share that the Concern Worldwide US team contributed in outsize fashion to the organization's work in 28 countries, directly reaching more than nine million, with ripple effects touching the lives of more than 22 million.

We are also proud to report that our commitment to honest, effective, transparent, and constant stewardship of our income from generous individual donors, foundations, corporations, the US government, and international institutions yielded an efficiency ratio of 92% — 92 cents of every dollar we received directly supported program services.

This joint message of thanks is always one of the last pieces inserted into the report, and we are pleased to share important developments of the first half of 2017. For both of us, personally, this will be a year we will always look back on with great pride and appreciation, as we were both honored to be appointed to leadership positions in this great organization as CEO and board chair, respectively. It's a historic transition, marking the passing of the torch by our chairman of nearly two decades, Tom Moran, and our CEO, Jack Haire, a stalwart member of the Concern family as a board member for 18 years. We could not be more grateful for their trust, partnership, and invaluable advice, and we are thrilled that they will both remain with us as board members.

Tom's tenure as our leader, running virtually concurrently with Jack's service on our board, has been truly transformative as the organization grew from a small start-up punching far above its weight into a mature, respected, and thriving member of the community of US international non-governmental organizations and an indispensable contributor to Concern Worldwide's global impact.

Concern's history has always been defined by a few extraordinary figures — men and women, like Tom and Jack, who took bold action at decisive moments in time with life-saving effects. One such figure is Father Jack Finucane, who, along with

his brother, Father Aengus Finucane, engineered Concern's massive — and very first — emergency response in Biafra in 1968. They oversaw the delivery of crucial food and supplies — which arrived thanks to the generosity of the Irish people and the ingenuity of our founders in Dublin — to hundreds of thousands of people who might otherwise have lost their lives.

Sadly, we lost Jack on June 7, 2017, at the age of 80, but his memory and his legacy will continue to inspire change. As a long-time country director across Africa and Asia, Jack was instrumental to Concern's growth and impact around the world, including in the US. Over the last decade, he served as an inspirational and insightful member of our board, upholding Aengus's legacy as the prime mover of Concern's establishment in the US. Jack was a truly legendary humanitarian. Among his many accomplishments was introducing U2's Bono to the fight against global poverty in famine-scarred Ethiopia in 1985.

As we look forward to marking Concern Worldwide's 50th year in 2018, we present this report as a narrative that reflects the natural extension of the legacy of Jack, the tens of thousands of men and women who have served on the Concern team, and the tens of millions of people we have worked with since our founding.

Thank you.



COLLEEN KELLY
Chief Executive Officer



JOANNA GERAGHTY
Chair, Board of Directors

OUR IMPACT IN 2016

TO OUR DONORS,
SUPPORTERS,
PARTNERS, & FRIENDS:

GO RAIBH MAITH AGAT
IRISH

MERCI FRENCH | DHANYABAD NEPALI

THANK YOU

ASANTE SWAHILI | TENKI KRIO | MÈSI KREYOL

AHMESUGENALEW
AMHARIC

TASHAKOR PASHTO | SHUKRIA URDU

1,057 SCHOOL COMMITTEES CREATED IN RWANDA

DURING DROUGHT IN PAKISTAN

257,500 PEOPLE RECEIVED NUTRITION ASSISTANCE

&

34,500 FAMILIES BENEFITED FROM WATER, HEALTH & SANITATION

SCHOOL PROGRAMS FOR **15,000** SYRIAN REFUGEE CHILDREN IN TURKEY

500 LOCAL WORKERS REPAIRED **21 MILES** OF ROADS TO IMPROVE MARKET ACCESS IN THE DEMOCRATIC REPUBLIC OF CONGO

9.1 MILLION PEOPLE REACHED IN **28** COUNTRIES IN AFRICA, THE MIDDLE EAST, ASIA, & CARIBBEAN

27 FARMER FIELD SCHOOLS TRAINED **1,367** FARMERS TO TREAT

432 OF FARM LAND ACRES WITH ORGANIC PESTICIDES (GARLIC, TOBACCO LEAVES, PAPAYA, & HOT PEPPERS) IN THE CENTRAL AFRICAN REPUBLIC

40 HEALTH CENTERS STRENGTHENED TO HELP **60,000** PEOPLE IN SOUTH SUDAN

MALNUTRITION TREATMENT FOR **200,000** PEOPLE

&

BETTER ACCESS TO WATER AND SANITATION FOR **290,000** PEOPLE

DURING DROUGHT IN ETHIOPIA

33 HEALTH CENTERS | **12** HEALTH UNITS SUPPORTED TO HELP **200,000** PEOPLE IN NIGER

Farmers walk towards their rice fields in Pateful Chain, Sierra Leone. Photo by Michael Duff

WHERE WE WORK

In 2016, Concern worked in 28 of the world's poorest and most vulnerable countries, reaching 9.1 million people to alleviate poverty and hunger.



MIDDLE EAST

- Lebanon
- Syria
- Turkey

CARIBBEAN

- Haiti

AFRICA

- Burundi
- Central African Republic
- Chad
- Democratic Republic of Congo
- Ethiopia
- Ghana
- Kenya

ASIA

- Afghanistan
- Bangladesh
- Nepal
- North Korea
- Pakistan

- Liberia
- Malawi
- Mozambique
- Niger
- Rwanda
- Sierra Leone
- Somalia
- Republic of Sudan
- Republic of South Sudan
- Tanzania
- Uganda
- Zambia

EMERGENCY RESPONSE

Our emergency work is focused on effectively responding to and mitigating against natural and human-influenced disasters. In 2016, we responded to 45 emergencies in 25 countries, directly reaching 4.6 million people.

RESPONDING RAPIDLY TO SAVE LIVES AND REDUCE SUFFERING

Many of the areas where we work face multiple and complex emergencies, often as a result of climate change and political instability. Throughout 2016, we supported 1.1 million people displaced by the Syrian crisis in Syria, Lebanon, and Turkey. In Somalia, our rapid responses enabled us to help thousands affected by crises caused by drought, disease, and conflict. We also partnered with local organizations on the ground in Burundi, where flooding and conflict left many in need of essential services.

PROVIDING HUMANITARIAN LEADERSHIP AND ADVOCACY

Our strong humanitarian track record has led us to join or lead a number of humanitarian steering groups and task forces. We use these platforms to share evidence of what works, coordinate with other agencies, and call for government action. For example, our Building a Better Response initiative, run in partnership with the International Medical Corps and the Harvard Humanitarian Initiative, has seen 1,000 people participate in workshops to enhance international humanitarian coordination.

IMPROVING ACCESS TO FOOD, WATER, AND HEALTH CARE

People caught up in humanitarian emergencies are particularly vulnerable to disease as a result of food and water shortages and overburdened health care systems. In 2016, natural disasters and conflict created widespread need in countries like Ethiopia, Pakistan, Sudan, and Chad. Our responses included treating malnutrition and diseases, strengthening health centers, distributing food, providing seeds to farmers, and creating clean water sources and sanitation facilities.

PREVENTING AND REDUCING THE IMPACT OF EMERGENCIES

Rapid emergency responses are critical, but investment in disaster preparedness has an even greater impact. In most areas where we work, our programs include disaster risk reduction activities. We build or repair structures that can withstand extreme weather, support farming methods that reduce soil erosion and flood risk, encourage farmers to grow drought-resistant crops, and teach communities how to prevent malnutrition and communicable diseases.

OUR IMPACT

FOOD RATIONS FOR **444,000** PEOPLE IN **SOUTH SUDAN**

LIFE-SAVING RELIEF FOR **325,500** PEOPLE AFFECTED BY NATURAL DISASTERS & CONFLICT IN **PAKISTAN**

FOOD ASSISTANCE FOR **102,000** SYRIAN REFUGEES IN **TURKEY**

FOOD, SHELTER, & SUPPLIES FOR **10,000** PEOPLE AFFECTED BY **HURRICANE MATTHEW** IN **HAITI**



Syrian refugee Yana and her two daughters in a collective center in Lebanon. Photo by Abbie Trayler-Smith/Panos Pictures

LIVELIHOODS

Our approach to enabling extremely poor people to achieve secure livelihoods is holistic, with approaches that span from education to agriculture. In 2016, we reached over one million people directly through our livelihoods programs.

DEVELOPING WORK SKILLS AND ENHANCING SUPPORT SYSTEMS

Our livelihoods programs address some of the underlying problems that affect people's ability to make a living. We work to enhance access to markets, provide small-scale credit to invest in business development, and train people in vocational skills that create employment opportunities. We also increasingly include business training and planning advice as part of our support to program participants. This results in increased income, better ownership of assets, and improved employment rates.

REDUCING HUNGER

Our goal is to reduce the hunger gap and increase food security for the poorest and most vulnerable people. Our work in this area is multifaceted, encompassing initiatives that range from community-building approaches like farmer field schools to gender equality strategies designed to bolster women's status as income earners and decision-makers. We also work to improve dietary diversity and introduce labor-saving technologies like fuel-efficient stoves.

GIVING BENEFICIARIES GREATER CHOICE

In line with our aim to empower people to transform their lives in sustainable ways, we increasingly use cash-based programs to support extremely poor and vulnerable people rather than distributing food and tools. Money has the potential to revitalize local economies and markets as well as to promote household food security and investments in livelihoods. In 2016, we implemented cash-based programs in 21 countries, including several affected by the El Niño weather system.

CLIMATE-SMART AGRICULTURE

Our climate-smart agriculture programs enable communities to protect land sustainably from the impacts of extreme weather and climate change. In addition to helping small-scale farmers grow hardy, nutritious crops, this approach safeguards land from erosion and conserves soil moisture and nutrients. Concern is a member of the Africa Climate-Smart Agriculture Alliance, which aims to empower six million farmers with climate-smart agriculture options by 2021.

OUR IMPACT

VEGETABLE CUTTINGS & SEEDS TO HELP OVER **140,400 FARMERS** RECOVER FROM **DROUGHT** IN ETHIOPIA

4 MILES OF REPAIRED **ROADS** TO IMPROVE MARKET ACCESS FOR **18,400 PEOPLE** IN HAITI

MORE THAN **21,200 FAMILIES** RECEIVED **CASH TRANSFERS** IN ZAMBIA

FOOD FOR **33,100 PEOPLE** DURING CHAD'S LEAN FARMING SEASON



Ali Assen Ali works with his family on their farm in the highlands of South Wollo, Ethiopia. Photo by Kieran McConville/Concern Worldwide

HEALTH & NUTRITION

From improving farming techniques to responding to disease outbreaks, we work to achieve better health and nutrition security for the poor and vulnerable. In 2016, Concern's programs helped improve the health of over three million people.

STRENGTHENING MATERNAL AND CHILD HEALTH SYSTEMS

Where possible, we support local and national health services to meet the long-term needs of their populations, particularly pregnant women, mothers, and young children. This includes working with government ministries and health staff, strengthening the capacities of local clinics and health workers, and training community members on screening for and treating diseases.

IMPROVING ACCESS TO CLEAN WATER AND SANITATION

Our water and sanitation strategy promotes existing and new approaches to ensure effective hygiene promotion and high-quality water infrastructure for the extreme poor. We provide clean and safe drinking water, promote handwashing education, build sanitation facilities, strengthen community water management capacities, respond to outbreaks of waterborne diseases, and give support to schools, hospitals, and other public places.

ADDRESSING NUTRITION AND EXTREME HUNGER

Adequate nutrition, especially during pregnancy and the first years of a child's life, is essential for life-long health and resilience. Our work in this area encompasses emergency situations like conflict and food crises that impact the availability of food as well as long-term programs that focus on improved agricultural approaches, nutrition education, and dietary diversity.

KNOWLEDGE SHARING AND ADVOCACY

While working to improve health outcomes on the ground, we also share evidence from our programs with others and campaign for effective policies and practices. In 2016, we presented at events around the world, including the Urban Health Conference in San Francisco, the Global Symposium on Health Systems Research in Vancouver, the International Baby Food Network conference in Uganda, and a Global Alliance for Improved Nutrition roundtable in Mozambique.

OUR IMPACT

163 HEALTH FACILITIES
1,177 HEALTH STAFF
 STRENGTHENED
 TO HELP **237,000**
 REFUGEES & LOCALS
 IN **UGANDA**

NUTRITION EMERGENCY RESPONSE HELPED 198,000 WOMEN & CHILDREN IN MALAWI

MALNUTRITION TREATMENT & SCREENING FOR 16,300 CHILDREN IN THE CENTRAL AFRICAN REPUBLIC

WATER, SANITATION, & HYGIENE PROGRAMS FOR 250,000 CONFLICT-AFFECTED SYRIANS



Christela Louis and her young child outside their home in Grand Ravine, Haiti. Photo by Abbie Trayler-Smith/Panos Pictures



A USAID vehicle navigates a muddy road in rural Liberia. Photo by Kieran McConville/Concern Worldwide

US GOVERNMENT A GLOBAL LEGACY OF GIVING

In addition to our individual, corporate, foundation, and institutional donors, we rely on support from the United States government to help the world's poorest and most vulnerable people cope, recover, and grow resilient.

Through the US Agency for International Development (USAID) — primarily the Office of US Foreign Disaster Assistance (OFDA) — we have saved countless lives during emergencies and improved the lives and futures of people in need across world. Our partnership is deep, dynamic, and as diverse as the world we live in, from responding to the Ebola outbreak in West Africa to providing relief during the food crisis in South Sudan.

With USAID funding, we have worked to reduce people's vulnerability in disaster-prone areas,

preventing emergencies before they happen. This saves not only lives but also millions of dollars that would otherwise be spent on an emergency response.

When disaster does strike, support from USAID makes it possible to reduce human suffering with relief efforts. We've also educated tens of thousands of children, creating the foundation for success for the next generation. And we've improved agriculture practices across the globe, enabling small-scale farmers to grow their way out of poverty.

Since 2010, USAID has awarded Concern over \$150 million, making it possible to carry out life-saving programs that have transformed millions of lives around the world.



The Innovations's MAKER space in Nairobi, Kenya. Photo by Concern Worldwide

INNOVATION THE FUTURE OF A TRADITION

Since 1968, Concern has been a pioneer in developing innovative approaches to transform the lives of the world's extreme poor. We have helped revolutionize the treatment of acute child malnutrition, pioneered mobile emergency cash transfers, and, in 2008, launched Innovations for Maternal, Newborn & Child Health, funded by the Bill & Melinda Gates Foundation.

Now, we are taking our decades of innovation experience to new heights by establishing the Concern Centre for Innovation and Health, an initiative that will leverage our presence in developing countries to design and test promising solutions to improve the lives of the extreme poor.

The Centre's mission is to support and galvanize Concern's tradition of practical innovation by leading

alongside our field teams as they explore new or improved programs, processes, and products. Using a human-centered design approach, we will actively engage communities in the design process to ensure that programs meet their specific needs.

The Centre will actively identify challenges and seek out ideas to improve our programs. With input from relevant experts, staff, government, and local communities, these ideas will be refined and iterated throughout their development and implementation.

Our goal is to foster a culture of innovation throughout our global organization and beyond, unlocking creative potential, creative thinking, and problem-solving abilities that will enrich vital programs and improve lives.

OUR DONORS

Fiasia Odala carries relief items distributed by Concern Worldwide after floods destroyed homes in Nsanje, Malawi. Photo by Alexia Webster/Panos Pictures

Our sincere thanks for the most generous support of the United States government.

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Our deepest thanks to our individual, corporate, and foundation donors who are leading the way in supporting Concern's mission.

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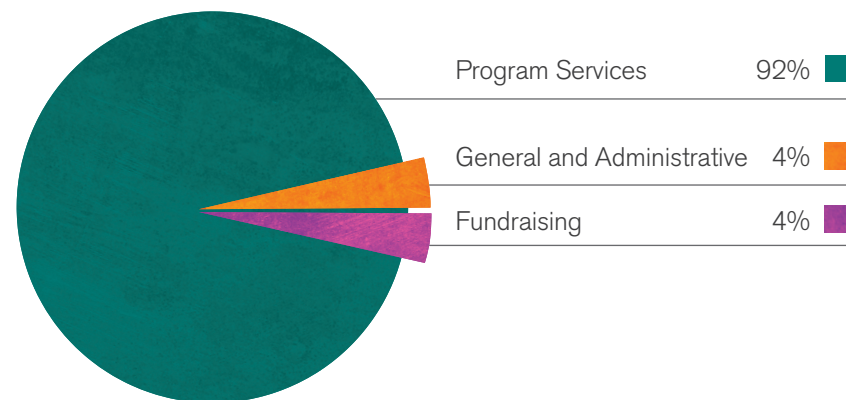
CONCERN BY THE NUMBERS

Concern Worldwide US financial summary statement of activities for year ending December 31, 2016

(with summarized amounts for 2015)

| Support and Revenue | 2016 Total | 2015 Total |
|---|-------------------|-------------------|
| Government Grants | 30,892,636 | 27,921,981 |
| Contributions and Non-Government Grants | 7,555,579 | 9,510,482 |
| Special Events – Net | 3,046,210 | 2,938,180 |
| Interest Income | 7,826 | 8,103 |
| Support from Concern Worldwide | 3,534 | 547,082 |
| Total Revenue and Support | 41,505,785 | 40,925,828 |
| Expenses | | |
| Program Services | 39,246,599 | 36,695,531 |
| General and Administrative | 1,685,773 | 1,787,157 |
| Fundraising | 1,637,595 | 1,479,770 |
| Total Expenses | 42,569,967 | 39,962,458 |
| Change in Net Assets | -1,064,182 | 963,370 |
| Net Assets at Beginning of Year | 8,045,614 | 7,082,244 |
| Net Assets at End of Year | 6,981,432 | 8,045,614 |

Analysis of Expenditure (Gross)



Halima Fbid collects water with her four-year-old daughter, Lamchara, in Tahoua, Niger. Photo by Jennifer Nolan/Concern Worldwide

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COVER PHOTO: Nancy Baako is a Sudanese refugee in Uganda whose malnourished daughter received life-saving nutrition assistance from Concern. By Alexia Webster/Panos Pictures