

Concern Worldwide  
Annual Report &  
Financial Statements  
2024





## Yemen

A child on his father's back returning to their home after receiving a cholera/hygiene kit from a distribution point in Al-Salam camp for internally displaced people, Dar Saad district, Aden Governorate. **Photo:** Ammar Khalaf/Concern Worldwide

### Concern Programmes in Yemen

#### Health & Nutrition

WASH - Water and sanitation



#### Emergencies

Internally Displaced People (IDPs) Shelter





For nearly 10 years, the Yemeni Civil War has escalated unemployment, hunger, and insecurity for civilians, leaving nearly 80% of the country's population below the poverty line and more than 55% in need of some form of humanitarian assistance – some 18.2 million people.

The destabilising effects of this have triggered a hunger crisis affecting 17 million people, with five million children under the age of five in need of treatment for acute malnutrition.

The protracted crisis has also created an endemic situation of forced displacement, with 4.5 million internally displaced people (IDPs), most of whom have been forced to flee multiple times. Living conditions have quickly worsened for many: 49% of the population lacks access to clean water, and only 50% have access to functioning health facilities.

Concern completed its first full year of operations in Yemen in 2024. During the year we responded to cholera outbreaks and the severe impacts of sandstorms reaching over 18,000 people with shelter, health and water and sanitation services. We are providing integrated health and nutrition services in six health facilities.

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**On the cover:** Cemal\* sitting beside a tent in Al-Salam Internally Displaced People site, Dar Saad district, Aden Governorate, Yemen. \*Name changed to protect the identity of the individual.

**On this page:** Concern has rehabilitated a water well in the Al-Salam IDP site and installed a solar-powered pump motor on the water well. The dilapidated water well was originally a hand-dug shallow well and powered by an old diesel motor.

**Photos:** Ammar Khalaf/Concern Worldwide.

# Who We Are and What We Do

## Our Identity – Who We Are

Concern Worldwide is an international, humanitarian, non-governmental organisation dedicated to the elimination of extreme poverty and the reduction of suffering, primarily in fragile countries.







## Our Vision

A world where all people live in peace and prosperity and are treated equally, with dignity and respect.

## Our Mission - What We Do

We work with people living in extreme poverty to achieve major improvements in their lives which last and spread without ongoing support from Concern. Informed by the priorities of affected communities, we go where the needs are greatest, and work to save lives, protect and develop livelihoods, support recovery and build long-term resilience.

### Bangladesh

Marium\* a Bangladeshi mother with her five-month old daughter Tayma\* took part in a Concern training programme on nutrition, home gardening and seed production for improved nutrition. **Photos:** Saikat Mojumder/Concern Worldwide. \*Name changed to protect the identity of the individual.

## Our Core Values

To advance our mission and achieve quality and impact in all that we do, our work is guided by our core values and our commitment to nurture a culture of inclusion, compassion and humanity.

Built on the commitment of Concern's founders and our strong track record, these values inform our behaviour and ways of working:

### We are community led

We listen to and work with communities to find effective solutions to their needs.

### We are committed

We take informed risks, balanced with sound judgement, allowing us to work in the most challenging contexts.

### We are accountable

We manage resources ethically, transparently and responsibly. We build trust with the communities with whom we work, our partners, peers and those who support and fund us.

### We are committed to equality

We treat everyone with dignity and respect, recognising that people are equal in rights.

### We value our people

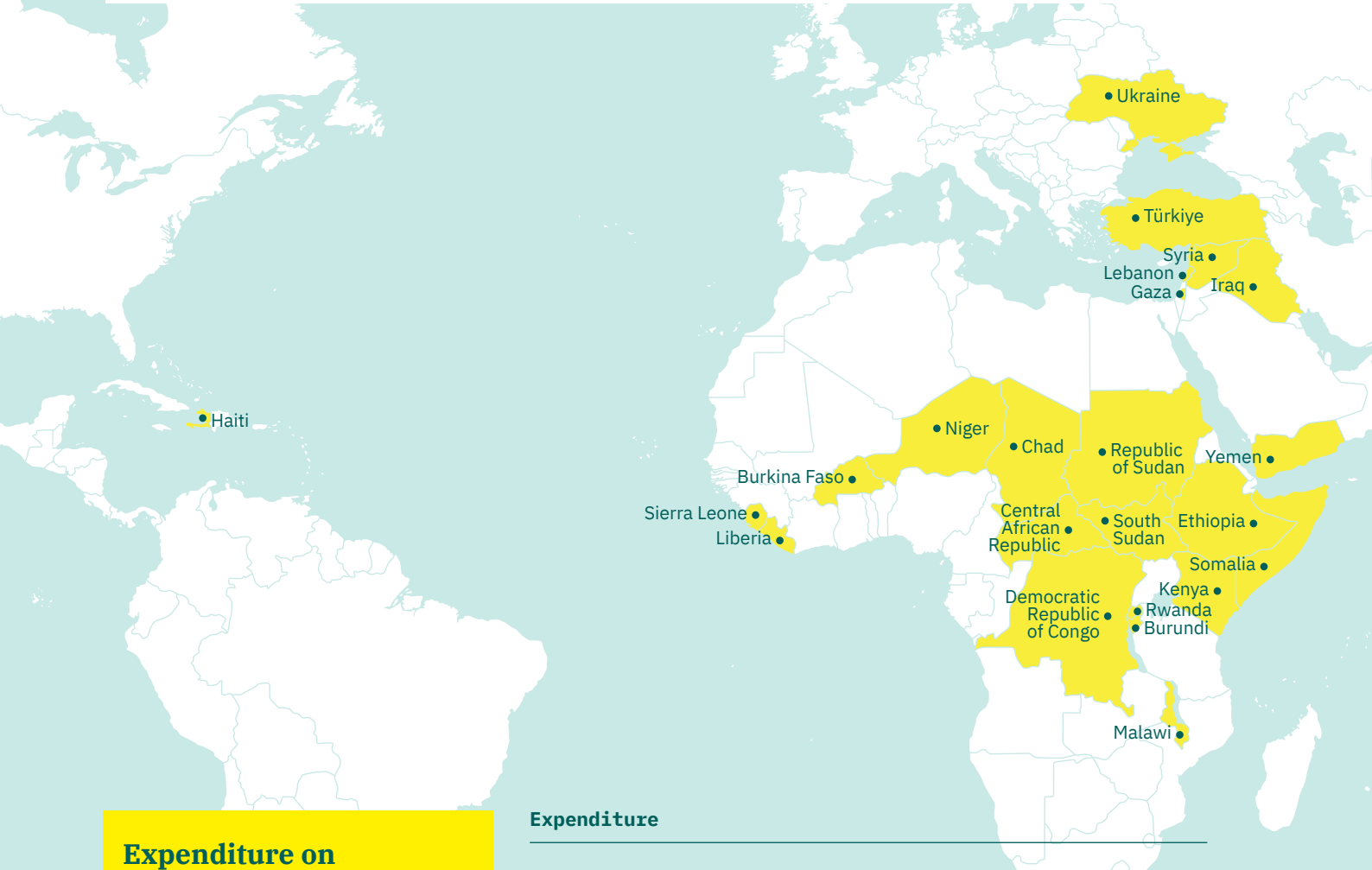
We create a culture where all feel valued, safe, trusted and supported to thrive and contribute to achieving our mission.

### We learn and innovate

We strive to continuously improve the quality and impact of our work. We are solutions focused using research, evidence and technology to achieve our mission.

# Where We Work

In 2024, Concern worked in 27 of the world’s poorest and most vulnerable countries to alleviate poverty and hunger.



## Expenditure on International Relief and Development

88.2%

### Expenditure

International Relief and Development (€216m)	88.2%
Fundraising (€21.1m)	8.6%
Gobal Citizenship and Advocacy (€6.6m)	2.7%
Governance (€1.3m)	0.5%



People reached

27.3m

Countries

27

Afghanistan

Bangladesh

Burkina Faso

Burundi

Central African Republic

Chad

Democratic People's Republic of Korea

Democratic Republic of Congo

Ethiopia

Gaza

Haiti

Iraq

Kenya

Lebanon

Liberia

Malawi

Niger

Pakistan

Republic of Sudan

Rwanda

Sierra Leone

Somalia

South Sudan

Syria

Türkiye

Ukraine

Yemen

## Income

Grants from Governments  
and Other Institutional  
donors (€174.9m)

74.6%

Donations  
and Legacies  
(€40.9m)

17.4%

Donated Commodities  
(€16.5m)

7.0%

Other Sources  
(€2.2m)

1.0%

# Message from the Chair

## Donal D'Arcy



**Democratic Republic of Congo**  
Donal D'Arcy at the Kisoko camp,  
Massisi. **Photo:** Gabriel Nuru/Concern  
Worldwide



I will step down as the Chair of Concern in 2025 having been involved since 2001. It has been the greatest honour of my life to serve this organisation – an extraordinary force for good that has worked tirelessly since its foundation by John and Kay O’Loughlin-Kennedy in response to a famine in Biafra in 1968. During this time, Concern has remained unwavering in its support for the communities most affected by the impacts of conflict and climate change.

## 2024 was no different.

Throughout 2024, Concern remained steadfast in its commitment to supporting vulnerable communities, despite a growing array of humanitarian challenges. Millions of women, children and men across the world received vital assistance. Our teams responded to emergencies such as the devastating floods in Bangladesh delivering food and essential supplies. In rural Afghanistan, our long-term development work saw the construction of the first of eight Family Health Houses, providing a base for midwives and community health workers to support mothers and children. Meanwhile, in Ireland, our Global Citizenship teams actively engaged with young people, educators, and adults across all 32 counties.

This is all made possible thanks to the incredible communities that support Concern year on year – through collections, bake sales, coffee mornings, concerts, non-uniform days, and much more – to raise funds and show their support for those in need.

There were significant changes to Concern’s management team during 2024. David Regan, who was involved with Concern since his time as a volunteer in Ethiopia in 1985, decided to step down from the role of CEO. Dominic Crowley, who has a long and dedicated career in Concern, stepped into the role and it is a credit to David, Dominic and the wider senior team that Concern remained entirely focused on the communities with whom we are privileged to work during this transition.

I wish to thank my fellow Board members for their ongoing commitment to good governance and

transparency; the Executive Management Team for their expertise and collaborative leadership; and all Concern staff across the globe, whose dedication and compassion are evident in every aspect of our work.

As I step down from the role of Chair, I do so knowing the humanitarian sector faces immense challenges. Yet I have seen first-hand the resilience that defines Concern. I’ve witnessed the unwavering passion and commitment of our staff, who work tirelessly to reach the most vulnerable in the hardest-to-reach communities, ensuring no one is left behind.

With a committed Board and a strong leadership team in place, Concern is well positioned to meet the challenges ahead – pursuing new opportunities and continuing to work toward a world where all people live in peace and prosperity, are treated equally and with dignity and respect.



**Donal D’Arcy**  
Chair, Concern Worldwide

# Message from the Chief Executive

## Dominic Crowley

Since its founding in 1968 in response to the famine in Biafra, Concern Worldwide has supported families and communities in 48 countries around the globe. In 2024, our development and humanitarian programmes operated in 27 of the world's most fragile and conflict-affected countries, reaching over 27.3 million people.

Concern's ability to provide this support for more than five and a half decades is thanks to the courage and commitment of our teams and partners on the ground, as well as the ongoing support of the public and our institutional donors.

In a year marked by increasingly protracted crises driven by conflict and climate change – a year in which 130 million people have been forcibly displaced from their homes, and over 300 million people are facing acute or catastrophic levels of hunger – this support is more vital than ever.

I would like to extend my heartfelt thanks to everyone who undertakes fundraising activities – big or small – to support Concern's ongoing work. Among our long-time supporters is Pat Murphy, who first became involved with Concern during his volunteer work in Rwanda in 1995–96. Last August, Pat undertook a 2,800km charity tractor drive from Malin to Mizen. Driving eight hours a day for two weeks, his journey raised vital funds for our response in Gaza and helped to build awareness of the extent of the crisis there. A huge thank you to Pat, and to everyone who supported his efforts, which raised an incredible €26,356.

### Ireland

Pat Murphy in his 1962 David Brown 850, which he drove along the 2,800km Wild Atlantic Way at top speed of 24kph to raise money for Concern and Gaza. **Photo:** Eamon Timmins/Concern Worldwide





**Ireland**

Concern Worldwide Chief Executive, Dominic Crowley.

**Photo:** Jon Hozier-Byrne/  
Concern Worldwide



Despite immense challenges, we continue to witness extraordinary resilience – from the communities we serve and from our own Concern teams. In Sudan, now facing the world’s largest displacement and hunger crisis, our programmes have remained active, reaching hundreds of thousands of malnourished children with lifesaving treatment across 81 health facilities in the hardest-hit areas.

In the most remote and disadvantaged areas of neighbouring Chad – a country grappling with political unrest and the effects of climate change while hosting hundreds of thousands of Sudanese refugees – Concern is working alongside local community groups and national organisations to deliver lifesaving and sustainable solutions.

In 2024, we were immensely proud to establish operations in Yemen – a country where over a decade of conflict has left more than 18 million people (nearly half of the country’s total population) in need of humanitarian assistance. Despite the challenges, our dedicated team of just 19 staff made a significant impact. In our first year of operations, we reached 29,404 people with lifesaving health and nutrition services.

In 2024, we concluded our programmes in Türkiye, marking the end of an 11-year presence that began in response to the Syrian crisis in 2013. While our work in Türkiye has come to a close, we continue to support those affected by the crisis in Syria, as well as in neighbouring Lebanon and Iraq. With ongoing political unrest in the region, we anticipate that the need for support will increase in 2025.

Over the coming months we will be working to finalise the next strategic plan – one that will serve as a roadmap for the organisation over the next five years. The growing global funding crisis means that, in shaping this plan, we will be forced to make difficult decisions regarding staff and country programmes – decisions that will inevitably affect the communities we aim to support.

At the core of every decision will remain Concern’s unwavering mission: to end extreme poverty. Or, in the words of one of Concern’s great humanitarians, Fr. Aengus Finucane: “We will do as much as we can, as well as we can, for as many as we can, for as long as we can”.

Finally, on a personal note, having worked for Concern for the last twenty-five years, it was an immense privilege to be appointed CEO in late 2024. Humanitarian and development organisations face an increasingly complex and challenging future, but Concern has a proud history, excellent staff, and is bolstered by its strong reputation. I am confident that, by working together, we will shape a clear strategic plan that will carry us forward through the next five years.

**Dominic Crowley**

Chief Executive, Concern Worldwide



“

Our life used to be very happy, but nowadays everything is a challenge. We feel that we are people that no one cares about, nobody is thinking of us.

FEATURE

SYRIA

Displacement  
Conflict

Concern Non-Formal  
Education Programme



**Syria**

Amira\* sitting in the tent she calls home.

**Photo:** Gavin Douglas/  
Concern Worldwide

\*Name changed to  
protect the identity of  
the individual.

# Report of the Board

The Board of Concern Worldwide presents its report and consolidated financial statements for the year ended December 31, 2024.

Amira\* sits with her youngest child in a tent she calls home, she is one of the 11 million people who have been displaced amid the Syrian conflict.

They left their home with very little. They are being helped by Concern through the EU funded ECHO programme.

She points out a rug on the floor – which provides some warmth against the harsh Syrian winters – and a brown handbag that holds her ID; seemingly everyday items, but they were the only things she could grab when she was forced to flee her home amid conflict seven years ago.

Two of her children have also participated in Concern's Non-Formal Education programme (NFE). The NFE centres are divided to teach children aged between eight and 13 to primary level, and older children who are aged between 14 and 17, who are also at a primary level of education but are too old to attend classes with the younger children.

The NFE programme is an accelerated programme where children can learn the basic literacy and numeracy skills to rejoin a formal primary school at the end of the course. The programme also provides homework support for children who have graduated to formal schools and are at risk of dropping out.

Amira's children have thrived under the programme and she is dreaming of a better future for them. She said: "I hope that my children can change their lives and not live the life that we do now, I do not want them to live in a tent."

# Strategic Report

Our Vision is  
a world where  
all people live  
in peace and  
prosperity and  
are treated  
equally, with  
dignity and  
respect.

## We seek sustainable improvements in the lives of people living in extreme poverty.

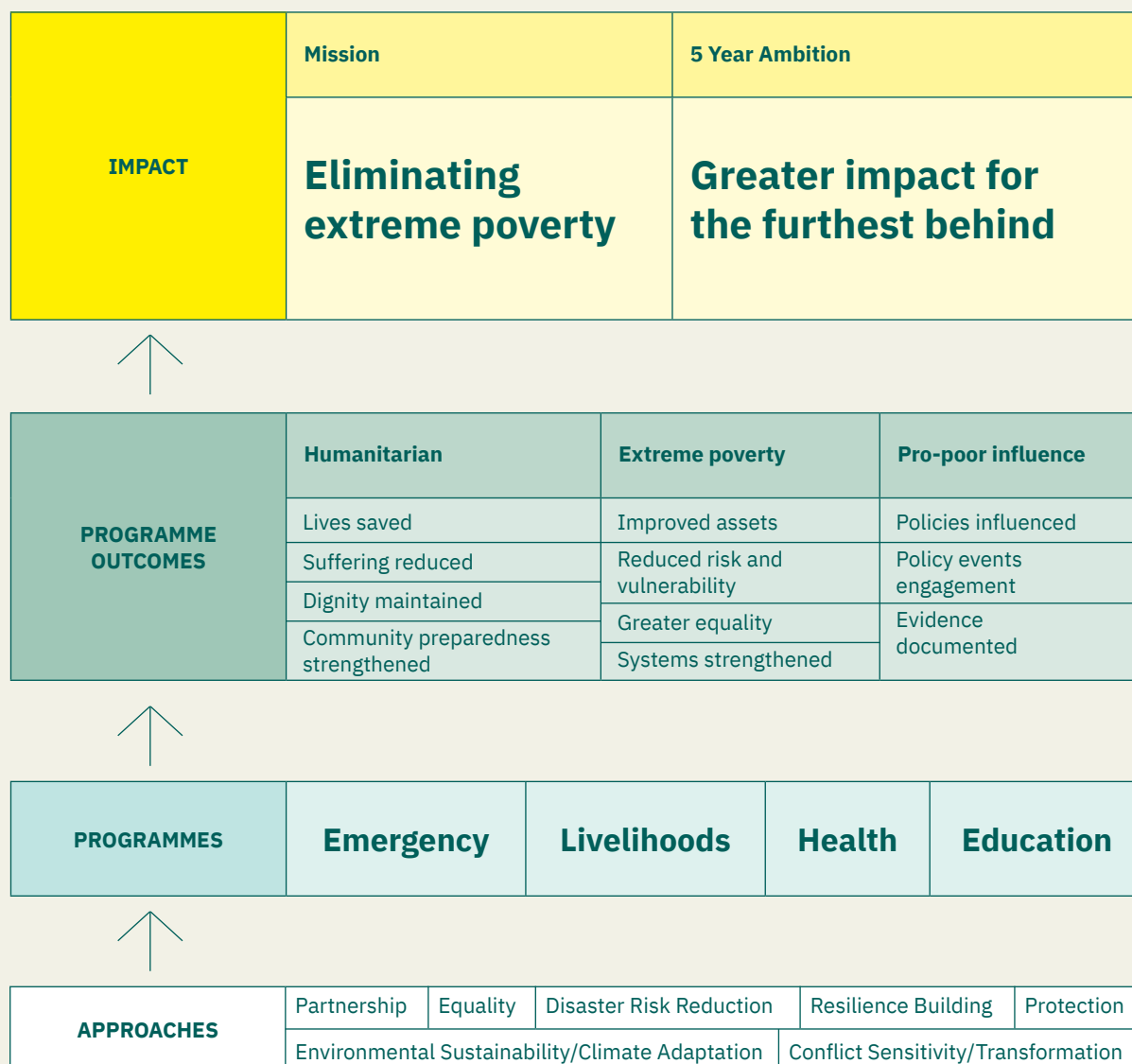
To achieve this, we implement programmes directly and through partners. Our work is set within the overall ambition of the Sustainable Development Goals (SDGs), and focuses on the most vulnerable communities who have traditionally been left behind. Our programmes reflect our humanitarian identity, our drive to address hunger, and our understanding of extreme poverty. Our programme design is underpinned by analysis of assets, inequalities, and risk and vulnerability to best help communities specify their needs. Our unique approach

to programming can be seen in our programme framework below which sets out how each of the elements of our work fits together to contribute to the achievement of our mission.

Our strategic plan runs from 2021–2025 and sets out our five-year ambition for Concern to achieve the greatest possible impact for those left furthest behind; to mobilise our global network to respond to rising poverty, hunger and humanitarian needs; and to facilitate community empowerment at the furthest frontiers of an increasingly fragile world.

The plan commits the organisation to making progress on five specific goals –progress against each one is outlined in the following pages.

### Our Programme Framework





# GOAL 1

## Reaching the Furthest Behind First



**OBJECTIVE 1**  
**To achieve greater impact on hunger and extreme poverty globally with particular focus on fragile and conflict-affected contexts.**

ACTIONS AND KPIS	KEY ACHIEVEMENTS IN 2024
<p><b>Action:</b> Benefit more people living in extreme poverty, both in the countries in which we operate and in new countries of operation</p> <p><b>KPI:</b> Number of people (and countries) reached</p> <p><b>Progress:</b> ✔ On track</p>	<ul style="list-style-type: none"><li>» Concern reached 10.2 million direct programme participants in 2024, of which 54% were girls and women.</li><li>» An estimated 17.1 million people also benefitted indirectly from our development and emergency work across all sectors, bringing the total of all people reached across all types of programming to 27.3 million.</li><li>» Health (including water, sanitation and hygiene (WASH) and nutrition) remained the largest sector.</li></ul>
<p><b>Action:</b> Pilot more localised approaches based on local contexts and organisational experience</p> <p><b>KPI:</b> Expansion of our work through local and national partners</p> <p><b>Progress:</b> ✔ On track</p>	<ul style="list-style-type: none"><li>» Twenty country programmes which included partnerships and localisation within their respective country strategic plans.</li><li>» Eleven countries finalised a country-level Partnership Strategy, with nine countries in the process of completion.</li><li>» Concern worked with 163 partners, of which 121 were local/national non-governmental organisations, across 22 country programmes.</li><li>» On-granting to partners represented 13.0% of our total direct programme expenditure.</li><li>» This on-granting to local and national non-governmental organisations was accompanied with progress made in supporting capacity strengthening with local partner organisations.</li><li>» Concern completed a series of consultations with non-governmental organisations in Somalia, Syria, Bangladesh, Malawi and the Democratic Republic of Congo.</li><li>» The findings of the research series of reports, workshops and presentations examining the persistent barriers to increasing locally-led responses in humanitarian contexts were presented to peers and networks and compiled into a research series <i>Beyond Barriers: From Rhetoric to Action: Localising Humanitarian Response</i>.</li></ul>

**OBJECTIVE 2**

**To strengthen community resilience to future emergencies and respond rapidly to people affected by humanitarian crises.**

**ACTIONS AND KPIS****KEY ACHIEVEMENTS IN 2024**

**Action:** Strengthening community resilience

» Over 650,000 programme participants across 16 countries have increased their capacity to anticipate, absorb and adapt to climate related hazards.

**KPI:** Increase in the number of countries engaged in related activities

**Progress:** ✓ On track

**Action:** Respond to crises as they emerge

» Concern responded to 50 emergencies in 22 countries. These emergencies continue to be mainly driven by either conflict, natural disasters or climate change.

**KPI:** Number of emergency responses

» These responses, delivered in collaboration with communities and partners, reached over 6.8 million people directly and 10 million people indirectly.

**Progress:** ✓ On track

» Concern responded to emergencies with cross-border implications and included programmes supporting communities across Sudan, Chad and South Sudan and often required a range of short, medium and longer-term interventions such as in the Democratic Republic of Congo and in Haiti.

**OBJECTIVE 3**

**To enhance our commitment to quality programming, learning and accountability.**

**ACTIONS AND KPIS****KEY ACHIEVEMENTS IN 2024****Action**

Continuously improve our programme quality and accountability

» In 2024, Concern completed 17 formal evaluations, 15 of which were externally commissioned and two were carried out internally. Five planned formal evaluations were either postponed due to grant extensions or cancelled due to donor cost modifications leading to loss of evaluation budget.

**KPI**

Number of evaluations carried out and the number indicating overall satisfactory ratings

» For evaluations where OECD Development Assistance Committee (DAC) scoring was available, 83% scored satisfactorily.  
» Meta evaluations were conducted for Climate and Environment, Health and Emergency.

**Progress:** ✓ On track

# GOAL 2

## Driving Urgent Action on Hunger, Conflict and the Climate Crisis



OBJECTIVE 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 inadequate action to address conflict, the climate crisis and hunger.**

ACTIONS AND KPIS	KEY ACHIEVEMENTS IN 2024
<p><b>Action:</b> Hone external communications, strategic relationships and investments in research on climate change, conflict and hunger.</p> <p><b>KPI:</b> Number of published papers on fragile and conflict affected contexts, conflict, hunger and the climate crisis</p> <p><b>Progress:</b>  On track</p>	<ul style="list-style-type: none"><li>» Concern published and submitted manifestos for the Irish and UK General elections in 2024. We also supported the publication of the Dóchas General Election Manifesto and the Coalition2030 European Parliament Election Manifesto (four manifestos in total).</li><li>» Submitted 11 letters to high level stakeholders highlighting issues on funding, development and humanitarian issues and crises.</li><li>» The 2024 Global Hunger Index developed with Welthungerhilfe and the Institute for International Law of Peace and Armed Conflict, focused on the importance of gender justice to advance climate resilience and zero hunger.</li><li>» The Umodzi Gender Transformative Graduation Curriculum<sup>1</sup> was handed over to the Ministry of Gender and Social Development in Malawi. Concern influenced the National Gender Policy and the implementation of the National Male Engagement Strategy 2024.</li><li>» In partnership with the Coalition for the Urban Poor (CUP) in Bangladesh, equitable access to birth registration for marginalised urban populations was secured after 10 years, when the Government of Bangladesh amended its birth registration policy to enable marginalised people living in urban areas to register, which ensures their rights to education and healthcare, fostering social inclusion.</li><li>» Concern Kenya published longitudinal studies under the NAWIRI project in Marsabit and Isiolo counties on the Emergency Nutrition Network (ENN) and hosted learning events conducted to publicise this information.</li></ul>

1. The Malawi Unmodzi programme was the focus of a comprehensive impact evaluation led by Concern and TIME (Trinity Impact Evaluation Unit) at Trinity College Dublin.



## OBJECTIVE 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.**

## ACTIONS AND KPIS

**Action:** Gather evidence on interventions that offer solutions related to climate change, conflict and hunger, and use these as the basis of driving our influencing work.

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

**Progress:** ✓ On track

## KEY ACHIEVEMENTS IN 2024

- » Concern presented findings from education programming at the CIES conference and the UNESCO Global Inclusive Schools Forum. In addition, Concern co-hosted a high-level roundtable on Dual Solutions: Leveraging the Education-Climate Nexus with the Irish Forum for Global Education (now INEW) and the Global Partnership for Education.
- » Positive findings from the research partnership with Trinity College Dublin, examining how the incorporation of gender transformative or couples training into the graduation approach in Malawi were shared with peers and practitioners through webinars and briefing papers.
- » The Zurich Climate Resilience Alliance published a report *Making climate finance work for all: five tests for a robust NCQG* highlighting key elements for an ambitious climate finance goal to be agreed at COP29 in November 2024. With the aim of influencing negotiators and expectations for the new climate finance goal, this work was presented alongside our Zurich Alliance partners, at an official COP side event.
- » A second report with ODI *A fair share of climate finance? The collective aspects of the New Collective Quantified Goal* explored the issue of burden sharing and financial accountability towards meeting the \$100 billion global climate finance goal.
- » The dissemination of research on “*Last-Mile Delivery Increases Vaccine Uptake*” in Sierra Leone, was published in Nature Journal on March 21, 2024, alongside previous research and which has influenced change to the national immunisation strategy.

## OBJECTIVE 3

**To use our global network to amplify the voices and experience of communities caught up in conflict, hunger and the climate crisis.**

## ACTIONS AND KPIS

**Action:** Ensure that the voices of those most affected by poverty and disasters are at the forefront of our analysis, advocacy and communications.

**KPI:** Number of external communications using the testimony of the poorest people

**Progress:** ✓ On track

## KEY ACHIEVEMENTS IN 2024

- » External engagements and communications presenting testimony of programme participants/people living in extreme poverty included public statements with other NGOs, and sustained advocacy by the Wasting Coalition, the Global Conflict and Hunger Network.
- » At Protection of Civilians Week, Concern Haiti presented the perspective of civilians on the persistent conflict and food insecurity in Haiti, and Concern supported a statement with 20 international organisations calling on the UN Security Council to do much more to protect civilians in armed conflict.
- » The Humanitarian Ambassador attended the International Humanitarian Conference for Sudan. Concern shared insights on the health and nutrition crisis in Darfur, making an appeal to end the conflict, reflect international humanitarian law, and guarantee full, safe and unhindered humanitarian access.
- » Concern was represented at COP 29 by seven colleagues from Malawi, Kenya, Pakistan, Bangladesh and Ireland. Eight pieces were published in Irish newspapers highlighting pressing humanitarian issues.
- » Concern made a number of submissions to the UK’s parliamentary select committee for international development, on nutrition, food security, country-specific contexts and a contribution to policies in support of local and national partners.
- » All of Concern’s external communications (apart from press releases) reference the testimony of programme participants.



## GOAL 3

# Galvanising Global Support Across Every Generation to End Extreme Poverty

### OBJECTIVE 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.**

ACTIONS AND KPIS	KEY ACHIEVEMENTS IN 2024
<p><b>Action:</b> Expand and deepen our engagement with the public through well-targeted and innovative approaches.</p> <p><b>KPI:</b> Number of active supporters</p> <p><b>Progress:</b> 🟢 On track</p>	<ul style="list-style-type: none"> <li>» We organised 1,205 unique education, volunteer and campaign events, where we worked with 13,858 people (children, youth and adults) across all 32 counties of the Island of Ireland.</li> <li>» Concern attended the National Ploughing Championships where we engaged with an audience of 6,700 people who visited the Dóchas solidarity hub. Over 900 people directly participated in Concern's activity.</li> </ul>
<p><b>Action:</b> Identify clear entry and development pathways for young people as supporters of Concern and its mission</p> <p><b>KPI:</b> Number of youth supporters</p> <p><b>Progress:</b> 🟢 On track</p>	<ul style="list-style-type: none"> <li>» 12,736 students and youth from 521 schools (across the island of Ireland), nine youth organisations and 12 third level institutions engaged with our global development work through workshops, debates, webinars, events and Transition Year Academy (our Global Citizenship education/work experience programme).</li> <li>» Our total number of followers on social media reached 396,463 across our accounts in Ireland, UK, USA, South Korea, Bangladesh, Kenya, Somalia/Somaliland, Lebanon and Malawi.</li> </ul>

### OBJECTIVE 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.**

ACTIONS AND KPIS	KEY ACHIEVEMENTS IN 2024
<p><b>Action:</b> Deepen our partnerships with institutional donors and the private sector, in line with our values and mission.</p> <p><b>KPI:</b> Number of financial targets reached</p> <p><b>Progress:</b> 🟢 On track</p>	<ul style="list-style-type: none"> <li>» We raised €174.9 million from institutional funders in 2024.</li> <li>» In total we raised €40.9 million from public fundraising across Ireland, the UK and South Korea in 2024, of which €7.9 million was from corporates, major donors and trusts (UK and ROI).</li> <li>» In 2024, we continued our engagement with various networks including Dóchas, Alliance2015, VOICE, ICVA, InterAction, ICAN, Bond, DEC and CONCORD, as well as global and national clusters, technical working groups and research bodies.</li> <li>» Concern has increased fundraising, advocacy and collective action to increase programmes and support for Sahel.</li> <li>» We have an Institutional Funding Specialist based full-time in Brussels supporting continued donor engagement, representation, peer collaboration, and advocacy.</li> </ul>



## GOAL 4

### Being a Diverse, Inclusive and People-Focused Organisation



#### OBJECTIVE 1

**To achieve a diverse, empowered and committed workforce 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.**

#### ACTIONS AND KPIs

#### KEY ACHIEVEMENTS IN 2024

**Action:** Develop clearly articulated actions and targets around equality, diversity and inclusion.

**KPI:** Staff diversity

**Progress:** On track

- » Inclusive leadership workshops for line managers, aimed at affirming and enhancing their capability as managers, were attended by 43 of the 84 line managers based in the Republic of Ireland (51%).
- » An updated organisational language guide was produced and promoted in French and English to encourage employees to use language which demonstrates respect and dignity and best reflects our approach.

**Action:** Integrate well-being supports to enable people to reach and maintain their full potential in the contexts in which we work.

**KPI:** Index scores in global staff survey on well-being, inclusive management and opportunities for learning and growth

**Progress:** On track

- » The Mental Health and Psychosocial Support (MHPSS) Policy and the Mental Health and Psychosocial Wellbeing strategy were approved by the Executive Management team in April 2024. Concern agrees in these documents to four commitments and twelve strategic objectives.
- » Many of these are ongoing or near completion since the start of the organisational roll out in July 2024. These include, amongst others, Mental Health services mapping, a Mental Health survey, the development and delivery of several training modules, as well as the identification of and engagement with focal persons in each Concern programme country. We also engaged with support office managers and with country management teams to promote mental health awareness and manager training.
- » A short Psychological First Aid course for all staff is now on our Learn365 platform and has been rolled out to all countries.
- » Well-being is a shared organisational objective reflected in the successful Wellbeing Week and planned activities throughout the year.

#### OBJECTIVE 2

**To achieve greater equality of opportunity and outcome within Concern, while remaining cognisant of the challenges and differences between our operating environments.**

#### ACTIONS AND KPIs

#### KEY ACHIEVEMENTS IN 2024

**Action:** 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.

**KPI:** Movement/promotion within country management teams

**Progress:** On track

- » 185 staff members participated in Pathway workshops which provides training for managers at Concern. 48% of participants were female staff which meets our female to male gender target of 40:60. 61% of participants were national staff.
- » 426 staff members attended Global Training Calendar sessions which provide training in a variety of competencies such as communication skills and conflict management and technical skills such as Microsoft Excel, investigation skills and interview skills.

## GOAL 5

# Effectively Managing and Implementing the Strategic Plan







### OBJECTIVE 1

#### Strengthen organisational agility and cohesion.

ACTIONS AND KPIS	KEY ACHIEVEMENTS IN 2024
<p><b>Action:</b> Invest to improve internal communications, clarifying changes in knowledge management systems and behaviour to foster greater ease of communication.</p> <p><b>KPI:</b> Index scores in 2025 global staff survey on staff engagement and communication</p> <p><b>Progress:</b> 🟢 On track</p>	<p>» Continued improvement of internal information management systems via Concern 365, included the following achievements:</p> <ul style="list-style-type: none"> <li>• 217 news articles were shared from across our country programmes and support offices in 2024.</li> <li>• CODEX, a Concern365 resource linking the most commonly used guidance and tools for programme, operations and finance country teams, was launched by the International Programme Directorate in September 2024. The page has had 782 unique viewers since its launch.</li> <li>• 2,650 staff members reached via posts on Viva Engage in 2024.</li> <li>• Six Thursday Talks were held for a global audience covering topics such as environmental sustainability, mental health and wellbeing and our programmes in Yemen and Afghanistan.</li> <li>• Internal communications support is ongoing for strategic projects such as the talent management strategy and finance and supply chain project.</li> </ul>
<p><b>Action:</b> Continue to invest in systems, to ensure staff have the right tools to work efficiently.</p> <p><b>KPI:</b> System projects delivered on cost and time</p> <p><b>Progress:</b> 🟢 On track</p>	<p>» The Finance and Supply Chain project is on track to start implementation with pilot countries and proceed with the live roll-out in 2025.</p> <p>» The CRM (Customer Relationship Management, fundraising database) and GMS (Grant Management System) tools were enhanced in 2024.</p> <p>» The implementation of a new Human Resource Information System (HRIS) is underway to replace current software and to integrate and modernise our country office systems.</p>
<p><b>Action:</b> Tackle challenges and innovate with a whole of organisation approach that draws on diverse experiences, perspectives and capacities.</p> <p><b>KPI:</b> Number of specific cross functional initiatives or innovations to tackle specific challenges</p> <p><b>Progress:</b> 🟢 On track</p>	<p>» Support office management meeting for colleagues in Ireland, US, UK and Korea held in June 2024. The meeting focussed on sharing progress and plans for 2024, as well as identifying opportunities for collaboration.</p>

## OBJECTIVE 2

**Effectively manage our financial resources.**

ACTIONS AND KPIs	KEY ACHIEVEMENTS IN 2024
<p><b>Action:</b> Invest in our ability to secure additional income.</p> <p><b>KPI:</b> Growth in income</p> <p><b>Progress:</b>  <b>On track</b></p>	<p>» The Fundraising Investment Fund has funded 10 fundraising projects across Ireland, the UK, the US and South Korea. Projects have ranged from digital innovation, lotteries, growth marketing, philanthropy capacity building and retail projects.</p> <p>» The Quality Growth Initiative (QGI) supported seven country programmes that submitted 115 proposals and secured funding worth €44 million to date. The group of QGI countries as a whole grew by 15%.</p>
<p><b>Action:</b> Increase the number of countries in which we operate.</p> <p><b>KPI:</b> Number of countries</p> <p><b>Progress:</b>  <b>On track</b></p>	<p>» In 2024, we began working with our Alliance2015 partner, CESVI, in Gaza in response to the deteriorating humanitarian situation.</p>
<p><b>Action:</b> Continue to effectively manage funding ratios (to ensure a diversity of funding sources).</p> <p><b>KPI:</b> 30% ceiling on any one funding source</p> <p><b>Progress:</b>  <b>On track</b></p>	<p>» Continued monitoring fundraising across donors. Our two largest donors were the public (17.6%) and Concern Worldwide (US) Inc. (including the US Government) (21.9%). No donor was close to our 30% ceiling for any one source of funding.</p>
<p><b>Action:</b> Maintain our reserves at an appropriate level.</p> <p><b>KPI:</b> Reserves held are in line with policy</p> <p><b>Progress:</b>  <b>On track</b></p>	<p>» Reserves are being actively managed as approved by the Board.</p>

# Our Programmes

Concern Worldwide reached over 27.3 million people in 27 of the poorest and most vulnerable countries in the world during 2024.

Our work in those countries spans four main programme areas; emergencies, livelihoods, health and nutrition, and education. Some programmes straddle multiple programme areas and we report on these as ‘integrated’. We also engage in global citizenship and advocacy in relation to issues impacting our countries of operation.

Our broad programme goals, the objectives and some examples of our work in each area are described in the following pages.

		See page
<b>People reached</b>  <b>27.3m</b>	<b>EMERGENCIES</b>	24
	<b>LIVELIHOODS</b>	27
	<b>HEALTH AND NUTRITION</b>	30
<b>Countries</b>  <b>27</b>	<b>EDUCATION</b>	33
	<b>INTEGRATED</b>	36
	<b>GLOBAL CITIZENSHIP AND ADVOCACY</b>	40





**Sudan**

Samiya\* is mother to one-year-old Faheem\*. She fled her home in the Ardamat area of El Geneina in West Darfur when it was attacked by armed militia in 2023, and eventually made her way to a refugee camp in neighbouring Chad. In July 2024 she came back to Ardamata to find her home had been destroyed. Faheem was screened by staff at the Concern-supported health centre nearby and treated for severe acute malnutrition. **Photo:** Kieran McConville/Concern Worldwide \*names changed to protect the identity of the individuals.







**Yemen**  
Rima\* with her mother and Community Health Volunteer (CHV). Rima received treatment for malnutrition in a health centre supported by Concern and Rima is now fully recovered. **Photo:** Ammar Khalaf/Concern Worldwide \*Name changed to protect the identity of the individual.

# Emergency Programmes

In 2024, we responded to 50 emergencies in 22 countries, reaching 6.8 million directly and almost 10 million indirectly.

Many countries in which we work are susceptible to frequent natural disasters and outbreaks of conflict resulting in people in already vulnerable situations losing their homes and livelihoods. In the immediate aftermath of an emergency, we provide life-saving support to families and communities and we then stay to help them get back on their feet, rebuilding livelihoods and infrastructure and working to reduce the risk and impact of future crises.

## Strategic Goal



**GOAL 1**  
**Reaching the furthest behind first**

Read more about our goals on page 14

## SDGs

**1** NO POVERTY



**2** ZERO HUNGER



**3** GOOD HEALTH AND WELL-BEING



**4** QUALITY EDUCATION



**5** GENDER EQUALITY



**6** CLEAN WATER AND SANITATION



**13** CLIMATE ACTION



**16** PEACE, JUSTICE AND STRONG INSTITUTIONS



OUR IMPACT  
IN 2024

50

Emergencies

22

Countries

6.8m

People reached directly

10m

People reached indirectly

OBJECTIVES  
AND  
ACTIVITIES

The goal of our emergency programme is to fulfil our humanitarian mandate and effectively respond to and mitigate against natural and human-influenced disasters.

Main Objectives

- » Respond rapidly to save lives and reduce suffering
- » Improve access to food, healthcare and water
- » Prevent and reduce the impact of emergencies

Some examples of our achievements and performance in 2024 are set out in the following pages.

Yemen

Nearly a decade of war and conflict in Yemen has left more than 18 million people in need of assistance and largely dependent on humanitarian aid. The destabilising effects of the war have triggered a hunger crisis affecting 17 million people, with five million children under the age of five in need of treatment for acute malnutrition. The protracted crisis has also created an endemic situation of forced displacement, with 4.5 million internally displaced persons (IDPs), most of whom have been forced to flee multiple times. Living conditions have deteriorated for many: 49% of the population lacks access to clean water, and only 50% have access to functioning health facilities. Concern launched its programme in 2024 to meet the most urgent needs of the most vulnerable people. In our first year of operation we supported six health units facilitating integrated health and nutrition services for over 29,400 people. More than 17,600 people attended consultations with healthcare professionals; just under 4,000 children under five and over 2,000 pregnant and lactating women were screened for malnutrition and treated where necessary. We also responded to a deadly cholera outbreak – Yemen accounted for 35% of worldwide cholera cases and 18% of cholera related deaths in 2024. Lack of safe water and latrines are among the chief causes associated with the spread of cholera. To improve sanitation conditions in displacement camps we rehabilitated water wells, and installed 34 toilets and distributed hundreds of cholera prevention hygiene kits to families, which include items like soap, washing powder, and water purification tablets. The project also supported 45 community health volunteers to conduct health and hygiene awareness sessions in their communities, which included messages about the causes of cholera and prevention.

Yemen Emergencies  
Conflict



Internally Displaced  
Persons (IDPs)



29,400  
people supported through  
six health units

Lebanon

In 2024, Lebanon experienced major upheaval due to a significant escalation of the ongoing conflict in the southern part of the country, which had started in October 2023. The situation worsened between September and November 2024, with a sharp increase in violence, until a ceasefire was announced in November. During these two months approximately 1.4 million people were displaced. This large-scale displacement created urgent challenges, including the need for housing, food security, and protection for those affected. Concern was quick to respond, both mobilising additional resources and adapting our existing programming and staff resources to address the changing context. We also mobilised pre-identified emergency partners which enabled us to reach larger numbers of people, implement a range of interventions, and work in areas of the country where we did not already have a presence. We reached just under 18,700 people through activities that covered the provision of food, hygiene kits, shelter and protection activities. In Beirut and Mount Lebanon, working with two community kitchens which prepared the food and collaborating with seven collective shelters for distribution, balanced and nutritious meals were delivered to nearly 2,000 people. Nearly 6,200 people benefited from hygiene kits to help them stay healthy. The shelter component of our response in Jezzine and Saida targeted over 2,600 displaced people outside of the collective shelters and provided them with winterisation kits including five blankets per family, a heater and a gas bottle and hygiene kits. Our protection teams worked in collective shelters providing support to over 3,400 children and adults affected by the psychological distress of displacement.

Lebanon Emergencies  
Conflict



Internally Displaced  
Persons (IDPs)



18,700  
people reached

Ukraine

In 2024, Ukraine faced significant challenges, including ongoing conflict-related disruptions, economic instability and environmental vulnerabilities. We worked with our partners on the Joint Emergency Response programme in Ukraine (JERU). The programme directly reached just under 84,000 people and included the provision of cash to families to meet their immediate needs, shelter repairs and distributions of food and hygiene items. We helped families prepare for the harsh winter with cash assistance for utility costs or by providing heating sources such as firewood, briquettes and stoves for those in remote and rural areas. To reduce dependence on recurring humanitarian assistance, JERU’s economic recovery and livelihoods programme expanded significantly to support households to earn an income by providing small grants for the rebuilding or start-up of micro businesses and agricultural support for subsistence farmers. We supported the recovery and expansion of small and medium enterprises (SMEs) with cash grants and mentoring and offered reskilling and technical training opportunities to individuals. Outcome data shows that 94% of individual entrepreneurs restarted or launched businesses, 100% of SMEs expanded or reopened, and 87% of soft skills trainees felt better prepared for the job market.

Ukraine Emergency  
Conflict



84,000  
people reached

Republic of Sudan

After more than two years of conflict, Sudan is currently facing the world’s largest humanitarian crisis. Over 11.2 million people have been forced to flee their homes since the outbreak of conflict in 2023, with three million leaving for neighbouring countries such as South Sudan and Chad. The levels of food insecurity, malnutrition and disease are soaring. Currently almost 26 million people are experiencing acute hunger, with 755,000 one step away from famine. In early 2024, the UN launched funding for famine prevention work,

and Concern received five emergency response grants for interventions reaching more than 106,000 people in 10 localities across West Darfur, and West and South Kordofan. Our response focused on integrated health and nutrition services to prevent famine by delivering ready-to-use therapeutic and supplementary food (for treating children suffering from acute and moderate acute malnutrition) and distributing essential non-food items. We adopted a flexible approach to distributing food or cash assistance to communities so we could deliver humanitarian assistance in hard-to-reach locations. In both West and South Kordofan, for example, food distribution was possible at the beginning of the year, however, when the rainy season arrived in August, access challenges limited the capacity of the traders. As a result, we shifted to cash assistance through local financial service providers.

Sudan Emergencies  
Conflict



Internally Displaced  
Persons (IDPs)



Food Insecurity  
and Malnutrition



106,000  
people reached across  
West Darfur, West and  
South Kordofan

Democratic Republic  
of Congo

Conflict-related displacement in the Democratic Republic of Congo (DRC) has reached record levels with an upsurge in attacks by armed groups, leading to massive population movements and increased exposure to violence and protection risks. These displaced populations are extremely vulnerable and have no access to the basic services and resources needed to cover their essential needs. Through our rapid response programme, SAFER, we carried out 12 emergency interventions in 2024 in response to displacements and return movements in North and South Kivu, reaching more than 242,000 people. We made four cash distributions to meet the basic needs of people who had been forced to flee, leaving their belongings

and livelihoods. Our five WASH (water, sanitation and hygiene) interventions addressed the health issues that lack of clean water, poor sanitation and lack of hygiene knowledge engender. Activities included the operation of a water treatment unit serving several IDP (internally displaced person) sites in Goma, the rehabilitation of water points and the construction of latrines and showers and other sanitation infrastructure such as rubbish pits in IDP sites and in areas of return/displacement, and hygiene promotion. Three protection interventions included assistance to individuals to meet specific needs and community-based protection activities such as community training, awareness-raising and rights workshops.

Democratic Republic  
of Congo Emergency  
Conflict-Related  
Displacement



12  
emergency interventions  
through our rapid response  
programme SAFER

242,000  
people reached

Gaza

Almost two million people have been forced to flee their homes since conflict erupted in Gaza in October 2023. Few communities in the territory have been unaffected by the violence, with over 50,000 lives lost and over 110,000 people injured. Concern is working with our Alliance2015 partner, CESVI providing support to local communities. We have reached almost 180,000 people through water trucking and supported more than 36,000 people through the construction of latrines and the rehabilitation of water, sanitation and hygiene (WASH) facilities.

Gaza Emergency  
Conflict



180,000  
people reached in  
partnership with CESVI





**Sierra Leone**  
Aminata Bangura, a participant in the Concern-run EAGER programme in Freetown, Sierra Leone, which was designed to support out-of-school girls. She now runs her own retail business. **Photo:** Kieran McConville/Concern Worldwide

# Livelihood Programmes

In 2024 we improved the food security and livelihoods of over 873,000 people directly and almost 1.7 million indirectly.

People living in extreme poverty struggle to earn enough to ensure that their families have sufficient food to eat, get adequate health care and an education. Our livelihoods programmes aim to give them the tools to ensure they are able to earn a sustainable living, helping them to learn new skills, improve the productivity and nutritional value of their crops and set up small businesses to generate more income.

## Strategic Goal



**GOAL 1**  
Reaching the furthest behind first

Read more about our goals on page 14

## SDGs



## OUR IMPACT IN 2024

# 20

Countries

# 873,000

People reached directly

# 1.7m

People reached indirectly

## OBJECTIVES AND ACTIVITIES

The goal of our livelihoods programme is to enable extremely poor people to have secure livelihoods.

### Main Objectives

- » **Reduce hunger**
- » **Strengthen our social protection programming, work skills and support systems**
- » **Promote graduation to economic productivity**
- » **Promote and strengthen climate smart agriculture and climate change adaptation**

Some examples of our achievements in 2024 are set out in the following pages.

## Afghanistan

2024 presented continued challenges for Concern in Afghanistan in relation to access and growing restrictions on the operating environment, particularly in relation to working with women. Despite this, we continued to successfully run AWARE (Advancing Women-led Agribusinesses to Reach economic Empowerment) – a programme which reaches 6,300 people by supporting women's economic empowerment through the provision of assets, technical training and business and marketing support to groups of Women's Agro-Business Collectives (WABCs) in the dairy, fruit, almond, saffron and vegetable value chains. The technical support is complemented by life skills training to build women's confidence to act on economic opportunities and by the establishment of Self-Help Groups with savings and loans mechanisms, and numeracy training to support the women to build micro-capital to invest in their businesses. Additionally, the programme works to change gender attitudes and norms at both the household and community levels, to create a more permissive space for women to engage in economic activities. Despite the challenges, there have been notable successes – women's incomes have increased from 120 AFN (€1.57) to 5,029 AFN (€65.8 euros) per month with a 283% improvement in vegetable sales, and 99% of the women participating in the programme are selling to market compared with 24% at the start. Improvements in men's attitudes towards gender roles are also notable. Men are participating more in household tasks and 95% of male participant's now believe that women are as capable as men at running businesses; an improvement of 38% on the baseline. The positive psychological impact of the programme on the women participating is perhaps best evidenced in that 96% now report they are satisfied with their lives, compared with 4% at the start.

### Afghanistan Programmes

**6,300** people reached through Advancing Women-led Agribusinesses to Reach economic Empowerment (AWARE)

## Burundi

In Karusi and Kirundo provinces in Burundi, our project to prevent malnutrition and strengthen resilience supported vulnerable households through financial contributions to 499 Village Savings and Loan Associations (VSLA) for joint use by the members to finance income generating activities. In 2023 Hydroponics, a new approach to growing vegetables to improve the dietary diversity of households had been introduced to the VSLAs. This is an agricultural system that promotes the use of nutrient-laden water in place of soil to promote plant growth in areas where soil is arid or infertile, or where space and access to land is limited. Working with the Institute of Agronomic Sciences of Burundi (ISABU), and the Provincial Office of Environment, Agriculture and Livestock (BPEAE), training in hydroponics was organised for VSLA members. In 2024, seven hydroponic greenhouses were set up with members of 14 VSLAs running them and growing a variety of vegetables including spinach, tomatoes and Chinese cabbage. At each harvest, production per type of vegetable and per greenhouse ranged from 18 to 30 kg. Members of other VSLAs not involved in hydroponic agriculture were trained in cultivation techniques for a variety of crops and established vegetable fields. 36 VSLAs (900 people) were supported with 12,900 kg of seeds as well as irrigation equipment, and to help increase yields, BPEAE technicians advised on field maintenance and environmental protection.

### Burundi Programmes

**499**

Village Savings and Loan Associations (VSLAs) supported through financial contributions

## Türkiye

Türkiye continues to host one of the largest refugee populations worldwide including 3.1 million Syrians. Despite extensive support programmes, refugees in Türkiye face significant challenges such as restricted access to formal employment, educational opportunities, and healthcare. The sheer number of refugees also puts considerable pressure on the host

communities, so our livelihoods work in Sanliurfa sought to boost both Syrian refugees and host communities by increasing formal job opportunities and fostering awareness about the benefits of formal employment. The project, which reached just under 3,500 people, aimed to inform individuals about labour laws, match refugees with Turkish employers, and provide administrative and financial support for work permit applications. In tandem, the project extended support to Syrian refugees to establish small businesses. This involved conducting awareness events and personalised consultations to underscore the advantages of business registration, with the project team actively assisting in the application process and covering registration fees. We also facilitated access to vocational training and formal employment through the government-backed apprenticeship programme. In total, 46 young people were enrolled in apprenticeship programmes, while the team supported 106 to enrol in open education.

#### Türkiye Programmes

**3.1m**  
Syrian refugees



**3,500**  
people reached by livelihood programmes in Sanliurfa

### Sierra Leone

Sierra Leone ranks among the lowest ten countries in the UN's 2024 Human Development Index, with an estimated 26% of the population living below the international poverty line. The livelihoods of most of the population depend on the use of natural resources and our five-year programme 'Yoti Yoti' (Nutrition Security Through Equitable and Climate Smart Food Systems) aims to build food and nutrition security by strengthening food systems using equitable and climate-smart methods. The project operates in 64 communities across two districts and reaches almost 9,500 people directly. To increase food production, farmers benefited from vaccinations for almost 9,000 small ruminants, the distribution of seeds and tools, and the piloting of solar-powered irrigation

in two project areas. Land use was improved through participatory mapping involving 975 people, while 45 Forest Management Committees were formed to promote conservation and agroforestry. Training in organic and sustainable farming practices, including making organic liquid fertiliser and compost benefited almost 1,500 people and ten radio talk shows focusing on climate change adaptation, resilience, mitigation, and agricultural best practices were broadcast reaching a broad audience.

#### Sierra Leone Programmes

**9,500**  
people reached directly  
by the Yoti Yoti programme

### Malawi

Across Malawi, the effects of El Niño were evident in 2024, with programme participants experiencing reduced harvests and incomes. As a result, Concern supported a higher number of food-insecure individuals compared to previous years. Our Food Systems for Food Security (FS4FS) programme, which reached 18,000 people directly, made substantial progress in addressing the pressing issues of food insecurity and malnutrition through its comprehensive approach aimed at alleviating poverty, improving nutrition, and enhancing food system resilience. Building on the achievements of 2023, the programme connected 23,120 rural farmers to share and promote good agricultural practices. Key achievements included the establishment of 360 demonstration plots and the introduction of fruit production training and subsequent planting of fruit trees. Efforts to enhance market access and financial inclusion led to new partnerships being fostered with four microfinance institutions to support VSL (Village Savings & Loans) groups benefiting over 1,700 VSL members. The programme also focused on promoting climate-smart agriculture, integrated homestead farming, and livestock management, with training provided to 56 Community Animal Health Workers. Five irrigation groups received solar pumps, increasing crop production cycles and bolstering food security in areas affected by El Niño-induced dry spells. To support improved nutrition and diet quality, more than 3,000

homestead gardens and 50 school gardens were established, growing fruits and vegetables for consumption and income generation.

#### Malawi Programmes

**18,000**  
people reached by *Food Systems for Food Security (FS4FS)* programme

### Rwanda

Concern began working in Rwanda in 1994 in response to the genocide. The country has made remarkable progress since then, but chronic malnutrition and poverty still remain key issues. Concern has been implementing the Graduation approach in Rwanda since 2011 and supporting the government since 2012/2013. The Graduation approach has become so prominent in Rwanda that it has now become a national strategy. To this effect, Concern Worldwide is one of the government's main partners on Graduation and is the only NGO working on the social protection sector working group. Graduation is a holistic approach that supports participants to identify their interests and skills so they can find meaningful ways to sustainably "graduate" out of poverty. It provides families with cash transfers, coaching and mentoring, access to financial services, and business skills training — the essential tools, resources, and opportunities they need to improve their lives and secure their livelihoods. Our most recent five-year 'Green Graduation' programme began in 2023 and directly benefitted over 4,500 participants in 2024. As its name suggests, the programme has evolved. Green Graduation programmes promote a Do No Harm approach to the environment whilst improving livelihoods and building the resilience of communities to a changing climate. In practical terms, that means helping our project participants develop businesses that make optimal use of (scarce) natural resources, use less fossil fuels and reduce environmental risk.

#### Rwanda Programmes

**4,500**  
people reached by *Green Graduation* programme





**South Sudan**  
Angeth Diing (19)  
and her daughter  
Abuk Lual (18  
months) waiting  
outside a Health  
centre in Lueth Ngor,  
Northern Bahr el  
Ghazal State. **Photo:**  
Jon Hozier-Byrne/  
Concern Worldwide.

# Health and Nutrition Programmes

In 2024, our health and nutrition programmes reached almost 1.6 million people directly and over 3.4 million indirectly.

In many of the countries in which we work, the health systems are extremely weak and communities are often unable to get the help they need to prevent suffering from under-nutrition and preventable diseases. To help overcome this, we work with local and national governments to strengthen healthcare systems and improve access to good maternal and child healthcare and water and sanitation services.

## Strategic Goal



**GOAL 1**  
Reaching the  
furthest behind first

Read more about our goals on page 14

## SDGs

**1** NO  
POVERTY



**2** ZERO  
HUNGER



**3** GOOD HEALTH  
AND WELL-BEING



**4** QUALITY  
EDUCATION



**5** GENDER  
EQUALITY



**6** CLEAN WATER  
AND SANITATION



**13** CLIMATE  
ACTION



**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS





# OUR IMPACT IN 2024

16

Countries

1.6m

People reached directly

3.4m

People reached indirectly

# OBJECTIVES AND ACTIVITIES

The goal of our health programmes is to contribute to the achievement of health and nutrition security for poor people.

## Main Objectives

- » Prevent under-nutrition and extreme hunger
- » Strengthen maternal and child health
- » Strengthen health facilities
- » Improve access to clean water and sanitation

Examples of our work and achievements in 2024 are detailed in the following pages.

## South Sudan

2024 presented multiple challenges for Concern’s work in South Sudan. In the face of a deteriorating humanitarian context, we continued to deliver lifesaving interventions and resilience-building initiatives across our operational areas in Northern Bahr el Ghazal, Unity and Central Equatoria States. Our WASH (water, sanitation and hygiene) activities are a vital part of our health and nutrition interventions. We provided safe and clean drinking water to almost 125,000 people through a number of mechanisms including solar water yards, boreholes, managing surface water treatment systems, and providing water points at health facilities. In terms of sanitation, we continued the operation and maintenance of sanitation facilities in Bentiu camp for internally displaced people (IDPs), and in sites for people who had been displaced by floods, serving about 40,000 people on a daily basis. Work included repairing existing latrine blocks and latrines and building new ones in camps and sites for IDPs, as well as in household compounds, health facilities and schools. To make the latrines more hygienic and to reduce any negative environmental impact, we piloted building latrines with permanent sub-structures by lining the pits with block masonry. This provided more protection to ground water by preventing contamination from waste and also removed the necessity of repeated reconstruction, thereby saving on materials.

## South Sudan Programmes

125,000 people provided with safe and clean drinking water

40,000 people’s sanitation needs served daily in Bentiu camp for IDPs

## Somalia

In the last quarter of 2024 in Somalia, a fifth of the population was coping with high levels of food insecurity including 1.7 million children aged 6-59 months facing acute malnutrition, with 430,000 of these children likely to be severely malnourished. Tackling malnutrition has been at the heart of our health programmes in Somalia for many years and working closely with local partners and the Ministry of Health, we delivered specialised nutrition services through 17 static and mobile facilities treating over 63,000 under-five children for malnutrition, including 2,547 with other medical complications. To address the underlying causes of malnutrition, we supported nutrition facilities to deliver targeted messages at both the community and facility levels. Support groups, including Mother-to-Mother and Father-to-Father groups, were formed to reinforce these efforts. These groups offered personalised Infant and Young Child Feeding (IYCF) counselling for pregnant and breastfeeding women, as well as caregivers of children aged 6–23 months. Support groups of 15–25 caregivers were selected based on criteria such as underweight children, low weight gain, first-time mothers, and inadequate child spacing. The integrated Social and Behaviour Change Communication (SBCC) approach was well received within target communities. The support groups created safe spaces where members discussed nutrition, feeding practices, and positive health behaviours, leading to lasting improvements. Group sessions were held at nutrition service points, engaging 91,508 caregivers, while individual counselling sessions reached 69,034 caregivers.

## Somalia Programmes

63,000 children aged under-five treated for malnutrition

Chad

The healthcare system in Chad faces significant challenges due to limited resources, inadequate infrastructure, high disease burdens and a shortage of health workers. Many people, especially those in rural areas have to travel long distances to access healthcare services, and the most vulnerable are unable to afford them. In Sila province in the east of the country, Concern supported three health facilities (Zabout camp health post, Adé health centre and Daguessa health centre) with a range of activities. We facilitated making 13 support staff available to the health facilities and offered free care services. Throughout the year, we carried out close to 26,000 consultations and made just under 250 referrals to the district hospital and therapeutic nutrition units. We also provided measles vaccinations for nearly 2,900 children before their first birthday. In terms of nutrition care, we carried out awareness raising activities reaching over 1,800 pregnant and breastfeeding women, with the aim of reinforcing good practices to improve the nutritional status of infants and young children. We screened nearly 15,000 children aged under five for malnutrition in Zabout camp and in the localities of Adé and Daguessa and supported the treatment of 1,606 children diagnosed with Severe Acute Malnutrition.

Chad Programmes

26,000  
health consultations

2,900  
measles vaccinations for  
children aged 0-11 months

Ethiopia

Ethiopia is currently facing multiple outbreaks of diseases including cholera, measles, malaria, and dengue fever. The current cholera outbreak started in August 2022 in the Oromia Region and subsequently spread across the country. In 2024, 19,271 cases and 143 deaths were reported from 143 affected districts in the country – of which 10,470 cases and 44 deaths were reported from the Somali region alone. In Raso where we operate, cholera was first reported on January 5, 2024, and resulted in 809 cases and five deaths by the time it was controlled in April 2024. As cholera cases increased, the woreda (district) health system struggled with a shortage of budget, trained health professionals, medication, and other related supplies to manage the outbreak. As the only operational partner in Raso and adjacent woredas (West and East Imi, Berano), we implemented a project to help control the outbreak in Raso woreda and prevent its further spread to the adjacent woredas. Forty-five health professionals from hospitals, health centres and woreda health offices and 60 Health Extension Workers in Raso, West and East Imi, and Berano woredas were trained in the clinical management of cholera cases and promotion of cholera prevention. As the number of outbreak-affected woredas increased, the regional health bureau struggled to transport medical and other key supplies to the affected woredas, so we provided logistics support to help address this. 70% of the population of Raso woreda and 30% of the population in West and East Imi, and Berano woredas received messaging to strengthen awareness on how to prevent cholera cases.

Ethiopia Programmes

Disease outbreaks  
including cholera,  
measles, malaria,  
and dengue fever



Bangladesh

Our healthcare work in Bangladesh places a large focus on maternal and child health, particularly in remote or vulnerable areas of the country. An example of this is our Partnerships for Improved Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH) programme which reaches 223,300 people in the underserved and vulnerable coastal area of the country. The project achieved significant milestones in 2024, supporting local government engagement and community-driven initiatives. Strengthening health systems and facilities is key to improving health outcomes and we facilitated the mobilisation of funds through Union Parishads (local councils) to improve 21 health community-level facilities. These funds were complemented by community contributions for equipment and infrastructure upgrades which helps to ensure accountability. Other key accomplishments included the training of adolescent peer educators, health volunteers, school and madrasah (religious education) teachers, and project staff on Sexual and Reproductive Health and Rights (SRHR), gender norms, and gender transformation. Peer educators and schoolteachers conducted over 5,500 adolescent health sessions, while health volunteers carried out over 30,000 household visits, providing critical counselling to pregnant women and mothers with young children.

Bangladesh Programmes

Over 30,000  
households visits to pregnant  
women and mothers with young  
children

**Chad**

Headteacher Abdurahim Oumar at Karo primary school. The Hope II programme enables access to quality education for vulnerable girls and boys in primary schools in Sila Province, Eastern Chad. The current project will allow Concern to continue to support the existing seven schools and increase support to an additional six schools. The project will provide quality education for around 4,000 girls and boys over two years.

**Photo:** Eugene Ikua/Concern Worldwide

# Education Programmes

In 2024, our education programmes benefited almost 200,000 people directly and over 492,000 people indirectly.

We believe that all children have the right to an education and that it provides one of the best routes out of poverty. We integrate our education programmes into both our development and emergency work to give extremely poor children more opportunities in life and support their overall wellbeing.

## Strategic Goal



**GOAL 1**  
Reaching the furthest behind first

Read more about our goals on page 14

## SDGs

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



10 REDUCED INEQUALITIES



13 CLIMATE ACTION



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



# OUR IMPACT IN 2024

9

Countries

200,000

People reached directly

492,000

People reached indirectly

# OBJECTIVES AND ACTIVITIES

The goal of our education programme is to improve the lives of extremely poor children in a sustainable way, by increasing their access to quality primary education.

## Main Objectives

- » **Increase school access**
- » **Improve student and teacher safety and wellbeing**
- » **Improve quality learning outcomes**
- » **Provide access to education for children in emergencies**

Some examples of our achievements and performance in 2024 are set out in the following pages.

## Chad

Our education programme in Sila province in Chad aims to improve access to quality education and support the well-being of children, especially girls, in vulnerable communities. We supported 17 schools in the rural district of Goz Beida, raising school attendance rates from 47% in 2023 to 65% in 2024 through community outreach campaigns which reached 12,390 people. To help reduce the financial burden on parents and encourage them to send their children to school we offered free school enrolment and provided more than 2,600 children with school kits. We also supported the Provincial Education Delegation by recruiting and retaining 42 teachers through a monthly stipend of 75,000 CFA (€114) over nine months. Continuous teacher training for 97 teachers on methods of teaching, multi-grade class management and specific curriculum topics improved educational outcomes as shown by an increase in EGRA (Early Grade Reading Assessment) from 0% to 7%.

## Chad Programmes

**65%** school attendance rate in 2024 (47% in 2023) through community outreach campaigns that reached 12,390 people

## Kenya

In Marsabit county in Kenya, our education work focuses on facilitating the teaching of Science, Technology, Engineering and Mathematics (STEM) – subjects which are a requirement under the Kenyan Government’s Competency Based Curriculum (CBC). Marsabit county has 192 junior secondary schools of which 90% are ill-equipped to offer STEM subjects due to a lack of laboratories and laboratory equipment. In addition, most of these schools have limited teacher capacity, learning materials and infrastructure to teach, especially STEM subjects. Our two education projects were aimed at addressing these challenges. During the year, we installed mobile laboratories and science kits procured from the national government’s School

Equipment Production Unit in nine junior secondary schools, allowing them to adhere to the Competence Based Curriculum. The laboratories and science kits enabled 1,194 students (619 male and 575 female) to undertake required STEM-related laboratory practical work. Science teachers across the schools reported increased student interest, attention and engagement during lessons with a notable increase in student active participation during both theory and practical lessons.

## Kenya Programmes

**1,194** students enabled to undertake STEM-related laboratory practical work

## Niger

‘Learning Together’, our education project in the Tillabery and Tahoua region of Niger, aims to ensure that children affected by the ongoing humanitarian crisis in the country receive an education. It reached over 75,000 students across 250 schools in 2024. As well as supplying children with textbooks and recreational kits, activities included building and rehabilitating more than 80 classrooms in 29 schools to increase their capacity to accept newly displaced and refugee children. We worked with teachers and educational supervisors to develop a safe and inclusive learning environment, and with the wider community to promote the importance of enrolling and keeping their children in school. In areas where schools were closed due to regional insecurity, our distance learning project ensured that children still received an education by taking part in interactive audio lessons. Eighty-two listening clubs have now been set up with more than 2,000 students gathering to listen to the lessons and complete schoolwork under the supervision of a facilitator from the community.

## Niger Programmes

**Over 75,000** students reached across 250 schools



## Somalia

In Somalia, the combination of conflict, climate crises and poverty has resulted in four million children being out of school. Our programme provided free education to almost 30,000 vulnerable children from displacement-affected communities at 26 schools in Banadir, Lower Shabelle, and Bay regions. Our work involved improving access to and enhancing the quality of education, and fostering safe and supportive learning environments. With regards to improving access, in Afgoye district we built and fully equipped a new school, refurbished 60 classrooms and improved the sanitation facilities across four schools. In Mogadishu we refurbished a Temporary Learning Space. This work provided a safe learning environment for almost 6,400 students and helped us achieve a 29% increase in enrolment in target schools. Improving the quality of education is a focus of the programme, both in terms of the capability of the teachers and access to educational materials. Seventy-six teachers took part in sessions designed to enhance their teaching skills and increase their knowledge of critical cross-cutting themes, such as child protection and safeguarding, and inclusive teaching practices. To address gaps in teaching materials, we distributed 1,420 sets of textbooks to 2,840 displaced children in Afgoye which significantly improved the student-to-textbook ratio and supported better learning outcomes. Another 3,774 children across eight schools in Banadir and Lower Shabelle received essential learning supplies, such as exercise books, pencils, pens, and school bags, allowing them to actively engage in their education. Schools were also provided with teaching and office materials, ensuring that instructors and school administrators had the tools needed to deliver high-quality education.

### Somalia Programmes

**30,000**  
vulnerable children provided with free education in displacement-affected communities

**29%**  
increase in enrolment in target schools in Mogadishu

## Syria

Despite the ongoing crisis in Northeast Syria, Concern has significantly improved access to education for out-of-school children, implementing a Non-Formal Education (NFE) programme in 12 locations which reached over 14,700 people. With our local partners, we have carried out a number of interventions targeting conflict-affected communities with the aim of enabling children who are not in school to re-join the school system. Projects include an Accelerated Learning programme for out-of-school 8–13 year-olds which provides them with the basic literacy and numeracy skills to allow them to join classes, and a similar one for adolescents. Over 2,100 students took part in these programmes. A further 1,110 students were enrolled on our Homework Support programme which helps children at risk of dropping out.

The programme recorded some notable successes in 2024, we achieved the highest transition rates of out-of-school children to either formal education or further non-formal education interventions, or progression to the next academic year for remedial classes (Homework Support). Overall, 90.3% of children enrolled in our NFE services successfully transitioned to one of these pathways. In addition, learning outcomes reached a new peak with the highest achievement recorded for both the Early Grade Reading Assessment Global Benchmark and the Numeracy Benchmark in the past four years.

### Syria Programmes

**14,700**  
people reached through Non-Formal Education (NFE) Programme

**Pakistan**

Maula Dinno is a farmer in Sindh. He attended trainings at a farming school facilitated by Concern and also received cotton seeds to help him overcome the losses he faced following flooding. **Photo:** Khaula Jamil/DEC/Concern Worldwide



# Integrated Programmes

In 2024 we reached over 772,000 people directly through our integrated programmes and almost 1.5 million indirectly.

There are multiple interrelated reasons that keep extremely poor people locked in poverty. For that reason, many of our programmes are integrated, bringing together, for example, agriculture and livelihoods with other sectors like water, health and education to tackle the multiple needs of a community in a coordinated way.

Strategic Goal



**GOAL 1**  
Reaching the furthest behind first

Read more about our goals on page 14

SDGs

**1** NO POVERTY



**2** ZERO HUNGER



**3** GOOD HEALTH AND WELL-BEING



**4** QUALITY EDUCATION



**5** GENDER EQUALITY



**6** CLEAN WATER AND SANITATION



**13** CLIMATE ACTION



**16** PEACE, JUSTICE AND STRONG INSTITUTIONS



# OUR IMPACT IN 2024

19

Countries

772,000

People reached directly

1.5m

People reached indirectly

# OBJECTIVES AND ACTIVITIES

The goal of our integrated programmes is to improve the lives of the extremely poor by addressing their needs in a holistic way, tackling the inter-related barriers that impede development.

Main Objective

The objective of the programme is to deliver sustained improvements in the overall living conditions of the targeted communities.

Some examples of our achievements and performance in 2024 are set out in the following pages.

## Pakistan

In Pakistan, we continued to work with communities in Sindh province whose lives had been devastated by the catastrophic floods of 2022 which submerged a third of the country. The 18-month (March 2023 to August 2024) project’s key sectors included agriculture and livelihoods, health, and WASH (water, sanitation and hygiene) and helped 444,851 people. Disaster Risk Reduction (DRR) and inclusion measures were incorporated throughout the programme. Our livelihoods programme emphasised climate-smart agriculture, providing high-quality seeds and training to more than 400 farmers. It also supported 4,000 women with tools, training and materials for homestead gardening, and 663 women received goats. Additionally, 250 individuals received vocational training in areas such as tailoring, embroidery and mechanics, and almost 400 people were given cash grants to rebuild their small businesses. The project strengthened market linkages to ensure sustainability. An endline study showed 96% of trained individuals engaged in income generation, earning an average monthly income of 11,217 PKR (around €40).

Our health interventions included the rehabilitation of flood-damaged health facilities and provided them with medical equipment with an emphasis on equipping six labour rooms to improve maternal and child health. We installed solar power systems in nine facilities to ensure service continuity and promote sustainable energy and set up handwashing stations. These activities enhanced healthcare access, reduced costs, and lessened the burden on urban hospitals.

### Pakistan Programmes

444,851 people helped in the Sindh province after the floods devastation of 2022

## Haiti

Haiti has been overwhelmed by violence, instability and poverty for years but in 2024 following political turmoil the violence worsened,

leaving the country facing a full-blown security, protection and food crisis. Our programme adjusted to the waves of insecurity throughout the year, continuing to work with communities and national partners to reach the most vulnerable people even in the hardest times, through livelihoods, health and protection projects. While markets may still have food, violence and insecurity mean that people in Haiti can neither access it nor afford it, leaving 5.4 million Haitians suffering from acute food insecurity. We supported 4,000 households with four e-voucher distributions allowing them to access food through 80 local vendors supported by the programme. Our health interventions included activities to prevent malnutrition in babies and young children. Monthly sessions were conducted in 14 Parent Clubs addressing hygiene and nutrition topics. A total of 1,720 sessions were held, reaching 2,057 people. The 72 cooking demonstrations organised by Community Health Workers and the Parent Clubs taught families to prepare balanced meals on limited budgets. To mitigate against the risk of disease, we delivered almost two million litres of water to sites for displaced people and host communities, ensuring access to clean drinking water for 8,600 people.

### Haiti Programmes

4,000 households supported with e-vouchers for food assistance

2 million litres of water supplied to sites for displaced people and host communities, ensuring access to clean drinking water for 8,600 people

## Central African Republic

Despite an improved security situation and a currently stable government, the Central African Republic (CAR) still experiences serious levels of hunger and almost 30% of the population is undernourished. Our integrated project, which ran from late 2023 to August 2024 in the rural district of Bossembele brought together interventions across

nutrition, livelihoods, hygiene, and gender to address the root causes of malnutrition and household vulnerability. It particularly targeted vulnerable households with pregnant and breastfeeding women and children under five years old and focused on building resilience and integrating healthcare into broader community-based interventions. Activities included promoting infant and young child feeding practices, supporting agricultural livelihoods through cash-for-work and distributing seed and tools, and BabyWASH (water, sanitation and hygiene) initiatives to reduce hygiene-related health risks during the first 1,000 days of a child's life. The project engaged 30 Mamans Lumières and 25 Papas Modèles, (role model mothers and fathers) who facilitated health education sessions and checked children for signs of malnutrition. This included identifying critical cases and referring them to higher-level facilities for treatment. The activities reached almost 18,000 people, fostering improved health-seeking behaviours and reducing harmful practices. Specific successes included an increased awareness of nutrition and hygiene practices as a result of community engagement and capacity-building activities, and the empowerment of women through cash-for-work activities, which simultaneously supported household incomes and reinforced gender equality.

**Central African Republic Programmes**

**18,000**  
people reached

**Burkina Faso**

Burkina Faso has been experiencing an unprecedented security crisis for several years, resulting in massive population displacements. Our emergency integrated food security and livelihoods programme in the Centre-Est and Est regions aims to address the urgent food needs of displaced and host households, with interventions focused on food distributions and the funding of income-generating activities. The programme reached over 35,600 people including members of 852 newly displaced households who received emergency food

assistance. Almost 3,000 vulnerable households were supplied with rice, beans, groundnuts, fortified oil and salt to see them through the three month long lean season. As part of the livelihoods component of the same project, Concern organised business management training for 320 households. The three-day training was designed specifically for people with little or no literacy skills and aimed to build knowledge of market assessment, income management and business creation. With the support of Concern teams, households submitted their business plans, of which 219 were selected for funding, receiving an average of 236,231 FCFA (€236). All selected households were trained in financial management and training was provided to households whose businesses involved soap-making, cake and bread-making while those involved in tailoring received specific training in fashionable and popular clothing styles. An evaluation carried out after the grants were awarded showed that 95% of participants had significantly increased their income thanks to the support and training – average monthly incomes rose from 3,400 FCFA to 83,000 FCFA (€5 to €127).

**Burkina Faso Programmes**

**35,600**  
people reached in Centre-Est and Est regions

**320**  
households received business management training

**Liberia**

The needs are enormous in Liberia, with much of the population living below the national poverty line. Addressing food security and chronic malnutrition is the focus of our work in the country and our Livelihoods, Innovation, Food Security and Entrepreneurship (LIFE) programme integrates nutrition and livelihoods projects to directly improve the lives of 16,350 people in Rivercess and Grand Bassa counties. The nutrition component of the programme aims to increase local awareness of the health benefits of a nutritious diet. During the year, 44 new mother groups were formed (1,104 members), adding to the 76 existing groups

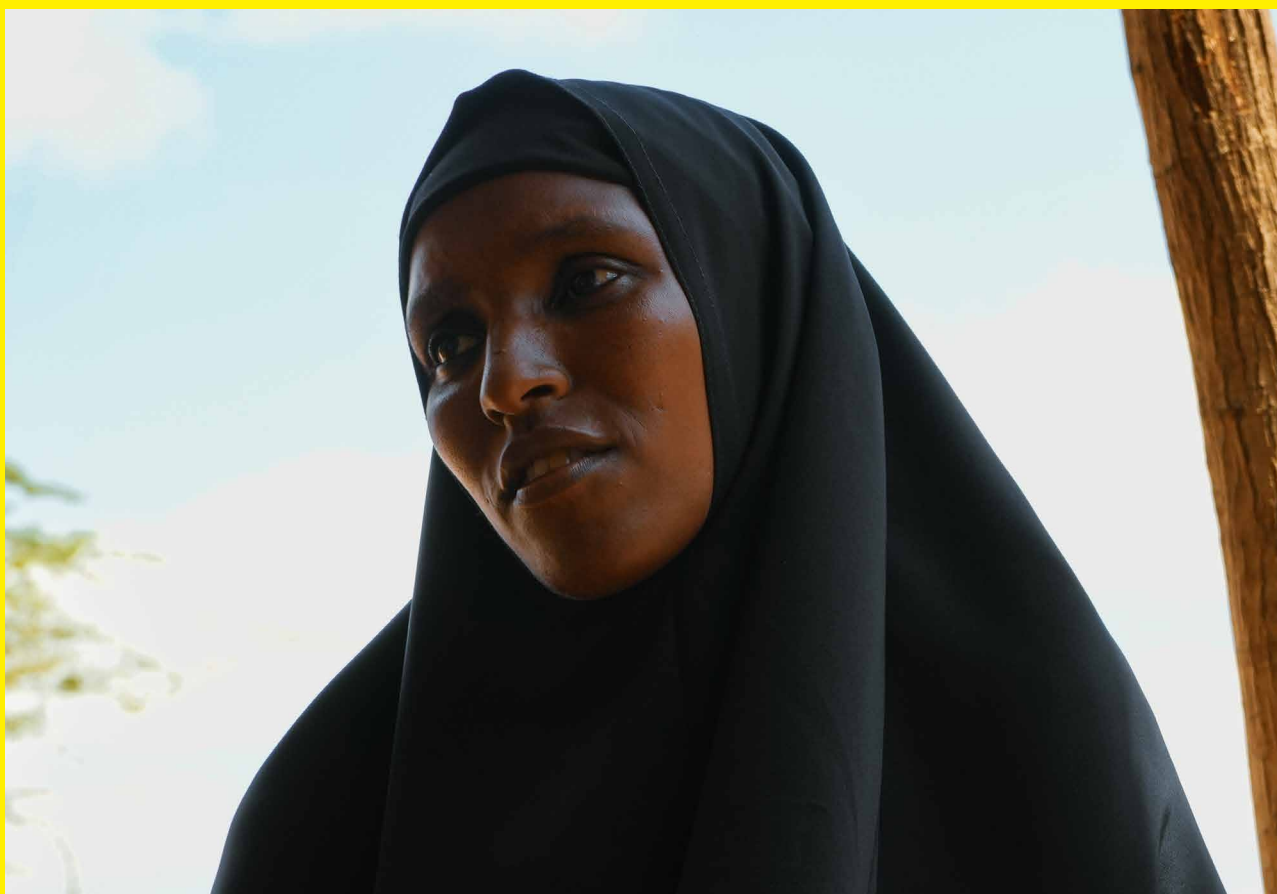
from 2023 and bringing the total up to 3,013 members. All members received training on topics such as dietary diversity, food preparation and hygiene, breastfeeding, and child nutrition. Practical sessions included cooking demonstrations and training in vegetable production. The livelihoods component provided training to 20 Master Trainers (who then go on to train other community members) in Farming as a Business, and technical support including mentoring and coaching to 34 lead farmers responsible for helping other farmers in their village farm more productively. The programme continued to support 35 demonstration plots established in 2023 where farmers are taught about new agricultural techniques and crops. Finally, fifteen new Community Savings and Loans Associations (CSLAs) were set up and supported, joining the existing 94 and bringing the total membership up to 3,270. CSLAs play a vital role in the community by providing loans for its members to undertake income generating initiatives, pay children's school fees, and meet critical medical needs.

**Liberia Programmes**

**16,350**  
people supported by LIFE programme in Rivercess and Grand Bassa counties

**3,013**  
members of mother groups, receiving training on dietary diversity, food preparation and hygiene, breastfeeding, and child nutrition





FEATURE

SOMALIA

Livelihood  
SecurityBuilding  
Resilience

“

Farming is  
all I have  
ever known

Mumino has spent  
her entire life farming,  
managing her farm while  
raising six children was  
an ongoing struggle.

A lack of resources, particularly access to proper water systems and innovative farming techniques, made it difficult for her to fully support her family. Things changed when Concern Worldwide and their partner, Lifeline Gedo stepped in, backed by funding from Foreign, Commonwealth & Development Office UK. In the aftermath of an El Niño season that had devastated the region, the BRCiS Building Resilient Communities in Somalia (BRCiS) consortium implemented a project aimed at empowering female farmers like Mumino, whose resources were limited but whose potential was undeniable. The project provided resources, knowledge, and infrastructure designed to create long-term change. For Mumino, it began with a new canal, but soon blossomed into something much larger. “They built a canal for us and taught us new farming skills,” Mumino explained.

With support from the project team, she learned essential techniques in efficient irrigation, crop management, and soil health. The programme also provided her with seeds for high-yield crops like maize and trained her on how to diversify her production. Concern also installed solar-powered irrigation systems in the community

The transformation of Mumino’s life and farm has been remarkable. Her children’s diet has improved significantly, with fresh vegetables from their own farm filling their meals. What began as a small operation has now blossomed into a thriving farm that not only feeds her family but also her livestock and provides surplus for future ambitions and resources to get there. Her success now speaks to the programme’s effectiveness, as well as her resilience and determination.” As she looks to the future, Mumino dreams of expanding her farm, turning it into a sustainable business that can support her children for years to come. “This is just the beginning,” she says with a hopeful smile. “With more seeds and land, I know I can make my farm even bigger.”



#### Ireland

The winners of the Concern Primary School Debates Final 2024, Matthew Kiernan, Edward Kiernan and Charlie Flanagan from Emper National School, Co. Westmeath. **Photo:** Karen Morgan/Concern Worldwide

## Global Citizenship and Advocacy

### GLOBAL CITIZENSHIP

The goal of Concern's Global Citizenship programme is to work with children, youth, adults and institutions across the island of Ireland to develop understanding of global challenges such as poverty, inequality, climate change, conflict and support people to take meaningful action to create positive change.

We do this through Global Citizenship Education (GCE) and campaigning for change. This includes awareness raising and developing participants' skills to think critically and to engage in healthy dialogue on challenging issues, as well as providing opportunities to act as a collective on global justice issues related to Concern's work around the world.

#### Examples of our achievements and performance in 2024 are set out below:

In 2024, we directly engaged with more than 13,800 people across all 32 counties of the island of Ireland through our programmes. In addition, over 105,000 people were reached either indirectly through participants' influence in their communities, or through digital engagement and work with partners and consortia.

We reached thousands of students and learners by engaging at various educational levels. We connected with more than 4,600 primary school students in 239 schools mainly through the Concern Primary Debates. At the secondary level, over 6,100 students from 282 schools took part in the Concern Debates, workshops, and collaborations with organisations like EY and Technical University Dublin. These students explored issues around voluntourism, social media activism, and the decolonisation of aid.

Our work extended beyond schools, engaging 641 young people from nine youth organisations in conversations about climate justice. Additionally, 636 third-level students from 12 institutions participated in our initiatives, furthering their understanding of global issues. Adult learners were also a key part of our outreach, with 672 individuals taking part in programmes.

A total of 93 workshops, nine multi-day programmes and 1,103 debate/educational, campaign and volunteer events were delivered. We developed new educational resources including a game modelled on the United Nations annual Climate Conference and a resource for student journalists about the climate crisis. This was in addition to the resources produced on an annual basis to support the Debates programmes.

As part of the Dóchas Solidarity Hub, we attended the Ploughing

Championships. (Europe's largest outdoor event). We posed the question "what would you take from your home if you had one minute to flee," which led to some interesting conversations with attendees that focused on the human experience of displacement and migration. This also offered the opportunity to engage the public in the work that Concern is doing around the world to support people who are displaced.

The campaigns team delivered a series of events aimed at adults about climate change, focusing on COP (the United Nations annual Climate Conference). This included two panel discussions featuring speakers from civil society and grassroots movements, as well as the COP ON event which engaged the public in discussions around tackling climate change, climate in the media and activism.

Domestic and international challenges such as migration, gender equality, mis/disinformation on social media and the climate crisis often overlapped in our activities which enriched our programme. Sixty-seven per cent of participants reported that because of their engagement with Global Citizenship, they felt empowered and equipped to act on global development issues and understood root causes of global injustice. Eighty-seven per cent of educators reported an increase in confidence to engage their learners on global justice issues, and 61% of participants reported an increased awareness of the SDGs (the United Nation's Sustainable Development Goals).

## Strategic Goal



### GOAL 3

**Galvanising global support across every generation to end extreme poverty**

Read more about our goals on page 18

## SDGs

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



13 CLIMATE ACTION



16 PEACE, JUSTICE AND STRONG INSTITUTIONS

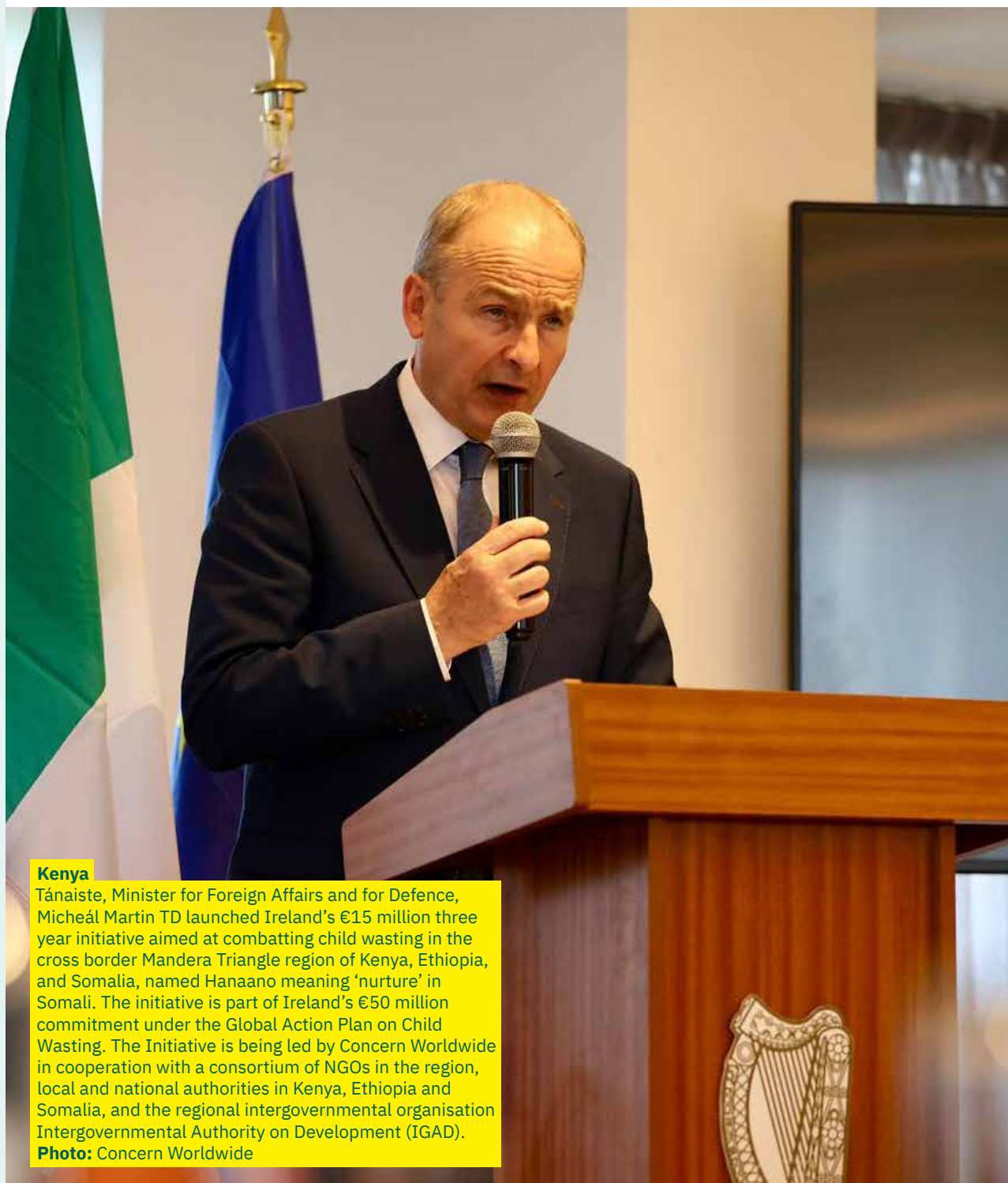


**Ireland**  
Concern's Youth Climate Ambassador Alannah Wrynn speaks at COP ON 2024. **Photo:** Concern Worldwide



## ADVOCACY

The goal of Concern's advocacy work is to contribute to securing sustainable improvements in the lives of extremely poor people by influencing national and international policies, actions and practices of governments, donors, aid counterparts, and engaging with the private sector and the public.



### Kenya

Tánaiste, Minister for Foreign Affairs and for Defence, Micheál Martin TD launched Ireland's €15 million three year initiative aimed at combatting child wasting in the cross border Mandera Triangle region of Kenya, Ethiopia, and Somalia, named Hanaano meaning 'nurture' in Somali. The initiative is part of Ireland's €50 million commitment under the Global Action Plan on Child Wasting. The Initiative is being led by Concern Worldwide in cooperation with a consortium of NGOs in the region, local and national authorities in Kenya, Ethiopia and Somalia, and the regional intergovernmental organisation Intergovernmental Authority on Development (IGAD).

**Photo:** Concern Worldwide



We use Concern's experience to influence action to address the challenges of conflict, climate change and hunger, and to amplify the voices and opinions of communities who are entitled to receive appropriate and timely support.

Across Concern programmes, advocacy issues covered included humanitarian access and funding, nutrition policy and financing, use of cash transfers, climate change (adaptation, financing and climate action), education, social accountability, health systems strengthening, and youth inclusion in decision-making processes. Concern advocated independently where appropriate and in consortia with likeminded partners where most impactful.

#### Examples of our achievements and performance in 2024 are set out below:

Building on years of advocacy and engagement around the Global Action Plan on Child Wasting, in July the Tánaiste Micheál Martin, TD launched the three year Hanaano programme which is led by Concern and aims at combatting child wasting in Kenya, Ethiopia and Somalia. This programme is an investment to improve the lives and livelihoods of the poorest people in the Mandera Triangle (a geographical region where the countries of Ethiopia, Kenya and Somalia meet) as part of a major commitment from Ireland under the Global Action Plan on Child Wasting. The programme combines programming, policy influencing and research in partnership with local NGOs from the three countries, Tufts University, Kenyatta University and IGAD.

Concern advocates continuously on some of the world's most complex and protracted conflicts with the aim of increasing humanitarian assistance and bringing about a lasting peace. For example in September Concern, with other NGOs in Ireland, held an emergency briefing in Dublin on the humanitarian crisis in Sudan. Mary Robinson, Chair of the Elders and former President of Ireland, made the keynote statement and the Concern CEO presented testimonies from programme participants visiting Ardnamata health facility in

West Darfur, the Republic of Sudan. The briefing was followed by an address to the members of the Joint Committee on Foreign Affairs and Trade on the humanitarian crisis. This continuous engagement by Concern and partners led to the new government including Sudan as a priority in their 2025 Programme for Government.

The annual UN Climate Negotiations (COPs) are a key moment for Concern's climate influencing work. Concern was represented at COP 29 by staff from Bangladesh, Ireland, Kenya, Malawi and Pakistan. The annual conference is an opportunity for representatives from our country teams to strengthen and make new connections with decision makers and key stakeholders to support their influencing efforts. Under their Zurich Climate Resilience Alliance programme, Concern Bangladesh and its local partner Gana Unnayan Kendra influenced local government in 10 Unions to increase their disaster risk reduction and climate change budget allocations by 19% in comparison to the previous year. Under the same programme in Malawi, following the agreement of the National Disaster Risk Management Act in 2023, the team are now working to influence its implementation.

## Strategic Goal



### GOAL 2

**Driving urgent action on hunger, conflict and the climate crisis**

Read more about our goals on page 16

## SDGs

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



13 CLIMATE ACTION



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



#### Ireland

Karol Balfour CEO Action Aid, Fergal O'Connell CEO Self Help Africa, Jane Ann McKenna CEO Dóchas and Réiseal Ní Chéilleachair Concern's Director of Strategy, Advocacy and Learning at the Joint Committee on Foreign Affairs and Defence on the Dóchas pre budget submission. Photo: Concern Worldwide

# How We Work



## Sierra Leone

Kadiatu Kabia, Concern's Nutrition and Gender Officer provides advice to a community in Tonkolili, Sierra Leone, as part of the Irish Aid funded Yoti Yoti programme (Nutrition Security through Equitable and Climate Smart Food Systems).

**Photo:** Kieran McConville/Concern Worldwide

## Working with Partners

Concern Worldwide cannot achieve its mission of eliminating poverty on its own. To ensure our programmes are meeting local community needs and achieving greater impact, much of Concern Worldwide's work is designed and delivered in partnership with others, especially local and national organisations in the countries in which we work.

During 2024, we continued to deliver on our commitment to increasing the quantity and quality of funding to local and national non-governmental organisations. In 2024, Concern worked with 121 national/local non-governmental organisations, on-granting a total of €26.2 million (12.1%) of our programme expenditure to them. We also implemented a new organisational policy that provides additional funding to partner organisations to ensure that they are able to operate sustainably. This meant that Concern has been able to deliver more impactful programmes with and through its partners.

For example, in the Democratic Republic of Congo, our partner, WISDOM, was provided with increased funding and longer contracts to deliver gender transformation and life-skills interventions. In Haiti, our partner, CCJ, delivered a programme on community governance, and in Iraq our partner, VOP- FAM, provided protection case management Mental Health and Psychosocial Support services. Concern also supported local civil society partner organisations to influence national policy and legislation in programme countries. In Bangladesh, our partner, CUP, was supported to collaborate with national government to amend policies that ease access to birth registration, and in Burundi, our partners, CAPAD and GLID supported the development and implementation of the National Strategy for Sustainable Graduation, as well as the development of a new national Social Protection Sector Strategic Plan.

During 2024, we continued with our steady progress in supporting and strengthening local and national non-governmental organisation partners through several strategic initiatives and by partnering with local government authorities and private sector agencies to strengthen local systems for access to goods and services.

Concern was at the forefront of a global initiative on 'due diligence passporting' – making due diligence and assessment processes with partners more efficient, whilst ensuring that partner organisations deliver quality programmes to high standards. Concern also provided sectoral thought-leadership through the completion and global dissemination of its 'Beyond Barriers' research programme report and recommendations, which is now informing good practice on promoting locally led programming and working in partnerships, both within Concern and with other peer organisations.

As well as implementing programmes together with our local and national partners, we invested in capacity strengthening initiatives to support their organisational and technical capacity. In 2024, over 75% of our partners had capacity development plans in place to respond to specific capacity needs, identified with them through joint assessments. Such initiatives included training on, for example, logistical and financial procedures, safeguarding standards, and enhancing communication. In Malawi, a workshop conducted with six local civil society partners developed a comprehensive partner assessment plan and launched a targeted capacity-strengthening programme, and in Somalia, Concern provided organisational development support to two partners to help improve the operational governance of their respective boards and senior management teams. Concern also provided capacity strengthening support to local government agencies. For example, in South Sudan, staff of the County Health Department were trained on community management of acute malnutrition and maternal infant and young child nutrition guidelines, and in the Republic of Sudan, our civil society partner, PORD, was facilitated to collaborate with the State Ministry of Health to provide training on community referral systems.

## Alignment to strategic goals

### GOAL 2

Driving urgent action on hunger, conflict and the climate crisis



Read more on page 16

## How We Measure Success and Learn from Our Programmes

Improving the quality of our programmes through the application of evidence-based insights and learning is a core priority for Concern. We apply rigorous monitoring and evaluation standards to our work and constantly strive to ensure the highest-quality data. This enables us to make timely adaptations to our programmes, ultimately enhancing their positive impact on those living in extreme poverty. A team of global technical advisers assist country teams with up-to-date guidance on good practice in all our programme areas, as well as monitoring, evaluation and learning, while our Programme Cycle Management System (PCMS) supports Concern's efforts to monitor and evaluate programme impact and ensure learning is applied throughout the programme cycle.

# 121

**national/local non-governmental  
partner organisations**

# €26.2m

**on-granting to partner organisations  
(12.1% of programme expenditure)**



Our bespoke Digital Data Gathering (DDG) system supports the systematic collection of key programme data converted into detailed dashboards, allowing for easier visualisation of results and facilitating quicker and more intuitive use of data for decision-making and learning. During 2024, we continued to strengthen our data systems, developing 211 new surveys and updating 167 existing surveys – a net increase in survey building from 2023. We also introduced 12 new country dashboards, reflecting our commitment to ensure country teams are supported to collect, analyse and use high quality data. In 2024, we initiated an external review of our DDG system to ensure its continued relevance and effectiveness. The findings and recommendations of this review will be considered and taken forward in 2025.

We continued to conduct our Annual Programme Progress Review (APPR) in which progress and learning from each country programme is documented, reviewed and used as the basis for planning support and improvements for 2025. Two meta evaluations in Health, Nutrition and Water, Sanitation and Hygiene activities, and Environment and Climate Adaptation, and a review of our Protection activities were conducted during 2024. Recommendations will feed into new strategies and policy revisions planned for 2025 as well as more operational adjustments, which are shared internally. One recommendation included actions to improve how we conduct, manage and use both internal and external evaluations, which will be taken forward in 2025.

In 2024, we conducted 17 evaluations of Concern's programmes. Our research programme contracted three new research teams and extended our strategic partnership with TIME (Trinity Impact Evaluation Unit) in Trinity College Dublin to examine the long-term impact of the Graduation programme in Malawi. The new research partnerships include a study with University College Dublin (UCD) and the University of Vermont to investigate how social capital can contribute to resilience in urban fragile and conflict-affected contexts in Haiti and Somalia; a longitudinal study with Tufts University and Kenyatta University to develop seasonal, context-specific strategies for preventing child wasting in the Mandera Triangle (a geographical region where the countries of Ethiopia, Kenya and Somalia meet); and a study with the Institute for Development Studies (IDS) to explore how small and medium enterprises can support micro businesses and smallholder farmers to participate in food value chains, by providing access to inputs, services, and markets, without being adversely incorporated into the market system. On-going research partnerships include work with the World Vegetable Center, to look at the role of home vegetable gardens in Cox's Bazar, Bangladesh, on the diet and income of Rohingya refugees and host communities, and with Wageningen University, the Yale Research Initiative on Innovation and Scale, and the University of Oxford's International Growth Centre to look at the effectiveness of bundling vaccines to improve last mile vaccine delivery in Sierra Leone.

Sharing our research findings and learning with a wider audience is important to us and throughout the year we continued to add to the Knowledge Hub on the Concern website, our key platform for sharing Concern's learning, guidance and thought leadership. One of our latest featured approaches is the Safe Learning Model in Sierra Leone, an internationally recognised education model and recent recipient of a research impact award from UCD.

## Alignment to strategic goals

### GOAL 1

Reaching the furthest behind first



Read more on page 14

### Core Humanitarian Standard

Concern is determined to be fully accountable to the communities with whom we work in relation to the quality and impact of all that we do. We committed at an early stage to the Core Humanitarian Standard on Quality and Accountability (CHS) which outlines what good humanitarian action looks like for communities and people affected by crises, and the staff and organisations involved in delivering a response. The CHS is a voluntary and measurable standard that resulted from a global consultation process.

In 2017, Concern was the first Irish agency to gain certification regarding compliance with the CHS, having had its processes, procedures and approaches independently audited by the Humanitarian Quality Assurance Initiative (HQAI) – the supervisory/awarding body. Since then, we have undergone annual audits to follow up on our progress as well as two re-certification audits, one in 2021 and the latest in 2024. In 2024, HQAI auditors found that Concern remains strongly committed to the humanitarian principles and to implementing timely and effective programmes. Concern was also found to continue to perform well in terms of gender and diversity, and localisation. We obtained our recertification which lasts until 2027.

Based on the recommendations of the 2024 audit report, we will continue to improve our ways of working and strive towards greater programme quality and accountability to the communities we serve.

## Alignment to strategic goals

### GOAL 1

Reaching the furthest behind first



Read more on page 14

### Safeguarding

In 2024, we continued to make progress regarding the Protection and Safeguarding Strategic Framework (PSSF), working to continuously improve our safeguarding cultures, reporting mechanisms, and response to safeguarding incidents in a sensitive and robust manner. Concern remains an active contributor to various working groups, including Dóchas, Alliance2015 and Bond. This commitment was evident in December 2024 when we were represented on the panel for the launch event of the Dóchas Safeguarding Charter and Core Humanitarian Standard 2024 Edition in Dublin.

Safeguarding Senior Leadership training was delivered to members of the global Senior Management Team this year, as well as those at Head of Department and Director level, forging an open platform to discuss and support



their roles in promoting Safe Cultures across Concern. A third of Concern's Designated Safeguarding Focal Points were trained in 2024, ensuring that each Concern country programme office trained representatives to speak to safeguarding, how to report concerns, and how to respond to incidents sensitively in a person-centred approach.

2024 also saw the configuration of Concern's Speak Up system – a new case management system for all sensitive complaints, from fraud to whistleblowing and safeguarding itself. Led by the Protection and Safeguarding Unit, this has been a multi-directorate effort and will begin piloting and roll-out in early 2025. Looking forward, reporting channels such as online anonymous messaging will be piloted to provide further channels for people to report concerns.

Both the Safeguarding and Investigations teams welcomed new members, ensuring high quality case management and investigations through the upholding of key safeguarding principles. Weekly case monitoring calls between the teams ensure collaboration, consistency and progress across all aspects of safeguarding cases. 2025 will see the revision of the Safeguarding Case Management Procedure, reflecting learning and improved practice throughout 2024.

Concern's second Safeguarding Week took place in 2024, sharing video messages from the Executive Management Team, Director of Protection and Safeguarding, and Safeguarding Adviser, as well as safeguarding leaders from Concern's country programme offices. They each spoke to the criticality of safeguarding for Concern, underpinning our commitment to programme participants – and each other – while celebrating the incredible contributions of all those who make Concern a Safe Organisation, delivering Safe Programmes, through Safe Cultures.

During 2024, our investigations team received 14 new safeguarding case referrals. Twelve of these cases related to Concern and two cases to Concern's partner organisations. In addition, eight cases were carried forward from last year, giving a total caseload of 22.

Six of the cases remained open at year-end. The investigations into the other 16 cases were completed and 14 cases fell within Concern's definitions of sexual exploitation, harassment or abuse, which are as follows:

- » Sexual exploitation – any actual or attempted abuse of a position of vulnerability, differential power, or trust, to pressure or demand others to provide sexual favours.
- » Sexual harassment – any form of unwanted verbal, non-verbal or physical conduct of a sexual nature.
- » Sexual abuse – the actual or threatened physical intrusion of a sexual nature, whether by force, coercion or under unequal conditions.

Type of case	No. of complaints substantiated	No. of complaints unsubstantiated or unfounded	Other*	Total
Sexual exploitation		1		1
Sexual harassment	2	3	4	9
Sexual abuse		4		4
Other**	2			2
<b>Subtotal</b>	<b>4</b>	<b>8</b>	<b>4</b>	<b>16</b>
<b>Cases ongoing at 31.12.2024</b>				<b>6</b>
<b>Total</b>				<b>22</b>

\* Following risk assessment, not taken forward to investigation within Concern

\*\* Serious incidents falling outside the Concern definitions e.g. Physical Assault, Emotional Abuse

Substantiated complaints resulted in disciplinary action ranging from written warning to dismissal. Where appropriate, cases were also referred to the local authorities.

As part of our engagement with the wider efforts being taken to address safeguarding by the international aid community, we remain a signatory to:

- » The Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief
- » the Statement of Commitment on Eliminating Sexual Exploitation and Abuse by UN and Non-UN Personnel
- » the InterAction CEO Pledge on Preventing Sexual Abuse, Exploitation, and Harassment by and of NGO Staff
- » the Dóchas Leadership Safeguarding Charter
- » the Core Humanitarian Standard on Quality and Accountability (CHS)

# Environmental Sustainability in Concern's Operations

Concern recognises that we have the moral responsibility to take firm steps to reduce our carbon emissions and improve the environmental sustainability of our programmes and operations alike. The organisation made a commitment to reduce its carbon footprint by 30% compared to 2019 levels, and this commitment has been adopted in the framework of the Climate and Environment Charter for Humanitarian Organisations.

As outlined in Concern's Strategic Plan (2021–2025), through our Environment Policy and Environment Strategy we are committed to continuously articulating our ambition for change and adaptation throughout our organisation, including our programmes, operations and organisational behaviour. Since the development of Concern's Environmental Policy and accompanying Strategy in 2019, steps have been taken to monitor our environmental impact; implement sustainable solutions; and promote pro-environmental behaviour among staff.



## On the left

**Chad:** Aichta\* is pregnant and lives at refugee camp in Eastern Chad. There is no power at the camp, she relies on this solar lamp to light her home.

**Photo:** Eugene Ikua/Concern Worldwide. \* Name changed to protect the identity of the individual.

## Above

**Liberia:** Solar panels on the roof of the Monrovia office of Concern Worldwide. All of Concern's offices in Liberia are now powered by solar energy. **Photo:** Kieran McConville/Concern Worldwide

## How do we reduce the environmental impacts of our operations?

1. By conducting annual carbon audit exercises, understanding where our emissions hotspots are and supporting country programme teams in the identification of solutions to reduce their carbon footprint.
2. By upgrading our facilities, investing in energy efficiency and reducing our reliance on generators.
3. By identifying and managing our environment risks in a systematic way, adopting improvement actions on waste management, transportation, energy consumption and procurement.
4. By designing guidance and tools to ensure the sound application of environmental standards in construction and solar systems design.
5. By conducting regular awareness-raising sessions accessible to all staff members on environmental topics, and promoting the establishment of local Environment Working Groups in our country programme offices.



### South Sudan

Concern constructed a solar water yard, to support the provision of safe drinking water and support the provision of improved health and nutrition services at the stabilisation centre in Unity State, South Sudan. **Photo:** Jon Hozier-Byrne/ Concern Worldwide

## Key Facts

Concern has been **measuring its carbon footprint since 2019**, identifying the carbon emissions associated with energy use, transportation and air travel for our support and country programme offices.

In 2024, Concern released an **Operations and Environment Handbook** to support the introduction of sustainable practices in our offices, designing also a list of green criteria to enable environmentally friendly purchases across the organisation.

We established an internal fund to support **investments in fleet upgrades and the solarisation of Concern offices**. In Afghanistan, Liberia and Chad we have installed solar capacity to power our premises, and more countries will follow in 2025.

The **reduction in the use of single-use plastics** is promoted across the organisation. At Concern Bangladesh and Ethiopia, staff phased out plastics and use refillable bottles and sustainable packaging instead.

Old IT equipment from Dublin offices is handed over to a social enterprise specialising in electrical, electronic, and metal recycling for reuse, **promoting circularity** across value chains.



# How We Raise Funds

At Concern, support from the public has always been central to our work and we rely on the generosity of people and organisations in Ireland and internationally to raise funds which enable us to deliver our work towards ending extreme poverty. We remain enormously grateful for the generosity and kindness of our donors and supporters.

## Alignment to strategic goals

### GOAL 3

Galvanising global support across every generation to end extreme poverty



### GOAL 5

Effectively manage and implement the strategic plan



Read more on page 18

## Objectives

Our main objectives in 2024 were to:

- » **Raise over €40.4 million from the public in Ireland, UK and South Korea**
- » **Raise €182.5 million from governments, institutions and other co-funders**
- » **Continue to provide a wide range of opportunities for the public, companies and foundations to engage with and support our work**
- » **Ensure that we hold ourselves to the highest professional standards and that our donors can trust us to manage their donations effectively to deliver the greatest impact in the communities where we work.**

Some examples of our achievements and performance in 2024 are set out below.

## Adhering to standards

Our fundraising teams in Ireland, the UK and South Korea are driven by the humanitarian mission of Concern and our responsibility to the communities we serve, as well as to our donors and supporters. We hold ourselves to the highest standards of integrity and accountability and operate in compliance with the Irish Charity Regulator's Guidance for Charitable Organisations on Fundraising from the Public and the Fundraising Regulator's code in the UK.

## Raising funds from the public

Concern has always relied heavily on the support of the public, from its very first appeal in 1968 which saw the Irish public come together to raise funds to send lifesaving supplies to the people of Biafra. Fifty-six years later, in 2024 people from Ireland, the UK and South Korea continued to support our lifesaving programmes, and in Ireland we saw the highest levels of support from public fundraising in 10 years (outside of emergency appeals). We continue to be humbled by the generosity and kindness of so many, and grateful to all of our supporters around the world.

In 2024, over 122,000 people supported our work on a monthly basis via direct debit or standing orders. This regular committed income allows us to plan our work and to continue to go to where the need is greatest. We also saw high levels of tax effective giving in 2024 in Ireland and the UK, where donations are augmented by a government refund of the related income tax at no extra cost to our donors.

People were inspired to support our work in many ways this year, from buying a Concern Christmas Gift for friends and family, taking part in lotteries and raffles, organising collections and fundraising events, running marathons and marathon tractor runs or by leaving a gift in their will. So many people came together in 2024 to show solidarity and to raise funds for the people of Gaza, Ukraine, Lebanon, Sudan and all the other communities around the world where Concern is responding to suffering caused by hunger, conflict and climate change.



In Northern Ireland we opened our eighth shop on Belfast's Lisburn Road – our first boutique charity shop. We greatly appreciate the work of the volunteers who provide such a high level of support to our shops and to our customers and everyone who donated stock during 2024.

### Support from the Corporate Sector, Trusts and Foundations

Many of our international programmes were supported by companies and foundations again this year, providing valuable funding and expertise to support our work. The innocent foundation continued their support of nutrition programming for mothers and babies in Kenya. The One Foundation funded a solar powered water supply project in Turkana and Tana River, Kenya, supporting over 1,200 households in drought affected areas and the Whole Planet Foundation supported our Green Graduation programme in Chad providing support to 2,400 families.

We were delighted to continue our multi-annual partnership with the Zurich Flood Resilience Alliance which works with communities at risk from flooding across Bangladesh, Malawi, Kenya, and South Sudan, and with Kerry Group who are supporting Kenyan farmers to adapt to climate change, build sustainable livelihoods and create a regional market chain for mango production and processing. We would also like to thank the JP McManus Charitable Foundation, Bank of Ireland Staff Charitable Fund, Dawn Meats, Electric Aid, FDC Accountants, Fórsa, Datatec, EY, and Mason Hayes & Curran for their invaluable support during the year.

In October, we were delighted to welcome over 280 guests from 23 companies to our Women of Concern annual lunch. This year's event focused on our work tackling gender inequality and communities impacted by climate change. Our honouree was the inspirational Dr. Salome Mbugua, a distinguished advocate for gender equality and an influential human rights activist. Sincere thanks to our Women of Concern Committee members: Alastair Blair, Dr. Mary Coghlan, Jean Delaney, Mary Doherty, Seamus Fives, Cormac Murphy and Rachel Rodgers, for making the event such a success.

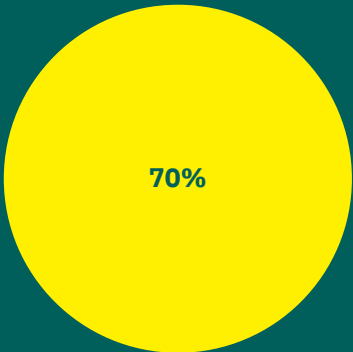
### Disasters Emergency Committee

We are a member of the Disasters Emergency Committee (DEC) in the UK, an umbrella organisation which brings together 15 leading aid agencies to launch joint fundraising appeals at times of humanitarian crisis. In 2024, we implemented DEC funded humanitarian responses in Pakistan, Ukraine, Türkiye and Syria in the aftermath of the earthquake in 2023. We were part of the Middle East Humanitarian appeal which helped our work in Lebanon and helped us initiate our programme in Gaza.

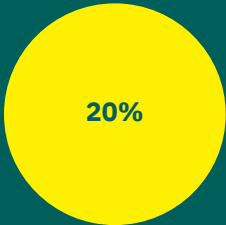
On behalf of all of the people we supported in 2024, sincere thanks to the individuals, organisations, businesses and trusts who made our work possible. In an increasingly turbulent world, your generosity continues to inspire all of us at Concern and is delivering lasting change to the poorest communities around the world.

### Donations from the Public, Corporates, Trusts and Foundations

Total: €40.9 million



Individuals  
€28.7 million



Corporates, Trusts and Foundations  
€7.9 million



Legacies  
€2.5 million



Disaster Emergency Committee  
€1.4 million



Community Fundraising  
€394,000

## Governments and institutional donors

In total, Concern received €174.9 million from governments and institutional donors (plus €16.5 million in donated commodities).

All of this funding is awarded through competitive processes whereby we have to compete with peer organisations, and frequently with the private sector too. The income level reached in 2024 is a testament to the high levels of trust that Concern has earned over the years and the importance it places on delivering results while maintaining high standards of accountability and transparency. During the year, we submitted 250 funding applications to over 30 institutional donors (governments and multilaterals) across all 27 countries. The highest number of applications was made in the Horn of Africa for the third year in a row, reflecting the significant humanitarian needs in that region.

Our top four government and institutional donors in 2024 were as follows:

### Concern Worldwide (US) Inc.

During the year, we worked closely with our affiliate organisation, Concern Worldwide (US) Inc., to increase our funding from the US Government. The US Bureau of Humanitarian Affairs (BHA) awarded large grants in Syria/Iraq, Kenya and Sudan, and the US Government (via Concern Worldwide (US) Inc.), remained our largest government donor. Concern Worldwide (US) Inc. also continued to provide grants from the proceeds of its own fundraising which were an important resource due to their flexibility and streamlined processes. In 2024, out of the €50.8 million (2023: €58.3 million) granted by Concern Worldwide (US) Inc., €47.8 million was granted by the US Government (2023: €54.1 million).

### European Union

Total funding awarded by the EU’s humanitarian arm, Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO), was €23.5 million with Concern implementing 15 ECHO-funded programmes.

The largest grants were in Syria and Somalia. Significant longer-term grants were also awarded by the Directorate General of International Partnerships (IntPa) in Somalia and Sudan.

### Irish Aid

Concern continued its partnership with Irish Aid under Ireland’s Civil Society Partnership (ICSP). With an allocation of €30.9 million, the programme reached over two million people in 21 countries improving food security, building sustainable livelihoods, improving child and maternal health and nutrition, enhancing water and sanitation infrastructure, and providing emergency support in response to crises. The humanitarian programme linked relief to early recovery, reducing vulnerability and strengthening capacity to respond to shocks as well as providing humanitarian relief and life-saving interventions. While our Global Citizenship Education (GCE) programme worked with young people in Ireland to explore the causes of poverty, encourage critical thinking, and promote meaningful action, reaching over 13,800 people across Ireland.

Concern also continued its partnership with Irish Aid under the Horn of Africa Child Wasting Initiative in the Mendera Triangle cross-border area of Ethiopia, Kenya and Somalia. In 2024, the Hanaano programme, meaning “to nurture” in Somali, made a significant impact across 105 communities on the borderlands of Ethiopia, Kenya and Somalia, working with local partners RACIDA, Pastoralist Concern, Lifeline Gedo; research partner Tufts University (Feinstein International Centre), and the Intergovernmental Authority on Development (IGAD) to prevent child wasting. In total, Hanaano reached 239,294 people in 2024.

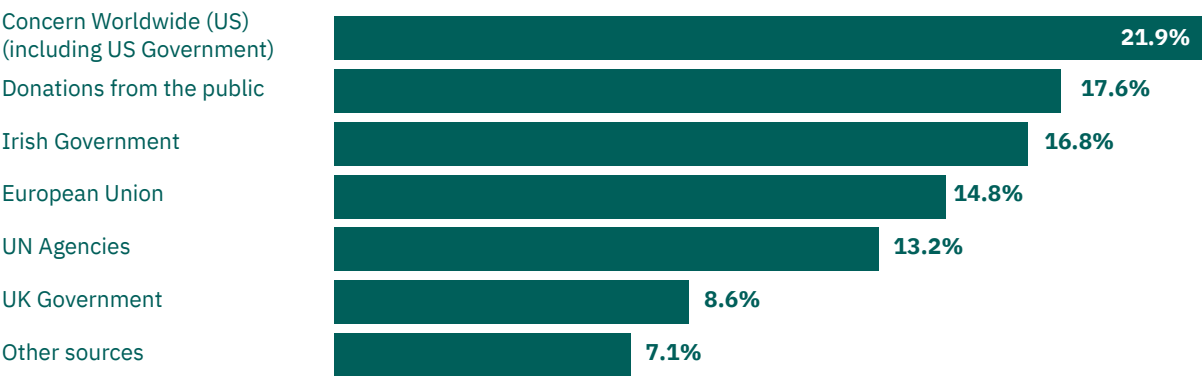
In 2024, Concern received €38.9 million in total from Irish Aid.

### Foreign Commonwealth & Development Office

In 2024, the UK Government continued to be an important donor for Concern with an income of £16.8 million (€19.8 million). Strategic grants were awarded by the Foreign, Commonwealth & Development Office (FCDO) in Afghanistan and Pakistan and ongoing programmes continued in Democratic Republic of Congo, Sierra Leone and Somalia.

## Maintaining a diversified income base

We have agreed parameters in order to ensure that we do not become overly reliant on any single donor. We remained comfortably within these parameters during 2024. The chart below shows the range and spread of our income:



# Thank You

Without the support of many individuals, governments, and other institutional donors, a small number of whom are recognised here, our work would not be possible. Together we have helped over 27.3 million people in 27 countries.

We greatly appreciate the on-going support from governments and other institutional donors including:

**The Austrian Government**  
**The Canadian Government**  
**The Czech Government**  
**The Danish Government**  
**The European Union**  
**The French Government**  
**The German Government**  
**The Irish Government**  
**The Qatar Fund for Development**  
**The South Korean Government**  
**The States of Guernsey Overseas Aid & Development Commission**  
**The Swedish Government**  
**The UK Government**  
**The US Government (via Concern Worldwide (US) Inc.)**  
**The World Bank**

UN Agencies

**International Fund for Agricultural Development (IFAD)**  
**International Organisation for Migration (IOM)**  
**United Nations Children Fund (UNICEF)**  
**United Nations Development Programme (UNDP)**  
**United Nations High Commissioner for Refugees (UNHCR),**  
**United Nations Office for the Coordination of Humanitarian Affairs (OCHA)**  
**United Nations Population Fund (UNFPA)**  
**World Food Programme (WFP)**



Government  
of Ireland  
International  
Development  
Programme



Thanks also to the following organisations

Bank of Ireland Staff Charitable Fund  
 Comic Relief  
 Datatec  
 Dawn Meats  
 Disasters Emergency Committee  
 EKOenergy  
 Electric Aid  
 Elsevier Foundation  
 EY  
 FDC Accountants  
 Fórsa  
 Icon Technologies  
 innocent foundation  
 JCDecaux Ireland  
 Jones Engineering  
 JP McManus Charitable Foundation  
 Kerry Group Plc  
 Klaus and Gertrud Conrad Foundation  
 Korean Health and Medical Association  
 Lego Foundation  
 Logicalis  
 Mason Hayes & Curran  
 Midas IT  
 Milton Damerel Trust  
 Musgrave Charitable Trust  
 One Foundation  
 Parking People  
 READ Foundation  
 Shaun McKevitt  
 Start Network  
 Swedish Postcode Foundation  
 The Religious Society of Friends (Quakers)  
 Whole Planet Foundation  
 Z Zurich Foundation

Sincere thanks to community groups and volunteers for their hard work and everyone who supports us regularly giving us the confidence to plan ahead. We are also very grateful to our supporters who have thoughtfully left us a legacy.





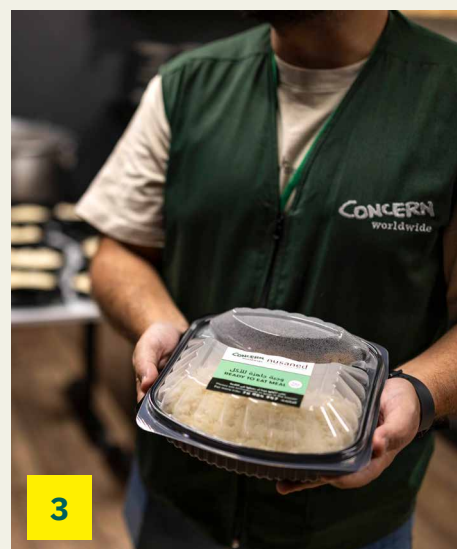
# Our Staff and Volunteers

Our people continue to be central in delivering on our organisational mission. We recognise that many of the contexts in which we work continue to be challenging and that we need to continue to invest and support our people on an ongoing basis.

During 2024, we engaged in several activities to increase awareness of Concern's Workplace Equality, Diversity and Inclusion Strategy 2023-2027. We created awareness for employees of their role in promoting equality, diversity, and inclusion. We reviewed all job descriptions regardless of specification or location, to include the responsibility to uphold our equality, diversity and inclusion values; country programme offices are encouraged to ask at least one question on equality in interviews; and all staff are given the opportunity to reflect on their own behaviours through questions on equality, diversity and inclusion asked by their line manager during Performance Development Review meetings. Additionally, we produced and promoted two language guides, in English and French, to encourage employees to use language which demonstrates respect and dignity and best reflects our approach. Towards the end of the year, we commenced rollout of an inclusive leadership workshop for line managers, aimed at affirming and enhancing the capability of our managers in this regard.

The Mental Health and Psychosocial Support (MHPSS) Policy and the Mental Health and Psychosocial Wellbeing strategy was approved in April 2024 and rollout commenced across the organisation. Concern agrees in these documents, to four commitments and twelve strategic objectives.





**1) Ethiopia:** Taimy Belay is a health extension worker specialising in nutrition and healthcare initiatives for mothers and children at Liware Health Post in Beyeda, Amhara. Photo: Eugene Ikua/Concern Worldwide **2) Bangladesh:** Concern Bangladesh Programme Manager Mossiur Rahman assesses the situation in Feni district. Photo: Amit Kumar/Concern Worldwide. **3) Lebanon:** Concern and its partner Nusaned provided 500 hot meals daily to six displacement shelters across Beirut. Photo: Concern Worldwide. **4) Somalia:** Calaso\* a health worker at the nutrition section of the MCH (Maternal and Baby Health Centre) in Siinkadheer. Photo: Mustafa Saeed/Concern Worldwide. \*Name changed to protect the identity of the individual.

During the year, many of the actions commenced or were brought to completion including Mental Health services mapping, a Mental Health survey, the development and delivery of several training modules and identification of and engagement with focal persons in each Concern programme country. A short Psychological First Aid course for all staff is now on our Learn365 platform and has been rolled out to all country programmes. Well-being is a shared objective reflected in the successful Wellbeing Week and planned activities throughout the year.

During 2024, we commenced a significant project for the replacement of our HRIS (Human Resources Information System) with the tender process and design phase to take place during 2025 and implementation in early 2026. This new system will facilitate a more connected and networked organisation and will be key to ensuring we deliver on our organisational mission into the future.

Volunteers also continued to lend their expertise to support a host of activities during the year. We appreciate the commitment and dedication of the thousands of activists and volunteers who assisted us by adjudicating debates, 'shaking collection buckets', and organising events and activities throughout the country. We thank them for giving their time and energy to support our work. We also acknowledge the outstanding contribution from the group of volunteers who continue to make our shops in Northern Ireland such a success.

The organisation acknowledges with gratitude the work of its staff and volunteers both in our offices and in our programmes in 2024. The achievements during the year are due to the dedication and belief of all these people.

#### Alignment to strategic goals

##### GOAL 4

Being a diverse, inclusive and people-focused organisation



##### GOAL 5

Effectively manage and implement the strategic plan



Read more on page 19

Across Sudan,  
there are millions  
of families like  
Nadima's\* who  
are in desperate  
need of this  
emergency health,  
nutrition, water  
and sanitation  
support.

For almost 40 years Concern has been working with communities in Sudan. As the ongoing instability causes an overwhelming need for emergency healthcare.

By the end of 2024, over 12.3 million people were forcibly displaced in Sudan. The conflict has destroyed the country's health care system, causing typically treatable diseases like cholera to take a deadly toll and putting new mothers at risk of losing their lives without critical healthcare services.

Famine has been confirmed in five areas of Sudan with 26.6 million people facing extreme hunger.

When her village was attacked, Nadima's husband was killed — so she fled to Chad with her eight children. However, finding it incredibly difficult to make ends meet in the new country, she returned home to Sudan, only to be left without the essential items needed for day-to-day survival.

In West Darfur, Sudan, Concern delivers emergency health services through mobile health teams and distributions of emergency nutrition, water, sanitation, and hygiene essentials for families and households like Anjama's.

Through Concern, Nadima received a hygiene kit which includes a jerry can, a water jug, a bucket, soap, laundry detergent, toothpaste and toothbrushes, a child's potty, a solar flashlight, underwear and menstrual products — things that we often take for granted but are life-changing for Nadima and her family.

#### Sudan

Nadima\* at a distribution in West Darfur, Sudan. **Photo:** Kieran McConville/Concern Worldwide

\*Name changed to protect the identity of the individual.



FEATURE

SUDAN

Displacement  
Conflict

Concern WASH  
Programme





# Review of Financial Outcome 2024

The financial outcome for 2024 is set out in the ‘Consolidated Statement of Financial Activities’ on page 84.

Concern’s income has showed an increase of €1.1 million compared to 2023 with expenditure increasing by €2.7 million. The increase in expenditure included a charge for the impairment of tangible assets of €5.6 million. A short commentary on the financial results for 2024 is set out below.

## Alignment to strategic goals

### GOAL 5

Effectively manage and implement the strategic plan



Read more on page 20

## Income

The organisation’s income in 2024 amounted to €235 million – see note 2 to the financial statements for a detailed breakdown by source. This is an increase of 0.5% on 2023 and is primarily due to an increase in donated commodities.

We continued to maintain a diversified income base during 2024.

The main movements in Concern’s income streams, during 2024, are illustrated and explained below:

	2024 €'m	2023 €'m	Change	
			€'m	%
Donations and legacies	40.9	45.4	(4.5)	-9.9%
Grants from governments and other institutional donors	174.9	173.6	1.3	0.7%
Donated commodities	16.5	12.7	3.8	29.9%
Other income	2.2	1.7	0.5	29.4%
<b>Total income</b>	<b>234.5</b>	<b>233.4</b>	<b>1.1</b>	<b>0.5%</b>

### Donations and legacies from the public:

Income from donations and legacies comprises donations from individual and corporate donors, trusts, and foundations. In 2024, we received €40.9 million from this income stream a decrease of 9.9% on 2023– see note 2(a) to the financial statements.

We continued to fundraise in three markets (Ireland, the UK and South Korea) and each made a significant contribution to the overall result:

	2024 €'m	2023 €'m	Change %	2024 Split %	2023 Split %
Republic of Ireland	28.7	27.2	5.5%	70.2%	59.8%
United Kingdom	8.1	13.8	-41.3%	19.8%	30.3%
South Korea	4.1	4.5	-8.9%	10.0%	9.9%
<b>Total income</b>	<b>40.9</b>	<b>45.5</b>	<b>-10.1%</b>	<b>100%</b>	<b>100%</b>

- » Ireland continues to be our largest source of income, accounting for 70.2% of the overall total of donations and legacies (2023: 59.8%). In 2024, revenues increased by €1.5m, which is mainly reflected in income from major donors, being offset in part by a decrease in income from individual giving. The decrease is mainly due to a reduction in the number of emergency campaigns in 2024.
- » The UK accounted for 19.8% of donation income in 2024 (2023:30.3%). Donations and legacy income, from Concern (UK), fell by 41.3% in 2024. This decrease mainly arose due to a reduction in funding from the Disasters Emergency Committee (DEC) of €4.3 million. The DEC is an umbrella organisation for eligible UK international charities that conducts advertising and public appeals on behalf of its members. During 2024, the number of DEC run emergency campaigns, that Concern (UK) participated in, was lower than in 2023. As a result, funds received from this source declined to €1.4 million in 2024.
- » South Korea accounted for 10% of donations and legacies income in 2024 (2023:9.9%). Overall income from South Korea reduced by 8.9% in 2024, reflecting a fall in both regular giving and one-off donations across television and web.

While income from donations and legacies reduced when compared to 2023, the levels achieved were in line with targets. Going forward, cultivating our donor base remains a priority and a key focus of our strategic investments.

#### Grants from governments and institutional donors:

	2024 €'m	2023 €'m	Change %
US Government	47.8	54.1	-11.6%
Irish Government	39.0	31.6	23.4%
European Union	34.3	39.2	-12.5%
UK Government	19.8	9.2	115.2%
Other income	16.4	16.5	-0.6%
UN Agencies	14.5	18.7	-22.5%
Concern US	3.1	4.3	-27.9%
<b>Total</b>	<b>174.9</b>	<b>173.6</b>	<b>0.7%</b>

Concern received a total of €174.9 million in grants from governments and other institutional donors in 2024 – see note 2(b) to the financial statements for an analysis by donor. This represents a 0.7% increase from our 2023 levels.

The small increase in grant income was mainly due to the reduction of emergency funding in 2023 and 2024 with no new emergency funding being generated.

The US Government was the single largest donor in 2024 providing €47.8 million or (20.4%) of total income. The Irish Government was the next largest donor providing €39 million (16.6%), followed by the European Union at €34.3 million (14.6%). The UK Government were next at €19.8 million (8.4%), and UN Agencies delivered €14.5 million (6.2%) of total income. We remained in line with our income diversification targets in relation to institutional donors and did not become over reliant on any single source during the year.

Different patterns emerge when we consider performance with our top five institutional donors:

- » Funding from the Irish Government increased by 23.4% in 2024, reflecting the strong commitment of Irish government support.
- » Resources provided by the UK Government increased by 115.2% in 2024, representing the renewal of UK FCDO funding.
- » Funding from ECHO (for emergency responses), decreased in line with the fall in emergency responses.
- » Funding from the US Government declined in 2024 by 11.6%, reflecting the changes to the funding programme, in the year against the prior year.

#### Donated commodities:

The value of commodities donated to the organisation and distributed as part of its emergency response programmes varies substantially from year to year depending on the nature of emergencies arising. Donated commodities were valued at €16.5 million in 2024, an increase of 30% from 2023 – see note 2(c) to the

financial statements for details. The increase was mainly due to an increase of donations of foodstuffs, seeds, tools, medicines and shelter materials from UN Agencies.

## Expenditure

Our total expenditure for the year was €245 million, made up as follows:

	€'m	%
Charitable Activities	223.9	91.4%
Raising Funds	21.1	8.6%
<b>Total</b>	<b>245.0</b>	<b>100%</b>

Overall, this represents a 1.1% increase from the 2023 level of €242.3 million.

#### Charitable activities

Expenditure on charitable activities in 2024 totalled €223.9 million (2023: €224.5 million). Our expenditure on charitable activities is mainly driven by our ability to secure funding which in 2024 reduced due to factors outlined above.

Expenditure was spread over a range of programme types – as follows:

Programme	2024	2023
Development programmes	39.9%	31.3%
Emergency programmes	56.6%	65.8%
<b>Total international programmes</b>	<b>96.5%</b>	<b>97.1%</b>
Global Citizenship and Advocacy	2.9%	2.5%
Governance costs	0.6%	0.4%
<b>Total</b>	<b>100%</b>	<b>100%</b>

As can be seen from the table above, emergency response remained our largest programme accounting for 56.6%, (down from 65.8% in 2023) of total charitable spend. This includes emergencies linked to our ongoing programmes in Ethiopia, Somalia, Lebanon, Democratic Republic of Congo, Ukraine and Bangladesh.

	2024 €'m	%	2023 €'m	%
Asia	29.1	13.0%	29.2	13.0%
Africa	138.9	62.0%	126.8	56.5%
Caribbean	5.3	2.4%	6.1	2.7%
Middle East	24.1	10.8%	33.6	15.0%
Europe	2.5	1.1%	7.1	3.2%
Other	24.0	10.7%	21.7	9.6%
<b>Total</b>	<b>223.9</b>	<b>100%</b>	<b>224.5</b>	<b>100%</b>

Our total direct international programme expenditure continued to be concentrated in Africa (62%), up from 56.5% in 2023 though we continue to operate on a large scale in the Middle East (10.8%) down from 15% in 2023 and maintain a strong presence in Asia (13%). Haiti remains our only country of operation in the Caribbean with 2.4% of spend, while Ukraine is our only country of operation in Europe with 1.1% of spend.

### Raising funds

The cost of raising funds totalled €21.1 million in 2024 which is 18.5% higher than 2023. The increase in expenditure is primarily due to the increased costs of campaigns related to individual giving and increased staff costs. Also impacting this number is both the split of the tangible assets impairment charge and the investment in strategic initiatives, focused on future growth in income.

In light of these cost increases, maintaining a strong return earned on fundraising expenditure remains challenging. It is closely monitored and was felt to be satisfactory in 2024.

### Support Costs

The total costs set out above in relation to charitable activities and raising funds include attributable support costs. These support costs include the key services of programme management, technical support, finance, compliance, human resources management, information technology and related office occupancy costs. These services play a crucial role in enabling the delivery of our mission.

	2024 €'m	2023 €'m	Change %
International programmes	15.2	13.6	11.8%
Global Citizenship and Advocacy	1.2	1.1	9.1%
Governance	0.8	0.8	0.0%
Cost of raising funds	2.1	1.9	10.5%
Total before exchange and pension movement	19.3	17.5	10.9%
Net exchange (gain)/loss	(3.1)	(1.1)	181.8%
Net pension charge	-	2.3	-100.0%
Impairment charge	5.6	-	100.0%
<b>Total</b>	<b>21.8</b>	<b>18.6</b>	<b>17.1%</b>

Our total support costs for the year (including the exchange gain and impairment) amounted to €21.8 million (see note 3 (c) to the financial statements), compared to €18.6 million in 2023, a 17.1% increase. The main reasons for this increase are:

- » Increase in costs of €1.9 million, before exchange gain, impairment and prior year pension charge, due in part to the ongoing costs of strategic projects approved as in the current strategic plan (including, for example, safeguarding, compliance and new systems).
- » Higher staff salary numbers due to increased activity and pay increases.
- » An overall foreign exchange gain of €3.1 million in 2024 versus a gain of €1.1 million in 2023.
- » In 2024 there was no pension charge (2023 €2.3 million) relating to the wind up of the defined benefit pension scheme.
- » The impairment charge on one of the head office buildings in 2024 of €5.6 million.

## Key financial performance indicators

There are a number of key financial performance indicators which, taken together, are used by management and the Board as a measure of performance and financial strength. These are set out below:

Indicator	2024	2023
Return on fundraising spend	1.9	2.6
Government & institutional income as a percentage of total expenditure on charitable activities (excluding donated commodities)	84.4%	81.9%
Support costs (excluding exchange gain/loss, impairment and Defined Benefit pensions (Gain)/Loss) as a percentage of total costs	7.9%	7.2%
Percentage of total income derived from our largest donor	20.4%	22.0%
Expenditure cover held in unrestricted reserves	123 days	135 days

- » Return on fundraising spend essentially measures how much we get back as donations and legacies for each euro spent on fundraising. The return on fundraising spend fell to 1.9 in 2024, from 2.6 in 2023. This is due to the increase in fundraising costs in 2024 and a reduction in fundraising income.
- » Government and institutional income as a percentage of total expenditure on charitable activities (excluding donated commodities) indicates the proportion of our work which we can get funded without reliance on public appeals. The 84.4% recorded in 2024 is above the level achieved in 2023 (81.9%). The increase is due in part to the reduced utilisation of the proceeds generated from prior year public appeals (including DEC appeals), for emergencies.
- » Support costs as a percentage of total costs illustrates how much of total expenditure is absorbed by essential but non-core activities and functions. The 7.9% realised in 2024 increased when compared to 2023 (7.2%), reflecting increases in staff and strategic plan related support costs. This level of increased support activity is linked to the growth in our programmes and the diversity of our funding. The continued increase in the vital compliance and monitoring work across our programmes necessitate the ongoing improvement to our internal systems and controls.
- » The percentage of total income derived from our largest donor illustrates the extent of our reliance on particular donors. As we continue to secure less than 30% of funding from our highest donor, we believe that we have considerable diversity in our donor base and that we are not over-reliant on any particular source.
- » Expenditure cover held in unrestricted reserves indicates the number of days' charitable expenditure that we can cover from our available unrestricted resources. The 2024 figure of 123 days is reduced from 2023 (135 days) and is regarded as satisfactory, as it is in line with our reserves policy.

Overall, we are satisfied with the financial performance of the group for the year.



### Financial Results of Subsidiary Companies

In addition to the parent company, during 2024 there were three active subsidiary companies within the group:

- » Concern Worldwide (UK) engages in fundraising, development education and advocacy work in the United Kingdom. The level of funds raised from fundraising in the UK in 2024 saw a reduction on that secured in 2023. Income receivable via the DEC decreased significantly, due to a reduction in the number of emergency appeals. There was a significant increase in funding secured from the UK Government due to the UK Government's decision to revise its aid budget. Concern Worldwide (UK) is the sole member of, and controls, Concern Worldwide (Northern Ireland) which operates retail activities in Northern Ireland to raise funds for Concern's overseas programmes. The year-end consolidated position of Concern (UK) was satisfactory, and it is expected to continue trading for the foreseeable future.
- » Concern Charity Trading Limited continues to support the Group's fundraising activities. All costs arising from those activities (door and street fundraising), were paid directly by the parent company and as a result Concern Charity Trading Limited recorded neither income nor expenditure during 2024.
- » Concern Worldwide Korea Foundation is incorporated in the Republic of Korea and its main activities are to fundraise for, and otherwise support, the programmes of Concern Worldwide. The level of funds raised by the foundation showed a small decrease in 2024.

### Treasury Management (and Investment) Policy

The objective of the Treasury Management (and Investment) Policy is to ensure sufficient funds are held to meet operational needs, while ensuring maximum security and achieving the highest possible return within these limiting factors.

In line with the policy, funds can only be invested with institutions that have a satisfactory credit rating as approved by the Board. A satisfactory rating is deemed to be a long-term credit rating of at least A3 and a short-term credit rating of at least P2 with Moody's Ratings of financial institutions, unless specifically approved otherwise. Investments are undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio, mitigating against credit risk, interest rate risk and currency risk. The interest earned is applied to our work.

The Treasury Management (and Investment) Policy has been reviewed by the Finance Committee and approved by the Board and the updated version will be operational in 2025.

## Pensions

Two types of pension arrangements are currently in operation in Concern:

- » Defined contribution pension schemes: In general, Concern aims to provide reasonable and appropriate pension benefits to its staff by operating defined contribution pension schemes. The contributions from Concern and its employees, are paid into separate funds, the assets of which are invested by independent trustees. Such pension schemes are operational for

qualifying staff in Ireland, the UK, South Korea, Kenya and Bangladesh.

In a number of other countries, the organisation contributes to pension arrangements operated by national governments. Contributions to such schemes are expensed as incurred and the group has no further pension obligations to scheme members.

- » National staff service provisions: In some of its programme countries, Concern has legal or constructive obligations to pay lump sum service benefits to national staff on cessation of their employment. While the precise obligation varies from country to country, it typically requires that the amount payable be based on terminal salary and length of service. The schemes are not externally funded – i.e. assets have not been placed in separately administered trusts to meet liabilities as they arise. Instead, the gross value of service benefits earned is recognised as a liability at each balance sheet date. At the end of the year, the total liability recognised for these service benefits amounted to €3.1 million (see note 16 to the financial statements).

## Reserves Position

A key distinction is made between restricted income, which must be used only for the purpose specified by the donor, and unrestricted income, which is used by Concern for its general purposes in furtherance of its charitable objectives. Restricted income goes towards financing particular activities - agreed in advance with the donor. We use unrestricted income where flexible funding is needed most, for example in:

- » developing, testing and demonstrating the effectiveness of new approaches
- » reacting quickly to emergencies, before we receive dedicated appeal funding
- » investing in strategic activities to meet the growing needs of the organisation
- » leveraging institutional income (where to secure funding the organisation is expected to contribute a portion of the activity costs with the balance being met by the institutional donor)

We also use unrestricted income to finance our policy work and campaigns, and to meet essential running costs. Any income not fully utilised is retained in reserves as outlined below.

It is Concern's policy to retain only sufficient reserves to safeguard the continuity of its overseas operations, thereby committing the maximum possible resources to its programmes. The total reserves of €84.7 million at December 31, 2024, are detailed in note 17 to the financial statements and fall into two categories:

- » Restricted funds (€9.1 million): these funds are tied to particular purposes, which arise because of restrictions on their use imposed by the donor at the time of receipt or because the funds were collected in a public appeal to raise money for a particular purpose. It is the organisation's policy to fully apply such funds for the

purposes for which they were donated as quickly as possible.

- » Unrestricted funds (€75.6 million): these are of two types:
  - Designated funds (€72.2 million); these are unrestricted funds that have been allocated by the Board for a specific purpose and that are (as a result), not available for general usage. In line with the reserves policy of Concern, at the end of 2024, funds had been designated for five specific purposes as follows:
    - To cover the planned 2025 budget deficit (€2.5 million).
    - To recognise that a portion of reserves is tied up in the charity's fixed assets and is not therefore immediately available for other purposes (€15.3 million).
    - To ensure the continuity of operations (€34 million).
    - To cover the risk of holding assets in our overseas programmes (€0.5 million).
    - To finance investment in new strategic projects and fundraising opportunities, in line with the Strategic Plan 2021-2025 (€19.9 million).

- General unrestricted funds (€3.4 million); these represent funds which are available for the general purposes of the charity.

The reserves are managed in accordance with the organisational reserves policy approved in 2019 and the Board reviews the level of reserves held periodically. The last review was done in conjunction with the approval of the 2025 budget. At that time, it was agreed that reserves were in line with the policy, the restricted reserves should be utilised as soon as reasonably possible, and that the 2025 expenditure plans would include investments in fundraising activities, systems and programmes that would reduce designated reserves from the 2024 levels. It was also agreed that the Board would review the reserves policy during 2025.

## Going concern

Based on the results for the year, the year-end financial position and the approved 2025 budget, the Board believes that the charity has adequate resources to continue in operational existence for the foreseeable future.

The Board believes that there are therefore no material uncertainties that call into doubt Concern's ability to continue in operation. Accordingly, Concern continues to adopt the 'going concern' basis in preparing the financial statements.



### South Sudan

Dehlia\* runs a restaurant in Wedweil displacement site. Dehlia and her family are refugees from Darfur. **Photo:** Jon Hozier-Byrne/Concern Worldwide  
\*Name changed to protect the identity of the individual.

# Structure, Governance and Management

## Structure

Concern Worldwide ('Concern') is a company limited by guarantee, incorporated in Ireland under the Companies Act 2014.

The Constitution of Concern is the organisation's governing document. It provides for a membership-based organisation with a governing Board of Directors elected from the membership base.

The Constitution states that the main object for which the organisation exists is: "... the relief of poverty and the advancement of peoples in need". It is further stipulated that in pursuing the main object the organisation will focus on:

- » The ultimate elimination of extreme poverty in the world's poorest countries and regions through development programmes.
- » The provision of relief and assistance to peoples in need in situations of emergency.

Concern is a public benefit entity, the benefit it provides arises from its development and relief work.

The following are the main active members of the Group controlled by Concern Worldwide:

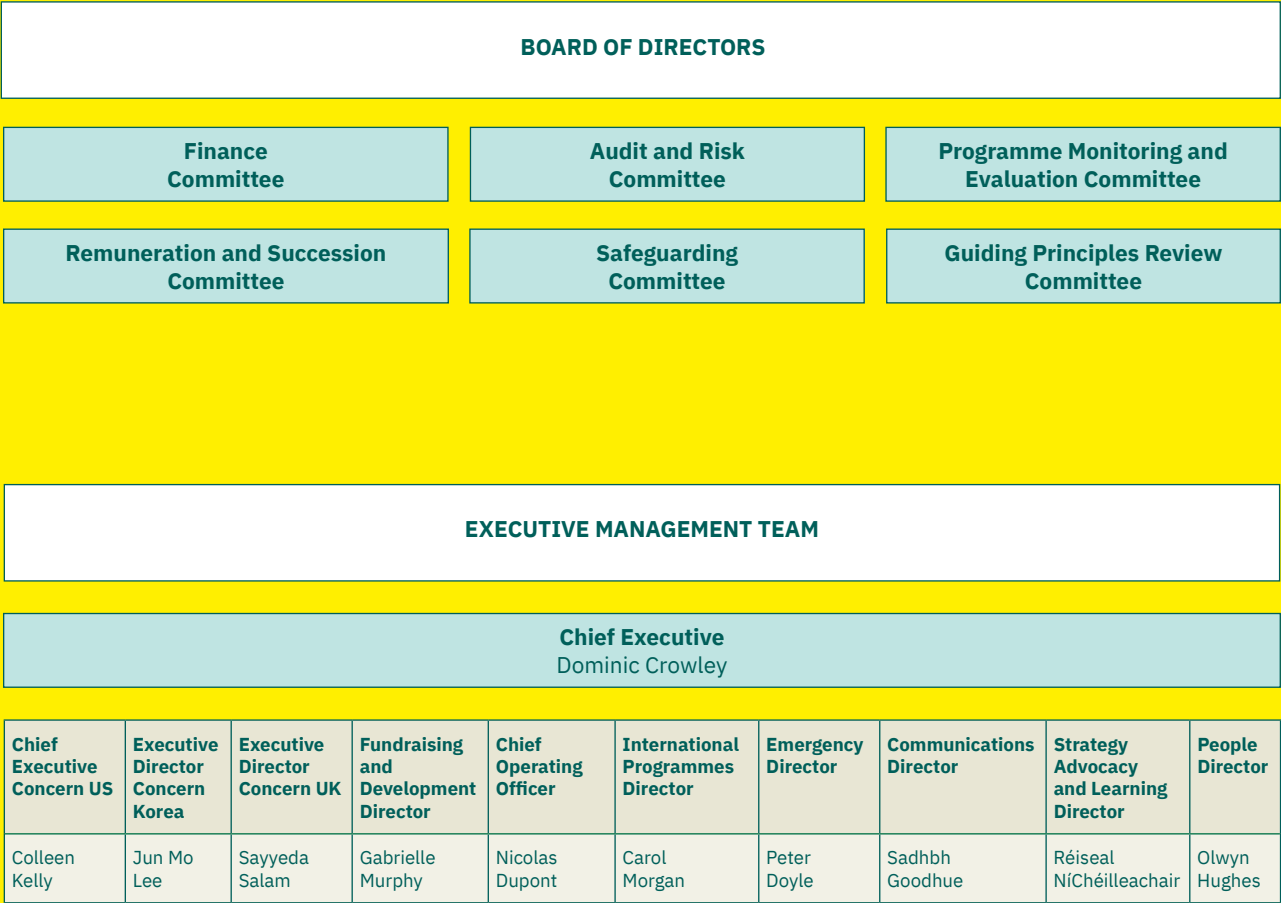
Body	Description	Activities	Status
<b>Concern Worldwide (UK)</b>	A company limited by guarantee – regarded as a subsidiary because Concern Worldwide is the sole member.	Supports the mission of Concern Worldwide through its fundraising activities; the provision of technical and other support; and advocacy for policy change and urgent action on extreme poverty.	Registered as a charity by the Charity Commission of England and Wales and by the Office of the Scottish Charity Regulator and recognised as a charity under Section 167 of the Charities Act (Northern Ireland) 2008.
<b>Concern Worldwide (Northern Ireland)</b>	A company limited by guarantee – regarded as a group member because Concern Worldwide (UK) is the sole member.	Operates and manages retail activities in Northern Ireland to generate funds for the Group.	Trading company and recognised as a charity by the Northern Ireland charity regulator.
<b>Concern Worldwide Korea Foundation</b>	A foundation set-up by Concern in Korea in 2015 – regarded as a subsidiary because Concern Worldwide can determine the composition of the Board of Directors.	Supports the mission of Concern Worldwide through its fundraising activities and by promoting and communicating the work of the organisation.	Registered as a charity with the Korean Ministry of Foreign Affairs and the Seoul Metropolitan City Government.
<b>Concern Charity Trading</b>	A company limited by guarantee – regarded as a subsidiary.	Established to facilitate specific fundraising activities on behalf of the organisation.	Trading company.

Concern Worldwide (US) Inc. is an affiliated but organisationally independent organisation based in the United States of America.



# STRUCTURE OF CONCERN

## Concern Worldwide Membership



## Governance and Management

### The Board

The Board of Directors is the governing body and has ultimate decision-making authority in Concern. Members of the Board of Directors, all of whom are non-executive, are drawn from diverse backgrounds and bring a broad range of experience and skills to Board's deliberations. The Executive Management Team, which includes the CEO, are the Key Management Personnel of Concern. None of the Executive Management Team are members of the Board of Concern.

### Role and Responsibility of the Board

The Board is collectively responsible for the overall success of Concern. As a voluntary and non-executive body, the Board delegates day-to-day decision-making powers to the CEO but does not absolve itself from its full responsibilities and remains fully accountable to the membership of Concern.

In addition, the Board retains exclusive responsibilities in a number of areas, including in:

- » Setting Concern's vision, mission, values and standards and ensuring that its obligations to its members and others are understood and met.
- » Providing leadership of Concern within a framework of prudent and effective controls that enable risk to be assessed and managed.
- » Setting Concern's strategic aims.
- » Monitoring and evaluating Concern's performance in the light of its strategic aims, objectives, business plans and budgets. This includes satisfying themselves on the integrity of financial information and that financial controls and risk management systems are robust and reliable.

There are clear distinctions between the responsibilities of the Board of Directors and the Executive Management Team, and the responsibilities of the Chair and the CEO. These distinctions are documented within the Concern Worldwide Governance Code and the Concern Authority Levels document, as approved by the Board.

Proposals relating to policy, strategic planning, and budgets and similar matters are drafted by the Executive Management Team for consideration and approval by the

Board, who then oversee and monitor implementation. All decisions are made within the framework of Concern's mission, vision and values.

### Board Recruitment and Succession Planning

As provided for by the Constitution, Board members are elected from amongst the Concern membership base. In addition, the Board itself is empowered to co-opt new members to meet specific requirements, as well as to fill any *ad hoc* vacancies. Once appointed, Board members serve for a fixed period of three years. They may be re-appointed, subject to an overall limit of nine consecutive, or twelve non-consecutive, years' service.

Succession planning for the Board falls under the remit of the Remuneration and Succession Committee (see below). Where vacancies arise or are forecast to arise through retirement, the Committee uses the available appointment mechanisms to ensure they are filled.

### Board and Committee Diversity and Skills

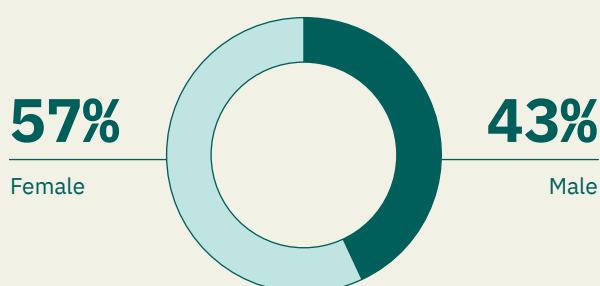
To ensure that the Board maintains the correct balance of skills and experience, Board members participate in a periodic survey, with responses consolidated into a diversity and skills matrix. Key areas of expertise, identified as being needed on the Board, include governance, sectoral/specialist programme knowledge, finance and risk management. The diversity and skills matrix is reviewed periodically by the Remuneration and Succession Committee and assists them in identifying the skills needed on the Board.

The Board has affirmed, in a resolution, its commitment to equality, diversity and inclusion. In this resolution, the Board states that it will maintain an inclusive leadership that models, represents and nourishes a culture where all identities are welcomed, valued and belong and will ensure that Concern continues to embrace greater levels of equality, diversity and inclusion.

### Induction, Training and Development

All Board members participate in an induction course shortly after appointment to familiarise themselves with their statutory responsibilities, their role as Board members, the Concern governance framework, Concern's humanitarian work, and Concern's risk environment. In addition, Board members are asked to complete a number of online training modules, on appointment and on an annual basis, and are invited to participate in training events, webinars and similar activities hosted, from time to time, by external bodies.

### Board of Directors Gender Breakdown



## Board Members

Members of the Board of Directors have legal responsibilities to Concern, as provided under the Concern Worldwide Constitution, and under company and charity law. Board Members must make decisions objectively in the best interests of Concern and are expected to adhere to the Concern Worldwide Governance Code. The members of the Board cannot, under the governing documents, receive remuneration for services to Concern and may only be reimbursed for incidental out of pocket expenses.

Below is a list of the Board members on the date this report was approved:

### Jumana Culligan

US

Jumana Culligan is the founder-owner of Paper, Ribbon, and Wrap, a boutique design company and retail store in the USA and she is also on the Board of Concern Worldwide (US) Inc. She is a graduate of the College of New Jersey, where she studied Finance, International Business, and French. The key skills she brings to the Board include marketing, client relations and a strong knowledge of philanthropy and the not-for-profit sector (particularly in the US).

### Donal D'Arcy

R G S K US

Donal D'Arcy (Chair) works in the Department of Justice in Ireland. He worked for Concern Worldwide from 2001 – 2012 and was elected to the Board of Concern in 2014. Donal served on the Audit and Risk Committee from 2015 until 2022 and was appointed to its Chair in 2019. Donal also served on the Board of Concern UK from 2015-2016 and has served on the Board of Concern US since 2019 and the Board of Concern Korea since 2022. Donal was elected to the Chair of Concern Worldwide in 2022. Donal's knowledge and experience of Concern, at all levels in the organisation, is one of the many areas of expertise that he brings to the Board.

### Kevin Doris Ejon

P

Kevin Doris Ejon is a broadcast journalist. She has worked extensively on radio and television in Uganda and with the BBC and Norwegian Broadcasting services. Kevin has a wealth of knowledge and experience of working with other organisations in the sector and brings her expertise in the area of fundraising/marketing to the Board.

### Áine Fay

A

Áine Fay is a humanitarian professional (retired) who has worked with Concern Worldwide for approximately 40 years. She was a volunteer in Bangladesh and has worked in multiple countries in Africa and Asia and in a variety of positions. She was also a member of the Emergency Response Unit and has worked in both the Dublin and New York offices. Áine brings her wealth of experience and knowledge of Concern, and the sector, to the Board.

### Ulric Kenny

F

Ulric Kenny is the Chairman and Principal of Fastnet Capital where he leads on the overall investment strategy and manages direct private company investments. He trained as a chartered accountant with PricewaterhouseCoopers in Waterford from 1991 before working for the firm in Toronto and then London. He is currently Chairman of Yuno Energy. Ulric has served as a member of the Concern Worldwide Finance Committee since 2022 and brings his expertise in finance, banking and governance to the Board.

### Vydehi Muppavarapu

P

Vydehi Muppavarapu is the Programme Manager for Monitoring and Evaluation at the Health Research Board (HRB) in Dublin, Ireland, where she leads the Monitoring and Evaluation portfolio for the Research Strategy and Funding Directorate. Prior to her role at HRB, she served as the Evaluation and Research Manager at Sport Ireland, where she managed an Evaluation team and successfully led on the design and implementation of a Research Strategy for the organisation. Vydehi brings her expertise in evaluations, data analysis and development practice to the Board.

### Youngshin Lee

K

Youngshin Lee is the CEO of the Korea Research-based Pharma Industry Association (KRPIA) and serves on the Board of Directors of the Concern Worldwide Korea Foundation. The key expertise that Youngshin Lee brings to the Board is her knowledge and experience in governance and strategy and her expertise in the areas of operations and risk management.

### Jason Murphy

F

Jason Murphy is a Chartered Accountant and Financial Controller at NewsWhip, a software company. Previously, he was Internal Audit Manager with Concern Worldwide and brings his expertise in finance and experience of Concern's overseas operations to the Board.

### David Ritchie

F R UK

David Ritchie (Company Secretary) is Chief Officer and Secretary General of the Representative Body of the Church of Ireland (the RCB). Having previously worked for Concern in both Cambodia (1991-1993) and Rwanda (1994), David brings his knowledge of Concern's operations as well as his expertise in charities governance, pensions and banking to the Board.

### Rachel Rodgers

P G

Rachel Rodgers is a former partner in two large Dublin law firms in the area of property and property related banking finance. Rachel joined the Board of Concern in May 2016 and is a member of Concern's Programme Monitoring and Evaluation Committee. With more than twenty years of law firm experience, Rachel brings her general corporate, legal and governance expertise to the Board.



**Yvonne Slattery**

A

Yvonne Slattery is a consultant in the regulatory and financial systems area within the insurance industry. She is a Fellow of the Institute of Chartered Accountants in Ireland with extensive experience in finance, operational and governance roles in the global and domestic (re) insurance sector. Her experience in these areas are the key skills that Yvonne brings to the Board.

**Dr Rosalyn Tamming**

P R G

Dr. Rosalyn Tamming is the Head of Policy, Research and Public Affairs in the National Disability Authority in Ireland. Dr. Tamming joined Concern in 1996, initially as a volunteer and worked in several of Concern's country programmes. She came back to the organisation in 2009 as Head of the Health Unit and latterly as the Health and Research Specialist. She brings her specialist sector expertise to the Board.

**Abraham Wanta**

P

Abraham Wanta is a humanitarian professional (retired) and has most recently served as Country Director for Concern Worldwide in Sudan. Abraham joined the Board at the start of 2024. Other senior roles held by Abraham include that of Programme Director (Ethiopia), Regional Conservation Agriculture Coordinator for Southern Africa and National Livelihood Programme Manager (Angola). Abraham is based in Ethiopia and brings a wealth of experience and sectoral knowledge to the Board.

**Donald Workman**

F G

Donald Workman is a former Executive Chairman of RBS in Asia, and a former chair of the Board of Trustees of Concern Worldwide (UK). He is a trustee of the Robertson Trust - Scotland's largest grant giving charity. Donald's expertise in finance, banking, governance and managing large international operations are the key skills he brings to the Board.

**Committee Membership Key**

- F** Finance
- A** Audit and Risk
- P** Programme Monitoring and Evaluation
- R** Remuneration and Succession
- S** Safeguarding
- G** Guiding Principles Review

**Board Member of Subsidiaries and Affiliates Key**

- UK** Concern UK
- K** Concern Korea
- US** Concern US

The Board met formally six times during 2024, attendance of eligible members was as follows:

Board Member	Meetings Attended	Meetings Eligible
Jumana Culligan	1	6
Donal D'Arcy	6	6
Kevin Doris Ejon	3	6
Áine Fay	4	4
Ulric Kenny	4	4
Youngshin Lee	3	6
Vydehi Muppavarapu	3	4
Cormac Murphy	5	6
Jason Murphy	5	6
David Ritchie	6	6
Rachel Rodgers	6	6
Yvonne Slattery	5	6
Rosalyn Tamming	6	6
Abraham Wanta	1	6
Donald Workman	6	6

**Members who retired/resigned in 2024**

Christine Barrett	2	2
Catherine Corcoran	2	2
Mark Devlin	1	1
Colin Gordon	2	2
Vincent Murphy	2	2
Bernadette Sexton	0	0

Key areas reviewed and approved by the Board in 2024 included briefings on progress against the Concern Worldwide Strategic Plan (2021-2025), Concern's Annual Budget, budget revisions and management accounts, the Annual Programme Progress Report, the Annual Risk Review Report, key policy changes, pay adjustments for 2025 and compliance with governance codes and standards.

The Board also convened a working group to reflect on Concern's approach to governance and contemporary thinking about governance frameworks and models. One of the key objectives for this group was to ensure that serving on the Board of Concern Worldwide remained a sustainable proposition for volunteer non-executive Directors. This group reported back to the Board in late 2024. Implementation of the approved proposals is expected to take place over the course of 2025 and 2026.

## Conflicts of Interest

A comprehensive conflict of interest policy is in place that requires Board and Committee members to disclose and manage actual or potential conflicts of interest and/or activities or relationships that may give rise to a perception of a conflict of interest.

Annual declarations of conflicts of interest are made by Board and Committee members and the Executive Leadership Team. All Board and Committee members are asked to declare any conflicts of interest at the start of each Board and/or Committee meeting.

The conflicts of interest policy, which forms part of the Concern Worldwide Governance Code, was updated in June 2024.

## Board Committees

The majority of Board members hold additional responsibilities in relation to Board Committees. The membership of these Committees includes at least two Directors as well as specialists who are not members of the Board, but who volunteer their expertise to assist the Committees on an ongoing basis.

The Board has five Committees and, for a period in 2024, had one additional Committee as follows;

**Finance Committee** – this Committee monitors the organisation's financial results and policies and advises the Board on financial management, reporting, treasury and reserves. The Committee met seven times during 2024, attendance was as follows:

Committee Member	No. Attended/ No. Eligible
Ulric Kenny	5/7
Jason Murphy	7/7
Vincent Murphy (Chair to June 2024)	3/3
Donald Workman (Chair from June 2024)	7/7

During 2024, the items reviewed and approved by the Committee included quarterly management accounts, the 2023 Annual Report (jointly with the Audit and Risk Committee) and the 2025 budget.

**Audit and Risk Committee** – this Committee monitors the control and risk management systems of Concern and advises the Board on internal controls, risk and compliance. The Committee met five times during 2024, attendance of eligible members was as follows:

Committee Member	No. Attended/ No. Eligible
Victoria Akinboro	5/5
Christine Barrett	2/2
Gemma Collins	4/5
Áine Fay (Chair from November 2024)	1/2
Yvonne Slattery (Chair to November 2024)	4/5

During 2024, the items reviewed and approved by the Committee included internal audit reports, risk review reports and key policy documents including the Anti-Fraud Policy, Whistleblowing Policy and Conflict of Interest Policies.

**Programme Monitoring and Evaluation Committee** – this Committee monitors the quality of Concern's programme work and advises the Board on programme policies and programme evaluations. The Committee met on three occasions during 2024, attendance was as follows:

Committee Member	No. Attended/ No. Eligible
Catherine Corcoran	2/2
Kevin Doris Ejon	0/3
Caitriona Dowd	2/3
Vydehi Muppavarapu (Chair from November 2024)	3/3
Victor Otero	1/3
Rachel Rodgers	2/3
Rosalyn Tamming (Chair to November 2024)	2/2
Abraham Wanta	0/3

During 2024, the items reviewed by the Committee included the Annual Programme Progress Report, the Environment and Climate Programming Report and the Protection Report.

**Remuneration and Succession Committee** – this Committee monitors pay and reward policies across the organisation and oversees succession planning at Board and executive management level. It advises the Board on these areas as well as on Board processes and effectiveness. This Committee met twice during 2024, attendance was as follows:

Committee Member	No. Attended/ No. Eligible
Donal D'Arcy (Chair)	2/2
Vincent Murphy	1/1
David Ritchie	1/2
Rosalyn Tamming	2/2

During 2024, this Committee reviewed the proposed pay adjustments for 2025, the Board and Committee succession plan, the Concern Worldwide Governance Code and Governance Codes Compliance Reports.

**Safeguarding Committee** - the role of this Committee is to work collaboratively with the leadership of Concern to ensure safeguarding in the organisation is being managed in line with legislation and good practice.

This Committee met twice during 2024, attendance was as follows:

Committee Member	No. Attended/ No. Eligible
Donal D'Arcy (Chair)	2/2
Linda Horgan	2/2

During 2024, the committee received an update on the Protection and Safeguarding Strategic Framework and on safeguarding investigations.

**Guiding Principles Review Committee** – A temporary Board Advisory Committee was established in August 2024 to provide clear and high-level steering and oversight of the review of the Concern Worldwide Policy Statement. This Committee met four times during 2024, attendance was as follows:

Committee Member	No. Attended/ No. Eligible
Donal D'Arcy	3/4
Rachel Rodgers	4/4
Rosalyn Tamming	4/4
Donald Workman	4/4

This Committee has provided input and guidance on the development of an updated Policy Statement for Concern Worldwide and their work will continue in 2025.

**Board Training and Development**

Opportunities for Board members to engage in training and development were provided through the Institute of Public Administration Governance Forum, of which Concern was a member. In addition, all Board members are encouraged to participate in at least one Country visit to view Concern’s programmes during their term on the Board.

**Board Evaluation**

The Board reviews its effectiveness each year and recruits external experts to conduct these reviews on a triennial basis.

The last external review took place in 2023 and during 2024 we continued to work to address the recommendations made. During 2024, the Board reviewed the efficiency and effectiveness of its own operations and noted that while the results were largely positive, there was some room to improve. In December 2024, the Board expressed their support for recommendations shared by a working group established to review Governance practices and Committee structure. Activities to implement these recommendations will be carried out in 2025 and 2026.

**Standards**

The Board of Directors of Concern is committed to maintaining high standards of corporate governance. It has taken action to ensure that the organisation is fully compliant with the principles outlined in the Charities Governance Code, issued by the Charities Regulator of Ireland, and the Irish Development NGOs Code of Corporate Governance, as produced by the Corporate Governance Association of Ireland, partnered with Dóchas.

A review of the organisation’s compliance with the principles of each Code is conducted annually.

Concern has been awarded ‘Triple-Lock’ membership from Charities Institute Ireland, which demonstrates our commitment to good practice in all aspects of good governance, transparency and fundraising and is committed to upholding the principles outlined in the Dóchas Guide to Ethical Communications.

**Internal Control and Organisational Risk Management**

**Internal control**

Concern operates in a wide variety of environments. As an organisation, we are committed to having appropriate systems and controls in place, in all locations, to ensure that assets are safeguarded and utilised only for the purposes intended.

We seek to achieve this by recruiting qualified and experienced staff, providing them with suitable training and by giving them effective support in carrying out their work. Clear policies and procedures are in place and compliance is regularly reviewed. These systems are felt to be adequate and provide a high degree of assurance that resources are properly applied. That said, we operate in corruption prone environments, such as fragile states and humanitarian emergencies, and in these circumstances no system provides absolute guarantees. For this reason, we have strong compliance and whistleblowing systems and a well-established an internal audit and investigations function that both monitors compliance and investigates any suspicious transactions.

During 2024, 77 allegations of fraud and theft were reported. Investigation of these allegations uncovered 12 incidents that caused loss to Concern. Our estimated loss due to fraud in 2024 is €4,152. As an organisation, we have a zero-tolerance attitude towards fraud. We work hard to ensure that any possible frauds are investigated promptly, that restitution is secured, that appropriate disciplinary actions are taken and that, where possible, the case is referred to the local policing authorities. Fraud mitigation activities are outlined in the risk management section of this report.

**Organisational Risk Management**

In Concern, we have a comprehensive process to identify and rank significant organisational risks. The process also considers how these risks are managed and how they are reported and monitored.

a. Annual Risk Review

As part of the risk management process, an annual risk review is undertaken. The purpose of the risk review is to ensure that the organisation is not, on an on-going basis, exposed to an unacceptable level of preventable risk. The major risks identified by the 2024 review are listed below:



2024 Risk		Change Vs 2023
<b>FINANCIAL SUSTAINABILITY</b>		No change ↔
<p><b>Attracting diverse sources of institutional funding and fundraising income is key to reach as many programme participants as possible and to achieve our goal of reaching the furthest behind first.</b></p>	<p><b>Risk:</b> The risk here is that a significant reduction in any of our funding streams could impact our financial sustainability and strategy implementation.</p> <p><b>Mitigating actions:</b> This risk is managed by ensuring we maintain a diverse funding mix in terms of donors, fundraising and funding instruments (grants, commercial contracts, and private sector sponsors), strong financial monitoring and budgeting processes, institutional funding supports and income growth strategies.</p>	
<b>SECURITY</b>		No change ↔
<p><b>Concern operates in regions where the political and social environment make the security of staff a significant concern. The inherent instability of our operating environments compounds the risk of staff security.</b></p>	<p><b>Risk:</b> There has been increased government hostility to INGOs through hostile law making, a reduction in operational space and a rise in access restrictions, limiting access to affected populations. This risk can lead to programme suspension, financial loss and reputational damage.</p> <p><b>Mitigating actions:</b> This risk is managed by ensuring staff adhere to the Security Policy, keeping Security Management Plans up to date, establishing Security Focal Points in all programme offices, reporting security incidents through the Security Incident Reporting Tool (SIRT), crisis management planning and country security support visits and training.</p>	
<b>FRAUD AND CORRUPTION</b>		No change ↔
<p><b>The complex fragile environments of our country programmes heighten risks of fraud, bribery, and corruption. Increased uncertainty and instability (particularly economic) are likely to increase the motivation of fraudsters.</b></p>	<p><b>Risk:</b> The risk is that a material fraud committed by employees or partners/contractors may adversely affect our relationship with donors and other external stakeholders; could result in a financial loss and/or reputational damage; and could negatively impact programme implementation.</p> <p><b>Mitigating actions:</b> We have a comprehensive suite of policies and procedures in place to detect and prevent fraud. We have dedicated Internal Audit and Investigations Units to verify that controls are operating effectively, provide fraud awareness training, and to investigate allegations of misconduct/fraud. We have due diligence procedures in place to assess the potential risk of working with partners (local and international) and we have different oversight structures in place to ensure that all levels of the organisation are held to account.</p>	
<b>ORGANISATIONAL CHANGE</b>		New
<p><b>The operational environment in which we work is constantly evolving. We are expecting a period of significant change in the coming year.</b></p>	<p><b>Risk:</b> While we are committed to changing how we support local teams, the speed and breadth of change is challenging. The risk is that, if we fail to adapt appropriately, or to coordinate these changes effectively, we may not achieve our strategic objectives.</p> <p><b>Mitigating actions:</b> Concern manages change by aligning efforts in three key areas: strategy, people, and behaviours (communications, training) and the underlying infrastructure (systems, processes, procedures).</p>	
<b>SAFEGUARDING</b>		No change ↔
<p><b>This risk encompasses all types of inappropriate behaviour by our staff and others associated with Concern.</b></p>	<p><b>Risk:</b> The risk is that our organisational systems and processes fail to protect programme participants and target communities from harassment, exploitation or abuse and that communities and the people we aim to assist do not feel safe or trust Concern to access the life-saving services provided. Apart from the devastating impact on local communities, this risk impacts our reputation, and financial and operational sustainability.</p> <p><b>Mitigating actions:</b> Concern has a dedicated Protection and Safeguarding Unit and an organisational protection and safeguarding strategic framework. These have supported the development and enforcement of strong policies, good recruitment practice and the provision of ongoing training and guidance.</p>	

2024 Risk		Change Vs 2023
<b>COMPLIANCE</b>		No change ↔
<b>The diversity of Concern's institutional donor portfolio and the number of countries in which Concern operates means its compliance obligations are onerous.</b>	<p><b>Risk:</b> The risk is that financial losses can occur as regulators can impose fines and donors can recoup funding through disallowed costs if their rules are not adhered to. Persistent or very large, disallowed costs would also have an impact on Concern's ability to secure future funding. There is also media interest in exposing infringements by charities.</p> <p><b>Mitigating actions:</b> The organisation manages this risk through staff training and a range of other activities. These include our comprehensive suite of internal policies and procedures that are updated on a regular basis to ensure compliance with new donor and regulatory requirements. There has also been an increase in logistics and compliance resources to support country programmes to address the increase in compliance requirements.</p>	
<b>STAFF RECRUITMENT AND RETENTION</b>		No change ↔
<b>Our people are our greatest asset. To achieve our objectives, Concern staff must have the adequate level of skills and experience to build effective and lasting relationships with all key stakeholders including local communities, institutional donors and the general public.</b>	<p><b>Risk:</b> If we fail to attract, engage and retain staff with the sufficient skills and experience, we risk failing in delivering our strategic plan.</p> <p><b>Mitigating action:</b> Significant steps have been taken by the organisation to streamline the recruitment process and to attract new recruits. The development of existing staff is also a continued priority and there are several ongoing initiatives in this area. There is a Global Pay Policy and Global Banding Framework in place to ensure consistent and fair pay which is measured through benchmarking assessments and subsequent pay adjustments.</p>	
<b>SYSTEM FAILURE, CYBER-ATTACK AND DATA SECURITY</b>		No change ↔
<b>We rely on our ICT infrastructure to run our day-to-day operations, to store and process data and to monitor and record our activities.</b>	<p><b>Risk:</b> The key risks related to system failure, cyber-attacks, and data security include financial loss and disruption, or reputational damage arising from data breaches. System failure risks impact operational effectiveness due to breakdowns in key business and support systems. Reliability risks arise from inadequate system maintenance, leading to for example, loss of access. Agility risks stem from deficiencies in communication, leadership, and investment, reducing overall performance.</p> <p><b>Mitigating actions:</b> There are several internal controls operating to mitigate these risks including alternative power supplies, diverse technologies to back up our data, cyber security tools, policies, user awareness campaigns and a dedicated data protection officer.</p>	
<b>PROGRAMME IMPACT (REPLACING THE PROGRAMME QUALITY RISK)</b>		New
<b>In 2023, one of our key risks was the potential failure to deliver quality programmes. After extensive discussions, it was recognised that the greater risk lies in the actual impact of our programmes on participants and the environment. Ensuring a positive impact is critical to fulfilling our commitments to programme participants.</b>	<p><b>Risk:</b> Key risks to achieving a positive programme impact may be brought about by inadequate monitoring and evaluation systems, exacerbated by limited access due to insecurity. Partner-related risks involve issues with quality, capacity, coordination, and oversight. Environmental risks stem from unintended harm or failure to support climate resilience. Pharmaceutical risks include mismanagement of supply chains, improper hazardous waste disposal, lack of expertise, and weak monitoring of pharma projects. Construction risks involve poorly managed projects that may harm participants or the environment.</p> <p><b>Mitigating actions:</b> Programme impact risk is mitigated by various control processes including through the design and implementation of Country Strategic Plans, and Partnership guidelines, Environmental Impact Assessments, pharma procurement procedures. A range of supports is provided to country programmes through technical advisors, desk officers, regional directors and other supporting staff members.</p>	
<b>STAFF HEALTH AND WELLBEING</b>		Decreasing ↓
<b>Concern's programmes operate in high-risk, insecure areas with limited healthcare facilities. The health and wellbeing of our staff are of utmost importance, and we are committed to fostering safe and supportive working environments.</b>	<p><b>Risk:</b> Staff face risks of burnout, illness, or incapacity due to the demanding and fragile environments in which they work. These challenges impact staff retention, performance, and overall organisational objectives. Additionally, staff wellbeing is closely tied to the successful delivery of high-quality programmes.</p> <p><b>Mitigating actions:</b> To address these risks, Concern has implemented comprehensive support measures, including organisation-wide illness policies, Employee Assistance Programmes, health insurance, and training resources via Learn365. A dedicated Wellbeing Task Force raises awareness through workshops, particularly during the annual Wellbeing Week. Pre- and post-deployment medical checks and resilience briefings for international staff help ensure they are both physically and mentally prepared for their roles.</p>	

## Organisational Risk Management (continued)

### a. Annual Risk Review (continued)

The Climate Crisis has been removed as a key organisational risk as it was agreed that this must be treated as a longer term 'structural force' that is already unfolding and making the world less stable. It is within this context that our key organisational risks have been analysed. Climate change increases the likelihood and impact of our key risks, in particular compliance, programme impact and security.

For each of the above risks, the organisation determines its risk exposure and tolerance and, where necessary, develops action plans to bring these factors into alignment.

A risk review report and register is reviewed by the Audit and Risk Committee and approved by the Board annually.

### b. Risk Appetite

Our **Risk Appetite Statement**, summarised in the table below, sets out the net risk appetite levels for each key risk. We engage in reasonable risk taking. Our priority is on minimising excessive exposure to risk, whilst accepting and encouraging an increased degree of justified risk in pursuit of our objectives. Our risk appetite varies according to the activity undertaken.

### c. Executive Management quarterly risk review

Every quarter, the Executive Management Team review the top risks for the organisation and reflect on whether there

have been any major changes to Concern's risk profile since the previous review which would result in any element of the existing risk management plan being no longer appropriate and/or sufficient. Based on this assessment, management consider whether the Red, Amber, Green rating for any risk needs to be changed from the default classification Green to either Amber or Red in accordance with the following classification system:

●	Escalation to the Board and immediate action required.
●	Closer monitoring by the executive management team and/or additional action required.
●	Existing risk management plan in place remains appropriate (default classification).

No risks were escalated to the Board during 2024.

### d. Interim Risk Review

Six months after the annual risk review is approved, an interim risk review is carried out. This review considers if any changes are needed to the risk register and an update is provided on the planned risk mitigation activities already undertaken.

Overall, the Board of Directors is satisfied that systems are in place to monitor, manage and mitigate Concern's exposure to its major risks.

Risk Appetite Level	Description	2024 Risk
<b>High</b>	We will take justified risks and are open to innovation. We choose options with greater outcomes despite higher net risk.	» Security*
<b>Flexible</b>	We will take strongly justified risks e.g. ambition to grow scale and mix of income. Activities leading to significant benefit or opportunity may carry medium/high net risk.	» Financial Sustainability - Fundraising
<b>Cautious</b>	We are willing to tolerate a degree of risk when selecting activity to achieve key outcomes, where there is significant benefit or opportunity. Activities may carry a high gross risk but have adequate controls that reduce net risk to medium/low.	» Recruitment and Retention » Financial Sustainability - Institutional Funding » Programme Impact » Organisational Change
<b>Low</b>	Conservative approach with low level of net risk.	» Donor and Regulatory Compliance » System Failure, Data Security
<b>Zero</b>	Avoidance of risk is a core objective e.g. areas which involve a breach of a core policy or standard e.g. Safeguarding, Fraud and Corruption.	» Safeguarding » Fraud and Corruption » Staff Health and Wellbeing » Cyber Security

\*For Security Risks, our risk appetite is case and context dependent.



# Other Matters

## Lobbying and Political Contributions

There were no political contributions in 2024, and as a result, no disclosures are required under the Electoral Act, 1997.

As required under the Regulation of Lobbying Act 2015, Concern now records all lobbying activity and communications engaged in with Designated Public Officials (DPOs). It has made the returns and submissions required by the Act.

## Post Balance Sheet Events

Following the year end, changes have arisen in the expected levels of institutional funding from several key donors. These developments have affected planned expenditure on international programmes and support office operations. In response, management has presented a range of potential scenarios to the Board to assess the implications of what remains a highly fluid situation regarding actual and potential reductions in funding. As a result, the Board and management have agreed to initiate a review of the Dublin office staffing structure. This will include the implementation of both voluntary and compulsory redundancy programmes. The cost of the restructuring is currently indeterminable, as the process is in its early stages, but the restructuring of the Head office is not expected to have a material impact on the charity's financial performance for 2025. A similar review is underway for programme staff, both national and international, associated with discontinued activities.

## Accounting Records

The Board of Directors believe that they have complied with the requirements of Chapter 2 of Part 6 of the Companies Act, 2014 with regard to books of account, by employing personnel with appropriate expertise and by providing adequate resources to the financial function. The books of account are maintained at the group's registered office in 52-55 Lower Camden Street, Dublin 2.

## Auditor

The Auditor, KPMG, has agreed to continue in office under Section 383(2) of the Companies Act, 2014.

## Directors' Compliance Statement

It is the policy of Concern:

- a. to comply with its relevant obligations as defined in section 225 of the Companies Act 2014;
- b. to put in place arrangements and structures that provide a reasonable assurance of compliance in all material respects by Concern with its relevant obligations, which arrangements and structures may, if the directors so decide, include reliance on the advice of one or more than one person employed by Concern or retained by it under a contract for services, being a person who appears to the directors to have the requisite knowledge and experience to advise Concern on compliance with its relevant obligations; and
- c. to review, on an annual basis, the arrangements or structures in place.

During the Financial year, the arrangements or structures referred to above have been reviewed.

# Looking Ahead – Plans for the Future

Over the next year, we know that humanitarian needs will continue to rise and that human-induced conflict will increase the number of people forcibly displaced from their homes. It is estimated that one in five children globally – around 400 million children in total – are currently living in or fleeing from conflict zones

Meanwhile, the impact of climate change will continue to be felt disproportionately by communities least responsible for causing it. Global economic instability is deepening vulnerability, pushing already at-risk families further into hunger and poverty. These challenges are compounded by a growing wave of budget cuts from key institutional donors which place additional strain on an already overstretched humanitarian sector.

Concern remains focussed on finding sustainable solutions to these global challenges, while continuing to support people living in poverty and vulnerability. One example of our commitment to innovation is a newly launched three-year study in Burundi, Liberia, and Niger. This initiative explores how small and medium enterprises (SMEs) can play a role in linking micro-businesses and smallholder farmers with markets in ways that reduce poverty. This project will also develop an evidence-based pilot to promote fair and inclusive market participation.

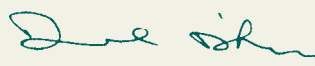
We will continue to strengthen our partnerships and alliances so that we can respond effectively to emergencies – whether they involve small-scale supply shortages, access constraints, extreme weather events, displacement, large-scale ‘natural’ disasters, or protracted or sudden-onset conflict.

We are taking strategic steps to mitigate the impact of the rapidly growing financial pressures facing both Concern and the wider humanitarian and development sector. In

the last five years, the global humanitarian funding gap has widened, and in 2024, less than half of the global humanitarian funding requirements were met. In 2025, further and deeper funding cuts have been made, and more are expected. Concern will continue to advocate at national and international levels for governments and major funding institutions to reverse cuts and increase – or at least protect – funding for overseas development aid. In parallel, we will continue to seek innovative ways to continue to support those who need it most.

In this context, we have had to make some difficult decisions, including reducing staff numbers in several of our country programmes, as well as in our Dublin and other support offices. Unfortunately, the funding crisis may require us to take further measures. We are currently reviewing how best to do this while maintaining the capacity to deliver lifesaving and life-changing interventions for the world’s poorest and most vulnerable communities.

We are confident that we will successfully navigate our way through these challenging and uncertain times. Concern has a long history of delivering both development and emergency responses, often in countries where the need for both co-exists. In 2025, as we continue to adapt our programmes to better serve those we support, we will reflect and plan for the future, drawing on our organisational strengths to develop our next Strategic Plan which will serve as a pathway for a clear, considered and sustainable future.



**Donal D'Arcy**  
Director



**David Ritchie**  
Director

26 April 2025



**Liberia**

Favor B Tarr, with some of the produce from her vegetable farm at Kaytor Town, Grand Bassa, Liberia. The community is being supported by Concern in an integrated programme called IFANCI. **Photo:** Kieran McConville/Concern Worldwide



# Legal and Administrative Information

## Board Members

The following were members of the Board of Concern Worldwide at the date on which the financial statements were approved:

Jumana Culligan  
 Donal D'Arcy - Chair  
 Kevin Doris Ejon  
 Áine Fay  
 Ulric Kenny  
 Youngshin Lee  
 Vydehi Muppavarapu  
 Jason Murphy  
 David Ritchie – Vice Chair and Company Secretary  
 Rachel Rodgers  
 Yvonne Slattery  
 Rosalyn Tamming – Vice Chair  
 Abraham Wanta  
 Donald Workman

Áine Fay, Ulric Kenny, Youngshin Lee, Vydehi Muppavarapu and Jason Murphy stood for election at the Annual General Meeting in June 2024 and were appointed to the Board.

Christine Barrett resigned from the Board in May 2024. Catherine Corcoran and Colin Gordon retired from the Board in June 2024. Vincent Murphy resigned from the Board in June 2024. Cormac Murphy resigned from the Board in March 2025.

*\*indicates that the Committee member is not a member of the Board but has offered their time and expertise to assist the Committee in its work.*

## Committees of the Board and other information

### Finance Committee

Ulric Kenny  
 Jason Murphy  
 Donald Workman – Chair (from June 2024)  
 Vincent Murphy – Chair (to June 2024)

### Programme Monitoring and Evaluation Committee

Kevin Doris Ejon  
 Caitriona Dowd\*  
 Vydehi Muppavarapu – Chair (from November 2024)  
 Victor Odera\*  
 Rachel Rodgers  
 Abraham Wanta

Catherine Corcoran (to June 2024)  
 Rosalyn Tamming – Chair (to November 2024)

### Audit and Risk Committee

Victoria Akinboro\*  
 Gemma Collins\*  
 Áine Fay – Chair (from November 2024)  
 Yvonne Slattery – Chair (to November 2024)

Christine Barrett (to May 2024)

### Remuneration and Succession Committee

Donal D'Arcy - Chair  
 David Ritchie  
 Rosalyn Tamming  
 Vincent Murphy (to June 2024)

### Safeguarding Committee

Donal D'Arcy – Chair  
 Linda Horgan (Chair of Concern Worldwide (UK))  
 Christine Barrett (to May 2024)  
 Mark Devlin (to April 2024)

### Guiding Principles Review Committee

Donal D'Arcy - Chair  
 Rachel Rodgers  
 Rosalyn Tamming  
 Donald Workman

**Principal Banker**

Bank of Ireland  
2 College Green  
Dublin 2

**Solicitors**

Mason Hayes & Curran LLP  
South Bank House  
Barrow Street  
Dublin 4

**Auditor**

KPMG  
Chartered Accountants  
1 Stokes Place  
St. Stephen's Green  
Dublin 2

**Registered Office**

52-55 Lower Camden Street  
Dublin 2

**Company Registration Number**

39647

**Charity Registration Number**

20009090

**Revenue Charitable Status Number**

5745

**Executive Management Team**

Chief Executive Officer  
Dominic Crowley

Chief Operations Officer  
Nicolas Dupont

Communications Director  
Sadhbh Goodhue

Emergency Director  
Peter Doyle (from March 2025)

Fundraising and Development Director  
Gabrielle Murphy

People Director  
Olwyn Hughes

International Programmes Director  
Carol Morgan

Strategy, Advocacy and Learning Director  
Réiseal Ní Chéilleachair

Executive Director, Concern (UK)  
Sayyeda Salam

Executive Director, Concern Korea  
Jun Mo Lee

Chief Executive Officer, Concern US  
Colleen Kelly

During 2024, Louise Supple and Connell Foley retired.  
Sarah Hegarty, Aoife Gleeson and David Regan resigned.

Finance Director during 2024  
Cathal Callan

# Statement of Directors' Responsibilities

## in respect of the Report of the Board and Financial Statements

The directors are responsible for preparing the Report of the Board and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the Group and Company financial statements in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland as applied in accordance with the provisions of Companies Act 2014 and with the Accounting and Reporting by Charities; Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102 (issued in October 2019) (the "Charities SORP").

Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the Group and Company and of the Group's income and expenditure for that year.

In preparing the Group and Company financial statements, the directors are required to:

- » select suitable accounting policies and then apply them consistently;
- » make judgements and estimates that are reasonable and prudent;
- » state whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- » assess the Group's and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- » use the going concern basis of accounting unless they either intend to liquidate the Group or Company or to cease operations, or have no realistic alternative but to do so.

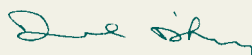
The directors are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the assets, liabilities, financial

position, income and expenditure of the Company, and which enable them to ensure that the financial statements are prepared in accordance with the applicable accounting framework and comply with the provisions of the Companies Act 2014.

They are responsible for such internal controls as they determine are necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Group and Company and to prevent and detect fraud and other irregularities. The directors are also responsible for preparing a directors' report that complies with the requirements of the Companies Act 2014.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On behalf of the Board



**Donal D'Arcy**  
Director



**David Ritchie**  
Director

26 April, 2025



**Bangladesh**

Rozina Akter mother of three children and recipient of Concern Worldwide's small business (Nakshi Kantha/ Design blanket) project, working outside her home in Cox's Bazar.

**Photo:** Saikat Mojumder/ Concern Worldwide

# Independent Auditor's Report

to the Members of Concern Worldwide

## Report on the audit of the financial statements

### Opinion

We have audited the financial statements of Concern Worldwide ('the Company') and its consolidated undertakings ('the Group') for the year ended 31 December 2024, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated Cash Flow Statement and related notes, including the summary of significant accounting policies set out in note 1.

The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland ("FRS 102") as applied with regard to Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102 (issued in October 2019) (the "Charities SORP").

In our opinion:

- » the financial statements give a true and fair view of the assets, liabilities and financial position of the Group and Company as at 31 December 2024 and of the Group's income and expenditure for the year then ended;
- » the financial statements have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- » the financial statements have been properly prepared in accordance with the requirements of the Companies Act 2014.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with ethical

requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the Company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

### Other information

The directors are responsible for the other information presented in the Annual Report together with the financial statements. The other information comprises the information included in the Report of the Board, the Message from the Chair, the Message from the Chief Executive, the Who We Are and What We Do section, the Where We Work section, the Legal and Administrative Information section and the Appendices. The financial statements and our auditor's report thereon do not comprise part of the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially



misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work we have not identified material misstatements in the other information.

Based solely on our work on the other information undertaken during the course of the audit, we report that:

- » we have not identified material misstatements in the Report of the Board;
- » in our opinion, the information given in the Report of the Board is consistent with the financial statements; and
- » in our opinion, the Report of the Board has been prepared in accordance with the Companies Act 2014.

#### **Our opinions on other matters prescribed by the Companies Act 2014 are unmodified**

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

#### **Matters on which we are required to report by exception**

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

## **Respective responsibilities and restrictions on use**

#### **Responsibilities of directors for the financial statements**

As explained more fully in the directors' responsibilities statement set out on page 78, the directors are responsible for: the preparation of the financial statements including being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Group's and Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence


the economic decisions of users taken on the basis of these financial statements.

A fuller description of our responsibilities is provided on IAASA's website at <https://iaasa.ie/publications/description-of-the-auditors-responsibilities-for-the-audit-of-the-financial-statements/>.

#### **The purpose of our audit work and to whom we owe our responsibilities**

Our report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

30 April 2025



**Richard Hobson**

for and on behalf of

#### **KPMG**

Chartered Accountants, Statutory Audit Firm  
1 Stokes Place  
St. Stephen's Green  
Dublin 2

# Financial Statements

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Since 2023, Concern has been implementing the project “Improving Coping Mechanisms and Responses to New Emergencies in the Most Vulnerable Fragile Communities in Eastern DRC”, as part of Irish Aid’s Chronic Humanitarian Crisis (CHC) funding stream.

Through this project, Concern works with conflict-affected communities in Beni territory, North Kivu Province to help them recover from shocks and build resilience.

In 2024, Concern supported 350 households to restore and diversify economic activities, improving their capacity to build more resilient livelihoods. This support included vocational trainings, literacy classes, and coaching on business skills; cash and asset transfers; and the establishment of Village, Savings and Loans Associations (VSLAs) to provide members with access to local financial services. This packet of activities enables participants to launch their own income generating activities (IGAs), helping them to become economically self-sufficient, improve household food security and build resilience.

Marigo is an elderly woman and lives in Rwangoma neighbourhood in Beni town. She describes how the CHC project has helped her to cover her immediate needs and develop a source of income. Over the course of 2024, Marigo attended trainings on literacy and business planning, became a member of a VSLA and learned how to participate, and received \$244 worth of cash transfers to cover her basic needs and invest in her chosen IGA.

“  
Thanks to  
the monthly  
transfers I  
was able to  
buy trees,  
sheet metal  
and nails  
to build a  
house



FEATURE

DEMOCRATIC REPUBLIC OF CONGO

Conflict

Chronic Humanitarian Crisis (CHC) Project



## Consolidated Statement of Financial Activities

FOR THE YEAR ENDED DECEMBER 31, 2024

	Notes	Unrestricted Funds €'000	Restricted Funds €'000	Total 2024 €'000	Total 2023 €'000
<b>Income from:</b>					
Donations and legacies	2(a)	25,312	15,598	40,910	45,448
Charitable activities:					
- grants from governments and other institutional donors	2(b)	-	174,947	174,947	173,554
- donated commodities	2(c)	-	16,502	16,502	12,696
Other trading activities	2(d)	1,009	-	1,009	929
Investments and other income	2(e)	938	204	1,142	776
<b>Total income</b>		<b>27,259</b>	<b>207,251</b>	<b>234,510</b>	<b>233,403</b>
<b>Expenditure on:</b>					
Charitable activities	3(a)	14,706	209,183	223,889	224,491
Raising funds	3(b)	20,420	682	21,102	17,812
<b>Total expenditure</b>		<b>35,126</b>	<b>209,865</b>	<b>244,991</b>	<b>242,303</b>
<b>Net expenditure for the year</b>		<b>(7,867)</b>	<b>(2,614)</b>	<b>(10,481)</b>	<b>(8,900)</b>
<b>Other recognised gains and losses:</b>					
Exchange gain/(loss) on consolidation of subsidiaries	17(a)	(6)	176	170	125
Actuarial gain on staff retirement arrangements		-	-	-	567
<b>Transfer between funds</b>	<b>17(a)</b>	<b>199</b>	<b>(199)</b>	<b>-</b>	<b>-</b>
<b>Net movement in funds</b>	<b>17(a)</b>	<b>(7,674)</b>	<b>(2,637)</b>	<b>(10,311)</b>	<b>(8,208)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward	17(a)	83,274	11,755	95,029	103,237
<b>Total funds carried forward</b>		<b>75,600</b>	<b>9,118</b>	<b>84,718</b>	<b>95,029</b>

On behalf of the Board



**Donal D'Arcy**  
Board Member



**David Ritchie**  
Board Member

# Consolidated Balance Sheet

AS AT DECEMBER 31, 2024

	Notes	2024 €'000	€'000	2023 €'000	€'000
<b>Fixed assets</b>					
Intangible assets	7		3,733		2,666
Tangible assets	8		9,278		14,705
<i>Total fixed assets</i>			13,011		17,371
<b>Current assets</b>					
Stocks	10	50		52	
Debtors and prepayments	11	45,342		50,982	
Cash at bank and in hand	12	88,241		86,996	
Short term investments	13	426		426	
<i>Total current assets</i>		134,059		138,456	
<b>Creditors: amounts falling due within one year</b>	14	(59,279)		(57,812)	
<i>Net current assets</i>			74,780		80,644
<i>Total assets less current liabilities</i>			87,791		98,015
<b>Net assets excluding staff retirement liabilities</b>			87,791		98,015
Staff retirement liabilities	16(b)		(3,073)		(2,986)
<b>Net assets</b>			84,718		95,029
<b>The funds of the charity:</b>					
Unrestricted funds	17(a)		75,600		83,274
Restricted funds	17(a)		9,118		11,755
<b>Charity funds</b>			84,718		95,029

On behalf of the Board



**Donal D'Arcy**  
Board Member



**David Ritchie**  
Board Member



## Company Balance Sheet

AS AT DECEMBER 31, 2024

	Notes	2024 €'000	€'000	2023 €'000	€'000
<b>Fixed assets</b>					
Intangible assets	7		3,733		2,666
Tangible assets	8		8,883		14,396
Investment in subsidiary	9		391		391
<b>Total fixed assets</b>			<b>13,007</b>		17,453
<b>Current assets</b>					
Stocks	10	50		52	
Debtors and prepayments	11	54,426		49,631	
Cash at bank and in hand	12	65,638		73,162	
Short term investments	13	426		426	
<b>Total current assets</b>		<b>120,540</b>		123,271	
<b>Creditors:</b> amounts falling due within one year	14	(50,239)		(50,129)	
<b>Net current assets</b>			<b>70,301</b>		73,142
<b>Total assets less current liabilities</b>			<b>83,308</b>		90,595
<b>Net assets excluding staff retirement liabilities</b>			<b>83,308</b>		90,595
Staff retirement liabilities	16(b)		(3,073)		(2,986)
<b>Net assets</b>			<b>80,235</b>		87,609
<b>The funds of the charity:</b>					
Unrestricted funds	17(b)		72,453		79,445
Restricted funds	17(b)		7,782		8,164
<b>Charity funds</b>			<b>80,235</b>		87,609

On behalf of the Board



**Donal D'Arcy**  
Board Member



**David Ritchie**  
Board Member

## Consolidated Cash Flow Statement

FOR THE YEAR ENDED DECEMBER 31, 2024

	Notes	2024 €'000	2023 €'000
<b>Cash flows from operating activities</b>			
Net (expenditure) for the year		(10,481)	(8,900)
Amortisation	4	697	658
Depreciation	4	502	490
Impairment charge	8	5,580	-
Deposit interest earned	2(e)	(1,142)	(776)
Difference between retirement benefits charge and cash contributions	16	87	1,514
Decrease in stocks	10	2	83
Decrease in debtors and prepayments	11	5,596	4,255
Increase in creditors	14	1,467	17,934
Exchange movements		(580)	(25)
<b>Net cash provided by operating activities</b>		<b>1,728</b>	<b>15,233</b>
<b>Cash flows from investing activities</b>			
Deposit interest received		1,186	745
Refund from disposal of defined benefit pension scheme assets		-	1,604
Payments to acquire intangible fixed assets	7	(1,764)	(939)
Payments to acquire tangible fixed assets	8	(640)	(121)
<b>Net cash (used in)/provided by investing activities</b>		<b>(1,218)</b>	<b>1,289</b>
<b>Change in cash and cash equivalents in the year</b>		<b>510</b>	<b>16,522</b>
Cash and cash equivalents at the beginning of the year	18	86,996	70,354
Exchange rate movements	18	735	120
<b>Cash and cash equivalents at the end of the year</b>	18	<b>88,241</b>	<b>86,996</b>

## Notes to the Financial Statements

### 1) Accounting Policies

The principal accounting policies adopted, which are considered material to Concern Worldwide's (also referred to as the "Group" or the "Company") financial statements, are stated below.

#### A) Basis of Preparation

The financial statements are prepared in accordance with Financial Reporting Standard 102 ("FRS102"), The Financial Reporting Standard applicable in the UK and Republic of Ireland. There have been no material departures from the Standard.

The financial statements have been prepared under the historical cost convention, except for short term investments which are measured at fair value. The financial statements have been prepared on a going concern basis (as outlined in the Review of Financial Outcome 2024 on page 62).

The Group and Company financial statements have applied "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)" ("Charities SORP").

As permitted by section 291(3)(4) of the Companies Act 2014, the Group and Company have varied the standard formats specified in that Act for the Statement of Financial Activities, the Balance Sheets and the Cash Flow Statement. Departures from the standard formats, as outlined in the Companies Act 2014, are to comply with the requirements of the Charities SORP and are in compliance with sections 4.6, 10.6 and 14.22 of that SORP. The Company has taken advantage of the exemption available to it under section 304 of the Companies Act 2014, which permits a company that publishes its company and group financial statements together, not to present its own statement of financial activities and related notes.

The Company has taken advantage of the exemption available to it under paragraph 1.12(b) of FRS102 not to present its own cash flow statement.

Concern Worldwide is a Company Limited by Guarantee (registered number 39647), and is a registered charity (charity number CHY5745). The Company meets the definition of a Public Benefit Entity under FRS102. As a registered charity, the Company is exempt from the reporting and disclosure requirements to prepare a directors' report under section 325(1), Companies Act 2014 but does so in compliance with the Charities SORP. There is nothing to disclose in respect of directors' interests in shares or debentures of the Company under section 329, Companies Act 2014.

The presentation currency of these financial statements is Euro (€). All amounts in the financial statements have been rounded to the nearest €1,000.

#### B) Significant Accounting Estimates and Judgements

In preparing the financial statements, the directors are required to make estimates, judgements and assumptions. The most important areas where these judgements affect the financial statements and could impact the results of reported operations are:

##### Income recognition

In applying the income recognition principles of the Charities SORP, judgements are occasionally required to ascertain whether a grant agreement is performance or non-performance based. This is done using established criteria that are applied consistently across all funding instruments and from one period to the next. Furthermore, where grant agreements are found to be performance based, judgements are required as to the level of income that should be recognised for the year. The organisation typically uses incurred expenditure as the most appropriate basis to measure progress on grant agreements and to recognise the related income. This is done in conjunction with a qualitative assessment of the status of the underlying projects in order to ensure it represents the most appropriate basis of recognition. All judgements are made at the individual grant level and are subject to appropriate review and approval processes.

##### Cost allocation

Support costs, which cannot be attributed directly to one activity, are allocated in proportion to estimated staff time spent on each activity. Management perform the cost allocation process annually with due regard to prior year consistency and assess if a change in allocation basis is appropriate from time to time.



# Notes to the Financial Statements

(CONTINUED)

## 1) Accounting Policies (continued)

### C) Basis of Consolidation

#### Group companies

The consolidated financial statements include the financial statements of the Company and its subsidiaries, drawn up to December 31 each year.

#### Branches in the developing world

The work of the Group in the developing world is carried out through branches located in the countries of operation. The branches are the local representatives of the Group. They do not have a separate legal personality under Irish company law.

#### Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its influence over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

#### Joint ventures and arrangements

The Group undertakes joint ventures with other organisations which are jointly controlled operations (rather than separately established entities or financial structures). The Group includes in its accounts the assets that it controls and the liabilities it incurs as well as the expenses that it incurs and the income it earns in relation to the joint activity.

#### Consortia arrangements

Where the Group applies for grants or contracts as part of a consortium with other agencies, income received and expenditure incurred by the Group, as a member of the consortium arrangements, are recognised in the Consolidated Statement of Financial Activities only to the extent that the organisation is responsible for the day-to-day management and utilisation of the funds.

#### Affiliates

Concern Worldwide (US) Inc. is a related, though independently governed, company based in New York, USA, which supports the mission of the Group by providing financial and human resources for programmes, recruiting staff and raising awareness of the Group and its mission. Concern Worldwide (US) Inc. is governed by an independent board of directors which retains full control over the financial and operating policies of that company. Concern Worldwide (US) Inc. is not controlled by the Group and therefore is not consolidated in the results of the Group.

Grants received from Concern Worldwide (US) Inc. to fund projects are recognised as grants from governments and other institutional donors. Grants paid to Concern Worldwide (US) Inc. are categorised according to their purpose.

### D) Income

Income is recognised by inclusion in the *Consolidated Statement of Financial Activities* only when the Group is legally entitled to the income, the amounts involved can be measured with sufficient reliability and it is probable that the income will be received by the Group.

#### Donations and legacies

Income derived from donations and legacies is recognised when the Group becomes entitled to the resource, when receipt of funds is probable and when the amount can be measured with sufficient reliability.

Monetary donations (including donations from the public) are recognised when the donations are received.

Income arising from legacies is recognised when it becomes probable that funds will be received (i.e. where there is a grant of probate, the executors have established that there are sufficient assets in the estate and any conditions attached are within the control of the Group).

Income arising from tax refunds is recognised upon filing the necessary returns, when the relevant legislative requirements have been met and when receipt of funds is probable.

Donations from corporates, trusts and major donors are recognised on the same basis as grants from governments and other institutional donors.

# Notes to the Financial Statements

(CONTINUED)

## 1) Accounting Policies (continued)

### D) Income (continued)

#### Charitable activities

##### *Grants from governments and other institutional donors*

Grants from governments and other institutional donors are recognised when the Group is legally entitled to the income because it is fulfilling the conditions contained in the related funding agreements. Grants from governments and other institutional donors typically include one of the following types of conditions:

- Performance based conditions: the Group is contractually entitled to funding only to the extent that the core objectives of the grant agreement are achieved. Where the Group is meeting the core objectives of a grant agreement it recognises an amount equal to the related expenditure incurred in the period, to the extent that it is reimbursable by the donor, as income.
- Time based conditions: the Group is contractually entitled to funding on the condition that it is utilised in a particular period. In these cases the Group recognises the income to the extent it is utilised within the period specified in the agreement.

In the absence of such conditions, assuming that receipt is probable and the amount can be reliably measured, grant income is recognised once the Group is notified of entitlement.

#### *Donated commodities*

Donated commodities provided for use by the Group as part of programmes that it designs, implements and manages, are valued and included in income only when the Group is legally entitled to the commodities and the amounts involved can be measured with sufficient reliability.

Locally sourced donations are valued at the estimated market value in their country of origin at the time of receipt.

Donations that are sourced outside of the area in which they are distributed are valued at the estimate of open market value provided by the donor.

The full valuations of donated commodities are recognised as income from charitable activities and are expensed as charitable expenditure in the year of receipt.

#### Other trading activities

Income from other trading activities includes retail income from the sale of donated goods through shops and rental income from sub-letting premises.

Donated commodities for resale (in the Group's charity shops), are recognised within other trading activities when they are sold.

#### Investments and other income

Investments and other income includes income from deposit interest earned, insurance refunds received and any ad hoc income that does not fall under the other income headings.

### E) Expenditure

Expenditure is analysed between charitable activities and raising funds. The costs of each activity are separately accumulated, separately disclosed and analysed according to their major components.

Expenditure is recognised when a legal or constructive obligation exists as a result of a past event, a transfer of economic benefits is required in settlement and the amount of the obligation can be reliably measured.

The costs of public campaigns, together with related salary costs, which are undertaken to meet the dual purposes of raising funds and of promoting awareness of issues in the world's most fragile states, are split between costs of raising funds and costs of charitable activities on the basis considered appropriate for each type of campaign.

#### Charitable activities

Costs of charitable activities comprise costs of international programmes, development education (global citizens), advocacy work and governance costs together with related support costs. All costs of charitable activities are recognised on an accruals basis.

Donated commodities and services for use by the Group as part of programmes it designs, implements and manages, are included as costs of charitable activities in the year in which they are received.

Expenditure in the form of grants to local partners is recognised as part of the costs of charitable activities. Expenditure on these grants is recognised when the activities the grant has funded have been undertaken, the related expenditure has been incurred and the performance conditions have been satisfied. Funds advanced which are not yet recognised as expenditure by year-end are included in debtors in the Consolidated and Company balance sheets.

#### Raising funds

Costs of raising funds comprise expenditure incurred on fundraising, including the costs of advertising, producing publications, printing and mailing fundraising material, staff costs and an appropriate allocation of support costs. All costs of raising funds are recognised on an accruals basis.

# Notes to the Financial Statements

(CONTINUED)

## 1) Accounting Policies (continued)

### E) Expenditure (continued)

#### Support costs

Support costs, which cannot be attributed directly to one activity, are allocated to activities in proportion to the estimated support received. Support costs include international programme management, international programme technical support, finance, information technology and human resources. The basis of the cost allocation is explained in the notes to the accounts.

#### Employment costs

Employee benefits include all costs incurred by the Group in exchange for the services of its employees. Expenditure is recognised for all employee benefits resulting from their service to the Group during the reporting period. A liability is recognised for the cost of all benefits to which employees are entitled at the reporting date that have yet to be paid.

Termination costs include redundancy and other termination costs. These costs are payable when employment is terminated by the Group before the normal retirement date or end of employment contract. Termination costs are recognised at the earlier of when the offer of the benefits becomes irrevocable or when the Group recognises any related restructuring costs.

### F) Fund Accounting

The Group maintains various types of funds as follows:

#### Restricted funds

Restricted funds represent income received that can only be used for particular purposes, as specified by the relevant donor. Such purposes are within the overall aims of the Group.

#### Unrestricted funds

Unrestricted funds consist of General funds and Designated funds.

- (i) General funds represent amounts which are expendable at the discretion of the Group in furtherance of the objectives of the charity.
- (ii) Designated funds represent amounts that the Group has, at its discretion, set aside for specific purposes. These funds would otherwise form part of the general funds of the charity. Specifically, the Group sets aside funds to protect its ongoing programmes and activities from unexpected variations in income, to allow it to invest in new strategic opportunities, to finance fixed assets and to cover planned future deficits.

### G) Intangible Assets

Intangible assets represent the development costs of computer software and are recognised when the related costs have been incurred, it is probable that the expected future economic benefits associated with the asset will flow to the Group and the value can be reliably measured.

Intangible assets are stated at cost less accumulated amortisation. Amortisation is calculated to write off the original cost of the intangible assets, less estimated residual value, over their expected useful lives, at an annual rate of 20%. Amortisation is charged on a straight-line basis from the year in which assets are put into use by the Group. No amortisation is charged on assets under construction until the construction process is complete and the assets are ready for use.

Provision is made for any impairment of intangible assets below their carrying amount.

### H) Tangible Assets

Tangible assets are recognised when a resource is controlled by the Group as a result of a past event or transaction, it is probable that the expected future economic benefits associated with the asset will flow to the Group and the cost can be reliably measured.

In relation to expenditure on assets acquired which have a useful life of more than one year, it is the Group's policy to:

- expense the cost to the SOFA, in the year of acquisition, if the donor has imposed conditions that prevent all the associated expected future economic benefits from flowing to the Group.
- expense the cost of other individual items below an appropriate capitalisation threshold to the SOFA in the year of acquisition.

The capitalisation thresholds are:

- (i) €15,000 for items acquired for use in branches, in our overseas countries of operation. A higher threshold is applied to overseas branches because operating conditions create uncertainty in relation to future usage of some asset categories and
- (ii) €1,000 (for items acquired for use in our activities in Ireland, South Korea and the UK).
- (iii) All other items costing in excess of the appropriate capitalisation threshold are treated as tangible assets in accordance with this policy.



# Notes to the Financial Statements

(CONTINUED)

## 1) Accounting Policies (continued)

### H) Tangible Assets (continued)

Tangible assets are stated at cost less accumulated depreciation. Depreciation is calculated to write off the original cost of the tangible assets, less estimated residual value, over their expected useful lives, at the following annual rates:

Freehold premises: 3%  
Office furniture: 10%  
Office equipment: 20%  
Computer equipment: 33%  
Motor vehicles: 20%

Depreciation is charged on a straight-line basis from the year in which assets are put into use by the Group. Land is not depreciated and no depreciation is charged on assets under construction until the construction process has been completed and the assets are ready for use.

Provision is made for any impairment of tangible assets below their carrying amounts.

In accounting periods up to 31 December 2023, all assets acquired with a useful life of more than one year for use in branches in our overseas countries of operation were expensed to the SOFA in the year of acquisition. The amount of such assets which did not have donor-imposed conditions that prevented all associated expected future economic benefits from flowing to the Group was immaterial.

### I) Foreign Currencies

The financial statements are prepared in Euro (€), which is the Company's functional currency because the majority of funds raised by the Company are in Euro.

Transactions in foreign currencies are recorded in Euro at the rate ruling on the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Euro at the year-end rate of exchange. The resulting gains and losses are dealt with as expenditure in the *Consolidated Statement of Financial Activities*.

The Group's net investment in its international subsidiary undertakings is translated at the rates ruling at the balance sheet date. The income and expenditure of international subsidiary undertakings are translated at the average exchange rates for the year. Exchange differences resulting from the retranslation of the opening balance sheets of the international subsidiary undertakings, together with the differences on translation of the net income/expenditure at average rates are included in other recognised gains and losses in the *Consolidated Statement of Financial Activities*.

### J) Taxation

No current or deferred taxation arises as the Group, with the exception of Concern Charity Trading CLG, has been granted charitable exemption by the revenue authorities. Concern Charity Trading CLG had no taxable profits during the year or prior year.

Irrecoverable value added tax is expensed as incurred.

Any taxes arising in, or as a result of international operations, are included in the cost of direct charitable activities in the *Consolidated Statement of Financial Activities*.

### K) Stocks

Stocks comprise relief supplies held centrally for transfer to country programmes. Stocks are stated at cost, less provisions for obsolescence and any other diminution in value. Cost is the purchase price, net of any trade discount, plus any additional costs associated with bringing the items to their current location and condition.

Unsold donated items (which have been given to the Group's charity shops) are not included in closing stock since their cost is nil and their value is uncertain until sold.

### L) Basic Financial Instruments

#### Investments in subsidiaries

Investments in subsidiaries are carried in the parent company balance sheet at cost less any provision for impairment.

#### Debtors

Debtors are recognised at the settlement amount due after any discount offered. Debtors in countries of operation comprise balances arising from programme activities. Income recognised by the Group from governments and other institutional donors, but not yet received at year-end, is included in debtors.

#### Cash at bank and in hand

Cash at bank and in hand is comprised of cash on deposit at banks generally requiring less than 3 months notice of withdrawal. These are carried at amortised cost.

#### Short term investments

Short term investments included in current assets are recognised at fair value with gains and losses recognised through the statement of financial activities.

# Notes to the Financial Statements

(CONTINUED)

## 1) Accounting Policies (continued)

### L) Basic Financial Instruments (continued)

#### Creditors

Creditors are recognised where the Group has a present obligation resulting from a past event and the amount due to settle the obligation can be reliably measured. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due and at their present value where the time value of money is deemed significant. Creditors in countries of operation comprise balances arising from programme activities. Funds already received from donors, that do not meet the criteria for recognition as income, are shown in creditors.

### M) Provisions

Provisions are recognised where the Group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be reliably measured or estimated. Provisions are normally recognised at their estimated settlement amount and at their present value where the time value of money is deemed significant.

### N) Pensions and other Retirement Provisions

#### Defined contribution pension scheme

Defined contribution pension schemes are a post-employment benefit scheme under which the Company and its subsidiaries pay fixed contributions into separate entities and have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension schemes are recognised as an expense in the *Consolidated Statement of Financial Activities* in the period during which services are rendered by the employees.

#### National staff service provision

The Company recognises a liability in respect of termination benefits accruing to national staff in its branches in programme countries when the individual employee becomes entitled to such benefits through service. The liability is increased annually for the cost of service benefits earned in its branches in programme countries during the year and that cost is charged to the *Consolidated Statement of Financial Activities*. Payments of service benefits are charged to the provision as they arise.

#### Defined benefit pension scheme

In 2023, the Company terminated its liability to contribute to the defined benefit pension scheme and the scheme was wound up with effect from the termination date of June 30, 2023.

### O) Leases

Income and expenditure from operating lease rentals are credited/charged to the *Group and Company statement of financial activities* on a straight-line basis over the lease terms.

## Notes to the Financial Statements

(CONTINUED)

### 2 Income

#### (a) Donations and legacies

	2024 €'000	2023 €'000
Individual giving	28,662	31,566
Corporates, major donors and trusts	7,943	5,583
Legacies	2,523	1,908
Community fundraising	394	673
Disasters Emergency Committee (DEC) (Note 22)	1,388	5,718
<b>Total</b>	<b>40,910</b>	<b>45,448</b>

Concern Worldwide (UK) is a member of the Disaster Emergency Committee (DEC) which is an umbrella organisation for UK international charities. It conducts advertising and public appeals for funds on behalf of its members. Funds received represent the allocation to Concern Worldwide (UK) of public donations received by DEC for the period.

In 2024, €15.6 million (2023: €20.5 million) of incoming resources from donations and legacies was restricted.

#### (b) Charitable activities: grants from governments and other institutional donors

	2024 €'000	2023 €'000
Irish Government	38,962	31,571
Concern Worldwide (US) Inc. (including US Government) (Note 22)	50,848	58,311
European Union		
- EU	10,811	11,155
- ECHO	23,500	28,014
UK Government	19,757	9,184
UN Agencies	14,498	18,713
World Bank	5,983	5,080
German Government	4,917	1,318
French Government	3,522	4,164
Swedish Government	891	1,196
South Korean Government	479	445
Canadian Government	12	1,193
Other Governments	404	1,897
Other institutional donors	363	1,313
<b>Total</b>	<b>174,947</b>	<b>173,554</b>

In 2024, out of the €50.8 million (2023: €58.3 million) granted by Concern Worldwide (US) Inc. (including US Government), €47.8 million was granted by the US Government (2023: €54.1 million).

In 2024, €174.9 million (2023: €173.6 million) of incoming resources from governments and other institutional donors was restricted.

## Notes to the Financial Statements

(CONTINUED)

### 2 Income (continued)

#### (c) Charitable activities: donated commodities

Donor	Commodity received	2024 €'000	2023 €'000
UN Agencies	Foodstuffs, seeds, tools, medicines and shelter materials	16,102	11,819
International Rescue Committee	Hygiene kits, medical supplies	147	-
UK Government	Vehicles	130	-
Other donors	Hygiene kits, various	56	60
Médecins Sans Frontières	Foodstuffs, medical supplies, blankets	48	273
ECHO (European Commission)	Laptops and tablets	19	-
Irish Government	Shelter materials, hygiene kits and tools	-	371
Al Thani Foundation	Medical supplies	-	173
<b>Total</b>		<b>16,502</b>	<b>12,696</b>

In the current and prior year all donated commodities received were restricted.

#### (d) Other trading activities

	2024 €'000	2023 €'000
Retail income	840	745
Income from letting premises	169	184
<b>Total</b>	<b>1,009</b>	<b>929</b>

All trading activity income was unrestricted in the current and prior year.

#### (e) Investments and other income

	2024 €'000	2023 €'000
Deposit interest	1,142	776
<b>Total</b>	<b>1,142</b>	<b>776</b>

In 2024, €0.2 million (2023: €0.2 million) of deposit interest was restricted. All other income was unrestricted in the current and prior year.



## Notes to the Financial Statements

(CONTINUED)

### 3 Expenditure

#### (a) Charitable activities

Expenditure on charitable activities can be analysed by category as shown below. Our development activities seek to ensure sustainable medium to long term improvements in the well-being of the communities with which we work. Emergency activities are generally concerned with more immediate needs, often in the aftermath of natural or man-made disasters.

Category	Own work	Grants to partners	Distribution of donated commodities	Total direct	Support (Note 3(c))	Total 2024	Total 2023
	€'000	€'000	€'000	€'000	€'000	€'000	€'000
Development work	63,427	18,350	-	<b>81,777</b>	7,658	<b>89,435</b>	70,194
Emergency work	92,193	9,627	16,502	<b>118,322</b>	8,286	<b>126,608</b>	147,619
<b>Total international programmes</b>	<b>155,620</b>	<b>27,977</b>	<b>16,502</b>	<b>200,099</b>	<b>15,944</b>	<b>216,043</b>	<b>217,813</b>
Global Citizenship and Advocacy	4,501	166	-	<b>4,667</b>	1,886	<b>6,553</b>	5,669
Governance costs	370	-	-	<b>370</b>	923	<b>1,293</b>	1,009
<b>Total</b>	<b>160,491</b>	<b>28,143</b>	<b>16,502</b>	<b>205,136</b>	<b>18,753</b>	<b>223,889</b>	<b>224,491</b>
<b>Total 2023</b>	168,108	27,092	12,696	207,896	16,595		224,491

Further details of grants to partners are set out in Appendix 3.

Expenditure on our international programmes can be analysed by programme type as shown below. Integrated programming reflects activities that achieve results in more than one programme type.

Programme type	Development	Emergency	Total 2024	Total 2023
	€'000	€'000	€'000	€'000
Health and nutrition	18,225	8,550	<b>26,775</b>	28,246
Education	6,635	2,475	<b>9,110</b>	7,712
Livelihoods	21,198	10,360	<b>31,558</b>	28,825
Integrated programming	43,377	84,975	<b>128,352</b>	133,573
Other emergency programmes	-	20,248	<b>20,248</b>	19,457
<b>Total international programmes</b>	<b>89,435</b>	<b>126,608</b>	<b>216,043</b>	<b>217,813</b>

## Notes to the Financial Statements

(CONTINUED)

### 3 Expenditure (continued)

#### (b) Raising funds

	Campaigns €'000	Staff €'000	Occupancy & other direct €'000	Total direct €'000	Support (Note 3(c)) €'000	Total 2024 €'000	Total 2023 €'000
Individual giving	6,442	6,608	2,096	15,146	2,531	17,677	15,163
Legacies	253	-	92	345	91	436	344
Corporates, major donors and trusts	77	984	232	1,293	244	1,537	1,394
Community fundraising	431	129	83	643	185	828	432
Retail	13	384	215	612	12	624	479
<b>Total</b>	<b>7,216</b>	<b>8,105</b>	<b>2,718</b>	<b>18,039</b>	<b>3,063</b>	<b>21,102</b>	<b>17,812</b>
<b>Total 2023</b>	6,204	6,875	2,698	15,777	2,035		17,812

#### (c) Support costs

Where support costs are attributable to a particular activity the costs are allocated directly to that activity. Where support costs are incurred to further more than one activity they are apportioned between the relevant activities based on the amount of staff time which each activity absorbs. The allocation of the main types of support costs is detailed below.

	Charitable activities			Cost of raising funds €'000	Total 2024 €'000	Total 2023 €'000
	International programmes €'000	Global Citizenship and Advocacy €'000	Governance €'000			
International programme management	5,432	-	-	-	5,432	4,909
International programme technical support	2,444	182	7	-	2,633	2,269
Finance	1,696	158	396	480	2,730	2,271
Information & communication technology and other services	2,737	57	208	1,114	4,116	4,076
Human resources	1,682	668	25	99	2,474	2,210
Other support costs	1,193	117	132	450	1,892	1,737
<b>Subtotal</b>	<b>15,184</b>	<b>1,182</b>	<b>768</b>	<b>2,143</b>	<b>19,277</b>	<b>17,472</b>
Net exchange (gain)	(2,459)	-	(304)	(278)	(3,041)	(1,114)
Net pension charge	-	-	-	-	-	2,272
Impairment charge	3,219	704	459	1,198	5,580	-
<b>Total support costs</b>	<b>15,944</b>	<b>1,886</b>	<b>923</b>	<b>3,063</b>	<b>21,816</b>	<b>18,630</b>
<b>Total 2023</b>	14,767	1,144	684	2,035		18,630

Net exchange (gain) comprises the revaluations of the Group's foreign currency bank accounts and other monetary assets and liabilities during the year and as at the balance sheet date.

## Notes to the Financial Statements

(CONTINUED)

### 4 Other Information

	2024 €'000	2023 €'000
The net expenditure for the year is stated after charging/(crediting) the following items:		
<b>(a) Group</b>		
Amortisation of intangible assets	697	658
Depreciation of tangible assets	502	490
Impairment of tangible assets	5,580	-
Auditors' remuneration, excluding VAT - Group:		
Audit of the Group and subsidiary financial statements	111	108
Other assurance and advisory services	-	5
Income from letting premises	(169)	(184)
Reimbursement of expenses claimed by members of the Board	-	1
Payments under operating leases for premises used by the Group in Ireland, the UK and South Korea	334	326
Payments under operating leases for premises used by branches located in countries of operation	4,554	4,177
<b>(b) Company</b>		
Amortisation of intangible assets	697	658
Depreciation of tangible assets	426	423
Impairment of tangible assets	5,580	-
Auditors' remuneration, excluding VAT - Company:		
Audit of Company only financial statements	84	82
Other assurance and advisory services	-	5
Payments under operating leases for premises used by branches located in countries of operation	4,554	4,177

### 5 Taxation

There is no charge to taxation in respect of the parent company and its subsidiaries. Other than Concern Charity Trading CLG, companies within the Group have been granted charitable exemption by the revenue authorities.

Concern Charity Trading CLG does not enjoy charitable exemption and is liable to corporation tax. A tax charge did not arise in respect of the year ended December 31, 2024 (2023: nil), as that company had no taxable profits in the year.

## Notes to the Financial Statements

(CONTINUED)

### 6 Staff Costs

#### (a) Costs and numbers

The aggregate staff costs of the persons employed by the Group during the year were as follows:

	2024 €'000	2023 €'000
<b>Management and support staff (Ireland, UK and South Korea)</b>		
Wages and salaries	22,087	19,817
Social protection costs	2,414	2,046
Pension costs (i)	1,842	2,187
<b>Subtotal</b>	<b>26,343</b>	<b>24,050</b>
<b>Project staff in programme countries</b>		
Wages and salaries	38,476	39,288
Social protection costs	2,589	2,651
Local staff cessation benefits	1,092	830
Pension costs (ii)	258	258
<b>Subtotal</b>	<b>42,415</b>	<b>43,027</b>
<b>Total</b>	<b>68,758</b>	<b>67,077</b>

(i) Pension costs include employer contributions to the defined contribution pension scheme amounting to €1.2 million (2023: €1.2 million) (see Note 16(a)), past service costs relating to the former defined benefit pension scheme amounting to €nil (2023: €0.5m), and the cost of insurance policies that provide benefits in the event of the death or ongoing incapacity of staff members amounting to €0.6 million (2023: €0.4 million).

(ii) Pension costs include employer contributions to the defined contribution pension scheme amounting to €0.3 million (2023: €0.3 million) (see Note 16(a)).

Termination costs, included in wages & salaries, amounted to €nil (2023: €0.07 million).

The average number of employees was as follows:

	2024 No. employees	2023 No. employees
Management and support staff (Ireland, UK and South Korea)	433	413
Project staff in programme countries	3,391	3,527
<b>Total</b>	<b>3,824</b>	<b>3,940</b>



## Notes to the Financial Statements

(CONTINUED)

### 6 Staff Costs (continued)

#### (b) Salary range

A total of 153 employees (2023: 133) earned remuneration in excess of €60,000 in 2024 as follows:

	2024 No. employees	2023 No. employees
€60,001 to €70,000	83	65
€70,001 to €80,000	38	31
€80,001 to €90,000	15	17
€90,001 to €100,000	11	11
€100,001 to €110,000	6	8
€110,001 to €120,000	-	1
<b>Total</b>	<b>153</b>	<b>133</b>

Remuneration includes salaries and any benefits in kind but excludes employer pension scheme contributions.

Contributions of between 7.5% and 9% of salary were made by the Company to the defined contribution pension scheme for 153 (2023: 133) members of staff who earned in excess of €60,000.

The Group has a remuneration policy that has been agreed by the Board. This policy states that the Group seeks to be competitive with its peers in each of the markets in which it operates. As a general principle, this means the Group has pitched its salaries at the median of the market place. A salary grading structure has been in place for a number of years and has been approved by the Board.

Remuneration, including pension contributions, paid to the key management team employed within the Group (the executive management team as detailed on page 77) in 2024 amounted to €974,472 (2023 €999,702).

The Group's CEO up to October 2024 was David Regan. He was paid €103,677 (2023: €119,411) during the year and received a 7.5% contribution to a defined contribution pension scheme. He received no additional benefits in the current or prior year. The Group's CEO from October 2024 was Dominic Crowley. As CEO he was paid €20,120 during the year and received a 7.5% contribution to a defined contribution pension scheme. He received no additional benefits as CEO in 2024.

#### (c) Remuneration of Board members

None of the Board members received remuneration for their services. Expenses, incurred in travelling to meetings of the parent and subsidiary boards, that were reimbursed to 0 members (2023: 1) amounted to €nil (2023: €720) and was paid by either directly reimbursing the members or payments to third parties.

The Group has a programme in place whereby Board members periodically visit a country of operation, in order to ensure that they are familiar with the Group's work on the ground. The costs of these visits (which comprise medicals, visas, economy flights and basic accommodation), are generally borne by the Group and in 2024 amounted to €nil (2023: €14,426) for 0 members (2023: 6).

## Notes to the Financial Statements

(CONTINUED)

### 7 Intangible Assets

Intangible Assets - Group/Company	Customer relationship management system €'000	Grant management system €'000	Enterprise reporting system €'000	Total €'000
<b>Computer software</b>				
<b>Cost</b>				
At beginning of year	2,779	512	339	3,630
Additions in year	97	-	1,667	1,764
<b>At end of year</b>	<b>2,876</b>	<b>512</b>	<b>2,006</b>	<b>5,394</b>
<b>Amortisation</b>				
At beginning of year	556	408	-	964
Amortisation charge for year (i)	595	102	-	697
<b>At end of year</b>	<b>1,151</b>	<b>510</b>	<b>-</b>	<b>1,661</b>
Net book value				
<b>At December 31, 2024</b>	<b>1,725</b>	<b>2</b>	<b>2,006</b>	<b>3,733</b>
<b>At December 31, 2023</b>	<b>2,223</b>	<b>104</b>	<b>339</b>	<b>2,666</b>

No amortisation charge arose in 2024 on the Enterprise Reporting System as the asset was not in use as at December 31, 2024. The Board is satisfied that the project is progressing in line with expectations and that the system will be put into use in the foreseeable future.

The Board is satisfied that the service potential of all intangible assets held by the Group and Company at December 31, 2024 has not diminished below their carrying value.

## Notes to the Financial Statements

(CONTINUED)

### 8 Tangible Assets

Tangible Assets - Group	Land & freehold premises €'000	Office furniture & equipment €'000	Computer equipment €'000	Motor vehicles €'000	Total €'000
<b>Cost</b>					
At beginning of year	20,359	1,411	1,529	95	23,394
Additions in year	151	120	35	334	640
Disposals and retirements in year	-	(208)	(51)	-	(259)
Exchange difference	20	15	11	-	46
<b>At end of year</b>	<b>20,530</b>	<b>1,338</b>	<b>1,524</b>	<b>429</b>	<b>23,821</b>
<b>Depreciation</b>					
At beginning of year	6,006	1,168	1,420	95	8,689
Depreciation charge for year	349	82	71	-	502
Impairment charge	5,580	-	-	-	5,580
Eliminated on disposals and retirements	-	(208)	(51)	-	(259)
Exchange difference	11	9	11	-	31
<b>At end of year</b>	<b>11,946</b>	<b>1,051</b>	<b>1,451</b>	<b>95</b>	<b>14,543</b>
<b>Net book value</b>					
<b>At December 31, 2024</b>	<b>8,584</b>	<b>287</b>	<b>73</b>	<b>334</b>	<b>9,278</b>
<b>At December 31, 2023</b>	<b>14,353</b>	<b>243</b>	<b>109</b>	<b>-</b>	<b>14,705</b>

The company conducted an impairment review, as at the year-end date, of its head office building on Grantham Street, Dublin. The recoverable amount of the building was determined as the fair value less costs to sell, with the fair value element reflecting the results of an external professional valuation in accordance with RICS Valuation - Global Standards. Based on this assessment, the pre-impairment review carrying amount of the building exceeded its recoverable amount, resulting in an impairment charge of €5.6 million. This impairment charge has been recognised in the *Consolidated Statement of Financial Activities* under “Expenditure on Charitable activities” and “Expenditure on Raising funds” for the year ended December 31, 2024. The revised carrying amount of the building as at December 31, 2024 is €5.5 million. The Board is satisfied that the recoverable amount of other tangible fixed assets held by the Group at December 31, 2024 has not diminished below their carrying value.

The additions to motor vehicles reflects a revision to our accounting policy, which now includes the capitalisation of motor vehicle assets acquired overseas during 2024.

## Notes to the Financial Statements

(CONTINUED)

### 8 Tangible Assets (continued)

Tangible Assets - Company	Land & freehold premises €'000	Office furniture & equipment €'000	Computer equipment €'000	Motor vehicles €'000	Total €'000
<b>Cost</b>					
At beginning of year	19,950	976	1,423	96	22,445
Additions in year	85	41	33	334	493
<b>At end of year</b>	<b>20,035</b>	<b>1,017</b>	<b>1,456</b>	<b>430</b>	<b>22,938</b>
<b>Depreciation</b>					
At beginning of year	5,770	849	1,334	96	8,049
Depreciation charge for year	334	35	57	-	426
Impairment charge	5,580	-	-	-	5,580
<b>At end of year</b>	<b>11,684</b>	<b>884</b>	<b>1,391</b>	<b>96</b>	<b>14,055</b>
<b>Net book value</b>					
<b>At December 31, 2024</b>	<b>8,351</b>	<b>133</b>	<b>65</b>	<b>334</b>	<b>8,883</b>
<b>At December 31, 2023</b>	<b>14,180</b>	<b>127</b>	<b>89</b>	<b>-</b>	<b>14,396</b>

### 9 Investment in Subsidiary

	Group		Company	
	2024 €'000	2023 €'000	2024 €'000	2023 €'000
Investment in subsidiary	-	-	391	391
<b>Total</b>	<b>-</b>	<b>-</b>	<b>391</b>	<b>391</b>

This refers to the establishment of Concern Worldwide Korea Foundation in 2024. For more details please refer to Note 19 (b).



## Notes to the Financial Statements

(CONTINUED)

### 10 Stocks

	Group		Company	
	2024 €'000	2023 €'000	2024 €'000	2023 €'000
Stocks	50	52	50	52
<b>Total</b>	<b>50</b>	<b>52</b>	<b>50</b>	<b>52</b>

In the opinion of the Board, the replacement cost of stocks on hand at the year end did not differ materially from the carrying value.

### 11 Debtors and Prepayments

	Group		Company	
	2024 €'000	2023 €'000	2024 €'000	2023 €'000
Amounts due from governments and other institutional donors	36,938	44,187	27,446	34,103
Debtors and prepayments in countries of operation	6,805	4,712	6,805	4,712
Other debtors and prepayments	1,595	2,035	599	649
Amounts due from subsidiaries (i)	-	-	19,572	10,119
Deposit interest receivable	4	48	4	48
<b>Total</b>	<b>45,342</b>	<b>50,982</b>	<b>54,426</b>	<b>49,631</b>

(i) The amounts due from subsidiaries are comprised of operational expenses paid on behalf of the subsidiaries by the parent company and are repayable on demand.

All amounts included within debtors and prepayments fall due within one year.

### 12 Cash at Bank and in Hand

	Group		Company	
	2024 €'000	2023 €'000	2024 €'000	2023 €'000
Cash held in parent and subsidiary companies (excluding branches)	44,347	29,569	21,745	15,735
Cash held in branches in countries of operation	10,564	8,782	10,564	8,782
Short term deposits of parent company	33,330	48,645	33,329	48,645
<b>Total</b>	<b>88,241</b>	<b>86,996</b>	<b>65,638</b>	<b>73,162</b>

Cash held in parent and subsidiary companies (excluding branches) is held with banks that have a satisfactory credit rating as approved by the Board.

Cash held in branches in countries of operation is maintained in the most secure financial institutions available in countries of operation. All of the above funds are available for immediate use by the Group.

Short term deposits of parent company are held with banks that have a satisfactory credit rating as approved by the Board and consist of cash holdings which are not immediately required for operations and are invested in short term interest bearing deposits. All of these deposits are held at variable interest rates. There are no material differences between the fair value of these deposits and their carrying value owing to their short term duration.

## Notes to the Financial Statements

(CONTINUED)

### 12 Cash at Bank and in Hand (continued)

At December 31, 2024 the deposits were held in the following currencies: Euro €22.2 million (2023: €38.5 million); Sterling £9.2 million (2023: £8.8 million). The average interest rates applicable to these deposits during 2024 were: Euro deposits 2.55% (2023: 0.43%) and Sterling deposits 4.64% (2023: 5.41%).

The risk arising from concentration of cash is reduced by limits on amounts held with individual banks or institutions at any one time.

Restricted funds of €9.1 million (2023: €11.8 million) (see Note 17(a)) are included in the Group short term deposits set out above. Restricted funds of the Company of €7.8 million (2023: €8.2 million) (see Note 17(b)) are included in the Company short term deposits set out above. Included in the cash held in parent and subsidiary companies is €10.4 million (2023: €9.5 million) in respect of consortia arrangements (see Note 20) and €30.9 million (2023: €31.5 million) advanced from governments and other institutional donors (see Note 14).

### 13 Short Term Investments

	Group		Company	
	2024 €'000	2023 €'000	2024 €'000	2023 €'000
Investments	426	426	426	426
<b>Total</b>	<b>426</b>	<b>426</b>	<b>426</b>	<b>426</b>

This asset reverted to the company as part of the settlement of the former incapacitated staff scheme obligations in 2022. It comprises units in a property fund and is stated at open market value. It is expected to be disposed of in 2025.

### 14 Creditors: Amounts Falling Due Within One Year

	Group		Company	
	2024 €'000	2023 €'000	2024 €'000	2023 €'000
Amounts advanced from governments and other institutional donors	30,917	31,491	26,164	28,178
Trade creditors and accruals in countries of operation	13,500	13,372	13,500	13,372
Other trade creditors	2,547	2,363	1,226	979
Accruals	12,315	10,586	9,349	7,600
<b>Total</b>	<b>59,279</b>	<b>57,812</b>	<b>50,239</b>	<b>50,129</b>

## Notes to the Financial Statements

(CONTINUED)

### 15 Movement in Receivables and Advances from Governments and other Institutional Donors

	Group			Company		
	Opening balance	Movement during the year	Closing balance	Opening balance	Movement during the year	Closing balance
	2024 €'000	2024 €'000	2024 €'000	2024 €'000	2024 €'000	2024 €'000
Amounts due from governments and other institutional donors	44,187	(7,249)	<b>36,938</b>	34,103	(6,657)	<b>27,446</b>
Amounts advanced from governments and other institutional donors	(31,491)	574	<b>(30,917)</b>	(28,178)	2,014	<b>(26,164)</b>
<b>Total</b>	12,696	(6,675)	<b>6,021</b>	5,925	(4,643)	<b>1,282</b>

	Group	Company
	2024 €'000	2024 €'000
Analysis of movement		
Cash received during the year (i)	<b>(189,243)</b>	<b>(151,904)</b>
Income earned during the year (ii)	<b>182,277</b>	<b>147,226</b>
Exchange rate movement	<b>291</b>	<b>35</b>
<b>Total</b>	<b>(6,675)</b>	<b>(4,643)</b>

Amounts receivable from donors, that meet the criteria for recognition as income, are included in amounts due from governments and other institutional donors (see Note 11). Amounts received from donors, that do not yet qualify for recognition as income, are included in amounts advanced from governments and other institutional donors until the recognition criteria are met (see Note 14).

- (i) Cash received during the year includes €21.8 million (2023: €28.6 million) which did not meet the criteria for recognition as income and has been deferred to future years and is included in Amounts advanced from governments and other institutional donors in the balance sheet at year end.
- (ii) Income earned during the year includes €22.5 million (2023: €19.7 million) which was deferred in previous years and met the criteria for recognition as income in the current year. The Group income earned of €182.3 million comprises €175.0 million included in grants from governments and other institutional donors and €7.3 million included in donations and legacies.

## Notes to the Financial Statements

(CONTINUED)

### 16 Staff Retirement Arrangements

The Group and Company operate staff retirement arrangements for staff based in Ireland, the UK, South Korea and national staff based in programme countries.

The current arrangements are as follows:

#### (a) Defined contribution pension scheme

The Company operates defined contribution pension schemes for all qualifying members of current staff in Ireland, the UK, South Korea, Bangladesh, Kenya and Malawi. The contributions are paid into separate funds, the assets of which are invested by independent trustees.

The defined contribution pension scheme charge for 2024 was €1.5 million (2023: €1.5 million). In line with the Group's allocation basis, pension costs which are attributable to a particular activity are allocated directly to that activity. Where pension costs are incurred to further more than one activity they are apportioned between the relevant activities based on the amount of staff time which each activity absorbs.

At December 31, 2024 an accrual of €0.1 million (2023: €0.1 million), in respect of contributions to these schemes is included in creditors and does not form part of the staff retirement liabilities provision.

#### (b) National staff service provision

In most of its programme countries, the Company has either a legal or constructive obligation to pay service benefits to national staff on cessation of their employment. While the precise obligation varies from country to country, it typically requires that the amount payable be based on terminal salary and length of service. The Company provides for the full benefits accrued to existing staff at each balance sheet date. The provision is unfunded and represents the Company's best estimate of service benefits earned.

Movement in unfunded liabilities

	2024 €'000	2023 €'000
Liability at beginning of year	(2,986)	(3,743)
Current service costs	(1,092)	(830)
Benefits paid during the year	1,005	1,587
<b>Unfunded liability at end of year</b>	<b>(3,073)</b>	<b>(2,986)</b>

#### (c) Defined benefit pension scheme

In 2023, the Company terminated its liability to contribute to the defined benefit pension scheme and the scheme was wound up with effect from the termination date of June 30, 2023.

The 2023 Consolidated Statement of Financial Activities included a charge of €2.3 million, comprising the settlement loss on the scheme €1.8 million, past service cost €0.5 million, net interest income €0.06 million and operating expenses €0.02 million. Of this amount €2.1 million was categorised as "Expenditure on Charitable Activities" and €0.2 million was categorised as "Expenditure on Raising Funds". The 2023 net actuarial gain on the scheme of €0.6 million, was credited to "Other recognised gains and losses".

The 2023 Cash Flow Statement included the difference between the pension charge and cash contributions of €1.5 million and a refund from disposal of defined benefit pension scheme assets of €1.6 million.



## Notes to the Financial Statements

(CONTINUED)

### 17 Funds

#### (a) Reconciliation of funds - Group

	Unrestricted funds €'000	Restricted funds €'000	Total 2024 €'000	Total 2023 €'000
<b>Total funds of the charity at beginning of year</b>	83,274	11,755	<b>95,029</b>	103,237
<b>Movement in funds</b>				
Net expenditure for the year	(7,867)	(2,614)	<b>(10,481)</b>	(8,900)
Exchange gain/(loss) on consolidation of foreign subsidiaries	(6)	176	<b>170</b>	125
Actuarial gain on staff retirement arrangements	-	-	-	567
Transfer between funds	199	(199)	-	-
<b>Net movement in funds for the year</b>	<b>(7,674)</b>	<b>(2,637)</b>	<b>(10,311)</b>	(8,208)
<b>Charity funds at end of year</b>	<b>75,600</b>	<b>9,118</b>	<b>84,718</b>	95,029

The funds held by the Group at the balance sheet date are made up as follows:

	Subsidiaries €'000	Company €'000	Total 2024 €'000	Total 2023 €'000
Unrestricted funds	3,147	72,453	<b>75,600</b>	83,274
Restricted funds	1,336	7,782	<b>9,118</b>	11,755
<b>Total</b>	<b>4,483</b>	<b>80,235</b>	<b>84,718</b>	95,029

#### (b) Reconciliation of funds - Company

	Unrestricted funds €'000	Restricted funds €'000	Total 2024 €'000	Total 2023 €'000
<b>Total funds of the charity at beginning of year</b>	79,445	8,164	<b>87,609</b>	92,361
<b>Movement in funds</b>				
Net expenditure for the year	(7,191)	(183)	<b>(7,374)</b>	(5,319)
Actuarial gain on staff retirement arrangements	-	-	-	567
Transfer between funds	199	(199)	-	-
<b>Net movement in funds for the year</b>	<b>(6,992)</b>	<b>(382)</b>	<b>(7,374)</b>	(4,752)
<b>Charity funds at end of year</b>	<b>72,453</b>	<b>7,782</b>	<b>80,235</b>	87,609

## Notes to the Financial Statements

(CONTINUED)

### 17 Funds (continued)

#### (c) Movements in funds

The movements in funds classified in accordance with the Group accounting policies are as follows:

	Notes	Balance at January 1, 2024	Income	Expenditure	Other recognised gains and losses	Exchange gains / (losses)	Transfers	Balance at December 31, 2024
		€'000	€'000	€'000	€'000	€'000	€'000	€'000
<b>Restricted funds</b>								
Afghanistan		434	7,440	(7,873)	-	-	-	<b>1</b>
Bangladesh		224	11,001	(11,226)	-	5	-	<b>4</b>
Burkina Faso		-	4,133	(4,108)	-	-	-	<b>25</b>
Burundi/Rwanda		59	3,300	(3,574)	-	3	350	<b>138</b>
Central African Republic		41	5,296	(5,337)	-	-	-	<b>-</b>
Chad		382	10,235	(9,314)	-	-	-	<b>1,303</b>
Democratic People's Republic of Korea		-	78	(78)	-	-	-	<b>-</b>
Democratic Republic of Congo		275	20,630	(21,110)	-	2	203	<b>-</b>
Ethiopia		311	15,232	(15,089)	-	13	-	<b>467</b>
Gaza		-	1,241	(306)	-	11	-	<b>946</b>
Haiti		21	5,339	(5,264)	-	3	-	<b>99</b>
Kenya		650	12,939	(12,307)	-	51	-	<b>1,333</b>
Lebanon		99	4,855	(5,043)	-	-	600	<b>511</b>
Liberia		8	4,458	(4,127)	-	1	350	<b>690</b>
Malawi		-	4,380	(4,380)	-	-	-	<b>-</b>
Niger		177	6,484	(6,661)	-	-	-	<b>-</b>
Pakistan		792	8,954	(9,425)	-	9	(100)	<b>230</b>
Republic of Sudan		34	10,101	(9,953)	-	8	-	<b>190</b>
Sierra Leone		17	4,940	(4,957)	-	-	-	<b>-</b>
Somalia		75	27,132	(27,199)	-	-	-	<b>8</b>
South Sudan		98	7,899	(7,873)	-	2	-	<b>126</b>
Syria/Iraq		32	14,918	(14,936)	-	-	-	<b>14</b>
Türkiye		3,261	2,056	(3,918)	-	28	(500)	<b>927</b>
Ukraine		3,972	626	(2,466)	-	53	-	<b>2,185</b>
Yemen		-	370	(298)	-	-	-	<b>72</b>
Other projects and funded Head Office support costs		793	13,214	(13,043)	-	(13)	(1,102)	<b>(151)</b>
<b>Total restricted funds</b>	(i)	<b>11,755</b>	<b>207,251</b>	<b>(209,865)</b>	<b>-</b>	<b>176</b>	<b>(199)</b>	<b>9,118</b>
<b>Unrestricted funds</b>								
General funds	(ii)	108	27,259	(29,186)	-	(6)	5,262	<b>3,437</b>
Designated funds:	(iii)							
Planned budget deficit		2,584	-	-	-	-	(103)	<b>2,481</b>
Fixed assets		18,418	-	-	-	-	(3,128)	<b>15,290</b>
Programme continuity fund		35,810	-	-	-	-	(1,832)	<b>33,978</b>
Potential loss of assets fund		500	-	-	-	-	-	<b>500</b>
Strategic investment fund		25,854	-	(5,940)	-	-	-	<b>19,914</b>
<b>Total unrestricted funds</b>		<b>83,274</b>	<b>27,259</b>	<b>(35,126)</b>	<b>-</b>	<b>(6)</b>	<b>199</b>	<b>75,600</b>
<b>Total funds</b>	(iv)	<b>95,029</b>	<b>234,510</b>	<b>(244,991)</b>	<b>-</b>	<b>170</b>	<b>-</b>	<b>84,718</b>

## Notes to the Financial Statements

(CONTINUED)

### 17 Funds (continued)

#### (c) Movements in funds (continued)

The funds are managed in accordance with the organisational reserves policy and the Board reviews the level of reserves held annually. The funds carried forward at December 31, 2024 are:

#### Restricted funds

- (i) Restricted funds represent income received that can only be used for particular purposes specified by donors. Such purposes are within the overall aims of the Group. It is the Group's policy to fully apply such funds for the purposes for which they were donated as quickly as possible.

#### Unrestricted funds

- (ii) General unrestricted funds are for use at the discretion of the Board in furtherance of the objectives of the Group.

- (iii) Designated funds represent amounts that the Group has, at its discretion, set aside for specific purposes, which would otherwise form part of the general funds of the Group. At the end of 2024, funds had been designated for specific purposes as follows:

- To cover the planned 2025 budget deficit (€2.5 million).
- To recognise that a portion of reserves is invested in fixed assets and is not therefore available for other purposes (€15.3 million)
- To ensure the continuity of operations (€34 million).
- To cover the risk of holding assets in our overseas programmes (€0.5 million).
- To finance investment in strategic projects e.g. amounts set aside to finance investment in new fundraising opportunities, to cover the cost of setting up in new countries and to finance other strategic programme and support objectives (€19.9 million).

The Group's policy is to only retain sufficient reserves to safeguard the continuity of its operations, thereby committing the maximum possible resources to its current programmes. The Board reviews the level of reserves held periodically. The last review was done in conjunction with the approval of the 2025 budget. At that time it was agreed that the restricted reserves should be utilised as soon as reasonably possible, and that expenditure plans would keep the Group's unrestricted reserves at an appropriate level.

#### (iv) Analysis of net assets between funds

##### Analysis of Group net assets between funds

	Restricted Funds €'000	Unrestricted Funds €'000	Total Funds €'000
Fund balances at December 31, 2024 are represented by:			
Intangible assets	-	3,733	3,733
Tangible assets	-	9,278	9,278
Current assets	9,118	124,941	134,059
Current liabilities	-	(59,279)	(59,279)
Staff retirement liabilities	-	(3,073)	(3,073)
<b>Total</b>	<b>9,118</b>	<b>75,600</b>	<b>84,718</b>

## Notes to the Financial Statements

(CONTINUED)

### 17 Funds (continued)

#### (iv) Analysis of net assets between funds (continued)

##### Analysis of Company net assets between funds (continued)

	Restricted Funds €'000	Unrestricted Funds €'000	Total Funds €'000
Fund balances at December 31, 2024 are represented by:			
Intangible assets	-	3,733	<b>3,733</b>
Tangible assets	-	8,883	<b>8,883</b>
Investments in subsidiaries	-	391	<b>391</b>
Current assets	7,782	112,758	<b>120,540</b>
Current liabilities	-	(50,239)	<b>(50,239)</b>
Staff retirement liabilities	-	(3,073)	<b>(3,073)</b>
<b>Total</b>	<b>7,782</b>	<b>72,453</b>	<b>80,235</b>

### 18 Analysis of Changes in Net Debt

	Opening balance	Net cash flow	Exchange rate movements	Closing balance
	2024 €'000	2024 €'000	2024 €'000	2024 €'000
Cash at bank and in hand	86,996	510	735	<b>88,241</b>
<b>Total cash and cash equivalents</b>	<b>86,996</b>	<b>510</b>	<b>735</b>	<b>88,241</b>

The Group had no bank loans or other borrowings at December 31, 2024 or December 31, 2023.

### 19 Subsidiaries

The parent company, Concern Worldwide, has a beneficial and controlling interest in the following subsidiaries:

- (a) Concern Worldwide (UK) is registered as a company limited by guarantee that does not have a share capital. The subsidiary's registered office is at The Foundry, 17 Oval Way, London, SE11 5RR. The wholly owned subsidiary commenced operations on January 1, 2004. It operates in the United Kingdom and its main activities are to fundraise for and otherwise support the programmes of the Group. The net assets of Concern Worldwide (UK) at December 31, 2024 were €4.3 million (2023: €7.0 million). The net loss in funds for the year 2024 was €3.0 million (2023: net loss €3.6 million).

Concern Worldwide (UK) has a 100% shareholding in Concern Worldwide (NI) which has its registered office at 47 Frederick Street, Belfast, Northern Ireland. Concern Worldwide (NI) operates in Northern Ireland to raise funds for the Group.

- (b) Concern Worldwide Korea Foundation ("Concern Korea") has a registered office at (04034) 5 fl, 12, Yanghwa-ro 11-gil, Mapo-gu, Seoul, Republic of Korea. Concern Korea was incorporated on July 22, 2015 and commenced operations on September 1, 2015. Its main activities are to fundraise for and otherwise support the programmes of the Group. Concern Korea also aims to engage the public of Korea in a greater understanding of the issues facing the programme participants in the countries in which the Group operates. Concern Korea is recognised as a subsidiary on the basis that the Group can determine the composition of the board of directors. The net assets of Concern Korea at December 31, 2024 were €0.7 million (2023: €0.8 million). The net loss in funds for the year 2024 was €0.1 million (2023: net gain €0.15 million).



## Notes to the Financial Statements

(CONTINUED)

### 19 Subsidiaries (continued)

- (c) Concern Charity Trading CLG is registered at 52-55 Camden Street, Dublin 2 as a company limited by guarantee and does not have any share capital. The subsidiary, which was incorporated in 2000, is registered in the Republic of Ireland. The main role of Concern Charity Trading CLG is to support specific fundraising activities on behalf of its parent company. The net assets of Concern Charity Trading CLG at December 31, 2024 were €nil (2023: €nil). The net gain in funds for the year 2024 was €nil (2023: €nil). The Company qualifies for the audit exemption as outlined under section 365(2) of the Companies Act 2014.

### 20 Commitments, Contingencies and Guarantees

- (i) The 2025 Annual Plan, which was approved by the Board on December 3, 2024, allows for programme country expenditure in 2025 of €174 million (2024 : €190 million). Any increase over this amount requires the approval of the Board.

The Group is committed to assist certain projects for periods in excess of one year. The Group has entered agreements with local and national non-government partner organisations based in Concern's countries of operation to undertake programme activities which commit it to expenditure of €15.9 million (2023: €7.4 million) over the next two years. Any payment to be made under these agreements is contingent on the Group's receipt of funds from its institutional donors in accordance with funding agreements that have already been signed. Therefore the Group has not recognised a liability in respect of these commitments. All of the agreements require the partner to carry out specific activities and payments will only be made where those activities are satisfactorily completed.

- (ii) Total future lease payments under non-cancellable operating lease agreements at December 31, 2024 in respect of premises used by the Group and Company are as follows:

	Group		Company	
	2024	2023	2024	2023
	€'000	€'000	€'000	€'000
Payable on leases in which the commitment expires within:				
One year	861	649	647	488
Two to five years	930	530	521	58
More than five years	22	1	-	-
<b>Total</b>	<b>1,813</b>	<b>1,180</b>	<b>1,168</b>	<b>546</b>

During the year €4.9 million (2023: €4.5 million) was recognised as an expense in the Consolidated Statement of Financial Activities in respect of operating leases.

The Group had no bank loans or other borrowings at December 31, 2024 or December 31, 2023.

- (iii) Future capital expenditure approved by the Board but not provided for in these financial statements is as follows:

	Group		Company	
	2024	2023	2024	2023
	€'000	€'000	€'000	€'000
Authorised but not contracted	2,396	2,065	2,295	1,911
<b>Total</b>	<b>2,396</b>	<b>2,065</b>	<b>2,295</b>	<b>1,911</b>

## Notes to the Financial Statements

(CONTINUED)

### 20 Commitments, Contingencies and Guarantees (continued)

(iv) During 2024, the Group was the lead agency in 29 consortia arrangements of non-governmental organisations (2023: 28), that were awarded grants and contracts from institutional funders to fund programme activities. The total value of these grants and contracts is €266 million (2023: €263.6 million). Of this amount, €118.5 million is expected to be spent by the Group (2023: €120.4 million) and the balance will be utilised by the other consortia members.

In 2024, expenditure on these grants and contracts totalled €65.1 million (2023: €65.8 million). Of this amount €31 million (2023: €33 million) was utilised by the Group and the remainder was utilised by the other consortia members.

The analysis of funds received on behalf of and paid to other consortia members during the year and held on the balance sheet at year end is outlined below:

	Opening balance	Funds received during the year	Funds transferred to partners	Closing balance
	2024	2024	2024	2024
	€'000	€'000	€'000	€'000
<b>Funds relating to consortia members</b>	<b>9,543</b>	<b>85,934</b>	<b>(85,092)</b>	<b>10,385</b>

As the Group signed the agreements and contracts with the institutional funders, it has obligations in relation to monitoring and reporting the full expenditure of these grants, and these obligations remain until the projects have been fully concluded. The Group may also be liable for any disallowances by the donor that cannot be recovered from the other consortia members. No provision or disclosure has been made in these accounts for any such liabilities (for which the Group is jointly and severally liable), because the likelihood of them materialising is believed to be remote.

(v) At the year end, the Group had contingent liabilities concerning employment related issues in a number of the countries of operation and for potential disallowed costs relating to a funded programme in one of our countries of operation. The potential disallowed costs relate to the continuing challenges faced by the organisation in accessing the office where the backup documentation for the programme in question is stored, due to high levels of insecurity in the country in question. The Group has not made a provision in the Consolidated Statement of Financial Activities for any amounts that may ultimately become payable because it regards such payments as unlikely to be required.

### 21 Legal Status of Company

In accordance with section 1180 of the Companies Act, 2014, the Company is exempt from including the word 'limited' in its name. The Company is limited by guarantee and has no share capital. At December 31, 2024, there were 348 active members (2023: 596), whose guarantee is limited to €6.35 each.

As permitted by section 304 of the Companies Act, 2014, the Company has not presented its own statement of financial activities. As indicated in Note 17(b), the deficit of the Company after *Other recognised gains and losses* for the financial year was €7.4 million (2023: €4.8 million).

## Notes to the Financial Statements

(CONTINUED)

### 22 Related Party Disclosures

The Company is availing of the exemption under FRS 102 (33.1A) Related Party Disclosures not to disclose details of transactions with companies within the Group. Note 6 details key management compensation and expenses paid to Board members.

Concern Worldwide (US) Inc. is a not-for-profit organisation registered in the United States of America and is an independent affiliate of the Group. Concern Worldwide (US) Inc. is governed by an independent board of directors which retains full control over the financial and operating policies of the company. The principal activity of Concern Worldwide (US) Inc. is supporting the Group's global humanitarian and development work by raising funds from the US Government, institutional donors and the general public, providing technical support and raising awareness in the United States of America. Concern Worldwide (US) Inc. has entered into separate agreements with the Group whereby it will provide sub-awards from these funds exclusively to the Group for the period that the agreements remain in force. The total amount of funding from Concern Worldwide (US) Inc. in 2024 was €50.8 million (2023: €58.3 million). These grants are accounted for in the same way as grants from governments and other institutional donors. There was an outstanding balance of €14.4 million (2023: €15.1 million) due from and €0.5 million outstanding balance (2023: €0.5 million) due to Concern Worldwide (US) Inc. at the balance sheet date. In addition, during the year, a grant of €0.2 million (2023: €0.05 million) was paid to Concern Worldwide (US) Inc. in relation to the fundraising investment approved by the Board.

The Group is a member of the Disasters Emergency Committee (DEC), a UK based charity, and during the year paid a subscription to it of €0.035 million (2023: €0.035 million). Concern Worldwide (UK)'s Executive Director is a trustee of the DEC. The Group's income for the year included €1.4 million (2023: €5.7 million) from DEC appeals. There was an outstanding balance of €1.1 million (2023: €5.1 million) due from DEC at the balance sheet date.

The Group is also a member of Alliance2015 and in the year paid a subscription of €0.1 million (2023: €0.1 million). The Group's income for the current year includes €0.1 million from Alliance2015 (2023: €0.1 million). There was an outstanding balance of €nil (2023: €nil) due from Alliance2015 at the balance sheet date.

During the year, the Group engaged in a joint arrangement with one other Alliance2015 member, Welthungerhilfe, whereby they pooled their resources and jointly implemented a programme in Ukraine. The Group's income and expenditure from that arrangement amounted to €0.7 million (2023: €1.9 million) and €1.4 million (2023: €6.9 million) respectively, and these amounts are included in the financial results for the year. The amount of €0.6 million (2023: €2.1 million), relating to the joint arrangement that is owed to Welthungerhilfe at year-end, is included in trade creditors and accruals in countries of operation (Note 14).

## Notes to the Financial Statements

(CONTINUED)

### 23 Financial Risk Management

The Group's operations expose it to different financial risks that include credit risk, foreign exchange risk and liquidity risk. The Group has financial risk management policies in place, as approved by the Board, which seek to limit the impact of these risks on the performance of the Group. It is the aim of the Group to manage these risks in a non-speculative manner.

#### (a) Credit risk

Credit risk arises where individuals or institutions are unable to pay amounts owed to the Group. The maximum exposure to credit risk is represented by the carrying amount of the financial assets in the balance sheet:

	2024 €'000	2023 €'000
<b>Financial assets of the Group:</b>		
<i>Financial assets measured at amortised cost</i>		
Amounts due from governments and other institutional donors (i)	36,938	44,187
Cash at bank and in hand (ii)	88,241	86,996
Sundry debtors (iii)	7,903	6,383
<i>Financial assets measured at fair value</i>		
Short term investments	426	426
<b>Total</b>	<b>133,508</b>	<b>137,992</b>

Credit risk arises in the following forms:

- (i) The amounts due from governments and other institutional donors, as disclosed in Note 11, represent amounts owed to the Group for work that has been performed but for which the related funding has not been received by the year end. This is managed by the Group through ensuring that all agreements with these funders are supported by signed contracts and that all reporting and project related requirements are fulfilled to ensure receipt of funding. The Group also considers the credit risk of the funder prior to entering into contracts.

The collectability of outstanding receivable balances is closely monitored by reference to administrative and compliance requirements that are specific to each institutional donor. There is not a significant concentration of risk and the history of defaults is negligible.

- (ii) The financial institutions in which cash deposits and cash at bank are placed, could default on the amounts held. This is managed by the Group by ensuring that head office cash deposits and cash at bank are invested with institutions that have a satisfactory credit rating as approved by the Board. A satisfactory rating is deemed to be a long term credit rating of at least A3 and a short term credit rating of at least P2 with Moody's Ratings of financial institutions, unless otherwise specifically approved. The Group also has policies in place to limit the concentration of cash deposits and cash at bank with any one financial institution. Transfers of cash to overseas branches are made on a needs basis and balances are closely monitored.

- (iii) Sundry debtors includes debtors and other debtors, as disclosed in Note 11, but excludes prepayments. The Group has detailed procedures for monitoring and managing the credit risk related to other receivables.



## Notes to the Financial Statements

(CONTINUED)

### 23 Financial Risk Management(continued)

#### (b) Foreign exchange risk

Foreign exchange risk is the risk that the Group's operations or its investments will be affected by fluctuations in exchange rates. This arises in two ways:

1. Most of the Group's income is received in Euro, Sterling and US Dollars while its costs, particularly its overseas costs, are denominated in a range of currencies. Fluctuations in the value of Euro, Sterling and US Dollars could therefore have a significant effect on the Group's ability to deliver its planned programme of work.
2. Assets and liabilities of the Group that arise in currencies other than Euro may, as a result of exchange fluctuations, not achieve the value attributed in the Group balance sheet.

These currency risks are monitored on an ongoing basis and are managed by the regular review of exchange rates in order to ensure that the planned programme of work remains affordable.

The Group's main exposures to foreign exchange risk at the balance sheet date relate to its US Dollar denominated net assets of \$23.9 million (2023:\$31 million) and its sterling denominated net assets of £17.4 million (2023:£16 million). Based on these net positions at December 31, 2024 a weakening of 10% (2023:10%) of the US Dollar and Sterling against the Euro would have increased the net expenditure of the Group for the financial year by €4 million (2023:€4.2 million). A strengthening of 10% (2023: 10%) of these currencies against the Euro would have decreased the net expenditure of the Group for the financial year by €4.8 million (2023:€5.2million).

The Group manages this risk through the ongoing matching of foreign currency assets and liabilities.

#### (c) Liquidity risk

Liquidity risk is the risk that the Group will be unable to meet financial obligations as they fall due from cash flows generated by its activities. This risk can arise from mismatches in the timing of cash flows relating to assets and liabilities.

The following table reflects the contractual financial liabilities of the Group:

	<b>Carrying Amount €'000</b>	<b>Contractual Cash flows €'000</b>	<b>&lt; 6 Months €'000</b>
Total creditors and accruals	<b>28,202</b>	<b>28,202</b>	<b>28,202</b>
<b>Total 2024</b>	<b>28,202</b>	<b>28,202</b>	<b>28,202</b>
<b>Total 2023</b>	26,161	26,161	26,161

Accruals of €0.2 million (2023: €0.2 million) which are not contractual financial liabilities are not included in the above table.

The Group's liquidity is managed by ensuring that sufficient cash and deposits are held on short notice and by retaining sufficient reserves to cover short term fluctuations in income.

## Notes to the Financial Statements

(CONTINUED)

### 24 Post Balance Sheet Events

Following the year end, changes have arisen in the expected levels of institutional funding from several key donors. These developments have affected planned expenditure on international programmes and support office operations.

In response, management has presented a range of potential scenarios to the Board to assess the implications of what remains a highly fluid situation regarding actual and potential reductions in funding. As a result, the Board and management have agreed to initiate a review of the Dublin office staffing structure. This will include the implementation of both voluntary and compulsory redundancy programmes. The cost of the restructuring is currently indeterminable, as the process is in its early stages, but the restructuring of the Head office is not expected to have a material impact on the charity's financial performance for 2025. A similar review is underway for programme staff, both national and international, associated with discontinued activities.

### 25 Approval of Financial Statements

These financial statements were approved by the Board on April 26, 2025.

## Appendix 1

(NOT FORMING PART OF THE FINANCIAL STATEMENTS)

### Five Year Summary of Consolidated Statement of Financial Activities

	2024 €'000	2023 €'000	2022 €'000	2021 €'000	2020 €'000
<b>Income</b>					
Donations and legacies	40,910	45,448	53,923	41,620	39,379
Irish Government	38,962	31,571	32,328	28,647	27,009
Concern Worldwide (US) Inc.(including US Government)	50,848	58,311	54,677	48,838	37,142
European Union	34,311	39,169	45,430	48,068	36,397
UN Agencies	14,498	18,713	13,045	13,045	15,095
UK Government	19,757	9,184	14,251	16,117	27,679
Other institutional funding	16,571	16,606	23,153	14,540	15,117
Donated commodities	16,502	12,696	12,131	16,615	11,698
Trading, investment and other income	2,151	1,705	1,220	863	924
<b>Total Income</b>	<b>234,510</b>	<b>233,403</b>	<b>250,158</b>	<b>228,353</b>	<b>210,440</b>
<b>Expenditure</b>					
Afghanistan	8,148	8,053	10,495	4,477	3,845
Bangladesh	11,395	10,877	13,882	11,128	11,577
Burkina Faso	4,363	2,556	945	719	54
Burundi/Rwanda	3,662	3,009	3,966	4,569	4,586
Central African Republic	5,587	7,004	5,778	4,389	4,915
Chad	9,187	6,550	5,178	5,765	3,781
Democratic People's Republic of Korea	124	165	138	201	1,251
Democratic Republic of Congo	21,191	15,944	15,482	15,263	12,772
Ethiopia	15,292	14,521	13,966	15,352	12,877
Haiti	5,261	6,059	4,703	3,910	2,470
India	10	-	-	-	-
Kenya	12,242	11,026	9,235	5,473	8,422
Lebanon	5,065	4,037	4,744	4,251	3,377
Liberia	4,161	4,171	3,997	3,205	2,314
Malawi	4,392	4,574	4,599	4,221	6,794
Mozambique	-	-	-	-	113
Niger	6,829	7,569	7,325	6,797	4,933
Pakistan	9,401	10,164	10,817	5,725	7,934
Republic of Sudan	10,070	5,621	11,048	8,765	6,293
Sierra Leone	5,192	3,163	5,154	5,204	5,384
Somalia	27,542	23,691	23,805	17,841	20,174
South Sudan	8,063	17,195	22,390	21,809	19,113
Syria/Iraq	14,911	17,593	16,083	24,216	17,348
Türkiye	3,883	11,937	4,045	14,247	11,088
Ukraine	2,459	7,058	5,121	-	-
Yemen	1,170	244	-	6	61
Gaza	204	-	-	-	-
Other countries & projects	295	265	190	170	82
International programme support costs	15,944	14,767	12,499	8,421	10,553
Governance costs	1,293	1,009	1,204	1,016	1,097
Global Citizenship and Advocacy	6,553	5,669	5,517	4,635	4,454
<b>Total cost of charitable activities</b>	<b>223,889</b>	<b>224,491</b>	<b>222,306</b>	<b>201,775</b>	<b>187,662</b>
<b>Raising funds</b>	<b>21,102</b>	<b>17,812</b>	<b>16,444</b>	<b>15,537</b>	<b>15,057</b>
<b>Total expenditure</b>	<b>244,991</b>	<b>242,303</b>	<b>238,750</b>	<b>217,312</b>	<b>202,719</b>
<b>Net (expenditure)/income for the year</b>	<b>(10,481)</b>	<b>(8,900)</b>	<b>11,408</b>	<b>11,041</b>	<b>7,721</b>

## Appendix 2

(NOT FORMING PART OF THE FINANCIAL STATEMENTS)

### Grants funded by Irish Aid, Department of Foreign Affairs

#### A. Long Term Development, Chronic Humanitarian Crises, Acute Humanitarian Crises and Global Citizenship Education funding stream grants

(i) Grant Utilisation in 2024

	Long Term Development	Chronic Humanitarian Crises	Acute Humanitarian Crises	Global Citizenship Education	Total
	2024 €'000	2024 €'000	2024 €'000	2024 €'000	2024 €'000
Direct programme activities	22,702	5,063	1,040	564	29,369
Programme quality	1,678	318	-	-	1,996
<b>Total charitable activity/service provision</b>	<b>24,380</b>	<b>5,381</b>	<b>1,040</b>	<b>564</b>	<b>31,365</b>
Pay and general administration	1,647	253	60	36	1,996
<b>Total</b>	<b>26,027</b>	<b>5,634</b>	<b>1,100</b>	<b>600</b>	<b>33,361</b>

(ii) Details of the direct programme expenditure by country/stream are as follows:

	Long Term Development	Chronic Humanitarian Crises	Acute Humanitarian Crises	Global Citizenship Education	Total
Expenditure by Country	2024 €'000	2024 €'000	2024 €'000	2024 €'000	2024 €'000
Afghanistan	1,000	400	-	-	1,400
Bangladesh	1,275	429	110	-	1,814
Burkina Faso	1,360	-	-	-	1,360
Burundi/Rwanda	2,175	-	-	-	2,175
Chad	1,525	390	184	-	2,099
Central African Republic	1,320	390	-	-	1,710
Democratic Republic of Congo	1,175	424	-	-	1,599
Ethiopia	1,488	400	165	-	2,053
Haiti	1,175	-	-	-	1,175
Lebanon	-	400	72	-	472
Liberia	1,808	-	-	-	1,808
Malawi	1,857	-	-	-	1,857
Niger	1,450	-	-	-	1,450
Republic of Sudan	-	1,000	-	-	1,000
South Sudan	1,370	430	141	-	1,941
Sierra Leone	1,667	-	133	-	1,800
Somalia	2,057	400	-	-	2,457
Syria/Iraq	-	400	-	-	400
Yemen	-	-	235	-	235
Global Citizenship Education	-	-	-	564	564
<b>Total direct programme expenditure</b>	<b>22,702</b>	<b>5,063</b>	<b>1,040</b>	<b>564</b>	<b>29,369</b>



## Appendix 2 (CONTINUED)

(NOT FORMING PART OF THE FINANCIAL STATEMENTS)

### Grants funded by Irish Aid, Department of Foreign Affairs (continued)

#### A. Long Term Development, Chronic Humanitarian Crises, Acute Humanitarian Crises and Global Citizenship Education funding stream grants (continued)

The Irish Aid Long Term Development and Chronic Humanitarian Crises grants were utilised during the period January 01, 2024 to December 31, 2024. The Acute Humanitarian Crises Stream grants were utilised during the following periods: Bangladesh August 01, 2024 to September 30, 2024; Chad January 01, 2024 to February 11, 2024 and June 01, 2024 to August 31, 2024; Ethiopia January 01, 2024 to January 31, 2024 and March 01, 2024 to May 31, 2024 and September 01, 2024 to December 31, 2024; South Sudan May 01, 2024 to July 31, 2024; Lebanon December 01, 2023 to February 29, 2024; Sierra Leone June 10, 2024 to October 10, 2024 and Yemen February 01, 2024 to April 30, 2024 and July 01, 2024 to September 30, 2024.

Funds received from Irish Aid Long Term Development, Chronic Humanitarian Crises, Acute Humanitarian Crises and Global Citizenship Education Funding streams were restricted for use in line with the terms agreed with Irish Aid, Department of Foreign Affairs.

#### B. Other Funding from Irish Aid

In addition to the funding outlined above, a grant of €214,998 was received by Malawi in 2022, for the Renewable Energy for Sustainable Environmental Transformation (RESET) programme, covering the period July 27, 2022 to July 26, 2024. As at December 31, 2024, service provision/charitable expenditure costs under this grant amounted to €199,948 and pay and general administration costs amounted to €15,050. Malawi also received a grant of €170,000 for the Malawi Irish Consortium on Gender Based Violence programme in 2023, covering the period November 30, 2023 to November 29, 2024. As at December 31, 2023, service provision/charitable expenditure costs under this grant amounted to €170,000. Malawi also received an additional grant of €170,000 for the Malawi Irish Consortium on Gender Based Violence programme in 2024, covering the period December 01, 2024 to November 30, 2025. As at December 31, 2024, service provision/charitable expenditure costs under this grant amounted to €10,407.

Ethiopia received a grant in 2023, in the amount of €525,000 for the Emergency Multi- Sectoral Response to Conflict In Tigray/Amhara Region, covering the period September 01, 2023 to April 30, 2024. As at 31 December 2024, the grant ended with total spending of €518,756 out of which €489,038 expensed to service provision/charitable expenditure and €29,718 expensed to pay and general administration costs.

In 2023, Concern received a multi-country grant under the Horn of Africa Child Wasting Initiative (2023-2026). Concern received a grant of €5,000,000 under Phase 1 of the agreement covering the period December 01, 2023 to May 31, 2025 with the allocation of grant funding across countries, as follows: Ethiopia: €1,470,847; Kenya: €1,954,153; Somalia: €1,275,000; HQ Administration: €300,000. As at December 31, 2024 expenditure for this grant was €3,978,900 as follows: Ethiopia: €1,069,843; Kenya: €1,514,895; Somalia: €1,168,941 and €225,221 was expensed to pay and general administration costs.

Further in 2024, Concern secured funding for the second phase of the Child Wasting Initiative, covering the period December 1, 2024, to November 30, 2025, with a grant amount of €5,000,000. The allocation of funds for this phase was distributed as follows: Ethiopia: €1,193,168; Kenya: €2,231,832; Somalia: €1,275,000; and HQ Administration €300,000. As of December 31, 2024, expenditure for Phase 2 totalled €54,278, comprising €51,206 for Somalia and €3,072 for HQ Administration costs.

## Appendix 2 (CONTINUED)

(NOT FORMING PART OF THE FINANCIAL STATEMENTS)

### Grants funded by Irish Aid, Department of Foreign Affairs (continued)

#### C. Analysis of Movement in Irish Aid Accrued and Deferred Income Related to the Above Grants for the Year Ended December 31, 2024

	Opening balance 2024 €'000	Cash received 2024 €'000	Income earned 2024 €'000	Closing balance 2024 €'000
Long Term Development	2,506	23,800	(26,027)	279
Chronic Humanitarian Crises	84	5,550	(5,634)	-
Acute Humanitarian Crises	177	950	(1,100)	27
Global Citizenship Education	-	600	(600)	-
<b>Sub total</b>	<b>2,767</b>	<b>30,900</b>	<b>(33,361)</b>	<b>306</b>
Other	5,986	5,598	(5,602)	5,982
<b>Total</b>	<b>8,753</b>	<b>36,498</b>	<b>(38,963)</b>	<b>6,288</b>

Concern Worldwide was compliant with Irish Government Circulars relevant to the above noted grants during the year to the best of our knowledge, including Circular 44/2006 "Tax Clearance Procedures Grants, Subsidies and Similar Type Payments".

## Appendix 3

(NOT FORMING PART OF THE FINANCIAL STATEMENTS)

### Grants to Partner Agencies

In 2024, Concern provided grants to 163 partner agencies of which the top 50 grant recipients in 2024 are listed below:

Name of partner agency	Country	No. of grants	2024 €'000
1 Lifeline Gedo	Somalia	13	2,635
2 Thardeep Rural Development Programme (TRDP)	Pakistan	5	2,402
3 Youth Link	Somalia	10	1,576
4 Sami Foundation	Pakistan	4	1,296
5 Pastoralist Community Initiatives Development and Assistance (PACIDA)	Kenya	2	1,170
6 Shabelle Community Development Organization (SHACDO)	Somalia	9	1,003
7 Lodhran Pilot Project (LPP)	Pakistan	2	949
8 Pastoralist Concern	Ethiopia	1	762
9 Norwegian Refugee Council (NRC)	Somalia	1	744
10 SUKAAR Foundation	Pakistan	2	725
11 Congo Handicap	DRC	2	632
12 Muslim Hands	Pakistan	1	599
13 Sindh Rural Partners Organization (SRPO)	Pakistan	1	590
14 Circle for Integrated Community Development (CICOD)	Malawi	1	588
15 Rural Agency For Community Development And Assistance (RACIDA)	Kenya	1	496
16 Mukuru Slums Development Projects (MSDP)	Kenya	1	456
17 Social and Economic Enhancement Programme	Bangladesh	1	418
18 SEND Sierra Leone	Sierra Leone	1	411
19 Society for Health Extension and Development (SHED)	Bangladesh	2	366
20 Nari Maitree	Bangladesh	1	350
21 Somaliland Skills and Training Association (SOSTA)	Somalia	2	344
22 Bright Star Development Society Balochistan (BSDSB)	Pakistan	2	330
23 Jagrata Juba Shangha (JJS)	Bangladesh	4	320
24 Gana Unnayan Kendra (GUK)	Bangladesh	3	308
25 Humanitarian Initiative Just Relief Aid (HIJRA)	Somalia	1	290
26 Foundation Ideo	Haiti	3	282
27 Mouvement Social	Lebanon	1	266
28 Nazrul Smriti Sangsad (NSS)	Bangladesh	1	248
29 Welbodi Partnership	Sierra Leone	1	243
30 Lotus Kenya Action for Development Organisation (LOKADO)	Kenya	1	236
31 Nusaned	Lebanon	2	232
32 Gargaar Relief and Development Organization (GREDO)	Somalia	1	227
33 L'association pour le Developpement Social et la Sauvegarde de l'Environnement (ADSSE)	DRC	1	223
34 New Way Social and Development Organization	Afghanistan	1	217
35 Voice of Old People (VOP-FAM)	Syria/Iraq	3	213
36 Initiative For Relief and Climate Action (IRCA)	Somalia	2	212
37 SKS Foundation	Bangladesh	2	196
38 Sustainable Approaches for Community Empowerment (SAPCONE)	Kenya	3	194
39 Ethio Wetlands and Natural Resources Assosiation	Ethiopia	1	165
40 Bünyan Gençlik Ve Kalkınma Derneği	Türkiye	3	163
41 Actions Et Programmes D'Impact Au Sahel (APIS)	Niger	1	159
42 Gökkuşuğu Eğitim Kültür Ve Yardımlaşma Derneği	Türkiye	3	151
43 Great Lakes Inkingi Development (GLID)	Burundi/Rwanda	2	146
44 Malatya-Suriyelilerle Dayanışma Ve Eğitim Derneği	Türkiye	3	145
45 Coalition for Humanity	South Sudan	2	143
46 Liberia Agency for Community Development (LACD)	Liberia	2	134
47 Action Humanitaire pour le Développement (ACHUDE)	Chad	1	133
48 Society Development Agency (SDA)	Bangladesh	1	133
49 Sened Derneği	Türkiye	3	130
50 Association Zanmi Agricol	Haiti	1	128
<b>Subtotal</b>			<b>24,479</b>
Other partners (not included in the top 50 listed above)			3,664
<b>TOTAL</b>			<b>28,143</b>

## Appendix 4

(NOT FORMING PART OF THE FINANCIAL STATEMENTS)

### Income earned in 2024 on grants funded by European Union\*

\* Excluding grants funded by the Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO)

Country	EU Programme	Project Name	Income Earned 2024 €'000
Somalia	Boosting Resilience and Adaptation to Climate Change (BREACH)	Supporting Climate Adaptation and Durable Solutions for Displacement Affected Communities (DACs) in the Shabelle River Basin, Networking with & Enhancing Efforts by Government & Administration in Afgoye District (NEGAAD)	2,824
Chad	Neighbourhood, Development and International Cooperation instrument - Africa	Programme de “Résilience Economique et Sociale des Populations de l’Est face aux Conflits et Changements Climatiques au Tchad” (RESPECCT)	1,595
Afghanistan	Neighbourhood, Development and International Cooperation instrument - Asia	“Faragir: Inclusive Livelihoods Recovery and Community Resilience in Afghanistan”	1,333
Central African Republic	EU Trust Fund	Projet d’Appui Intégré à l’Agriculture et aux chaines de valeur en République centrafricaine (PAIA-CV-CAF)	1,143
Somalia	EU NDICI - channeled through IOM as Danwadaag consortium lead	Early Solutions and Enhancing progress towards climate-conscious durable solutions for displacement affected people in urban centres in Somalia (XOLDOON)	998
Republic of Sudan	Neighbourhood, Development and International Cooperation instrument - Africa	Building Resilient Communities in West Kordofan 2 (BRICK-II)	603
Somalia	Food Production and Resilience of Food Systems in African, Caribbean and Pacific (ACP) countries	Building Resilient Communities in Somalia: Operationalising Agro-Sustainability in Somalia (BRCIS: OASIS)	470
Afghanistan	Development Cooperation Instrument	Advancing Women-led Agro Businesses to Reach Economic Empowerment (AWARE)	453
Somalia	EU Trust Fund	Social transfers to vulnerable Somali people (SAGAL)	417
Pakistan	Development Cooperation Instrument	CSOs Building Resilience through Improved Delivery, Governance and Empowerment Programme	410
Central African Republic	EU Trust Fund	I LA TENE TI TO NA MBONGO - Tous ensemble pour le sud-est’ - Programme de relèvement socioéconomique dans la zone sud-est de la RCA (RELSUDE)	353
Burundi / Rwanda	11th European Development Fund	Sustainable food production for poverty reduction in Rwanda	180
Democratic People’s Republic of Korea	Development Cooperation Instrument	Scaling Up Sustainable Technologies for Action on Improved Nutrition (SUSTAIN)	44
Democratic People’s Republic of Korea	Development Cooperation Instrument	Promoting the Goal of Resilience through integrated Livelihoods, WASH, and DRR (PROGRESS)	42
Türkiye	EU Trust Fund	Building Tomorrow	5
Chad	EU Trust Fund	Programme de développement inclusif des zones d’accueil – zone Sud (DIZA Est)	(7)
Republic of Sudan	EU Trust Fund	Humanitarian Development Nexus: Building Resilient Communities in West Kordofan (BRICK)	(9)
Somalia	EU Trust Fund	Durable Solutions and Reintegration Support to Displacement Affected Communities in Jubaland State of Somalia	(12)
Bangladesh	Development Cooperation Instrument	Promoting Sustainable Health and nutrition Opportunities for Marginalized urban extreme poor Population (PROSHOMON) in Bangladesh.	(31)
			<b>10,811</b>





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**The Charities Governance Code issued by the Charities Regulator of Ireland.**

**The Dóchas Code to Ethical Communications.**

**The Irish Development NGO's Code of Corporate Governance.**

Concern Worldwide is a certified member of the **Core Humanitarian Standard (CHS) Alliance.**

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