Published in 1998, Believing in Action is the title of a book that chronicled the history of Concern Worldwide on the 30th anniversary of its founding. It is a simple but powerful title that captures the fierce urgency of now, the undeniable impulse to do something in the face of poverty and suffering, which drove a small community of passionate individuals to found the organization in Dublin, Ireland in 1968. As we near our 50th anniversary, we can confidently say that our commitment to transforming concern and compassion into action remains as strong as ever.

Annual reports are not always the best at communicating the culture and ethos of an organization—the focus is, rightly so, on the numbers and on satisfying fiduciary and fiscal reporting requirements. We hope you will find that this year’s annual report is not just a documentation of our income and spending but also an expression of a commitment shared by our US team of 50 staff, our global network of 3,000 workers, and our partners and generous donors.

It is a commitment to responsible, effective, community-driven, practical, innovative, transparent, and sustainable action.

This report contains compelling stories of concern in action over the last year, in places difficult to work and where need is massive—South Sudan, Syria, Lebanon, Turkey. You will also read about the impact that our Innovations in Maternal, Newborn & Child Health initiative, funded by the Bill & Melinda Gates Foundation, has had on developing game-changing solutions. And you will see our long-term perseverance in action in countries like Ethiopia and Bangladesh where, standing shoulder to shoulder with communities, we have worked upwards of four decades. Poverty is complex and while we may be impatient about its existence, we are tireless in our pursuit to see it end.

In 2015, we directly reached more than 7.5 million people in 29 countries. We responded to 42 emergencies in 24 countries. In support of that work, 92 cents of every dollar raised in the US went directly to our programs.

In that Concern tome Believing in Action, perhaps its most memorable passage—which also inspired the book’s title—concerns a letter sent to Father Aengus Finucane, the founder of Concern Worldwide US who was also Concern’s country director in Bangladesh in the 1970s. The letter was written by a Concern staffer named Elizabeth O’Brien. She had been diagnosed with terminal cancer in 1972 while on the job and chose to die at a Concern house in Dhaka, Bangladesh later that year. The letter she wrote to Aengus a month before she passed away could have been written today:

Dear Father Gus and all Concerned,

What have you done to all the people you come in contact with?

And that means the poor Bihari children in the camps and cities; the oppressed Muslim women; the international people who have to defend themselves at your round table; the executives of international agencies in Europe; the old-age pensioners in Ireland; sophisticated people you come in contact with?

You seem to crack the hard little shells that hold us in and say, “Come alive. Be happy. Not to worry.”

I would like to take you like seeds and throw you to the corners of the earth. It would make a springtime of this old world and it so badly needs a springtime.

But instead, your circle of goodness will slowly widen and encompass many people.

Thank you so much for making me a part of it.

You really are believing in action, hoping in action, love in action.

We are proud of the efficiency and accountability we are able to report once again this year. We are prouder still to tell you that this is a direct outcome of an ethos forged nearly a half century ago and that our culture of action is stronger than ever. The world needs a springtime more urgently than ever now, but we will continue to take action for as long as it takes.

The announcement was met by an outpouring of gratitude and best wishes to Dr. Cahalan from the Board of Directors, leadership counterparts in Dublin and London, staff, partners, and supporters of Concern Worldwide around the world.

Dr. Cahalan’s appointment as CEO two decades after the founding of the US organization signaled a greater focus on expanding profile, income, and general support of Concern’s programs across the developing world. His achievements include the recruitment of an experienced, expert leadership team; oversight of a brand revitalization; the redevelopment of the organization’s website; leading the creation of an ambitious three-year strategic plan; seeing the Bill & Melinda Gates Foundation-funded Innovations initiative to a successful conclusion; and growing US financial support to field programs by more than 10%.

Dr. Cahalan came to Concern first as a member of the Board in 2008. Five years later, Board Chairman Thomas J. Moran asked Dr. Cahalan to serve as CEO during a pivotal moment in the organization’s history when it was the midst of unprecedented growth. He embraced the opportunity after more than 40 years at Xerox Corporation, where he last served as President of the Xerox Foundation and Vice President of Communications and Social Responsibility at Xerox Corporation.

Though he has stepped down from his leadership post, the entire organization is grateful that he will remain on the Board of Directors and extend his tenure marked by significant and lasting contribution.
FATHER AENGUS FINUCANE

Born in Limerick, Ireland in 1932, Father Aengus Finucane devoted his life to his family’s tradition of public service from a young age. In his first assignment as a young missionary with the Holy Ghost Fathers as parish priest in Uli, Nigeria, Aengus found himself in the midst of the bitter civil war between Nigeria and Biafra in 1968. He literally came face to face with famine as starving men, women, and children appeared at his very doorstep. Aengus and his brother, Father Jack Finucane, alongside colleagues from all faiths, knew they could not be bystanders — they knew they had to act immediately and do whatever they could to alleviate the suffering.

Turning schools into refugee camps, setting up food distributions, and establishing emergency hospitals, Aengus and Jack worked tirelessly to bring aid to hundreds of thousands caught up in the conflict. At the height of the crisis in the summer of 1968, it was estimated that 6,000 children were dying every week due to a lack of food and medicine. Aengus and Jack turned to their home country to raise awareness about the seriousness of the famine. The response from the Irish was extraordinary. To accommodate the large shipments and flights of relief supplies that were flown in from Ireland every night, Aengus and his colleagues widened an emergency airstrip in the parish of Uli and lined the runway with lanterns to guide the landing planes. Amid active warfare in extremely dangerous conditions, they unloaded and distributed food, blankets, and medicine. “Uli was bombed every day,” Aengus remembered, “but the Biafrans were lined up in the forest with truckloads of gravel to fill the holes in the battered runway.”

From these conditions of hardship, suffering, and conflict — and with great courage and commitment — Concern Worldwide was born. For the next 40 years, Aengus worked among and fought for the poorest of the poor during conflicts, disasters, and famines. He lived in and traveled to the world’s poorest countries, including Ethiopia, Bangladesh, Cambodia, and Uganda. He was also on the ground in Rwanda, where he witnessed the horrors of genocide firsthand.

In 1981, Aengus became Chief Executive of Concern, a post he held until 1997 when he came to the United States to set up Concern Worldwide US, where he served as Honorary President until his death in 2009. His work with Concern Worldwide US was extraordinary. Working alongside Executive Director Siobhan Walsh and Chairman Tom Moran, he helped to build the organization from a small team of four to more than 50 staff members who work to develop programs and raise awareness as well as funds to support Concern’s work in the field.

OUR MISSION

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

OUR GOAL

To work with our colleagues throughout the Concern network to amplify our impact and empower people to build better lives in sustainable ways.

WHAT WE DO

+ HOW WE DO IT

- EMERGENCY RESPONSE
- HEALTH + NUTRITION
- CLIMATE RESPONSE + RESILIENCE
- WOMEN + CHILDREN
- INNOVATION
- COMMUNITY EMPOWERMENT

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WHAT WE DO

CLIMATE RESPONSE AND RESILIENCE

Those least responsible for climate change – the poor and vulnerable – feel its impacts the most. Our work to end extreme poverty is increasingly challenged by the effects of shifting climatic patterns. Many people rent land to grow food or work as seasonal laborers and don’t have the ability or money to make the long-term investments needed to cope with a changing climate. Others eke out a meager living through irregular work, hazardous jobs, natural resource harvesting, or other means. The poor also have limited resources to survive in the aftermath of natural disasters that destroy homes, crops, and livelihoods, which can then plunge them deeper into poverty. For the world’s poorest, climate change threatens the basic elements of survival, impeding their ability to live full, productive lives.

In many areas where we work, communities rely on agriculture both for food and money. Faced with degraded land and extreme weather, farmers often contend with food insecurity and unreliable sources of income. To address these challenges, Concern promotes eco-friendly farming techniques that are tailored to meet the needs of both communities and their environment. By addressing the inextricable link between people and their environment, we work to help the most vulnerable deal with the effects of climate change through responses that are uniquely tailored to meet the needs of both communities and their environment.

CLIMATE-SMART AGRICULTURE

In many areas where we work, communities rely on agriculture both for food and money. Faced with degraded land and extreme weather, farmers often contend with food insecurity and unreliable sources of income. To address these challenges, Concern promotes eco-friendly farming techniques that are tailored to local environments and designed to improve food security and nutrition. This includes growing a diversity of hardy, weather-tolerant crops and using conservation agriculture as an alternative to traditional, intensive farming methods. Conservation agriculture involves the practice of not tilling the soil, using organic materials as natural fertilizers, and rotating crops, which improves soil fertility, retains moisture, and prevents erosion. In addition to farming, we also focus on sustainable community management of water and other natural resources, rainwater harvesting, high-efficiency irrigation, and renewable energy sources, production, and technology such as fuel-efficient stoves, solar power, and biofuels. For nomadic pastoralist communities whose herds often suffer during droughts, we provide veterinary care and training on improved husbandry techniques so their animals can survive harsh weather.

ENVIRONMENTAL STABILIZATION AND REHABILITATION

Natural disasters can be as devastating to vulnerable environments as they are to vulnerable people. To address environmental damage from storms and human pressures and to minimize the impacts of future weather crises, we work with communities to rehabilitate the land and ecosystems that sustain and protect them. In countries like Ethiopia, Bangladesh, and Afghanistan, community-maintained tree nurseries grow local trees that are replanted in degraded lands. In coastal areas like the Bay of Bengal, these reforestation efforts help to strengthen the natural bio-shield that trees create against damaging winds and erosion from tidal surges. In farming, a similar approach uses agroforestry techniques to grow trees and shrubs among crops, which both rehabilitates degraded land and provides crops with protection against the effects of severe weather.

ECO-FRIENDLY ENTREPRENEURSHIP

To reduce pressures on fragile environments, we help people to develop alternative, sustainable, and entrepreneurial livelihoods that provide stable incomes. In Saut d’Eau, Haiti, for example, where a local waterfall is the site of an annual religious pilgrimage, we are working to create a community-based ecotourism enterprise with a focus on benefiting the most vulnerable and poor residents in addition to the wider town.

EMERGENCY RESPONSE

Earthquakes, storms, floods, droughts, conflict. When an emergency strikes, Concern goes where most needed to help the most vulnerable. Our first priority is to deliver life-saving relief, such as food, shelter, and clean drinking water. We put communities first and design our response according to their needs. They are partners in our work from the very beginning, a relationship that continues long after the crisis is over as we move with them to recovery and eventually long-term development.

By addressing the inextricable link between people and their environment, we work to help the most vulnerable deal with the effects of climate change through responses that are uniquely tailored to meet the needs of both communities and their environment.

WE FOCUS ON THE MOST VULNERABLE

Whether a disaster is natural or man-made, our emergency response teams go wherever the need is the greatest. Our priority is to reach the most vulnerable whose needs are not being met. This often means working in very remote and dangerous places where few others are willing to go.

WE DO WHATEVER IT TAKES

We customize our responses based on the needs of the communities we are there to serve. Before we take any action, we listen closely to affected populations to understand their priorities so that our actions are not only culturally appropriate but also aligned with what the local people see as the priorities. This means that our emergency response programs can vary greatly, from treating malnourished children in South Sudan and creating new shelter options for Syrian refugees to rebuilding schools in the Philippines after Typhoon Haiyan.

WE STAY

Our work does not end when the initial emergency is over and the news cameras and first responders pull out. Building off the relationships we have developed with communities, we dig in deeper, working with local people to heal, rebuild, and recover. Many of the countries where Concern has development programs today started as emergency responses years before, a testament to our commitment to stay and help communities over the long term.
WHAT WE DO

HEALTH AND NUTRITION
Helping vulnerable people live healthier lives and get the food they need has been a cornerstone of Concern’s work for nearly 50 years. From working with farmers to grow more nutritious crops to training community health workers, health and nutrition are at the forefront of what we do. We are a world leader in this field, and our work has helped save the lives of hundreds of thousands of people.

HELPING VULNERABLE PEOPLE LIVE HEALTHIER LIVES

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A LOCAL AND NATIONAL APPROACH
Concern partners locally with communities and nationally with governments to find sustainable, long-term solutions to health care access and better nutrition. Together with local partners, we work to strengthen health systems to deliver integrated, high-quality health services. We focus on improving the reach of existing health services, especially at the community level and among the underserved, while also helping governments manage scarce resources more effectively. We work towards this by supporting existing national and local health plans with a focus on national leadership and ownership of health care results.

TREATMENT AND PREVENTION
We focus not only on treating conditions like malnutrition and disease but on preventing them from ever occurring in the first place so that mothers and children don’t die from illnesses that are entirely preventable. We believe an investment in health care is vital to prevent illness and disability and that a healthy population unburdened by sickness or by caring for the ill is a productive one better able to move out of poverty and towards a prosperous future. Our community-based work targets maternal, neonatal, and child nutrition both to prevent and treat malnutrition. Environmental health is an essential component to physical health, too, and our programs in water, sanitation, and hygiene include waste management, pollution control, and insect repellent measures to stop disease transmission.

A HOLISTIC VIEW
We innovate holistic approaches to end chronic malnutrition, which can have long-term effects on children’s cognitive and physical abilities that might impair them for a lifetime and impact the generations to come. Our work includes improving agriculture by teaching farmers how to grow nutritious, diverse crops that are hardy, diversifying livelihoods options and access to markets to increase income for food in case of crop failures, and rehabilitating and conserving arable land and other natural resources vulnerable to natural disasters. We also educate people about better cooking and child feeding practices and train community health workers and volunteers to improve the overall health of communities so that they can thrive and move out of poverty.

LIVELIHOODS
Our livelihoods programs aim to increase people’s control of their natural resources, build reliable and fair access to food, and empower people by increasing the skills, knowledge, and resources they need. We focus on the extreme poor, working in and with their communities. We listen as they identify their most urgent needs as well as the long-term factors that stand in their way. We also identify the strengths and knowledge that already exist in the communities and seek to build on those to break down barriers. Most often, our work is with farmers in some of the hardest-to-reach, rural areas, but we also work in urban slum communities and tailor approaches that are appropriate, practical, and achievable for each setting.

EDUCATION
We have worked to promote education in developing countries for over 40 years. During that time, we have built hundreds of schools and renovated thousands of classrooms while supporting millions of children in accessing primary education. Today, our focus is on improving three specific areas: access to education, quality of education (especially early-grade literacy and math skills), and children’s well-being for healthy social and emotional growth. We do this by training teachers, involving parents and communities in school management, and developing appropriate curricula and learning techniques.

WATER AND SANITATION
Throughout most of our history, we have been working to improve access to clean, safe drinking water and sanitation as part of our strategy to improve health in the world’s poorest countries. Through our water, hygiene, and sanitation (WASH) programs, we work with local partners and community members to construct, rehabilitate, and maintain water supply infrastructure as well as latrines in homes, communal facilities, and schools. We also protect natural water sources and counter the effects of deforestation that negatively impact them. Raising awareness about good hygiene within communities is also central to our strategy to reduce disease.

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HOW WE DO IT

We employ a vast range of approaches based on specific community needs, but ultimately our work is guided by a focus on women and children, community empowerment, and innovation because each is essential to the lasting elimination of extreme poverty.

WOMEN AND CHILDREN

When more women are educated, child mortality decreases and their children are better educated. When more women receive knowledge about and access to health care, their children are healthier. When more women work, economies grow. When women control household income, their children benefit. Yet inequality and discrimination persist. We believe that transforming the lives of the world’s poorest and most vulnerable women and children is the key that will unlock the potential for lasting change.

COMMUNITY EMPOWERMENT

The elimination of extreme poverty will be driven not by governments, international institutions, corporations, or donors. It will be achieved at the local level, powered by the communities themselves. We have learned over the course of nearly five decades that this is an essential truth of both emergency response and long-term development work.

For Concern, the concept of “community” does not only mean the men, women, and children we work with in villages or neighborhoods. It also means a global community of nearly 3,000 Concern staff members, 87% of whom are working in their home countries, as well as a vast network of supporters, donors, and partners. Together, we are working towards the elimination of extreme poverty, gaining strength from our numbers and our shared values.

In the countries where we work, we design our programs in collaboration with communities, with the ultimate objective of handing them over fully. This holds true whether we are implementing an emergency response or confronting chronic poverty.

INNOVATION

Wherever we work, Concern is on the lookout for ways to do things better. Innovation for us means addressing a social problem with a novel solution that is more effective, more efficient, or more sustainable and then using testing and research to back up our theories. We relentlessly challenge ourselves to craft effective solutions that build on our experience, learning, and partnership with communities. Wherever we work, Concern is on the lookout for ways to do things better. Innovation for us means addressing a social problem with a novel solution that is more effective, more efficient, or more sustainable and then using testing and research to back up our theories. We relentlessly challenge ourselves to craft effective solutions that build on our experience, learning, and partnership with communities. Wherever we work, Concern is on the lookout for ways to do things better. 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WHERE WE WORK

Concern works with the poorest and most vulnerable communities in 29 countries around the world. In 2015, we directly reached 7.6 million people.
PROGRAM HIGHLIGHTS

NATURAL RESOURCE MANAGEMENT IN ETHIOPIA

Food insecurity is an underlying reason behind why the cycle of poverty is perpetuated generation after generation. The inability to provide for this most basic of human needs impedes everything from children’s cognitive development to the lack of income opportunities. This problem is compounded when the land needed to grow food is degraded by human overuse, climate change, and natural disasters. A vicious cycle ensues: needing to provide for themselves, people extract resources from an already stressed environment, furthering its deterioration and worsening the economic situation of their communities. But a solution exists.

A "cut-and-carry" system, in which farmers selectively forage for fodder and bring it back to their livestock, also alleviates pressures on the land from animal grazing. Water is scarce in Wolayita, and climate change has made its two rainy seasons unreliable. The region lacks springs and groundwater, and there is often not enough water for livestock and irrigation. To prevent water shortages, collection reservoirs – holes dug into the ground to catch rainwater – help communities during droughts and dry seasons.

THE PEOPLE’S LAND

The key to the long-term success of any sustainability initiative lies in community engagement. Concern works closely with communities to foster ownership over these projects from their planning to their implementation. Engagement approaches like cash for conservation provide people with income opportunities through jobs constructing the land-restoring infrastructure that will create healthy environments on which to live and grow food. Plant nurseries, too, do more than just grow soil-conserving trees for reforestation. They also serve as training spaces for nutrition and improved farming techniques. Together, we are improving lives and lifting whole communities from the cycle of poverty by sustaining the natural world around them.

RESPONDING TO THE NEPAL EARTHQUAKE

DISASTER IN NEPAL

On April 25, 2015, disaster struck Nepal: an earthquake of 7.8 magnitude killed over 8,000 people, injured nearly 20,000, and flattened entire villages, leaving hundreds of thousands homeless. Centuries-old buildings were destroyed at UNESCO World Heritage sites in the Kathmandu Valley. Among the most affected were the country’s poorest who lived in mud and stone homes structurally unable to withstand the quake. Many lived hours from a main road and some were entirely cut off by landslides triggered by the earthquake. Aftershocks continued for weeks afterwards, including a major 7.3-magnitude tremor near Mount Everest on May 12th that made travel and recovery efforts precarious and dangerous.

Our Response

Concern Worldwide has been a first responder in a number of earthquakes in Asia and other parts of the world, including the 2005 Pakistan earthquake and the 2010 Haiti earthquake. Concern worked in Nepal from 2006 to 2010, and after the earthquake struck, we quickly re-engaged with former local partners to get into the country and on the ground to help those most in need. Working in partnership with two local organizations, Rural Reconstruction Nepal and Nepal Water for Health, Concern reached some 14,000 families – 70,000 people in total – with shelter and essential relief supplies. This included tarpaulins, ropes, blankets, and sleeping mats so people could stay dry and warm as well as jerry cans, hygiene supplies, water purification tablets, and other items to help people stay healthy during reconstruction and recovery efforts.

A COMEBACK FROM CRISIS

To ensure that the people of Nepal continue to recover from the devastation of the earthquake, Concern will remain in the country for the next three years. Our work will take place in four of Nepal’s districts most severely affected by the earthquakes: Dolakha, Dhading, Sindhuli, and Gorkha. The focus of our programs will include shelter, livelihoods, water, sanitation, hygiene, and gender equality. We will also work to make sure communities are better prepared for the next earthquake by building their resilience and making them more prepared to deal with future disasters.

Home to a burgeoning population of over 1.5 million people, the Wolayita Zone in southwestern Ethiopia is defined by hills, mountains, and sloping terrain. Though Wolayita is rural, people live in densely populated pockets and rely on rain-fed subsistence agriculture. Small-scale farming along with land degradation due to deforestation, recurring droughts, and over-cultivation have led to a crisis of chronic food insecurity in the region.

NURTURING NATURE

Recognizing the connection between food insecurity and the environment, Concern has developed a number of innovative strategies aimed at empowering the poor to engage in sustainable development. At its core is natural resource management, which addresses the needs of people and the environment by maximizing the economic and social benefits of a land’s natural resources while also caring for those resources that are vital to a healthy ecosystem. In Wolayita, Concern focuses on soil preservation, water management, and reforestation by using just two basic principles: construction and planting. Environmental health and agricultural production are both badly impacted by erosion. To prevent soil loss during heavy rainfalls, slopes are “terraced” by transforming the hilly earth into step-like platforms that slow soil runoff and also provide cultivation areas for farmers. Trees and grasses grown in community-run nurseries are planted along these areas to help maintain the terraces, mitigate erosion, and restore nutrients to the soil. Filtering stone walls also aid in soil retention by forcing fast-running water to pass through the stones in smaller and slower streams.

A worker cares for tree saplings at Balja Nursery in Ethiopia. This climate-smart project both provides jobs to local people and grows trees to reforest eroded hillsides. Photo by Cheney Orr

A woman in the Wolayita Zone in southwestern Ethiopia stands in front of her home. Photo by Cheney Orr

Rambutel receives emergency relief supplies from Concern Worldwide in Bhirit, Nepal, where many homes were devastated by the earthquake. Photo by Kieran McConville/Concern Worldwide

A family gathers in a temporary classroom as they rebuild their home in the aftermath of the Nepal earthquake. Photo by Concern Worldwide
In 2015, Innovations implemented five phase II pilots and expanded one phase I pilot in four African countries to fight high maternal and newborn death rates.

KENYA

Through our Maker Movement program in Kenya, engineers and students at the University of Nairobi work together with nurses and doctors at Kenyatta National Hospital to design medical equipment to address the country’s critical shortage. This groundbreaking partnership serves as a model for designing cost-effective maternal and newborn health equipment that meets local needs. In 2015, we renovated a new FabLab space on campus where Maker designs the devices, and we forged a partnership with UNICEF and the company Philips to ensure that this successful program continues on into the future.

The Mobile Urgent Maternity Service (MUM), renamed PlanWise in 2015, is a mathematical health planning tool. It aims to determine where best to place health facilities, where Maker designs the devices, and we forged a partnership with UNICEF and the company Philips to ensure that this successful program continues on into the future.

GHANA

Care Community Hub has developed a smartphone app called CHN on the Go for rural, front-line nurses to equip them better in delivering crucial care to mothers and children in isolated regions. The app, which was co-designed by nurses, educates, connects, and supports them in their day-to-day jobs, increasing retention, professional development opportunities, and the quality of care they deliver. CHN on the Go won the Design Management Institute’s first-place design award in 2015.

SIERRA LEONE

In Sierra Leone, our Essential Newborn Care Corps educates, equips, and empowers non-literate traditional birth attendants whom the government had discouraged from performing home deliveries. Through specially adapted training, the women have now become maternal and newborn health promoters who serve as invaluable advocates for expectant mothers, counseling them and referring them to skilled health facilities for safer deliveries. In the process, we have helped some of the promoters become small-scale entrepreneurs who sell health products in their communities.

MALAWI

In a major milestone, Chipatala Cha Pa Foni (CCPF), or Health Center by Phone, will expand across Malawi with support from the country’s Ministry of Health. CCPF provides a health hotline and text and voice messaging tips for pregnant women and new mothers. In 2015, it merged with Dial-a-Doctor by Airtel, Africa’s largest mobile carrier.

PROGRAM HIGHLIGHTS

HUMANITARIAN TRAINING AND ENGAGEMENT

After responding to emergencies in the world’s toughest environments for over 40 years, there is one thing Concern knows for sure: having highly qualified staff at all levels – local, national, and international – makes all the difference in the success of a humanitarian program and also in improving the lives of those whom we strive to help. Concern is committed to building the capacity of not only its staff but also the humanitarian community as a whole. To accomplish this, Concern is proud to be part of two programs funded by the US Agency for International Development (USAID): the Building a Better Response project and the Program on Humanitarian Leadership.

BUILDING A BETTER RESPONSE

In 2012, Concern Worldwide, along with the International Medical Corps and the Harvard Humanitarian Initiative and with funding from the Office of US Foreign Disaster Assistance (OFDA), launched the Building a Better Response (BBR) project. Its aim is to help humanitarian workers during the critical moments after a disaster strikes by training them in three core areas:

- Developing effective emergency responses based on the needs of those affected
- Coordinating response efforts between organizations to prevent duplication, gaps, and waste
- Ensuring that emergency programs abide by international humanitarian laws and principles

BBR uses a variety of tools to build these skills, including in-person workshops and an online learning tool that allows humanitarian workers in remote and hard-to-reach areas to participate. This tool is available in English, French, and Arabic, making it accessible for a diverse humanitarian audience.

Through these trainings, BBR is strengthening the humanitarian community to provide efficient emergency response when people are most in need of help. To date, over 17,000 humanitarians have joined the BBR movement by either attending a workshop or registering for the online tool. Now in its fourth year, BBR has grown in scope and a new training module on responding to complex emergencies is in development.

PROGRAM ON HUMANITARIAN LEADERSHIP

Launching a humanitarian organization requires a unique skill set not found in most other careers. One must be accountable to multiple donors, manage staff from a variety of countries, and contend with competing organizational priorities, all while dealing with constant security threats and difficult living conditions. Recognizing the importance of investing in humanitarian leadership, Concern is once again partnering with the International Medical Corps and the Harvard Humanitarian Initiative to develop the Program on Humanitarian Leadership (PHL).

While BBR focuses on the foundations of humanitarian programming, PHL engages staff at a higher level by looking at the unique skill sets needed to be a leader when responding to complex humanitarian emergencies, including operational planning, civil-military coordination, project cycle management, and program monitoring and evaluation.

PHL combines rigorous academic content with a field simulation. This is followed by a mentorship placement in the field, which allows participants to put the skills they have learned immediately into practice. By the end of this immersive experience, participants will have the skills, knowledge, relationships, and confidence to take on leadership responsibilities within a variety of humanitarian organizations, ultimately improving the delivery of services to the increasing numbers of those in need of humanitarian assistance.
PARTNERSHIP HIGHLIGHTS

Making the lives of the world’s poorest and most vulnerable people better is something we can accomplish alone. The work starts with the communities themselves, but lasting impact depends on the combined resources and knowledge gained through our partnerships with governments, corporations, foundations, and institutions.

EMERGENCY RESPONSE

Concern responded to the aftermath of ethnic violence in Goma, Democratic Republic of Congo in 2016 by providing over 70,000 vulnerable people with essential relief supplies and livelihood assistance. In the urban slums of Kenya, Concern is researching ways to help people cope with poverty and identity warning signs of future emergencies. With 600,000 residents expected to benefit from this program by 2016, we have already helped 300,000 people in 2015.

Concern’s disaster risk management project in Pakistan reached more than 84,000 people in 2015 by raising awareness about natural disasters, creating local disaster management organizations, and improving preparedness among communities. Following the success of Concern’s RAPID program in Pakistan, which provided life-saving aid through local partners to more than three million people affected by natural disasters, Concern launched RAPID II in 2013.

Concern’s program in West Darfur, Sudan has helped over 95,400 conflict-affected people by providing them with agricultural, health, nutrition, water, sanitation, and hygiene services. In South Kordofan, Sudan, our program reached over 296,000 people in 2015 with life-saving services and helped build their resilience to future shocks and emergencies.

Throughout 2015, Concern made significant contributions to reduce the transmission of Ebola in Liberia, reaching over 200,000 people. Concern is now focusing on prevention and preparedness as well as supporting the restoration of health services.

Concern is continuing its work in Sierra Leone to expand access to health care and build resilience against future health crises like the 2014 Ebola virus outbreak. In consortium with the International Rescue Committee, we are providing training, mentoring, supervision, and quality assurance for clinical health care facility staff and community health officers.

In South Sudan, Concern continues to provide life-saving water, sanitation, hygiene, shelter, and nutrition assistance, including emergency nutrition support to children under five years of age, pregnant women, and breastfeeding mothers who have been displaced by the ongoing conflict.

In 2016, Concern continued implementing an integrated humanitarian assistance program for vulnerable communities in areas affected by food insecurity and malnutrition in eastern Chad. The program reached over 40,000 people and contributed to the survival, recovery, and resilience of vulnerable households and communities through seed distribution, health center support, and disaster preparedness.

In Tahoua, Niger, Concern continues to work with chronically poor, food-insecure households to reduce their vulnerability to shocks and stresses. The program has not only contributed to the diversification of livelihoods, capacity development, and preparedness, but it has also had an overall positive impact on the community.

In the Central African Republic, Concern has helped over 38,000 conflict-affected people restore their livelihoods, protect their crops from pests, improve their access to clean water, and adopt healthy hygienic behaviors. We have also helped villages whose infrastructure was destroyed during sectarian conflict by building wells, enhancing water catchments, and repairing hand pumps.

As the civil war in Syria stretched into its fourth year in 2015, Concern continued to support refugees displaced both inside the country and in the region. In Syria, Concern addressed the needs of returning refugees, the internally displaced, and local residents with services focused on sanitation and waste management, safe water, environmental health, and hygiene. We also provided food assistance to 3,000 vulnerable Syrian families. In Turkey, we provided access to quality formal education for Syrian refugee children.

DEVELOPMENT

Through Concern’s Language, Literacy, and Learning program in Rwanda, we are working with parent-teacher committees to improve community involvement in literacy, educational equity for girls, and teacher motivation. We expect the program to reach all schools in Rwanda by 2016.

In Uganda, the Resilience through Wealth, Agriculture, and Nutrition program aims to improve food security and nutrition among 377,000 households by 2017, with a focus on children, pregnant women, and breastfeeding mothers in Karamoja district.

Concern’s Education Quality and Access in Liberia program seeks to improve education in Grand Bassa County by working with school administrators, teachers, and parent-teacher associations to improve literacy and numeracy skills.

Through the Potato Initiative for Food and Nutrition Security program in Ethiopia, we are working to improve food and nutrition security as well as income levels for 6,000 chronically food-insecure families by encouraging the cultivation of the Irish potato. This includes improving the local availability of potato seeds, establishing a supply system, and promoting the potato’s nutritional value to farmers.

CHILD SURVIVAL

In Kenya’s Marsabit County, Concern is working with the Ministry of Health to improve maternal, newborn, and child health for 54,800 women and children under five years of age. We are also working to prevent chronic malnutrition, diarrhea, and pneumonia among children. In collaboration with Johns Hopkins University, we are researching culturally appropriate places for pastoralist women to deliver their babies as an alternative to giving birth at home, where they risk complications.

In Sierra Leone, the Al Pikin fo Liw (“Life for All Children”) child survival project is increasing the quality of maternal and newborn health services for 71,700 women and children under the age of five in ten urban slum communities of Freetown. We are also working to prevent and treat malaria, diarrhea, pneumonia, and malnutrition among children. In collaboration with Johns Hopkins University, we are researching how to improve disease surveillance for better planning and management of health services.

FARMERS Elizabeth Vula, Florida David, Smoke Kamlaza, and Felesiya Gambitoni prepare a field for planting as part of Concern's SUSTAIN Malawi program. Photo by Sara Quinn

A seven-month-old boy visits Gokmarach Primary Health Care Center in Awiel, South Sudan. Photo by Kevin Carroll
PARTNERSHIP HIGHLIGHTS

BILL & MELINDA GATES FOUNDATION

The Bill & Melinda Gates Foundation has funded Concern’s Innovations for Maternal, Newborn & Child Health initiative, which tests creative solutions to improve the health and survival of women, babies, and children.

Support from Boeing has helped Concern implement a program to improve vulnerable children’s access to quality primary education in Kenya through training teachers and creating effective school boards.

MATTRESS: water

In partnership with charity: water, Concern has provided thousands of people living in extreme poverty with access to clean, safe drinking water in vulnerable areas of Bangladesh, Nepal, and Uganda.

THE FLATLEY FOUNDATION

Support from the Flatley Foundation has helped Concern reduce maternal and child mortality and given children access to safe primary education in Nepal, and child mortality and given children access to safe primary education in Nepal.

MUTUAL OF AMERICA RETIREMENT COMPANY

Mutual of America has developed a committed, sustaining partnership with Concern Worldwide through its participation in special events, employee giving, generous matching gift programs, loyal support from Mutual employees, and contributions to field programs around the world.

NEWMAN’S OWN FOUNDATION

With the support of Newman’s Own Foundation, Concern has developed a primary school program in Kenya to improve literacy by developing mother-tongue educational materials for students.

With support from IRT, Concern has provided essential winter supplies to Syrian refugees who were living in shelters without sufficient blankets, mattresses, and other basic items.

MERCK

Merck for mothers

Since 2012, Concern has partnered with Merck for Mothers’ Global Giving program to reduce maternal illness and death in Malawi by providing community services such as youth-friendly reproductive health care and a health hotline.

Philips Foundation and UNICEF have partnered with Concern’s “Maker” program in Kenya to support the local design of affordable medical devices for pregnant women and babies.

With support from the Ronald McDonald House Charities, Concern and Burundi’s Ministry of Health have worked to reduce child illness and mortality by training community health workers and care group volunteers in behavior change and nutrition.

The W.K. Kellogg Foundation has supported Concern’s efforts to educate primary school children and to help enhance economic and social development in Saut d’Eau, Haiti.

The Xerox Foundation has supported Concern’s emergency response in Nepal to provide relief supplies for over 14,000 families in three of the districts most severely affected by the 2015 earthquake.

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IMPACT

In the 2014–2015 school year, GCC directly worked with 29 teachers in 23 schools to impact 787 students in New York, Chicago, and Boston through our yearlong program on “Innovations in Global Health.” Nearly 70 students from six high schools in New York, 90 students from eight high schools in Chicago, and 51 students from five high schools in Boston gathered for GCC’s flagship event, the annual Global Youth Summit, to explore the theme of “Innovations in Global Health.” 2015 marked the ninth, fourth, and first annual Global Youth Summits in NYC, Chicago, and Boston, respectively. GCC also brought two students and one teacher to visit Concern’s programs in Ethiopia for a week in July 2015 for the Annual US/Ireland Student Field Visit, where students gained a firsthand perspective on the complexity and sensitivity of Concern’s work. Ultimately, GCC seeks to cultivate concerned youth who understand global inequalities, recognize the interconnectedness of all people, and take informed action towards a world without extreme poverty.

GLOBAL CONCERNS CLASSROOM

Global Concerns Classroom (GCC) is an innovative and multi-faceted global education program of Concern Worldwide US that empowers youth to explore global issues, speak out, and take action against poverty. Through dynamic resources, student engagement programs, and professional development for educators, GCC prepares youth to gain the knowledge and skills needed to be active global citizens and leaders for a better future.

SIGNATURE PROGRAM

For the 2015–2016 school year, GCC continues to offer our yearlong program in partnership with high schools in New York, Chicago, and Boston. The program will engage students on the theme of “Global Climate Impact” through the following components:

- Standards-aligned curriculum that prepares students with relevant content knowledge and 21st-century skill building
- Annual Global Youth Summit that brings students from participating schools together for a day of problem-solving, collaboration, and design
- School community action plans that address the global issue in a local setting, culminating in a year-end Concern to Action Virtual Showcase
- Annual Student Field Visit in which selected student leaders and their teachers participate in an educational overseas trip to one of Concern’s operational countries

“I realized my perspective on the developing world was problematic.”

– Havana, age 17

“I realized a ‘Western’ way of life is not always better.”

– Hannah, age 14

Hannah holds the root of a false banana plant, a good source of protein for many Ethiopians. Photo by Margi Bhatt/Concern Worldwide

Havana (l) and Hannah (r) during a Student Field Visit to Ethiopia. Photo by Margi Bhatt/Concern Worldwide
Our Supporters

Concern Ambassadors are our most dedicated and generous supporters who are leading the way in supporting Concern’s mission. Their generosity sustains the determination of the people we work with and inspires the commitment of our staff to deliver real and lasting change in our world.

Our deepest thanks to our Ambassadors and most generous private and corporate supporters who are listed below.

Robert Kirk
KPMG LLP
Angela and Amir Lears-Buzorgmir
Lee Family Foundation
Marian and Dan LeSaffre
The Lodge Family
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Alex Lubomirski
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19 Anonymous Donors

Nancy Baako is a South Sudanese refugee living in a settlement in Uganda, where Concern is working to help improve nutrition for mothers like Nancy and their children. Photo by Alexia Webster/Panos Pictures

Marwana de Sousa, a mother of three, is part of Concern’s farmer field school in Rombo, Mozambique. Photo by Crystal Wells/Concern Worldwide
GET INVOLVED

BECOME A CORPORATE PARTNER
By sponsoring or participating in our New York and Chicago events and campaigns, corporations have a unique opportunity to maximize their exposure and reach their targeted audiences while also making a tremendous impact on Concern’s work with the extreme poor.

Support us through:
› Event sponsorships
› Field program sponsorships
› Disaster relief assistance in the event of an emergency
› Cause-related marketing opportunities and gifts in kind
› Payroll contributions and matching gifts

MAKE AN INTRODUCTION
Help the Concern community grow by connecting us with other like-minded individuals who want to make a difference.

BECOME A CONCERN AMBASSADOR
Contribute $5,000 or more each year to become a Concern Ambassador, our most dedicated and generous donors who lead the way in supporting our mission. In addition to making lasting change, Ambassadors receive updates from the field, special recognition, and unique opportunities to connect to Concern.

ATTEND A CONCERN EVENT
From awards dinners to luncheons and runs, our events raise awareness and funds to support our humanitarian work around the world. They also offer a great opportunity to meet with our staff and others in the Concern community and hear about the life-changing difference your support is making for the poorest communities in the world.

JOIN A CONCERN COMMITTEE
Our deeply engaged committees play a special role in the success of our events by helping to ensure their success, engaging their networks to increase Concern’s outreach, and serving as ambassadors within our community.

SIGN UP FOR OUR E-NEWSLETTER
Stay up to date on life-saving programs around the world and find out how your support is transforming lives. Sign up at concernusa.org.

BE PART OF OUR ONLINE COMMUNITY
Like us on facebook.com/ConcernWorldwideUS or follow us on instagram.com/ConcernWorldwideUS and twitter.com/concern. Help us raise our profile by sharing the great work you are supporting with your friends and family.

EVENTS

NEW YORK

Concern Spring Run
This rapidly growing annual event brings together over 1,000 runners, walkers, corporations, community teams, and volunteers for a four-mile run or walk in Central Park.

Women of Concern Annual Award Luncheon
Concern’s New York luncheon pays tribute to women of extraordinary accomplishment for their leadership, contributions to public service, and efforts to empower women throughout the world.

Aengus Finucane Memorial Golf Tournament
Executives from the tri-state area enjoy a memorable day of golf at the Woodway Country Club while celebrating the work of Concern and the memory of our founder, Aengus Finucane.

CHICAGO

Women of Concern Annual Award Luncheon
Concern’s Chicago luncheon honors the humanitarian and leadership accomplishments of extraordinary women who reflect justice, compassion, and generosity in their work and daily lives.

Concern Chicago Golf Outing
This annual golf event attracts business and civic leaders for a wonderful day of golf.

Thanks-for-Giving Gala
This festive event supports Concern’s work. Guests enjoy delicious appetizers and cocktails while dancing the night away.

Run a Marathon for Concern
Individuals can take on the challenge of not only running a marathon but also of raising money to support Concern’s programs in some of the world’s poorest countries.

Concern Winter Ball
This festive gala for young professionals supports Concern’s work with a fun and exciting night of dinner, drinks, and dancing.

Seeds of Hope Annual Award Dinner
Concern’s annual award dinner honors and celebrates the best and the brightest business leaders, innovators, and influencers who have distinguished themselves through their dedicated support of philanthropic causes.

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People of Concern

Concern is more than a charity. United by a sense of purpose, we are a community of people who come together around a shared concern for people in need of humanitarian and development assistance. Nearly 3,000 people dedicate their talents, skills, and experience to Concern and 87% of our staff in the field are living and working in their own communities. These five individuals represent the energy, enthusiasm, hard work, and commitment — qualities shared by all our staff — that make positive change happen for those most in need.

Angelina Nyagun

A native of South Sudan, Angelina Nyagun is a nutrition assistant at Concern's nutrition center at the UN base in Juba, where thousands of South Sudanese have sought refuge from the violence that began in late 2013. An internally displaced person, Angelina lives at the UN camp. Angelina works with mothers and malnourished children, providing health education. She gives health talks, encouraging mothers to breastfeed their children. "I am inspired by the fact that I am working for my community," Angelina says. "I feel I am the community ambassador and this inspires me to keep working hard and to help the mothers appropriately." Concern is working in South Sudan to tackle food insecurity, which has increased during the civil war. Much of Concern's programming focuses on preventing and treating malnutrition.

Maria Nader

Maria Nader is a native of northern Lebanon and is Concern's community site coordinator in Akkar province, which is temporarily home to tens of thousands of Syrian refugee families. Because a formal system to accommodate refugees does not exist in Lebanon, most are left to fend for themselves when they enter the country. Many use their savings to rent patches of land, garages, or unfinished buildings. But many rely on people like Maria to help them get by. "When they come here, it is organizations like Concern that take care of them, checking their conditions and following up with them," Maria says. She oversees a number of collective centers that provide shelter and facilities for the most vulnerable families.

Maria says that most Syrians are of one mind when it comes to the future. "They hope to get back to their land, even if they don't have houses any more. To get back to Syria and live their lives at home — this is their dream."

Sheena McCann

The Kingston cemetery in Freetown, Sierra Leone will forever be associated with the Ebola virus. Sheena McCann oversaw Concern's medical burial work for over a year, from the height of the crisis onward. An accountant by profession, she normally works as a systems manager for Concern's team of roving contingency staff, a job that brings her on short-term assignments all over the world. But nothing could have fully prepared her for this assignment.

"I suppose there's a certain logic to burial grounds — trying to manage the space, making sure the records are accurate, and figuring out a system to cope with the demand," she says. But Sheena, who is known among the cemetery workers as 'Aunty Sheena,' is not all about systems and numbers. Because a formal system to accommodate refugees does not exist in Lebanon, most are left to fend for themselves when they enter the country. Many use their savings to rent patches of land, garages, or unfinished buildings. But many rely on people like Maria to help them get by. "When they come here, it is organizations like Concern that take care of them, checking their conditions and following up with them," Maria says. She oversees a number of collective centers that provide shelter and facilities for the most vulnerable families.

Maria says that most Syrians are of one mind when it comes to the future. "They hope to get back to their land, even if they don't have houses any more. To get back to Syria and live their lives at home — this is their dream."

Edwin Mbugua Maina

A native of Kenya, Edwin Mbugua Maina is a medical doctor with a background in health policy. Edwin has worked with Concern’s Innovations for Maternal, Newborn & Child Health initiative since 2013.

"I am passionate about improving maternal and newborn health care," he says. "Kenya has some of the highest maternal and neonatal mortality rates globally." This passion recently spurred him into action to help a pregnant woman who had to travel a long distance to a health facility. "We supported her during her journey to the facility," Edwin explains. "where she eventually delivered without any complications."

Edwin manages Concern’s Maker Movement, in which engineers and health workers design medical equipment for Kenya’s maternity wards. Edwin and the Innovations team continue to forge partnerships with organizations, institutions, and companies to implement programs to improve maternal, newborn, and child health.

Lincoln Ajoku

Nigerian-American Lincoln Ajoku is a New York native whose family history is tied to Concern’s beginnings. Lincoln’s family was living in Nigeria during the Biafran war, the conflict that caused the famine that sprung Concern’s founders into action. Since 2014, Lincoln has been an education advisor at Concern. His work focuses on safe learning, child well-being, and education in emergency situations.

"We look at the nuts and bolts of issues that keep vulnerable children out of school," he says. From tackling gender inequality to poor basic service delivery, Concern strives to ensure that children meet their learning outcomes, particularly literacy. "In a lot of countries Concern works in, there are a lot of talented and capable people, but because of challenges, they haven’t been able to thrive," Lincoln says. "We make sure that children are going to school and learning." Concern continues to empower communities to become involved in the education of their children by enabling and encouraging participation.
2015 MILESTONES

JANUARY 2015

Hundreds of thousands are affected by the worst flooding in Mozambique and Malawi in over 40 years. Concern provides relief supplies and emergency assistance to affected families.

JANUARY 6, 2015

Winter Storm Zina hits Akkar, Lebanon, threatening vulnerable Syrian refugees. In partnership with UNICEF, Concern responds with winter clothes and shelter materials.

FEBRUARY 27, 2015

Concern honors Annabelle Santos Volgman (L), a cardiologist at the University Medical Center, and Mimi Frankel (R), a Frankel Family Foundation board member, at the 17th annual Women of Concern Award Luncheon in Chicago.

MARCH 27–30, 2015

Celebrity chef Gabe Kennedy, winner of ABC’s reality TV cooking series “The Taste,” visits Haiti to support Concern in the “Live below the Line” anti-poverty campaign.

APRIL 25, 2015

A devastating 7.8-magnitude earthquake strikes Nepal. Concern responds with emergency relief supplies in remote, hard-to-reach areas severely damaged by the quake and its aftershocks.

JUNE 9, 2015

Concern honors Molly Ashby, CEO and founder of Solera, at the 13th annual Women of Concern Award Luncheon in New York.

JUNE 23, 2015

Concern’s nutrition adviser Leni Martinez del Campo hosts a workshop on climate-smart agriculture at the 2015 InterAction Forum in Washington, DC.

SEPTEMBER 2015

Concern responds to severe flooding in Freetown, Sierra Leone with water, sanitation, and hygiene assistance.

SEPTEMBER 22–24, 2015

Concern holds a presentation about its work in North Korea at the International Conservation Agriculture Conference in Pyongyang.

SEPTEMBER 26, 2015

Concern joins 60,000 people in Central Park for a day of music and activism as part of the Global Citizen Festival to raise awareness about extreme poverty.

SEPTEMBER 28, 2015

The Design Management Institute recognizes Concern’s Innovations program with a first-place award for CHN on the Go, a smartphone app developed for community health nurses working in rural Ghana.

OCTOBER 12, 2015

Concern’s safe and dignified burials program in Ebola-hit Sierra Leone wins second place at the inaugural EU Health Awards.

OCTOBER 12, 2015

With partners IFPRI and Welthungerhilfe, Concern publishes the tenth annual Global Hunger Index. The report’s theme examines the complex relationship between hunger and conflict.

OCTOBER 26, 2015

A 7.5-magnitude earthquake strikes Afghanistan and is felt in regions of Pakistan. Concern carries out an emergency response in both countries, providing shelter, basic necessities, and water.

DECEMBER 2015

Concern launches the Program on Humanitarian Leadership, a training and career development initiative that seeks to advance the next generation of humanitarian leaders.

DECEMBER 1, 2015

Concern honors Michael Dowling (L), President and CEO of Northwell Health, for his remarkable achievements and philanthropic contributions.

DECEMBER 3, 2015

Tom Moran, Board Chairman for Concern Worldwide US, is one of ten recipients of the Presidential Distinguished Service Awards for Irish Abroad, which recognizes those who have served Ireland with distinction.

DECEMBER 18, 2015

In appreciation of those working on the front lines during the Ebola crisis, Sierra Leonean President Ernest Bai Koroma recognizes nine of Concern’s safe and dignified burial team members.
CONCERN BY THE NUMBERS

Concern Worldwide US
Financial Summary
Statement of Activities for Year
Ending December 31, 2015
(with summarized amounts for 2014)

<table>
<thead>
<tr>
<th></th>
<th>2015 Total ($)</th>
<th>2014 Total ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support and Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions and Non-Government Grants</td>
<td>9,510,482</td>
<td>10,034,847</td>
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<tr>
<td>Support from Concern Worldwide</td>
<td>547,082</td>
<td>1,273,143</td>
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<tr>
<td>Government Grants</td>
<td>27,921,981</td>
<td>18,403,581</td>
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<tr>
<td>Special Events (net)</td>
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<td>2,787,639</td>
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<tr>
<td>Investment Income</td>
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<td>5,273</td>
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<tr>
<td><strong>Total Revenue and Support</strong></td>
<td>40,925,828</td>
<td>32,504,483</td>
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<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
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<tr>
<td>Program Activities</td>
<td>36,695,531</td>
<td>28,761,988</td>
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<tr>
<td>General and Administrative</td>
<td>1,787,157</td>
<td>1,710,729</td>
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<tr>
<td>Fundraising</td>
<td>1,479,770</td>
<td>1,150,774</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>39,962,458</td>
<td>31,623,491</td>
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<td><strong>Change in Net Assets</strong></td>
<td>963,370</td>
<td>880,992</td>
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<td><strong>Net Assets at Beginning of Year</strong></td>
<td>7,082,244</td>
<td>6,201,252</td>
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<tr>
<td><strong>Net Assets at End of Year</strong></td>
<td>8,045,614</td>
<td>7,082,244</td>
</tr>
</tbody>
</table>

Analysis of Expenditure for 2015

- **Program Activities 92%**
- **Fundraising 4%**
- **General and Administration 4%**
Aklima is a participant in Concern’s Project Paribartan in Bangladesh, which helps coastal communities become more resilient to the impacts of climate change. Photo by Shafiqul Alam Kiron/Map Photo Agency
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