



HUMAN CONCERN USA

STRATEGIC PLAN

2023-2026

A MESSAGE FROM THE CEO





Through our programs—ranging from providing nutritious food, quality education, clean water, to improving access to healthcare—we have touched lives in over 40 countries. Our initiatives are designed with a focus on inclusion, respect, compassion, and integrity, ensuring that our aid is impactful, dignified, and culturally sensitive.

A Message from the CEO:

Assalamu Alaikum wa Rahmatullahi wa Barakatuh,

At Human Concern International, our journey began in Canada in 1983 and started operation the in the USA in 2023 with a profound commitment to serve humanity, guided by the principles of compassion, justice, and service inherent in our faith. Over the past four decades, we have been steadfast in our mission to create a world free of poverty and injustice, striving to transition families from crisis to self-sufficiency.

Our vision is ambitious yet attainable: to uplift communities and individuals across the globe by creating avenues for sustainable transformation and progress. We believe in empowering communities to thrive independently, not fostering dependence on aid.

Through our programs—ranging from providing nutritious food, quality education, clean water, to improving access to healthcare—we have touched lives in over 40 countries. Our initiatives are designed with a focus on inclusion, respect, compassion, and integrity, ensuring that our aid is impactful, dignified, and culturally sensitive.

As an international humanitarian organization, Human Concern USA's work is guided by the values of compassion, integrity, transparency, and human dignity. We believe that every person deserves the opportunity to live a life of hope, health, and opportunity—regardless of geography or circumstance.

Your support through donations, volunteering, or prayers—fuels our efforts and brings us closer to a world where compassion triumphs over hardship, and hope outshines despair.

Thank you for being a part of this journey. May Allah (SWT) accept our efforts and guide us always on the path of righteousness.

With gratitude and peace,

Masum Mahbub

Masum Mahbub

Chief Executive Officer

THE WORLD WE WANT TO SEE





VISION

For a world
without poverty
and injustice.

MISSION

We save lives
and move people
from crises to
sustainability.

OUR CORE VALUES

Inclusive and Empowering

We respect and include all people in our work, both internally and externally, and create an empowering culture for people to thrive.

Dignity and Love

We believe every human being is of equal value and deserves to be loved in order to reach their potential.

Justice and Equality

We are determined to empower communities to challenge structures of injustice and inequality, both locally and internationally.

Accountable and Transparent

We strive to create an accountable organization that values openness and honesty both inside and outside.

THE WORLD



GROWING POVERTY & RISING INEQUALITY

There is no doubt that inequality has reached extreme levels. We live in a world where great poverty exists directly alongside unimaginable wealth. The accumulation of riches in the hands of the few has gone so far that the wealthiest individuals have more economic power than entire countries. Around 735 million people are still living in extreme poverty, and many of those who have risen above the extreme poverty line of \$1.90 are still buried in the cycle of poverty. It is projected that hundreds of millions of people will still be living in extreme poverty by 2030. We at Human Concern USA will work to influence policy and directly impact the root causes of economic inequality by empowering people through livelihood projects, skills development and most importantly, advocating for change with powerful stakeholders.

CONFLICT, DISASTER & DISPLACEMENT

At least 100 million people were forced to flee their homes during the last 10 years, seeking refuge either within or outside the borders of their country. Forced displacement and statelessness remained high on the international agenda in recent years and continued to generate dramatic headlines in every part of the world. Several major crises contributed to the massive displacement over the past decade, and the numbers include people who were displaced multiple times. These crises included but are not limited to the ones listed here: Civil war in Syria, forced expulsion of Rohingya from Myanmar to Bangladesh, humanitarian and displacement crisis in Yemen and many more around the world.

AS WE SEE IT

A photograph of a woman wearing a white headscarf and a patterned green and blue dress, carrying a young child in a bright red shirt. They are in a dry, open landscape. In the background, a large, out-of-focus crowd of people is visible under a hazy sky. On the left side of the image, there are white geometric lines and a red circle.

CLIMATE CHANGE & ENVIRONMENTAL DECLINE

The climate crisis is wreaking havoc across the globe, putting the future of the planet as we know it at risk. It's the poorest countries and communities that are paying the heaviest price, with increased damage and displacement driving millions into further poverty. We want to put the challenge of climate change as a crucial component of our work by initiating projects that focus on climate change adaptation, campaigning for change, lobbying powerful stakeholders, including governments, to institute policies that reverse the impact of climate change. Moreover, we want all our projects to take potential environmental issues into consideration. Recognizing that climate change and environmental degradation will increasingly drive humanitarian need, plays a key role to effectively and responsibly respond to this unprecedented threat to humanity.

FORCES OF INJUSTICE & DISCRIMINATION

Millions of people face political, economic, cultural and social exclusion — often in spite of anti-discrimination laws. Gender-based violence remains a huge problem. Although women make up approximately half of the population, there have historically been social barriers to economic and personal freedom for women. While much has been done to alleviate this, there is still quite a way to go, especially in low- and middle-income settings. Women are disempowered from a young age, when they are held back from attending school for financial reasons, or because of the perception that their education does not matter. Globally, women still earn less than men, and women with children tend to earn even less. As Human concern USA, we will continue to fight for equality worldwide and put women and girls at the centre of our work.

And we will protect the rights of groups who are discriminated against on multiple grounds.



THE DIRECTIONS TO CHANGE OUR WORLD

8

USA |
2026

HUMAN CONCERN
STRATEGIC PLAN 2025-



-
- 01 EMERGENCY RESPONSE
AND PREPAREDNESS
 - 02 HUMAN CONCERN FOR
EVERY CHILD
 - 03 ALLEVIATING HUNGER TODAY,
ENDING IT TOMORROW
 - 04 EVERYONE, EVERYWHERE,
HAS ACCESS TO CLEAN WATER
 - 05 CHARITY STARTS AT HOME



01. EMERGENCY RESPONSE AND PREPAREDNESS



WHY IT MATTERS

With conflict and climate-driven crises on the increase, the world is facing an unprecedented number of humanitarian emergencies. In the midst of these emergencies, families have to scramble looking for basic help - food, water, medicine - so they can survive another day. Humanitarian crises are often complex, and in order to address human suffering, NGO's require multiple resources and the support of local actors.

In our 40 years, we have built a wide network of support, starting from our donors to connecting with NGO's and government ministries on the ground. Our Human concern USA team is highly experienced and ready to respond immediately to lend a helping hand to the most vulnerable - the elderly, women, and children. The design of our humanitarian response programme is influenced by local staff and actors who have a true understanding of the immediate and long-term community needs, and can advise on quick decision making matters when needed.

Responding to humanitarian emergencies is an essential part of Human Concern USA's work in fighting poverty and injustice since they are a cause and effect of both.

How We Will Achieve It

Continuously improve the scale and scope of our work by incorporating a learning piece in our projects that will bring forth insights on how to best address human suffering during emergencies within specific contexts.

Create partnerships with local actors to bring to the table innovative programming that focuses on the prevention of human suffering and builds resilience through a Disaster Risk Response (DRR) - for example building earthquake-resistant homes.

Address the long-term health needs of people living in crisis countries.

Develop our profile with the Canadian public and key institutional donors as a credible, fast-acting and principled humanitarian actor with a localized approach.

Raise additional funds for humanitarian work from American and international donors.

Expected Outcome

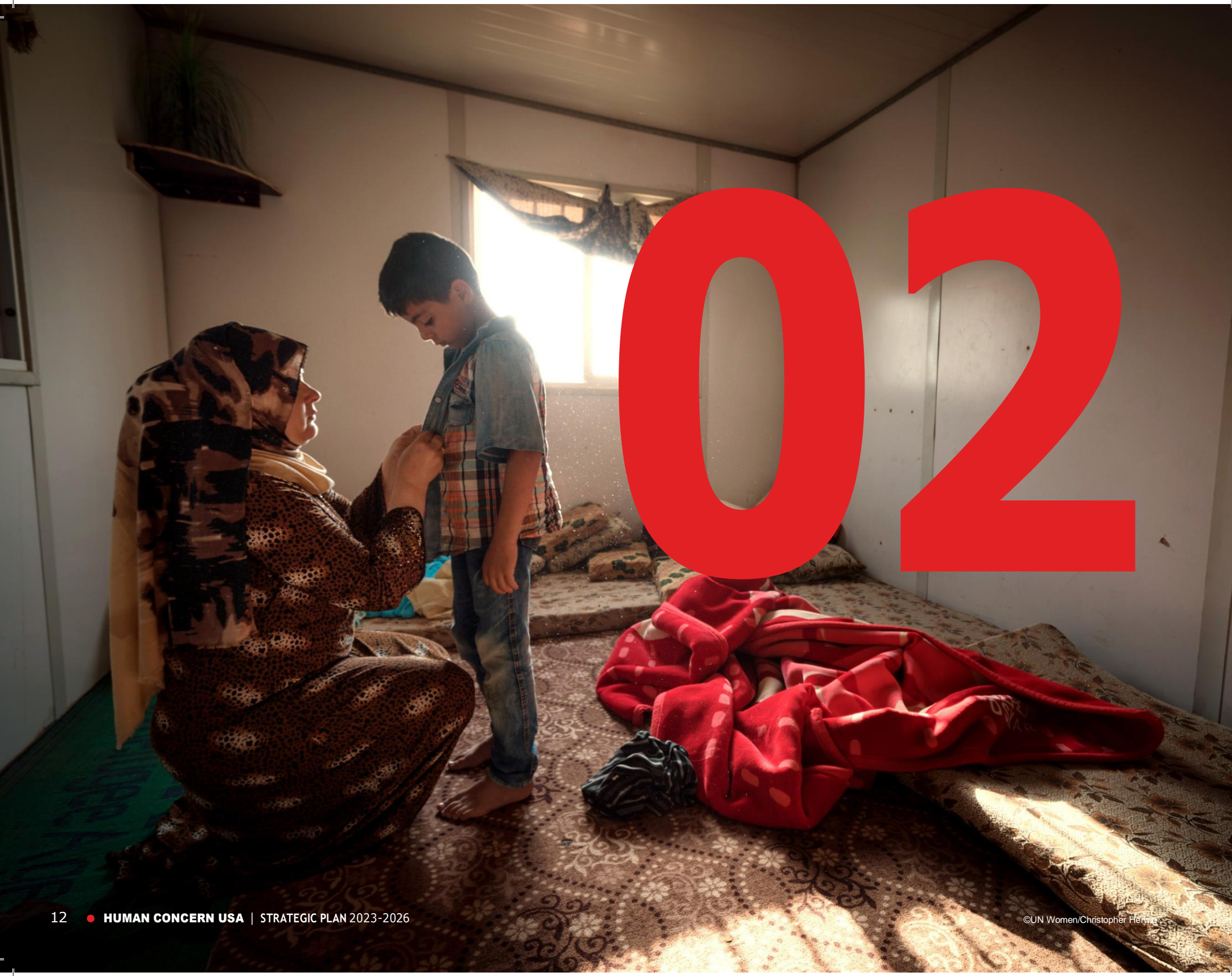
Disseminate at least 2-3 publications based on field research that will help improve the design of our humanitarian response projects; and help other NGO's in the sector create more informed programs to better address the immediate needs of people suffering because of emergencies.

An increase in the number of projects that involve partnerships with local governments and key actors, and that focus on DRR.

A yearly increase in the number of beneficiaries, especially women, girls, children and the most vulnerable of society, who benefit from high-quality Human Concern USA humanitarian programmes.

Increased number of media stories that speak to Human Concern USA's humanitarian work with institutions, organisations, donors, the Canadian public.

Increased yearly revenue for our responses to humanitarian crises.



02

02. HUMAN CONCERN FOR EVERY CHILD



WHY IT MATTERS

In this rapidly-changing world, disadvantaged children, especially those who are orphaned by both or a single parent, face increased marginalisation. Millions of these children around the world are exploited due to issues of poverty and inequality, and as a result, end up engaged in child labor, and/or are subjected to child trafficking and child abuse. Instead of being in school, these children are engaged in activities that endanger their health and threaten their future.

These children are supposed to be our future leaders. Their well-being is a concern for all of us, and we must stand up for their rights, and give them an opportunity to achieve their dreams. At the very least, Human Concern USA's goal is to ensure that school aged children living in poverty and in conflict zones have access to basic necessities (food, water, shelter clothing), as well as an opportunity to attend school. While we continue to accomplish this through our Child Sponsorship Program (CSP) which sponsors 3,000 children, in order to reach more children and address their specific needs, we also have health, education, and livelihoods programming that targets vulnerable children.

How We Will Achieve It

Create a stronger relationship with the families of the children who are benefiting from the CSP, and address the needs that will create a better home environment for the child.

Empower refugee and disabled children to learn — we will ensure children are receiving the most basic but powerful tools to shape their own future through education projects that target refugee children living in camps and children who have a disability.

Pay particular attention to the needs of young women and girls to ensure they are living in a safe environment where their rights are upheld and protected, and create pathways for their success in education.

Using evidence from our CSP and other projects, advocate for the rights of children who are facing abuse and exploitation due to weak government policies and standards related to child protection.

Expected Outcome

Children from Human Concern USA's CSP will have improved levels of nutrition, and a better enabling home environment that will result in higher grades in school.

Children facing a disability, particularly those who are deaf and blind, and refugee children coming from conflict countries like Syria, Palestine, Somalia, and Myanmar, will have improved education levels and be school ready.

Number of young women and girls as beneficiaries of our projects will increase on an annual basis, while our impact on them will empower them to break through barriers of discrimination and injustice.

Government ministries will be better informed on the situation of child protection in their countries, which will help them create policies and introduce legislation that addresses the concerning needs of children.

03



03. ALLEVIATING HUNGER TODAY, ENDING IT TOMORROW



WHY IT MATTERS

The hunger crisis takes the lives of millions every year. Those who manage to survive face high levels of malnutrition, and are at high-risk of dying any day. People are facing hunger due to different reasons depending on where they live. Some are forced to migrate due to conflict or natural disasters and they eventually run out of food.

While others simply don't have a source of income through which they can feed their family. On the other hand, many depend on favourable weather conditions for their crops to grow so they can have food on the table. There are many ripple effects of the hunger crisis. Children drop out of school and end up working, girls are married off at a young age, families are separated as men migrate to other cities in search of jobs, and economies fail due to under productivity.

We know that hunger and malnutrition are preventable. However, responding to the hunger crisis will require context-specific initiatives that go beyond just warm meals and food basket distributions. Using different types of approaches, Human Concern USA has years of experience providing families with nutritious food which has allowed them to spend their disposable income on other activities related to sustaining their household.

How We Will Achieve It

Run large scale food programs in countries plagued with food insecurity that give families food on a monthly basis and improve their nutrition levels.

Explore opportunities for multi-dimensional initiatives that give people food daily, as well as create jobs in the economy.

Use a community-based approach to understand the underlying causes of hunger, and design projects that will lead to healthy lives.

Provide skills training and capacity building to unemployed men and women.

Expected Outcome

Number of families benefiting from Human concern USA's initiatives will be able to show improved levels of nutrition and show a transition from food aid dependency to self-sufficiency.

An increase in the number of projects that involve partnerships with local governments and key actors, and that focus on DRR

A yearly increase in the number of beneficiaries, especially women, girls, children and the most vulnerable of society, who benefit from high-quality Human Concern USA humanitarian programmes.

Employment will bring a stable source of income to meet daily food requirements and fulfill other needs.



04. EVERYONE, EVERYWHERE, HAS ACCESS TO CLEAN WATER



WHY IT MATTERS

Extreme poverty cannot be eradicated without universal access to safe water, sanitation and hygiene. While one billion people have escaped extreme poverty in the last 20 years, at least 10% of the world's population still live without safe water to drink and one in three people live without a decent toilet. That's more than 750 million people who live without safe water and 2.5 billion without sanitation. Every year millions of people, most of them children, die from diseases associated with inadequate water supply, sanitation and hygiene.

People's demand for safe water needs no encouragement as this precious resource is critical for daily survival and requires careful management. Human Concern USA has been working with local communities to ensure we are designing and implementing programmes that deliver on the promise of providing everyone, everywhere, access to clean water.

How We Will Achieve It

Commitment and advocacy of safe water and sanitation as a fundamental human right.

Facilitate access to safe and affordable drinking water through the building of water wells and other infrastructure that meets the demands of the community in an efficient way using modern technology.

Work hand-in-hand with community leaders to educate families on the importance and best practices of sanitation and hygiene.

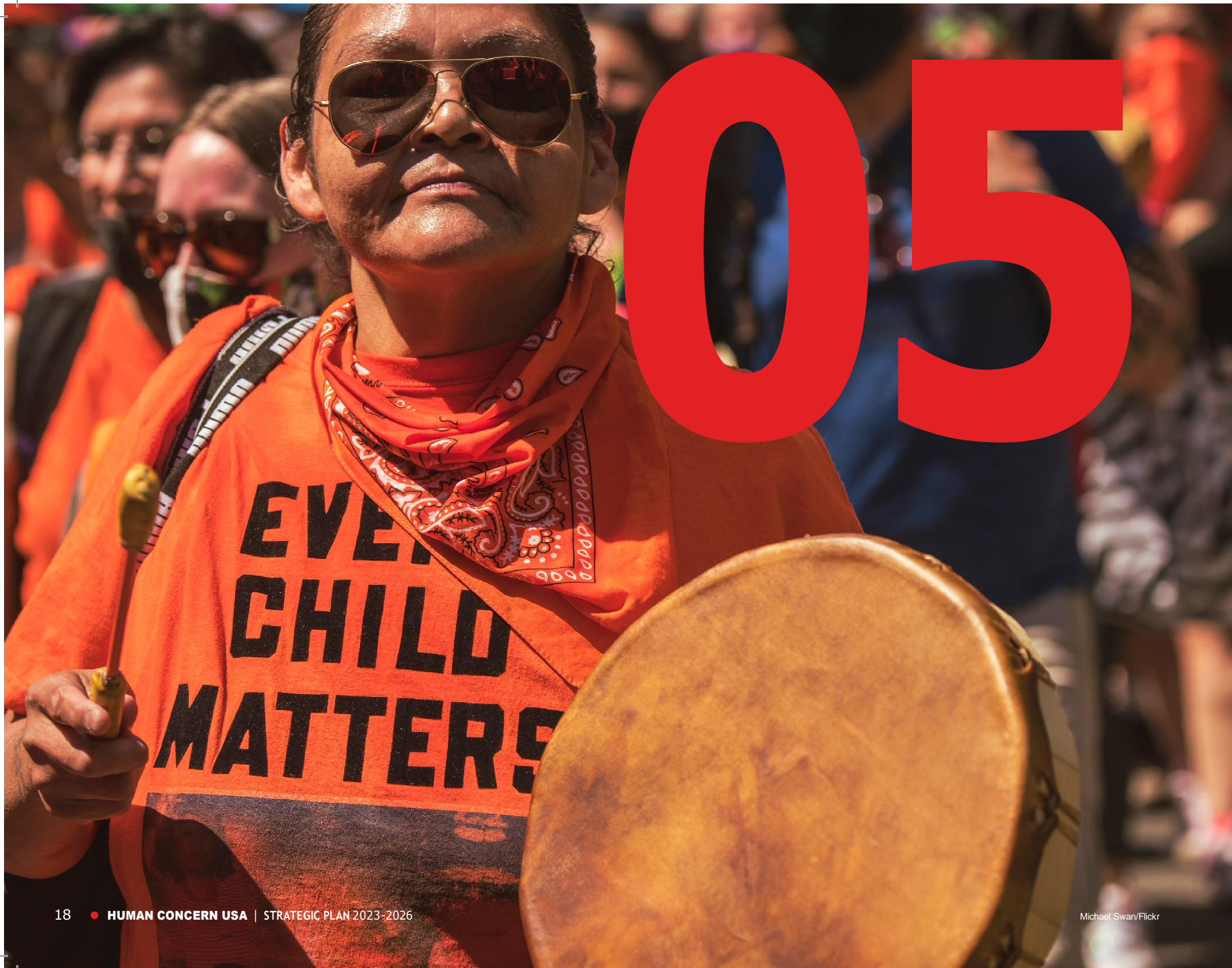
Embed and integrate WASH into our poverty eradication work by advocating that child and maternal health, food security, and good health all require access to clean water, clean sanitation and safe hygiene.

Expected Outcome

Double the number of beneficiaries that have access to clean water and good hygiene on an annual basis

The number of hours women and girls have to spend on fetching water from distant sources will be reduced.

There will be a significant decrease in the occurrence of water borne diseases.



05. CHARITY STARTS AT HOME



WHY IT MATTERS

Despite being one of the wealthiest countries in the world, Canadians are underserved in food security, child poverty, and housing. The number of people using food banks is growing, and with the COVID pandemic, the need for investment in mental health initiatives has become apparent.

Furthermore, indigenous communities in USA have growing unmet needs, and the recent discoveries of unmarked children's graves in British Columbia and Saskatchewan have proved that a lot of work still remains in the area of truth and reconciliation.

Human Concern USA has always made a positive contribution at home, serving Canadians and supporting other registered charities that carry out wonderful work to address different pressing needs. We are now going to take it a step further and make local programming an integral part of our charitable activities.

How We Will Achieve It

When a local disaster strikes, be first on the scene to lend a helping hand and provide relief.

Collaborate with the indigenous community to spread awareness of their history, and address the growing needs around the water and housing crisis.

Financially support registered charities in USA who are underfunded but are doing some amazing work in areas of food security and health.

Grow our local food distribution, especially during Ramadan, and winter relief program, to different cities within USA.

Expected Outcome

The immediate needs of people facing an emergency crisis in USA will be met right away.

Indigenous communities will have a voice within the Muslim community through Human Concern USA.

Local charities that are largely underfunded will have a source of revenue to continue their important work.

Double the number of beneficiaries we serve with our food and winter relief projects on an annual basis.

A young woman in a red patterned top and floral skirt is flying a kite in a refugee camp. The kite is green and yellow with a purple square in the center. She is holding a wooden stick and looking up at the kite. In the background, there are several tents and a dirt path. The sky is blue.

THE ORGANIZATION WANTS TO BECOME



Our directions set out what we intend to achieve over the next five years. Our strategic directions are the key ways of working and infrastructure which will support us to deliver those goals. By recognising and investing in these key areas, they'll also enable us to create meaningful change and advance change at a global scale for years to come.

- 01 A BRAND THAT INSPIRES
- 02 RAISING FUNDS FOR CAUSES THAT MATTER
- 03 OPERATIONAL RESILIENCE THAT FUTURE-PROOFS
- 04 MEETING THE PROGRAMMING STANDARDS OUR BENEFICIARIES DESERVE

01. A BRAND THAT INSPIRES



WHY IT MATTERS

When you're leading the case for change, the way your brand is perceived by those outside your organization really matters. A brand that inspires is a brand that leads the way for positive change. We'll strengthen our brand in the eyes of our priority audiences, making sure that Human Concern USA continues to be seen as a relevant and recognizable organization. This will enable us to maximize our fundraising, our influence and the impact of our work.

How We Will Achieve It

Maximize digital solutions in every part of our business model to enhance our organisational learning, efficiency, effectiveness, agility and engagement.

Improvement in overall brand health – which includes familiarity, relevance, uniqueness and trust – among our constituents.

Developing an integrated communications plan, incorporating media, video, digital and social platforms in a way that aligns with Human concern USA strategy; establishing and reporting consistent, contextual and measurable objectives and results.

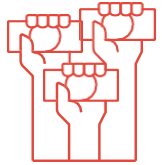
Expected Outcome

Human concern USA will have a presence in every major Canadian city with young people leading the charge for fundraising and local community work.

Recognized as the first and best charity of choice for Canadian Muslims through whom they can fulfill their charitable donations.

Become increasingly 'digital first' in all our work, from all parts of programme and supporter-facing work to internal ways of working.





02. RAISING FUNDS FOR CAUSES THAT MATTER



WHY IT MATTERS

Donors like to see innovative programs that are having a measurable impact on the lives of people. They want to donate for causes that are changing lives. Human Concern USA is an organization that has the experience and expertise to run programming that meets the expectations of donors. Through the generosity of all our supporters, we are able to respond to emergencies in a timely manner, and also carry out long-term development projects that help communities move from crises to sustainability. As patterns and preferences for giving evolve along with digital technology, we will improve our approaches to raising revenue, focusing on growth to drive greater impact.

How We Will Achieve It

Use existing and new avenues to increase our one-time and recurring gifts, while working with a model that will help us achieve change in a financially sustainable manner.

Deepen our competence in mid-level, major gift and corporate giving to increase dramatically solicitations and size of gifts.

Accelerate the right-sizing of community fundraising to improve its net contribution and expand community fundraising in major diaspora cities and communities across USA.

Secure institutional funding, including government grants, that will allow us to carry out long-term development projects.

Expected Outcome

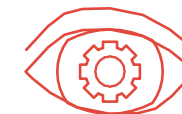
In 2022-2026, we will grow our annual operating revenue to at least \$17million and increase the percentage of unrestricted funding to support our mission to 50% of total operating revenue.

The number of donors giving for CSP will double on an annual basis.

We will secure \$1 million in institutional funding.

We will achieve an average of 8% YOY growth.

03. OPERATIONAL RESILIENCE THAT FUTURE-PROOFS



WHY IT MATTERS

Like any effective NGO, we focus on attracting and equipping a team of employees and volunteers who share our values, show excellence in whatever they do, and thrive working in a collaborative and agile manner in pursuit of ambitious goals. We run our operations and processes efficiently, ensuring that donor dollars drive impact.

Given the CRA's increased scrutiny of all charities, including ours, we will ensure there is continuous improvement of our governance model, operations, and closer oversight of our programs.

How We Will Achieve It

Transformation of our core infrastructure, support services and tools, leading to direct technology improvements that support our staff, volunteers, and partners in the field. existing and new avenues to increase our one-time and recurring gifts, while working with a model that will help us achieve change in a financially sustainable manner.

Finance Systems & Processes — timely access to the right information to enable effective decision making (regarding budgets, commitments and projections).

Fostering exceptional leaders within the organization by establishing training, leadership development, rolling out talent assessments across the organization, and establishing systems for upward feedback.

Expected Outcome

A connected organization that moves from disparate systems to an institution that has streamlined processes through a modern technology infrastructure.

Growth of our managers into leaders who champion the cause of Human Concern USA, develop future leaders and lead with our values.

Successfully winning back the trust of our community, donors and regulatory bodies by highlighting improvements in all facets of our operations and programs.



04. MEETING THE PROGRAMMING STANDARDS OUR BENEFICIARIES DESERVE



WHY IT MATTERS

At the end of the day, what matters most is that our beneficiaries receive aid in a timely manner, using a process that is transparent and just. Beneficiaries are the end recipients of our aid, and any programming we do must ensure that the activities they are benefiting from are implemented as planned, and empower them to move from crisis to sustainability. A continuous improvement of our project design, quality, and effectiveness will be one of the key pillars of our ambitious strategic plan. Taking a results-based approach, Monitoring, Evaluation and Learning (MEL) will be embedded and deeply rooted in all aspects of our programming. Human concern USA will continue to improve and become better and adapt to the changing needs of our beneficiaries. Most importantly, we need to innovate and learn, so that we may improve the quality of programming we provide to our beneficiaries and enhance the accountability mechanisms between us and our stakeholders.

How We Will Achieve It

In addition to having a robust Monitoring, Evaluation and Learning framework, introduce a learning component in our programming that takes into consideration the voice of the beneficiaries so that we can design more informed projects on an ongoing basis.

Measurement Data Platform — Establish an online data platform (with offline capabilities) for storing all relevant project data, allowing anyone in the organization to view up-to-date data on projects and country programs.

Join hands in working with well established and proven community based organizations so that we can have a strong impact on the lives of people, while also assisting with building the capacity of these organizations.

Be an active member of Canadian humanitarian and development umbrella organizations and networks and share our learnings within the development sector.

Expected Outcome

Human Concern USA's project design and delivery will be informed by research and learning from the field.

The development sector will benefit from publications by Human concern USA that speak to improving the design and quality of projects across different sectors.

Human concern USA donors become empowered with data and information regarding the impact of their contributions.





The Prophet (peace be upon him) said:

"When a person dies, all their deeds end except three: **a continuing charity, beneficial knowledge and a child who prays for them,**"

Hadith, Muslim



STRATEGIC PLAN

2023-2026

HUMAN CONCERN USA

600 E Carmel Drive Suite 147 Carmel, IN 46032

Tel : 1-800-583-5841

info@humanconcernusa.org

[f](#) [@](#) HumanConcernUSA

www.humanconcernusa.org

HUMAN CONCERN USA is a
501(C)3 Tax Exempt Nonprofit.
Our EIN# 92-2388570