

## 8. All We Can – Methodist Relief and Development Summary Annual Report and Accounts 2015/16

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<b>Subject and aims</b>	This report summarises the activities and achievements of All We Can in the financial year 2015/16
<b>Resolution</b>	8/1. The Conference receives the Report.
<b>Main Points</b>	In 2015/16, working to end humanitarian suffering caused by poverty and emergencies, All We Can increased the impact of its efforts in two main areas: <ul style="list-style-type: none"> <li>• 579,821 people being provided with long-term support through 21 local development partner organisations in 9 countries, and</li> <li>• 7,883 people receiving emergency assistance including food, medicine and shelter through 7 humanitarian partner organisations in 8 countries.</li> </ul>
<b>Background context and relevant documents</b>	Full version of All We Can Trustees' Report and Accounts for the year ended 31 August 2016 or 2015/16 Annual Review – available from the All We Can office or website.

### INTRODUCTION

This was a significant year for All We Can as it signalled the implementation of our five-year strategy (2015-2020) to help people find solutions to poverty and become all that they can, by investing in partnerships that improve quality of life and create positive, long-term change in some of the world's poorest communities. We rolled out our new partnership framework, focusing on a relational and collaborative approach with our local partners. The framework was adapted to fit in with our Church Community Action for Neighbours (Church CAN) initiative, which draws on the specific strengths of churches as they bring about positive improvements in the life of people and communities.

### APPROACH AND OBJECTIVES

#### **All We Can works to end the cycle of suffering caused by poverty, inequality and injustice by:**

- Supporting and strengthening local partners – organisations and churches that share our vision and values – to implement effective and sustainable solutions for people living in some of the world's poorest and least served communities
- Responding to humanitarian crises with emergency support and helping communities to be better prepared for disasters
- Engaging in advocacy and education, both in Britain and internationally, to tackle some of the systemic causes of poverty.

### ACHIEVEMENTS

#### **Objective 1: To enable our partners in development to fulfil their mission to improve the quality of life of poor and marginalised people in resource limited places**

- This year All We Can worked in partnership with 21 different longer-term development partners in 9 countries: Burundi, Cameroon, Ethiopia, Haiti, India, Nepal, Tanzania, Uganda, Zimbabwe.

- These partners worked in multiple sectors ranging from clean water and hygienic sanitation to youth education. Most of our partners (77%) were involved in agriculture and health. All our partners provided equal opportunities for women and young people.
- During the year, our partners reached a total of 579,821 people, either directly or indirectly, using resources from All We Can and other donors. All We Can's capacity and organisation development support to partners helped them to be more effective in the delivery of all programmes, and not just those funded directly by us.
- Overall, All We Can's support to partners and their programmes has been calculated to have benefited 390,255 people. This represents a 41% increase from 2014/2015.

**Objective 2: To enable our partners in relief to respond to humanitarian crises with an emphasis on forgotten emergencies**

Across the year, All We Can allocated 11.4% of total budget to humanitarian assistance, distributing grants of £236,519 to eight partners. Through these grants, an estimated 7,883 men, women and children received appropriate emergency assistance.

We continued to respond to the humanitarian crisis caused by the conflict in Syria by focusing on supporting refugees in Jordan and Lebanon. All We Can supported almost 1,000 refugees with psychosocial support, food aid, healthcare, livelihoods and education opportunities. This was not just to support the basic needs of refugees but also to improve their health and well-being and maintain dignity through the provision of opportunities to decide how they live their lives.

In April 2016, the strongest earthquake to strike Ecuador in decades left the nation traumatised by the loss of 600 lives; more than 23,000 people living in temporary shelters; and half a million people directly affected. All We Can responded to the disaster in three of the worst affected provinces providing 816 people with vital food assistance, safe water and sanitation and emergency kits to help ward off the threat of disease.

Longer-term support to communities affected by the Nepal earthquakes continued: we provided temporary emergency shelter and winterisation kits for 1,988 households, food aid for 10,100 families, training for 500 masonry workers in construction of earthquake resistant housing, constructed 14 temporary learning centres, and provided psychosocial support to more than 12,000 survivors.

The Ebola outbreak is no longer considered a public health emergency and All We Can's partners have successfully concluded their responses and continued to support survivors with medical treatment until the end of September 2016. 8,292 Ebola survivors were assisted with medical care, psychosocial support, food aid and income generating activities, and 25 Community Health Volunteers were trained in safe public health practices.

Finally, in response to the drought in the Horn and Southern Africa, All We Can began supporting longer-term resilience of 1,440 food insecure individuals by providing immediate food aid, while also developing community gardens with solar pumps that increase and diversify food production and provide a source of income for families despite intensifying droughts.

**Objective 3: To challenge the causes of poverty, inequality and injustice and promote solutions through engaging in education and advocacy, both in the UK and internationally**

Our advocacy, campaigning and education work goes beyond our programme interventions and seeks to tackle some of the root causes of poverty, inequality and injustice including unfair trade regimes, debt, corruption, bad governance and unequal distribution of resources.

All We Can has engaged with individuals and congregations of the British Methodist Church, and beyond, by helping them to understand and be involved in the issues of poverty and injustice. Christians, equipped with greater understanding and practical ways to respond, have come together this year to make a difference through their engagement with All We Can. More than 68,000 people across Britain received information and offered financial support. In addition, we know that prayers have been presented and actions have been taken by thousands more people, moved by Christ-like love for their global neighbour through church services, fundraising events and project support.

Our Harvest Appeal engaged nearly 700 organisations, the majority being Methodist churches. The Appeal explained the difficulties that families face in poor rural areas of Ethiopia in securing a sustainable livelihood due to deforestation, lack of training and inadequate resources. We are grateful for how generously people responded to what they had learned, making the income from this Harvest Appeal the most successful we have had.

In partnership with the then President and Vice-President Designate of the Methodist Conference, the Revd Dr Roger Walton and Ms Rachel Lampard, we felt compelled to help churches engage with the refugee crisis. Over 500 people received our Bible-based materials and put them to use in their local context. There was a special focus on the refugee crisis during the British Methodist Conference, where Dr Walton and Ms Lampard reflected on their experience of visiting All We Can's work in Jordan in May 2016.

In November 2015, Dr Jill Barber, Vice-President of the Methodist Conference, visited our work in India, where we support tribal women affected by poverty and discrimination. Dr Barber has spoken passionately about her visit at numerous engagements since then, and we were delighted to have her feature on our Inspirational Women Appeal film and our BBC Radio Four Appeal.

Through collaboration with World Action in Methodist Schools (AIMS), a project of the Methodist Independent Schools Trust (MIST), All We Can continued to support development education and global issues. All We Can supported the MIST initiative by providing office space, resources and support to the World AIMS Project Manager. School visits by the World AIMS Project Manager, staff inset and training, student World AIMS groups and school trips and partnerships gave students opportunities to learn more about the world they live in, and to reflect on their role as global citizens. Over the year, more than 4,350 pupils in Methodist independent schools were engaged with the project. Following a strategic review, the MIST Trustees made the decision to close the World Aims Project in December 2016. All We Can is now exploring new opportunities to engage with global education initiatives through MIST, Methodist Academies and Schools Trust (MAST), Methodist education and other educational establishments.

We also worked with some international campaigning groups:

As part of The Climate Coalition, we promoted a positive public campaign for engagement of different stakeholders who were given an opportunity to speak out against climate change through distributing action cards ahead of the December conference in Paris. As part of the #showthelove campaign during 2015 - calling for 100% clean energy within a generation - hundreds of thousands of people took part in the challenge to show their concern for the people, places and life they want to protect.

Our £5,000 seed-funding grant to the Trade Justice Movement permitted them to advance in the analysis of, and research on, the implications of the major trade and investment bilateral treaties for the transition away from fossil fuels and towards renewable energy sources. Along with dozens of organisations, we signed a letter to the Secretary of State for International Trade, calling for more transparent and democratic debate in international trade relations.

We continued to work with the Jubilee Debt Campaign (JDC) on monitoring the debt crisis. With our support, the JDC took a major step forward with international processes for resolving debt crises through the United Nations General Assembly's 2015 adoption of a new set of principles to guide sovereign debt restructuring. The JDC also used All We Can's support to organise a successful conference, 'Life Before Debt', in November 2015, with over 100 engaged activists and supporters attending multiple workshops and sessions relating to the new debt crisis.

#### **Objective 4: To effectively and efficiently manage the organisation**

The Board of Trustees, the Chief Executive and the Senior Leadership Team are the key management personnel of the charity, in charge of directing and controlling, running and operating the charity on a day-to-day basis. All trustees give of their time voluntarily and no trustee remuneration was paid in the year. To ensure that the purpose of the charity was maintained, the management was effective and the funds used efficiently, the trustees, the Chief Executive and the senior team and staff were actively involved in the operational implementation of All We Can's strategy and annual plans. A rigorous monitoring and evaluation system was utilised for all aspects of the work with successful audits and reviews.

One specific area of change was to our HR services. We have renewed our staff contractual agreements and redesigned our personnel manual so that it is in line with current legislation as well as our values. It is essential that we recruit, retain and reward the most appropriate staff, and to this end, we conducted a very successful recruitment campaign, adding key team members including a Deputy CEO and specialists in humanitarian assistance, advocacy and capacity building.

Given the extended media coverage of the charity pay sector, All We Can reiterates its commitment to ensuring that it pays its staff a fair market appropriate salary while making sure it can do so. This is to enable us to attract and retain people with the right skills and therefore have the greatest impact in delivering our objectives. All We Can actively invests in the learning and self-development of its staff, so that they may contribute effectively to its mission.

The management of our finances has once again shown that we are highly professional in our recording and efficient in our use of the precious funds we receive from donors. We have set ourselves key classes of expenditure, which are reported monthly. Importantly, as detailed below, we regularly review the 'principal risks' for ourselves and our partners and have put in place a Risk Management Framework that is monitored by both the Senior Leadership Team and the trustees.

#### **FINANCIAL REVIEW**

We are very grateful to our many supporters, partners, volunteers, funders, staff, advisers and trustees who have made this year's achievements possible. We record particular thanks to those who financially supported the organisation. Whilst overall income dropped by 21% to £2,416k, driven by a large reduction in legacy income, unrestricted donations actually increased by 5% to £952k. Total expenditure decreased by 1.4% to £2,905k; 82% of this was spent on direct charitable activities.

<b>Statement of financial activities for the year ended 31 August 2016</b>				
	Unrestricted	Restricted	2016 Total	2015 Total
	£	£	£	£
<b>Income from:</b>				
Donations and legacies	1,549,514	836,253	<b>2,385,767</b>	3,030,767
Investments	30,643	-	<b>30,643</b>	30,278
<b>Total Income</b>	<b>1,580,157</b>	<b>836,253</b>	<b>2,416,410</b>	3,061,045
<b>Expenditure on:</b>				
Raising funds	514,915	-	<b>514,915</b>	496,245
<b>Charitable activities</b>				
Development	1,129,716	649,375	<b>1,779,091</b>	1,631,837
Humanitarian	140,279	187,709	<b>327,988</b>	535,987
Advocacy and education	282,787	-	<b>282,787</b>	282,555
<b>Total expenditure on charitable activities</b>	<b>1,552,782</b>	<b>837,084</b>	<b>2,389,866</b>	2,450,379
<b>Total expenditure</b>	<b>2,067,697</b>	<b>837,084</b>	<b>2,904,781</b>	2,946,624
Net gains/(losses) on investments	84,234	-	<b>84,234</b>	(14,271)
<b>Net movement in funds</b>	<b>(403,306)</b>	<b>(831)</b>	<b>(404,137)</b>	100,150
<b>Reconciliation of funds:</b>				
Total funds brought forward	1,931,847	20,118	<b>1,951,965</b>	1,851,815
<b>Total funds carried forward</b>	<b>1,528,541</b>	<b>19,287</b>	<b>1,547,828</b>	1,951,965

## **FUTURE PLANS**

We are confident that the valuable donations to All We Can have been used for long-term good. We have shown that by almost doubling the number of beneficiaries this year, our strategically focussed assistance to local organisations and churches can offer hope, enhance their potential to operate in difficult situations and start to break the cycle of poverty affecting so many communities and families.

We believe that All We Can has a distinct and important contribution to make now and in the future. When we work together we can transform lives and create significant change for people living in some of the world's poorest and least served communities. Thanks to the generosity of our supporters, we are adaptive to needs and not limited to short-term grants or constrained by size or bureaucracy, so we can effectively respond to where the needs are greatest. Unlike many other

agencies, we can provide guidance, friendship, and long-term commitment, in addition to the much-needed funding. This coming year offers us another opportunity to build on our five-year strategy and we will focus on three main areas:

**Enlarged capacity of our partners to have greater impact and bring about long-term change**

As we come to the end of the year, we are still keenly conscious of the observation by our partners that the communities they work with face complex and intertwined challenges related to poverty. Furthermore, all our partners noted that limited funding has prevented them from increasing the scale and scope of their work. It is hard to tackle extreme poverty with limited resources. Ultimately, this affirms our view that our efforts to improve the lives of the extremely poor and vulnerable people will require long-term multi-input investments. All We Can continues to provide support for the core costs of partners and a contribution towards their institutional costs, especially as this enables them to attract and retain qualified human resource capacity to deliver their programmes. All We Can does not simply partner with an organisation's project but with the organisation itself.

Agriculture may remain as a key area of focus for our partners. We are conscious however, that it is highly sensitive to extreme weather patterns, such as recent droughts, which have severely affected crop and livestock production in the southern part of Africa. These multiple droughts compound an already fragile situation in this region that is bound to subject millions of vulnerable people to increased hunger and poverty. The negative consequences of this drought are foreseen to continue through 2017, where this event has followed multiple droughts. We will seek to expand the capacity of our partners to adopt a disaster management approach to their work so that they can respond effectively if, and more than likely when, emergency situations arise.

We will increase the number of partnerships to enable us to broaden our reach and deepen our engagement in our current priority countries, thereby yielding programmatic increase with more people benefitting from All We Can's support. Preliminary scoping work began in Ethiopia and Uganda and it was agreed to include six additional priority countries in All We Can's portfolio: Gambia, Lesotho, Malawi, Sierra Leone, Rwanda and Zimbabwe. The Church CAN Programme will continue but with an increased number of partner churches.

**An enhanced development and advocacy education strategy for all ages**

Now that MIST has ceased its World AIMS Project, we will expand our development education acknowledging that working in partnership with Methodist schools will be just one component part of our strategy. We plan to strengthen and broaden our alliances and identify opportunities for further collaborative work across a range of partnerships and networks.

**A strengthening of our collaboration with the Methodist Church and a broader approach to other Christian sectors**

We will continue to work with the Methodist Church in Britain in the hope that we will find greater and more focused collaboration. We will extend our partnership to others in the global Methodist family. Other Christian churches and agencies are interested in the work of All We Can and we plan to engage more with those from other denominations. We have been encouraged by other groups wanting to work with us and who understand our model of operating; for this reason, we plan to get more involved in professional and peer networks as well as broadening our search for alternative funding.

**\*\*\*RESOLUTION**

**8/1. The Conference received the Report.**