

9. All We Can – Methodist Relief and Development

Contact name and details	Maurice Adams Chief Executive, All We Can 020 7467 5132 info@allwecan.org.uk
Subject and aims	This report summarises the activities and achievements of All We Can in the financial year 2016/17
Resolution	9/1. The Conference receives the Report.
Main points	In 2016/17, working to end humanitarian suffering caused by poverty and emergencies, All We Can significantly increased the impact of its efforts in two primary areas of implementation: <ul style="list-style-type: none"> • 922,507 people being provided with long-term support through 22 local development partner organisations in 10 countries, and • 71,887 people receiving emergency assistance including food, medicine and shelter through 15 humanitarian partner organisations in 10 countries. A total increase on last year of 406,690 men, women and children who were provided with assistance to survive and thrive.
Background context and relevant documents	Full version of All We Can <i>Trustees' Report and Financial Statements</i> for the year ended 31 August 2017 or 2016/17 <i>Review</i> card pack – both available from the All We Can office or website at allwecan.org.uk/review

Our vision and approach

Our vision: Every person's potential fulfilled.

Our mission: All We Can helps find solutions to poverty by engaging with local people and organisations in some of the world's poorest communities to end the suffering caused by inequality and injustice. To do this we:

- Support and strengthen local partners – organisations, churches, emerging initiatives and inspiring individuals that share our vision and values – to implement effective and sustainable solutions with some of the world's poorest and least served communities
- Respond to humanitarian crises with emergency relief and help communities to be better prepared for disasters
- Engage in global education to inform, challenge and motivate people to take a stance against poverty and injustice.

In all that it does, All We Can is mindful of its role as the Methodist relief and development agency and an integral part of the Church, acting through its international relief and development work and public engagement.

Achievements

This year, we have seen a significant increase in the number of individuals benefitting directly or indirectly from our development work in our priority countries, with the total figure rising from 579,821 in 2015/16, to 922,507 in 2016/17. This increase is a result of existing partner organisations

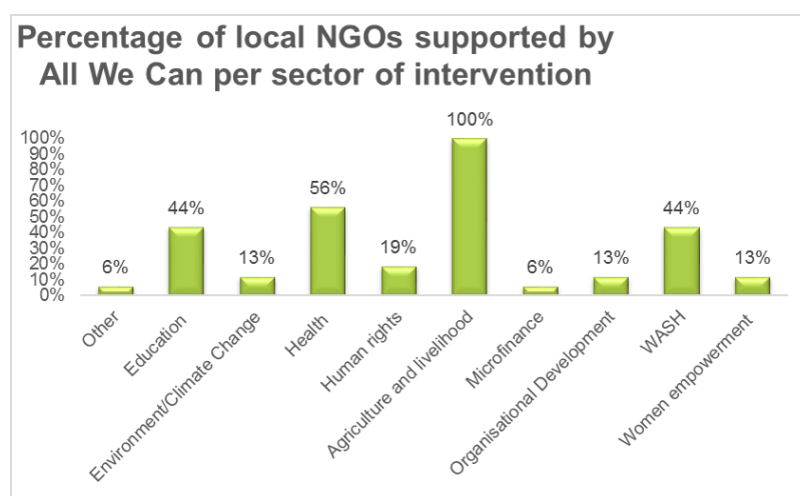
growing the reach of their own programmes and the entrance of new partners. In total, we worked with 22 partner organisations and churches across 10 countries in Sub-Saharan Africa and Asia.

Two local organisations in Malawi and Sierra Leone have transitioned from purely emergency relief partners into development partners, and four development partners in Burundi, Ethiopia and Uganda are responding to the famine crisis in their target areas in order to preserve development gains achieved over time.

This is consistent with our desire to work more closely with local partners along the entire intervention spectrum from relief, recovery and development; supporting target communities to become resilient to prevailing hazards and thereby preserving and protecting lives, assets and wealth created in development programming. The increasing number of development partners involved in emergency relief underscores the fact that All We Can works in poor and vulnerable countries and in marginalised communities.

Meaningful partnership

In line with our mission to support our partners to achieve their mission, our partners now have clear strategies that we have helped them to develop. Because we do not promote a project and grant centred partnership approach that can lead to dependency, we will support our partners based on the pursuit of their strategy. Additionally, we have invested in services to support our partners to conduct comprehensive organisation assessments to help them identify capacity gaps that we can jointly work to strengthen over the course of our relationship. It is important that organisations and churches are well managed and not just that their worthy projects are funded.



Our partners are implementing programmes across ten development sectors with all of them having an agricultural and/or livelihoods component, which is critical for poverty eradication and wealth creation. The majority of partners have a focus on education (44%), health (56%) and water, sanitation and hygiene – WASH (44%) and all partners have diverse intervention activities with communities recognising the multifaceted nature of poverty. Target groups are the poorest, marginalised groups in society, in keeping with All We Can's mission, including the elderly, people with disabilities, people living with HIV, widows and children, and those forcibly displaced from their homes ensuring that no one is left behind.

We have been in partnership with about a third of our local partner churches and organisations for more than 10 years, and over half for between 5-10 years. For the past five years, we have invested time and resources in developing new partnerships in new countries. This demonstrates our commitment to walking in partnership with local organisations for the long term. For example, we have worked with some of our Nepali partners for over 14 years and they are now in a position to sustain themselves and continue positively affecting communities without All We Can support. Next year, we will end our programmes in Nepal and in Burundi and therefore this year we have been

undertaking activities to prepare seven partners in those countries for this exit. In the same vein, we undertook robust scoping exercises for new partners in Malawi and Zimbabwe, resulting in taking on four new partners in each country, with the view to commencing activities with them in the next year.

Because we believe our partnership approach requires mutual accountability, we collected feedback from our partners on the quality of our relationship with them. We achieved an average score of 8.21 out of 10 on partner's perspective of their relationship with All We Can in the categories of (i) Shared vision and values (ii) Competence (iii) Integrity (iv) Interdependence and (v) Open communication, with the latter receiving the highest score of 8.47.

On the issue of funding received from All We Can, partners scored an average of 9.11 for relevance, 7.95 for flexibility and 8.26 for timeliness. 88% of our partners liked our organisational development and partnership approach the most, in addition to our support for vulnerable people and a preference to working in remote, hard to reach areas where most donors do not go. Partners also identified challenges, for example, where there had been staff changes at All We Can and where a decision had been made to exit from the partnership over the next few years.



Capacity development

All We Can supported 93.75% partners to develop their strategic plans, with the remainder due to develop new strategies in the coming year. 69% have developed organisation development plans following comprehensive organisation assessment processes. These plans will help focus our capacity development efforts over the next few years and enable our partners to implement their services within the communities. Just under 44% of partners have indicated that they have already achieved more than 50% of their strategic objectives.

We have provided a wide range of capacity development support to partners including the development of organisational policies such as administration and finance policies and risk management plans. In addition to this, we have supported partner resources acquisition efforts through assistance with proposal development and linking them with other donors.

Our work can be with local organisations or churches. Because they are different in many ways, All We Can has developed a relevant approach for each of them. Church CAN (Community Action for Neighbours) is specifically designed to help churches fulfil their mission to 'love their neighbour'. This year, having supported the Methodist Church of Uganda to develop their strategic plan, we proceeded to support strategic pillars related to their social action and institutional strengthening ambitions. We supported the development of a financial management policy and requisite systems and funded the recruitment and salaries of a qualified accountant and programmes manager to prepare them to receive funding and grow their capacity to implement development programmes. The church implemented both agricultural based livelihood development programmes and augmented this with food and nutrition relief in response to the drought that affected East Africa.

We have also collaborated with the Methodist Church in Britain (MCB) in a 'church capacity development initiative' focusing on the Methodist Church in Sierra Leone.

The Methodist Church in Zimbabwe received organisation development support for a church renewal intervention, and we visited the Methodist Church of Southern Africa in Lesotho and the

Church of North India for initial scoping activities. We continued to work with the Methodist Church in Haiti to strengthen their health programme, focusing on frequent mobile clinics in areas that do not have permanent clinics but where need for health provision was exacerbated by Hurricane Harvey. In addition, we worked with the Presbyterian Church of Cameroon, which is the MCB partner in that country. Our support focused on helping the church to develop a business plan for a project that will enable the church to sustain itself using internally generated resources.

Humanitarian aid

2016/17 saw several large-scale emergencies that were matched by generous public, and particularly Methodist, support, resulting in 71,887 affected people being helped by All We Can compared with 7,883 last year. Our largest response in early 2017 was to East Africa and Yemen, where widespread food insecurity, as a result of drought, entrenched economic crises and protracted civil conflicts affected more than 38 million people. Food aid provided immediate hunger relief while, seed distribution ensured that families were able to recover their livelihoods. Meanwhile, training on climate change adaptation will help to mitigate the impact of future droughts making communities more resilient in the future. In Haiti, our initial emergency response of emergency shelter, safe water and mobile health clinics, was followed with training on how to construct structures more resistant to earthquakes. Next year, we will be supporting our partner in Haiti to build permanent homes that act as hurricane shelters for up to 145 persons. Ten of our partners supported 65,608 people, primarily with food aid and nutrition services. Although smaller in scale, Hurricane Matthew in Haiti, which occurred in October 2016 affecting 3.2 million people, also necessitated an All We Can response due to the high levels of vulnerability and lack of coping mechanisms among communities still recovering from the devastating earthquake of 2010.

As well as responding to new emergencies in 2016/17, All We Can continues to monitor the progress of emergency responses funded in previous years, which our partners continue to implement. At the end of last year, we supported 1,306 extremely vulnerable refugees living in informal settlements in Lebanon with improved shelters and concluded support to 1,388 refugees in Jordan where our partners provided healthcare, food aid and livelihoods and education opportunities.

In Ecuador, the ACT Alliance Earthquake response was completed in May 2017, with All We Can assisting 632 people with food, water, shelter and psychosocial support. In Sierra Leone, although Ebola is no longer a public health concern, the impact is still being felt and our partner has been able to support a further 200 Ebola survivors, through remaining funds, with micro-enterprise grants, seeds and educational assistance to children orphaned by Ebola.

Public engagement

All We Can once again used its annual church appeals and activities to create resources that were designed to educate and inform local churches and supporters across the country on development and relief issues, as well as inspire support. This year, in depth materials and church resources were created for our appeals at Harvest, Christmas, and for the first time in a number of years, Lent. Harvest 2016 focused on water, sanitation and hygiene (WASH) provision in Uganda, particularly highlighting the educational benefits for schools within poor communities. Our Extraordinary Gifts Christmas appeal included church resources and examples of development activities from across our portfolio of work, demonstrating the breadth of development activity that All We Can supports, and is required, in the poor communities our partners serve.

All We Can's Lent resources in 2017 focused on the work of our partners with widows in rural Cameroon. The resources were designed to engage churches and individuals in a deeper piece of education and theological reflection on the needs within this community as well as broader issues of justice and compassion. The resources included contributions from high profile Methodists and other well-known Christian contributors, providing daily content across the entire 40 days of Lent. This was a significant investment for the organisation but resulted in high levels of engagement

across the country, with over 10,000 resources distributed and feedback from supporters very positive.

Part of the Methodist family

As an integral part of Methodist Church in Britain, All We Can plays a specific and discrete role in the Church's mission. It functions within the Church's calling of service ("to be a good neighbour to those in need and to challenge injustice") and its priority of acting in the world and in the Church, through its outworking of support to community development and action for justice, especially among the most deprived and poor.

All We Can has evolved from the vision and action of Methodists since this movement began in 1938. We are the Methodist relief and development organisation of the Church. In 2018, All We Can will be commemorating the 80th anniversary of the start of this story. We will continue to collaborate as part of the Methodist Church in Britain and globally, by engaging with more than eighteen different groups such as committees and ministry teams. We have developed partnerships with others in the global Methodist family and beyond, and collaborate in ways that enhance our global impact. We are committed to effectiveness, innovation and achieving our organisational mission and doing so hand in hand with our Methodist family.

Future plans

All We Can exists to support its partners. Our plans will always focus on the success of those with whom we collaborate. We are motivated to strengthen our relational and partner focused approach because of feedback we receive from local organisations:

We have five priorities this coming year, with the overall objective of consolidating our resources to strengthen our growth.

1. Enlarging the capacity of our partners for greater impact of long-term change.
2. Increasing income and ensuring financial sustainability to achieve the strategy.
3. Enhancing the communication of our message, our approach and our achievements.
4. Developing our global education and public engagement.
5. Becoming even more efficient in the management of our resources.

The practical compassion of Methodists, which inspired the All We Can movement, is the same compassion that enables this work to continue today.

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. Total income increased by £623k (26%) to £3,040k (2016: £2,416k), which was driven by a large increase in donations of £616k (49%). Total expenditure increased by 9% to £3,175k (2016: £2,905k), of which 82.6% (2016: 82.3%) was spent on charitable activities.

*****RESOLUTION**

9/1. The Conference received the Report.

All We Can
Statement of Financial Activities
For the year ended 31 August 2017

	Note	Unrestricted £	Restricted £	2017 Total £	Unrestricted £	Restricted £	2016 Total £
Income from:							
Donations and legacies	2	1,934,894	1,076,876	3,011,770	1,549,514	836,253	2,385,767
Investments	3	27,772	-	27,772	30,643	-	30,643
Total income		1,962,666	1,076,876	3,039,542	1,580,157	836,253	2,416,410
Expenditure on:							
Raising funds	4	552,280	-	552,280	514,915	-	514,915
Charitable activities							
Development	4	1,272,957	361,700	1,634,657	1,129,716	649,375	1,779,091
Humanitarian	4	147,753	549,307	697,060	140,279	187,709	327,988
Advocacy and education	4	291,123	-	291,123	282,787	-	282,787
Total expenditure on charitable activities		1,711,833	911,007	2,622,840	1,552,782	837,084	2,389,866
Total expenditure	4	2,264,113	911,007	3,175,120	2,067,697	837,084	2,904,781
Net gains/(losses) on investments	12	41,121	-	41,121	84,234	-	84,234
Net income/(expenditure)		(260,326)	165,869	(94,457)	(403,306)	(831)	(404,137)
Transfers between funds	16/17	82,796	(82,796)	-	-	-	-
Net movement in funds		(177,530)	83,073	(94,457)	(403,306)	(831)	(404,137)
Reconciliation of funds:							
Total funds brought forward		1,528,541	19,287	1,547,828	1,931,847	20,118	1,951,965
Total funds carried forward		1,351,011	102,360	1,453,371	1,528,541	19,287	1,547,828