

35. All We Can

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Subject and aims	This report summarises the activities and achievements of All We Can in the time since September 2023 to present
Resolution	35/1. The Conference received the Report.
Main points	The work of the All We Can movement through its long term development partners has had a transformational and measurable impact on the lives of more than 1,193,469 people. All We Can is partnered with 28 local organisations in six priority countries.
Background context and relevant documents	Full version of Trustees Report for the year ended 31 August 2024 – available from the All We Can website (https://www.allwecan.org.uk/about-us/our-annual-review/)

At the heart of All We Can is our commitment to being locally-led and doing development differently in a way that sees power being put back into the hands of communities. We intentionally model a very different approach from other charities. Having worked in several humanitarian and social justice organisations over the past 30 years, I have a personal commitment to leading change and seeing progress in the sector, which is why I was delighted to step into the role of CEO in September 2024.

Over the past year, we have realised that our mission is more relevant than ever. We live in a world impacted by increasing conflict, rising costs of living, growing prevalence of hunger, and the continuing climate emergency. In addition, the bolstered support of nationalist and populist governments and the ever-shrinking civic space means that recent progress in upholding human rights and freedoms is being rolled back, further deepening inequality and destabilising our planet.

We have held firm to the core principles of our locally-led partnering model and approach, whilst continuing to learn, and to evolve it. This involves ongoing capacity strengthening, focusing on partnerships not projects, and relationships not contracts. Securing unrestricted funding is critical for allowing partners to more closely meet the priorities of communities, and flexible funding allows greater responsiveness to changing community needs. Trust remains the bedrock of these partnerships. Local Country Representatives have stepped into a stronger partnership management role, importantly placing support and decision-making closer to partners and the point of impact.

David Thomson, CEO

1. Achievements & Performance

The number of people reached indirectly through partners' long-term development programmes is 1,193,469.

- 1.1. All We Can continued long-term development partnerships with 28 local NGO partners in our 6 priority countries; Ethiopia, Liberia, Malawi, Sierra Leone, Uganda and Zimbabwe, including providing seed grants to 8 newer partners in Sierra Leone (3), Liberia (4) and Uganda (1).
- 1.2. This year also marked graduation for one of our church partners, supported in collaboration with the Methodist Church of Britain's ChurchCAN Programme.
 - 1.2.1. Methodist Church Sierra Leone (MCSL) was supported to carry out an evaluation and learning review as well as develop a new 5-year Strategic Plan for 2024-2029 before graduating partnership.
- 1.3. All We Can continues to walk alongside our three remaining ChurchCAN partners, Methodist Church in the Caribbean and the Americas (MCCA), Methodist Church of Southern Africa, and Church of North India.

- 1.3.1. A conference of ChurchCAN participants was held in Johannesburg from 13 to 19 October 2024. The purpose of this conference was to strengthen the capacity of selected Global Methodist Partner Churches to fulfil their mission and become effective agents of change in their local contexts by providing organisational and leadership support and resources
- 1.4. Recognising the protracted nature of the Syrian and Rohingya refugee crises, our support for partners working in Jordan and Bangladesh respectively continued with a focus on longer-term support.
- 1.5. Our emergency response work remains a critical part of our organisational impact. By providing grants to use specialist responders and undertaking situational analysis, we responded to various disasters and emergencies in the past year. Our decision to act is based on the premise of added value.
- 1.5.1. Our joint Ukraine emergency appeal response with the Methodist Church in Britain (MCB) has to date supported several humanitarian partners to provide vital housing, medicine, mental health, cash assistance and psychosocial support either within Ukraine or a surrounding country supporting Ukrainian refugees. As of the end of the 2023/24 financial year, £500,000 has been committed and used by our partners.
- 1.5.2. A joint appeal with the Methodist Church in Britain and the United Reformed Church to meet the humanitarian need resulting from the crisis in Gaza and Lebanon was launched, raising money for partners whose work on the front lines of the crisis is making a difference to the survival and dignity of those most affected. An emergency appeal was launched for the Myanmar Earthquake response, providing Food Basket/Cash assistance, Family hygiene kits, Other Non-Food Items (NFI), and Dignity kits for women and girls to affected households.

2. Agile, efficient and relational funding and grant making

- 2.1. All We Can understands that the current aid system is broken because the priorities of donors and international organisations often override the priorities of communities. Unrestricted flexible funding remains a cornerstone of our partnership approach. While donor funds meet needs in communities, these do not always align with the needs that communities themselves prioritise; needs that are internally generated and owned. Local organisations are often caught in the middle – understanding local priorities, but hamstrung by the demands and priorities of their donors. Unrestricted funds allow partners to meet more closely the priorities of communities.
- 2.2. Whatever priorities partners and their communities choose to focus on, All We Can holds our partners accountable through comprehensive reporting, monitoring and auditing processes. Partners can use All We Can funding to cover their core costs. Unfortunately, other donor grants often do not provide enough money for running costs, which is unsustainable. This means our grants often have to subsidise overheads and staff salaries. Our grants are also used as the local contribution which leverage larger donor grants. Further, as the needs in communities change due to unforeseen circumstances, partners are able to negotiate changes with All We Can, facilitating greater responsiveness to the reality of shifting community needs.
- 2.3. All We Can's grant making in 2023/24 has however been challenging. Following a decline in our own legacy income, and a sector heavily impacted by the cost-of-living crisis, All We Can was forced to decrease the amount of grant funding we had committed to partners midway through the year. We are extremely appreciative of all our partners who have shown us the true meaning of partnership, responding with empathy, grace and prayers. We supported partners to adjust their operations plans, encouraging partners to, as always, use All We Can funding strategically to leverage other donors funding and cover staff and core costs as needed.
- 2.4. Based on feedback All We Can received from partners during our midterm review last year, the Programmes team and partner representatives nominated by colleagues from each country formed a working group tasked with co-creating a new and simplified annual planning and reporting process as well as new templates to ensure these are improved based on partners' feedback. This streamlined the process while still serving as a tool for partners to plan and report around their strategic objectives, not just All We Can's funding. A new process and templates will be piloted by partners during the upcoming

annual planning and reporting cycle between November and December 2024.

3. Supporting local churches to improve their effectiveness as agents of change in their local contexts

- 3.1. The Global Relationships Team (GRT) of the Methodist Church in Britain (MCB) and All We Can are collaborating through the ChurchCAN programme to strengthen selected global Methodist partner churches' capacity to fulfil their God-given mission and effectiveness as agents of change in their local contexts. The ChurchCAN programme seeks to provide partner churches with organisational and leadership support and resources that help them become resilient and increasingly self-sufficient. The programme is financed by the World Mission Fund of the MCB, with oversight by the GRT, designed and executed by All We Can, adopting our organisation development approach. Notably, this year was the first year since one of the four ChurchCAN partners, Methodist Church in Sierra Leone, graduated partnership (in August 2023).
- 3.2. The All We Can team is working with members of the Connexional Team at a number of events running stalls, workshops, and speaking at key places including the 3Generate youth event, Wholehearted conference, the Methodist Women in Britain conference, Cliff Festival, Superintendents' conferences, the Methodist Conference and the World Methodist Conference.

4. Informing, inspiring and engaging supporters

- 4.1. 2023/24 has been a busy year for All We Can's public engagement, with the team both improving existing offerings and developing new routes of engagement.
- 4.2. The change of calendar year saw the transition from our 'Communities in the Driving Seat' campaign highlighting stories from EAGLES in Malawi, to our 'Charity Begins at Home' theme focusing on Self-Help Initiative for Sustainable Development (SHIFSD) in Liberia. Charity Begins at Home has challenged people to see this common phrase in a new light – not as an encouragement to ignore poverty outside the UK, but to trust local communities to lead when we engage with them. This has reflected our continued commitment to centre our partnership approach as our unique selling point across our output.
- 4.3. The end of 2023 saw hundreds of churches using All We Can's Harvest resources which for the first time featured a sermon based on community members' own reflections on a passage, and a harvest meal resource developed alongside the Evangelism and Growth Team of the Methodist Church.
- 4.4. January 2024 saw the first edition of the 'All We Canuary' fundraising challenge. This invited supporters to do all the ____ they can in the month of January, raising for money for All We Can as they went. The blank space reflected the fact All We Can do not tell our partners how to fulfil their potential, so we do not tell supporters how to fulfil theirs. It was great to see the commitment and creativity of All We Can supporters, with the challenges people took on including cycling, singing, and cooking.
- 4.5. In addition to Harvest, a number of new resources were published to enable more churches to engage with All We Can's work without the need for a visiting speaker. These included a Christingle service, a small service segment introducing Charity Begins at Home, a potato-planting Easter resource, a Lent personal devotional, and a Refugee Week service segment.
- 4.6. A resource called 'Moving the Dial' was produced, which has been endorsed by the Methodist Church as a key resource for Methodist churches to engage with the Practices of a 'Justice-Seeking Church'.

5. Management of Y Care International

- 5.1. Following three and a half years of formal partnership with All We Can, Y Care International will return to its original home at YMCA.
- 5.2. The collaboration back in 2021 between All We Can and Y Care International was groundbreaking for

both charities, through an operating model of administration where both brand identities would be maintained by a single staff team.

- 5.3. The two charities were brought together by a shared strategic vision, rooted in the Christian faith. The commitment of both organisations to fulfil the potential of countless people all over the world remains the same, but with an ever-changing fundraising landscape, the time has come to recognise the different direction All We Can and Y Care must take to fulfil obligations to those we serve, and both sets of supporters and partner organisations.
- 5.4. The transition commenced on the 1 April 2025, with legal responsibility handed to YMCA England & Wales. All We Can and YMCA are committed to making this transition as smooth as possible for everyone involved. While the work to transition has begun, the move is expected to be fully completed by June 2025.

6. Income and Expenditure

- 6.1. 83p in every pound is spent on our charitable objectives. 17p in every pound spent on fundraising activities.

Total income decreased by £0.7m (121%) to £2.5m (2023: £3.2m)

Total expenditure decreased by £1m (26%) to £3m (2023: £4m).

Expenditure on charitable activities decreased by 26% to £2.5m (2023: £3.3m). This represents 82.7% of total expenditure (2023: 83.2%), which compares very favourably with similar organisations of size and focus across the sector.

7. Reserves policy

- 7.1. As at 31 August 2024, the charity held total funds of £1,978k, £770k of these fund balances were restricted funds and the remaining £1,208k were unrestricted funds. The unrestricted funds are made up of minimum general reserves of £793k and £415k of designated funds which are unrestricted monies that the Board has designated for specific purposes, as detailed in Note 18 of the financial statements.

8. Plans for the future

- 8.1. As we embark on our next financial year, All We Can remains committed to its mission of enabling flourishing and resilient communities through partnership. Reflecting on the challenges and achievements of the past year, we are more determined than ever to deepen our impact and continue our journey of doing development differently.

8.2. Strategic Focus Areas:

- 8.2.1. Strengthening Partnerships: We will continue to build and nurture relationships with our long-term local partners, ensuring that they are resilient and capable of meeting the needs of communities. Our focus will be on providing unrestricted and flexible funding to allow partners to address their priorities effectively.
- 8.2.2. Capacity Development: Supporting our partners' capacity development remains a cornerstone of our approach. We will enhance our efforts in strategic planning and financial sustainability, helping partners to develop robust strategies and diversify their income sources.
- 8.2.3. Innovative Funding Models: In response to the financial challenges faced by us and our partners, we will explore and implement innovative funding models. This includes producing restricted funding applications on behalf of our partners and identifying in-country funding opportunities.
- 8.2.4. Organisational Culture: We are committed to modelling a healthy organisational culture where our people thrive and live out our values. This involves ongoing efforts to strengthen our internal operations,

adapt to changing circumstances, and support the wellbeing of our team.

8.2.5. Humanitarian Response: Our emergency response work will continue to be a critical part of our impact. We will utilise specialist responders and situational analysis to address various disasters and emergencies, ensuring that our interventions add value to the affected communities and build up local organisations.

8.3. We are excited about the opportunities that lie ahead and are confident that our strategic focus areas will enable us to make a meaningful difference in the lives of those we serve. As we embark on this journey, we are also in the process of setting a comprehensive strategy for the next five years, informed by a thorough review of our achievements and learnings from the past five years. With the support of our dedicated team/people, partners, and supporters, we look forward to a year of growth, learning, and delivering lasting change.

9. We are deeply grateful for the ongoing support of the Methodist people and our wider Methodist family and endeavour to continue to serve as the Methodist relief and development agency in all the ways we can.

*****RESOLUTION**

35/1. The Conference received the Report.