

34. All We Can – Methodist Relief and Development

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Subject and aims	This report summarises the activities and achievements of All We Can in the time since September 2019 to present.
Resolution	34/1. The Conference receives the Report.
Main Points	Since September 2019, the work of the All We Can movement has had a transformational and measurable impact on the lives of more than 2,139,475 people. All We Can partnered with 22 local organisations in 6 countries to facilitate a variety of long-term development programmes.
Background context and relevant documents	Full version of All We Can Trustees' Report and Accounts for the year ended 31 August 2020 or 2019/20 Annual Review – available from the All We Can website.

When we planned our last five-year strategy back in 2015, we planned for the possibility of setbacks and unforeseen circumstances. However, I think it is safe to say that even with the most rigorous plans in place, the COVID-19 pandemic has surprised everyone. The word 'unprecedented' has found a new level of common parlance, with barely a press release, financial or public health data report daring to publish without referencing the unprecedented nature of this situation.

Perhaps what is most unprecedented is the way in which the lives of people in some of the world's wealthiest countries, like the United Kingdom, have been disrupted. Without a doubt, lockdown has also hit people hard in the countries All We Can serves. In those contexts, the effects of this pandemic have been life threatening – even without infection by the virus. The closure of transport systems and markets has meant that families have struggled to have enough to eat, have had even less access to medical support and birthing assistance than before, and have in some cases been forced into livelihoods that put them at great risk – a drastic measure that they have found necessary, simply so that they could survive. These are the choices that people in poverty are facing.

34. All We Can – Methodist Relief and Development

Innovation, adaptation and sheer determination to care for our neighbours have motivated our movement in the midst of this pandemic year. Our partners have led this charge to respond in the most creative ways to a pandemic that is obstinate and obstructive to development at every turn. The will and determination of our partners to reach those who are most in need in their local communities is inspiring. Many have gone further, and committed to reaching new groups whom they have not been able to reach before, and ensure that even the most marginalised are not forgotten. In the UK too, our own staff team have innovated and adapted to the changing culture and requirements, breaking records for online and digital engagement. Our supporters have also played their part – choosing solidarity by faithfully giving in regular and creative ways.

What we have seen is that All We Can is truly an open and inclusive movement for change, for all people. This movement has held together, in faith, in relationship and in unfettered commitment to ensure that those who are in greatest need get the support they need. In this last year of our five-year strategy, we have also managed to conduct a global evaluation of our work over the past five years. The findings have helped us learn and insightfully develop a new strategy for the next five years. Above all else, we are resolute that the relational and equitable approach to partnership working is indeed the best way to stand in active solidarity with our neighbours in the countries where All We Can operates.

Our partnership approach is embedded into every aspect of our movement and drives the how, who and why of all that we do. Driven by our core values of Love, Collaboration and Integrity, these next five years will require even more of each of us to meet the demands of a COVID-19 affected world, alongside the challenges of climate change, and the economic and political turmoil that affects us all. Nevertheless, by holding together, we will continue to do all we can - because we have seen what the power of togetherness, driven by faith, love and a high regard for one another can do to change the world. Thank you for holding together with this movement for change.

Our Vision - Every person's potential fulfilled

Our Mission - Working through partnership alongside our global neighbours most impacted by disasters, poverty and injustice to enable flourishing and resilient communities

Who We Are - All We Can is an international development and emergency relief organisation that supports local people in some of the world's poorest communities to find effective solutions to poverty and injustice. Focusing on those in greatest need and rooted in the Christian faith, it is the Methodist relief and development agency and is an integral part of the Methodist family.

34. All We Can – Methodist Relief and Development

What We Do - To achieve our mission objectives, we:

- Support and strengthen local partners – organisations, churches, emerging initiatives and inspiring individuals who 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, motivate and equip people to take a stance against poverty and injustice.

Our Values

Love - is the oxygen of our movement and enables meaningful relationships and actions

Collaboration - is working together in solidarity and partnership, not in control

Integrity - is personifying transparency, honesty and accountability

Our Beliefs

- Rooted in the Christian faith, we are an open and inclusive movement for change, for all people
- Committed partnership, through long-term relationships, is the most sustainable way to tackle poverty, respond to disaster and overcome injustice
- Local people are best placed to create positive change in their own communities
- Building resilience better equips people to withstand and recover from disasters

Our Story

All We Can has served some of the most marginalised on earth for the last eight decades – since a group of Methodists answered the call of refugees in Europe, in the 1930s.

Our story is about the inherent value and potential in all people. Whether children fleeing tyranny, communities facing extreme poverty, or families hit by disaster, we answer through partnering with local innovators, projects and churches to unleash inherent potential.

We work with people in vulnerable and excluded communities, in the lowest-income countries and have developed a reputation for doing development differently: pioneering sustainable, locally-owned solutions in response to John Wesley's call to

'Do all the good you can, by all the means you can, in all the ways you can, in all the places you can, at all the times you can, to all the people you can, as long as ever you can.'

Achievements and performance

2,139,475 lives were transformed through All We Can's work in the last year.

'We are growing stronger as a team and learning every day from the partnership. And because of this we are impacting the community positively.

We thank All We Can for the financial, moral, spiritual and technical support.'

(Najjiba Katesi- Executive Director of FABIO, Uganda)

In the past year, All We Can partnered with 22 local organisations in six countries to facilitate a variety of long term development programmes. All We Can's partnership approach means that the specifics of each project are driven and owned by the local community. Therefore, in each country in which All We Can works, a number of different activities can be taking place – including work as varied as climate-smart agriculture projects through to rights-based self-help groups.

Through this approach, All We Can not only supports local actors in their development activities, but also enables them to grow their own organisational capacity. By focusing on building up grassroots local organisations, long-term, sustainable change is ensured for generations to come – as these local organisations grow in their own abilities. This approach is rooted in All We Can's vision, mission and values, as well as external research. It allows the impact of All We Can's support to extend beyond the projects we have directly funded, to every aspect of the work our local partners undertake.

This year, of course, has been one of incredible challenges. All We Can is committed to supporting its partners in many ways, one of which is with flexible funding, so that they can prioritise the needs of the communities they serve. Due to the overwhelming impact of COVID-19 on All We Can's local partners, a significant portion of the charity's workload during the 2019/20 year was spent responding to this ongoing emergency situation. All We Can's long term development partners and other local organisations were supported to pivot their programmes to assist communities in coping with the impact of COVID-19, as well as lockdowns and other restrictions imposed in their different contexts.

Partnering together in monitoring, evaluation and learning

'All We Can supported us to develop a Theory of Change for the organisation. The ToC continues to be a good guide in planning and designing programme interventions.'

(Joseph Kyegombe - Executive Director, Action For Relief And Development, Uganda)

Having come to the end of our five-year strategy, All We Can enlisted the support of external evaluators to gather results and lessons about our approach to date. Through surveys, interviews and significant stories of change with 16 partners from six countries,

34. All We Can – Methodist Relief and Development

as well as a field mission to 11 of All We Can's partners in Zimbabwe and Uganda, this was a poignant moment of reflection for All We Can.

This evaluation found that it was the combination of four key – and unique – elements in All We Can's partnerships with local NGO and Church partners that work together to reinforce partners' commitment to their mission and their communities. These are:

- Support for partners' holistic strategic planning processes leads to engagement with our partners' communities in formulating their mission and planning how to achieve it.
- Support for an organisational assessment – and subsequent organisational development – identifies and helps address capacity gaps that could limit partners from surviving and thriving.
- Programmatic and core funding, applied largely at partners' discretion with best practice guidance from All We Can, adds momentum to strategy implementation.
- 'Critical friendship' embodied by All We Can's partnership fosters a reciprocal attitude of openness to failure, learning and continuous improvement together.

The evaluation also offered All We Can valuable insight on ways we can improve our partnership approach. For example, by ensuring strategic planning support for partners, we can better link to their high-level programme goals within the day-to-day work they do.

In its commitment to embed monitoring, evaluation and learning across the organisation, All We Can also carried out a similar strategic review of our Public Engagement, gathering feedback from 236 (mostly Methodist) supporters, volunteers and church leaders, which helped us reflect on our fundraising and supporter care performance and gather invaluable feedback from supporters about how we can improve.

All We Can also hosted a series of consultation events with its Methodist Church family, including a 'Listening Lunch' workshop with 50 senior and representative leaders within the church, to get direct input into the strategy for the next five years to 2025.

The lessons and insights from this reflective process helped inform our Strategic Planning for 2020-2025, ensuring that our next chapter was formulated around the lessons we have learnt.

At an organisational level, All We Can staff have participated in 14 learning sessions to share insights and experiences between staff and teams within All We Can, and to learn from external stakeholders. This has included, for example, sessions facilitated by representatives from one of our partners in Zimbabwe, as well as learning exchanges between other international not-for-profit organisations and networks, to share best practices on how to support local partners in ways that enable meaningful, sustainable development.

34. All We Can – Methodist Relief and Development

Regular monitoring of our work has been carried out through a regular, peer-reviewed partner reporting process and through routine face-to-face partnership monitoring visits with our local partners. In total, Partnership Managers carried out monitoring visits with partners in Malawi, Ethiopia, Uganda and India, before COVID-19 limited international travel. An additional 12 routine monitoring visits were carried out by local in-country Coordinators, who provide valuable, regular on-site support to local partners.

Monitoring, evaluation and learning is also an important component of the capacity development support to local partners. We facilitated five face-to-face partner Theory of Change workshops, where partners reviewed their theory of change, and drafted their own monitoring frameworks. Following the outbreak of COVID-19, we also introduced the first ever 'All Together' partner webinar, where partners from across our global portfolio gathered together online to share experiences and lessons with each other about how they have – and continue – to deal with the impact of COVID-19 and lockdown. We subsequently set up a community of practice online to continue these conversations, and share lessons and resources. Based on partners' own strategic cycles, we supported two partners to carry out midterm reviews and final external evaluations of their work - a critical learning exercise to support partners reflect and adapt their programmes where needed.

'Within the Covid-19 response, we have learnt a lot from other partners through the Workplace Facebook page created by All We Can.'
(Vincent Folefac Anu – Executive Director of NADEV, Cameroon)

Working relationally with our partners

All We Can's relational partnership approach has allowed us to meet both partners and, through them, communities, at their points of greatest need during what has been a challenging year for the sector globally. The core tenets of our approach - putting communities first, and supporting local organisations to respond in a timely and targeted way - have allowed communities to preserve their development gains where many would have retrogressed because of COVID-19.

Flexible funding enabled partners to repurpose their grants and respond to the most pressing needs in their communities. Throughout the year, All We Can and local partners maintained frequent communication via Zoom, to allow for face-to-face interaction. Recognising that neither All We Can nor partners in country had experience responding to COVID-19, we had weekly meetings with partners to review and reflect on activities, make adjustments as needed, and jointly plan the next steps.

As aforementioned, we also established a forum where both All We Can and partners could upload COVID-19 lessons, resources, achievements and struggles. This culminated

34. All We Can – Methodist Relief and Development

in partner webinars which have brought representatives from all partners (55 people in all) together to share experiences in this context. These webinars serve to strengthen relationships across borders and our community of practice as it became clear that - whether based in Ethiopia or India - all are grappling with similar challenges.

Ultimately, throughout this period we wanted to demonstrate to partners that All We Can continues to stand in solidarity with them, and will walk in-step with them, supporting them to figure out issues and respond to whatever COVID-19 throws their way. Together we have seen this approach reap rewards, ensure that both staff and communities were kept safe during emergency response activities and bolster relationships between All We Can and partners.

Collaborating together to strengthen and build organisational capacity

'The organisation is able to attract other funding from other funding partners due to a clear Strategic Plan in place that was as a result of All We Can support.'
(Melton Luhanga – Executive Director of CARD, Malawi)

During 2019/20, the team has focused on enhancing two main areas of partners' capacity. The first area has involved improvements to how partners' five-year Strategic Plans are developed, where the focus has been on strengthening two aspects: MEL (monitoring, evaluation and learning) and OD (organisational development).

For MEL, this has meant incorporation of a five-year MEL Framework that includes a Theory of Change (mapping the pathways between what partners want to achieve in five years and the activity sets they will implement to achieve those) and a Measurement Plan (accompanying indicators to measure success). The expectation is that this will significantly increase partners' generation of evidence of the impact of their work; and, equally, increased evidence of the impact of All We Can's support towards partners' development and effectiveness.

For OD, this has meant further improvements to five-year OD Plans that guide partners' investment into their own development. Specifically, setting of annual milestones for nine functional aspects that together will result in achieving the five-year goal for each particular aspect. The expectation for this approach is to assist partners in their annual OD planning, since previous OD Plans were often too vague in terms of timelines and targets.

Meanwhile, the team is also working on adopting a standardised process to be used across all new Strategic Plans; as opposed to the normal process whereby external consultants facilitate the process which also means varying approaches and, more significantly, varying underlying philosophies and emphases. Thus, a standardised

34. All We Can – Methodist Relief and Development

approach designed internally will allow better incorporation of All We Can's and partners' priorities (for example, in terms of values and how we work together in partnership).

Otherwise, based on feedback from All We Can's recently launched 2015-2020 Strategy, four main areas of partners' capacity will be the initial focus of the new 2020-2025 Strategy: leadership, governance, financial sustainability, and impactful programmes.

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

The Church CAN programme is a joint initiative between All We Can and the Methodist Church in Britain. We use our partnership principles to work with selected Partner Churches of the Methodist Church in Britain in order to build their self-reliance and their effectiveness as agents of change. The Church CAN programme is currently working with six churches around the world: in India, Sierra Leone, Uganda, Southern Africa, Guatemala, and The Caribbean and The Americas.

This year, the Methodist Church in Sierra Leone and in Uganda began nearing the end of their first strategy period and, although the COVID-19 pandemic forced these churches to significantly change their original plans, they continued to strengthen their institutions and undertake social action in the communities where they work. During the course of the year, the Methodist Church in Sierra Leone has used radio broadcasts and its network of church leaders to raise awareness about the measures to be taken to reduce the transmission of COVID-19.

Similarly, during the 19/20 year, the strategic plan for the Diocese of Jabalpur of the Church of North India was finalised and approved. A Steering Committee within the diocese has already started to implement the plan, the focus of which, for this year, was strengthened governance and effective training.

Elsewhere, strategic planning processes have been started with the Methodist Church in the Caribbean and the Americas, the Methodist Church of Southern Africa (with a focus on its work in Lesotho) and the Iglesia Evangélica Nacional Metodista Primitiva de Guatemala (currently on pause due to local issues). Whilst the contexts in which these churches work are very different, the aims of the Church CAN programme are the same: to help them develop their own vision statements and strategic plans around which the whole church can gather, thus creating a unity of purpose which leads to more effective and more self-reliant churches.

Standing together during disasters and emergencies

'We have greatly improved in responding to emergencies. Communities have also been capacitated to come up with Disaster Risk Management (DRM) plans and implement them. MeDRA has become very relevant to communities considering the various disasters that have struck communities.'

(Junior Vutoyi - National Director, MeDRA, Zimbabwe).

Alongside our global response to the impact of COVID-19, the last year and half has been an incredibly busy time for responding to humanitarian emergencies. Support was given through 16 partners to reach 160,404 people in their times of crisis globally (as at Sept 2020, the number grows daily), via both our international and local partners. We remain committed to the needs of refugees, true to our founding focus, and are supporting in mid to long term responses in Jordan with Syrian refugees and Bangladesh with Rohingya refugees.

We continue to honour our commitment to coordinate Humanitarian Aid Responses and appeals, with and for the Methodist Church in Britain, as outlined and agreed in the 'Framework of Commitment'. Our main focus is always to ensure that we respond to emergencies as swiftly as possible, in the most demonstrably impactful way, with interventions that represent good value for money, working with partners who have the capacity and experience to respond effectively with locally led solutions to the unfolding emergency before them, all the while sharing the story and need of those situations with factual and respectful stories and complete transparency.

Engaging and inspiring supporters to meaningfully respond to poverty and injustice

In the last year and half, All We Can continued to educate, inform and inspire its breadth of supporters – from schools and churches through to regular givers and major donors. Over the course of the year, All We Can's key fundraising products – the All Together regular giving programme, Partner Church initiative, Harvest campaign, Lent materials and more – explored work helping vulnerable communities in rural Ethiopia combat climate change and grow adapted potatoes, before transitioning to a focus on how Change Begins with a Bike. Both these campaigns proved popular, with many churches incorporating potatoes in to their Harvest displays and rhythms of church life throughout the year and many more embracing cycling and creative efforts to engage in the stories of others and fundraising, even in the midst of lockdown.

As in previous years, All We Can's Extraordinary Gifts Christmas appeal included Advent and Christmas worship material that communicated stories of our life-changing development work. All We Can's Radically Changing the Story (2020) & Change Begins (2021) Lent resources (focusing on the two areas mentioned above) featured 40 days

34. All We Can – Methodist Relief and Development

of in depth, meaningful content which connected readers to those living in some of the world's poorest communities most impacted by climate change. It provided ways to engage through prayer, positive actions and giving. We were also pleased to engage in a Christmas resource combining all of the Methodist family of charities.

Due to the impact of COVID-19, All We Can's Public Engagement approach had to shift rapidly, and embrace a digital focus as in- person events and activities became impossible. In March 2020, All We Can launched its 1.17 livestream series - a virtual space for supporters to join together for prayer, encouragement, and positive stories of transformation from All We Can's work, inspired by Colossians 1.17: *'He is before all things, and in him all things hold together.'* This has subsequently expanded into larger livestreamed events including the 'Big Church Sing', a virtual worship event initiated by All We Can, attracting a wide variety of Christian leaders, artists, worship leaders and supporters.

This online community and engagement has grown exponentially since our big online shift in March 2020 and has resulted in tens of thousands of online engagements, dozens of featured guests, hundreds of live and recorded broadcasts and innovative ways of engaging with churches, individuals and partners, as well as increased passion, understanding and commitment to the cause of ending poverty and injustice and supporting vital work in this area. To build upon All We Can's digital gains during 2020, we have and are continuing to commit to abiding by the seven principles of The Charity Digital Code of Practice, and have developed a strategy and action plan, detailing how we will fully achieve organisational goals as outlined by the code.

Structure, governance and management

COVID-19 Adaption

The trustees, senior leadership and staff were all actively involved in the evaluation and review of the 2015-20 strategy. Critically, so too were our partners around the world, our supporters and our Methodist Church family. This honest and objective feedback was gathered and analysed to ensure learning and planning for the future could be adequately informed. This evaluative process is critical to the outworking of our commitment to be transparent and accountable for all the funds we are entrusted with, grant, and use. Integrity is also pivotal to the effective and progressive way in which we work and use the resources we have. This ensures that we continue to adhere to all regulations and our stated charitable objectives, but also to our philosophical and practical approach to sustainable development and partnership work.

The conditions of a national lockdown required us to very rapidly shift to an entirely virtual way of working and with some reasonable adjustments, our IT systems and equipment

34. All We Can – Methodist Relief and Development

facilitated a fairly smooth transition in this regard. A number of new policies and procedures needed to be introduced to ensure they reflected the new 'COVID' world that we now operate in.

Health and Safety

All We Can was delighted when its annual health and safety business and site compliance audit conducted by our health and safety advisers at Peninsula Business Safe (4th February 2020) achieved the much sought-after gold star level standard. This comprehensive audit reviewed the organisation's health and safety policies, procedures, practices and documents as well as the actual documentation that is submitted throughout the year in the form of reports, risk assessments, incident notes, accident records, logs, proof of inspections, service and maintenance recording, testing of work equipment, contractor monitoring and drills confirmation.

In addition, verification and monitoring of buildings management compliance within Methodist Church House was required (which comes under the responsibility of the Methodist Church – and many thanks to the Facilities Team at Methodist Church House for full co-operation with All We Can's numerous requests).

All We Can is committed to high standards of health and safety in the workplace and in all aspects relating to its staff, trustees and volunteers by striving to embed a valued proactive health and safety culture across all its work practices.

Team and culture

Maintaining and continuing to build a positive team culture remains a key objective for the management of the organisation, along with employee wellbeing. It is worth noting that in April 2020, All We Can was named as the 4th best charity to work for in the UK by Third Sector.

Equality, Diversity and Inclusion

Equality, Diversity and Inclusion remains a key focus of our efforts towards good governance for our organisation. In September 2019, senior leadership reviewed our recruitment processes and made a number of changes to ensure that any future recruitment reached people who identify as Black, Indigenous or People of Colour. Further work on inclusion across the full breadth of diversity came with ongoing conversations with trustees, the arrangement of training workshops with staff, and the creation of an online space on our intranet for best practice, inspiring words and videos and challenging thought pieces could be posted to enable discussion and learning. All We Can has also implemented a significantly enhanced equality, diversity and inclusion policy, guiding

34. All We Can – Methodist Relief and Development

our work and culture. A working group of staff was formed with the task of considering all aspects of diversity and helping to ensure that inclusion remains consciously at the forefront of all we do and how we work and operate as a movement, contributing to the decolonisation of the aid sector and the localisation agenda. This group continues to operate and help to provoke ongoing discussion and reflection as well as facilitate themed staff events to ensure we continue our learning in this area. In August 2020 we also made a public statement and commitment about All We Can's commitment to anti-racism and support for cause and principles of justice movements such as Black Lives Matter. An annual update on activity is published on our website for transparency as well as external audits and accountability via sector networks to which we have committed.

Income

Total income decreased by only £179k (5.3%) to £3,229k (2019: £3,408k), which is an extraordinary achievement in these challenging times.

Unrestricted donations and legacies income, i.e. that which is not donated for a specific country or project, decreased by £88k (3.7%) to £2,260k (2019: £2,348k). Donations increased by £49k (4.0%), whilst legacy income dropped by £144k (15.8%). We remain extremely grateful for the continued generosity of our supporters.

Restricted donations and legacies income decreased by £90k (8.6%) to £951k (2019: £1,041k). Restricted donations and legacies for long-term development projects (including gift aid) increased by 112.9% to £128k (2019: £60k), while restricted donations for emergency appeals decreased by 36.1% to £315k (2019: £494k) with a large volume of donations for both the Bahamas Hurricane Appeal and the COVID-19 Appeal.

Within the figures above, total grant income increased by £28k (5.0%) to £586k (2019: £558k). We were extremely pleased to continue to receive significant funding of £305k from Tavola Valdese (Union of Methodist and Waldensian Churches) for various development and humanitarian projects under the Italian "Otto per Mille" arrangements.

Investment income decreased slightly to £17k (2019: £20k).

Methodist individuals, churches and institutions remain our primary source of regular income, and we are particularly grateful to the World Development and Relief Committee of the Methodist Church in Ireland, The Methodist Insurance Fund, The World Mission Fund of the Methodist Church in Britain, Aberystwyth Methodist Church, Christchurch Methodist Church, Abbeydale, and Stoke-on-Trent (North) Methodist Circuit for their substantial support this past year.

34. All We Can – Methodist Relief and Development

Expenditure

Total expenditure increased by £189k to £3,069k (2019: £2,880k).

Expenditure on charitable activities increased by 5.3% to £2,587k (2019: £2,456k). This represents 84.3% of total expenditure (2019: 85.3%), which compares favourably with similar organisations.

Of this, the amount spent on development activities increased by £105k (6.5%) to £1,730k (2019: £1,625k), driven by an increase of £74k in grants awarded. Expenditure on humanitarian activities increased by £23k (3.7%) to £627k (2019: £605k), again driven by an increase of £31k in grants awarded. Global education costs increased by £4k (1.7%) to £230k (2019: £226k).

The cost of raising funds increased by £58k (13.5%) to £482k (2019: £424k) driven by increases in both staff and marketing costs. This represents 15.7% of total expenditure (2019: 14.7%) which again compares favourably with similar organisations.

Reserves policy

The Board reviews the charity's reserves policy annually, balancing the need to hold back sufficient general reserves to protect its charitable activities with the objective of maximising the funding available for those activities. These reserves and funds are invested in accordance with the charity's investment policy.

The Board has agreed the policy that general reserves should be a minimum of 20% of the following year's total income budget, excluding emergency donations, MCB grants and legacies, plus 50% of the following year's legacy income budget.

Investment policy

The charity's investment policy is reviewed annually by the Finance and Audit Committee with the objective being to maintain high liquidity while ensuring maximum security, meeting the ethical standards of the Methodist Church and achieving a balance of capital growth and income.

In addition, the Board decided to switch its entire equity investment from the CFB Managed Equity Fund to the Epworth Climate Stewardship Fund, to more accurately reflect the values of the organisation. This fund helps to tackle the ongoing climate emergency by investing in companies that will help transition to a lower-carbon economy, and encourages those companies to take meaningful action to reduce the risk of climate change. This fund has a low carbon footprint and does not invest in companies that

34. All We Can – Methodist Relief and Development

extract or refine fossil fuels. This is just one of the many ways in which we are working to mitigate the impact of climate change on the people we serve in some of the world's poorest communities.

Surplus cash is held in the Deposit Fund of the Central Finance Board of the Methodist Church, which also meets the ethical standards of the Methodist Church.

Plans for the future

Over the course of the 2019/20 financial year, All We Can invested deeply in a strategic review process, and worked with external consultants to help guide the team toward a new five-year strategy, spanning 2020–2025.

The resulting strategy sets out to equip people living in some of the world's poorest communities with the tools they need to break the cycle of poverty. It renews and deepens All We Can's commitment to move away from conventional project-focused funding in favour of long term, relational partnerships with local organisations rooted in the communities they serve.

The 2020-25 strategy not only commits to creating a legacy of resilient, thriving and impactful partners – it also seeks to inspire and invest in a wealth of diverse supporter relationships that resource and grow the All We Can movement, and leverage greater impact in the wider world through collaborating with and influencing the Methodist Family, international development sector and beyond.

The three main goals of All We Can's 2020-2025 strategy are:

1. To create a legacy of resilient, thriving and impactful local partners.
2. To inspire and invest in a wealth of diverse supporter relationships that resource and grow the movement.
3. To leverage greater impact in the wider world through collaboration and influence.

A full explanation of these goals and a summary of All We Can's 2020-2025 strategy can be viewed and downloaded from its website.

*****RESOLUTION**

34/1. The Conference receives the Report.