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Subject and aims	This report summarises the activities and achievements of All We Can since September 2022
Resolution	9/1. The Conference receives the Report
Main points	Since September 2022, the work of All We Can has had a transformational and measurable impact on the lives of more than 515,642 people. All We Can partnered with 28 local organisations in nine countries, including two new focus countries, namely Sierra Leone and Liberia, to facilitate a variety of long-term development programmes.
Background context and relevant documents	A full version of Trustees Report for the year ended 31 August 2023 is available from the All We Can website.

All We Can continues to champion and model a locally-led approach to development that empowers communities to be the drivers of their own transformation. This approach recognises that every human being ultimately has the inherent desire for self-determination, a vision of how they want their lives to be and know most solutions to their problems. What they need from partners such as All We Can and the local organisations with whom we partner is solidarity, walking alongside communities, as enablers, catalysts and facilitators, helping cover costs they cannot afford themselves, and providing the impetus to get them on their way.

To enable this responsive approach that puts communities in the driving seat of their own development means that our funding and business models shift and share power more equitably with local actors. We are building a movement of like-minded local organisations worldwide, and we are in the forefront of advocating this approach with other international NGOs and donors. This is the lens through which all the achievements captured in this report must be seen. We are calling all stakeholders at home and abroad to join the cause.

We are grateful to God for the enablement to fulfil this divinely inspired vision and mission.

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1. Achievements and Performance

All We Can's work had a transformative impact on the lives of 515,642 people last year.

*[Partner Conference] ...tackled themes and issues that are not being addressed in the general discourse of NGOs. It has clearly pointed the future of NGO work and how to differentiate the future from the present' **Anonymous partner, 2022***

- 1.1 Between 1 September 2022 and 31 August 2023, over half a million lives were impacted through the work of All We Can and its local partners around the world.
- 1.2 Seven years after All We Can brought partners together in Ethiopia to celebrate our new partnership approach, All We Can held its second partner conference this year: 'Walking Together in Partnership', attended by 101 participants from 35 partner NGOs and churches from 13 countries. The conference, which took place from 16-20 October 2022, was the highlight of our year walking alongside our partners.
- 1.3 The Conference provided a platform for partners to showcase their expertise, share, learn, network and explore critical topics such as what makes organisations resilient, financial sustainability and decolonising aid. Notably this was an opportunity to share experiences of learning and un-learning how to do development differently and 43% of participants committed to embedding a community-led approach into their own programmes as one of the key actions they took away from the conference.
- 1.4 We continued supporting a total of 28 partners in nine countries, as well as four church partners across four geographical areas through the Church CAN programme. This includes eight newly established partnerships with local NGOs in Sierra Leone and Liberia who have been supported to develop Strategic Plans, monitoring, evaluation and learning frameworks to support their efforts to evidence and learn from their work over the coming years; as well as seed grants. We celebrated the graduation of READ, a longtime partner of All We Can based in India. Recognising the protracted nature of the Syrian and Rohingya refugee crises, support for partners working in Jordan and Bangladesh respectively has continued, shifting from immediate humanitarian aid support to longer term development support.

2. **Agile, efficient and relational funding and grant making**

'The partnership with All We Can facilitated better engagement with diverse communities... and through improved governance, systems and processes (as a result of All We Can capacity development support) we have qualified for funding opportunities and gained recognition as reputable organization....we have a strategic plan in place now and any new donors are fitting into the journey we've charted for ourselves rather than the other way around. We've attracted funding from the EU and US Embassy; also Vibrant Village Foundation with unrestricted funding. We have enabled donors to knock on our doors to say, we would like to start doing business with you' – **midterm review focus group discussion, June 2023**

- 2.1 All We Can continued to provide flexible and unrestricted funding to partners, recognising that this is a key enabler to empowering local NGOs and their communities. Partners develop 5-year Strategic Plans, subsequently developing annual operational plans based on these Strategies. Partners are in the driver's seat as they prioritise and decide what to spend grants on in their Strategies and then report to All We Can based on these plans. Just under 96% of partners rated the level of flexibility they experienced in deciding how to spend funding from All We Can as 'very flexible' (MTR survey, 2023). Our midterm review this year has also offered us the opportunity to learn where we can improve, and in 2024, partner representatives from each country and All We Can staff will form a Working Group to refine the current annual operations and reporting processes based on the feedback we have received, as well as the information needs of both partners and All We Can – fostering greater ownership and equity in our partnerships.
- 2.2 While All We Can's grants are small compared to many other donors, the unrestricted nature of the funding, combined with capacity development support for partners' organisational development, makes for a unique combination as evidenced through partners reporting that improving their organisational capacities has helped them unlock partnerships with other donors, and access funding that they might not have had access to before.
- ### 3. **Supporting local churches to improve their effectiveness as agents of change in their local contexts**
- 3.1 All We Can, in partnership with the Global Relationships team of the Methodist Church in Britain, is supporting various Methodist churches across different

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regions through the Church CAN initiative. These churches include the Methodist Church in the Caribbean and Americas (MCCA – covering multiple national churches across the region), the Church of North India (CNI), the Methodist Church in Sierra Leone (MCSL), and the Methodist Church of Southern Africa (MCSA- covering multiple national churches within the region). The support involves implementing strategic plans, establishing policies and guidelines, training pastors and staff, and investing in digital resources. The impact of the support includes improved governance structures, strengthened departments, and enhanced outreach to communities. Despite the challenges posed by the pandemic, All We Can continues to work with these churches to achieve their goals, liaising constantly with the Global Relationships team, who continue to hold relationships with these church partners.

- 3.2 The All We Can team is working with members of the Connexional Team at a number of events, including Cliff College Festival, Solas Festival, Flourish, Superintendents' Conferences in both the North and South of the UK. We supported the Children and Youth Team with the planning and delivery of 3 Generate. Joint events have been planned with JPIT, focusing on equipping local preachers and worship leaders to talk about justice. Several members of the Connexional Team contributed to All We Can's Lent materials which have been widely praised as a resource that helps churches wrestle with local issues of mission, as well as global justice. The team had the opportunity physically to visit over 100 churches across the UK between them, to engage in festivals, and participate in community events, thereby fostering an active and engaged regular audience

4. Informing, inspiring and engaging supporters

- 4.1 At the start of 2023, the All We Can Public Engagement Team launched the Communities in the Driving Seat campaign, focusing on the work of partner organisation Eagles in Malawi and championing the voice of Victor, the Executive Director of Eagles. This campaign marked a step up in the importance of communicating All We Can's unique approach to partnership and locally-led development, featuring the voices of partners even more prominently in communications and ensuring that misconceptions about 'aid' and 'overseas giving' were addressed head-on. The team remains committed to its anti-racist agenda and ensuring that, wherever possible, not only is the work the organisation does a part of decolonising aid, but so is the way the team communicates and fundraises.
- 4.2 During the 22/23 year, All We Can continued to appear in a number of news outlets, including several times on Trans World Radio, in the Methodist Recorder,

Preach Magazine, the Connexion Magazine, Magnet, the Methodist Church website and others. Several staff members have had the pleasure of speaking on Premier Christian Radio, at BOND and other sector events, at the Methodist Conference and at regional events across the country. All We Can has been keenly involved in the BOND network.

- 4.3 The team has continued to innovate with new ideas and resources for Partner Churches (a programme with around 130 loyal, supporter churches signed up) and developed a Partner School programme to accompany it. The Individual Relationships & Philanthropy team have continued to seamlessly integrate soft asks into regular communication, including the continued success of the biannual news publication, 'Walking Together'. Direct Mail campaigns have been meticulously reviewed and adapted to great success, reflected in robust early response rates.
- 4.4 In summary, the fiscal year 2022/23 has affirmed the indispensable role of regular giving in All We Can's overarching strategy. It has not only bolstered financial resources but has also solidified bonds with the charity's most dedicated supporters, reflecting a collective commitment to seeing every person's potential fulfilled in communities worldwide.

5. Income and Expenditure

- 5.1 83p in every pound is spent on our charitable objectives. 17p in every pound is spent on fundraising activities.

Total income decreased by £1.2m (19%) to £3,211k (2022: £4,349k)

Total expenditure increased by £24k to £4,012k (2022: £3,988k).

Expenditure on charitable activities decreased by 3% to £3,337k (2022: £3,449k). This represents 83.2% of total expenditure (2022: 86.5%), which compares very favourably with similar organisations of size and focus across the sector.

6. Reserves policy

- 6.1 As at 31 August 2023, the charity held total funds of £2,376k, £818k of these fund balances were restricted funds and the remaining £1,559k were unrestricted funds. The unrestricted funds are made up of minimum general reserves of

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£589k and £969k of designated funds which are unrestricted monies that the Board has designated for specific purposes, as detailed in Note 18 of the financial statements.

7. Plans for the future

- 7.1 Our midterm review this year has also offered us the opportunity to learn where we can improve, and in 2024, partner representatives from each country and All We Can staff will form a Working Group to refine the current annual operations and reporting processes based on the feedback we have received, as well as the information needs of both partners and All We Can – fostering greater ownership and equity in our partnerships. While All We Can's grants are small compared to many other donors, the unrestricted nature of the funding, combined with capacity development support for partners' organisational development, makes for a unique combination as evidenced through partners reporting that improving their organisational capacities has helped them unlock partnerships with other donors, and access funding that they might not have had access to before.
- 7.2 We also plan to introduce new innovation, particularly in the area of digital efficiency in relation to Monitoring, Evaluation and Learning, and create opportunities for continued learning and improvement of our own practices together with those of our partners.
- 7.3 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

- 9/1. **The Conference receives the Report.**