



**ALL
WE
CAN**

2023-24 ANNUAL REPORT

SHIFSD - Tom Price

Trustees' Report and Financial Statements

Year Ended 31 August 2024

All We Can is the operating name of The Methodist Relief and Development Fund, a charity registered in England and Wales, number 291691.

Vision and Values

Vision

Every person's potential fulfilled.

Mission

All We Can works 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 has served the most marginalised on earth for the last nine 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 are fleeing tyranny, communities are facing extreme poverty, or families are hit by disaster, we answer through partnering with local innovators, projects and churches to unlock communities' potential.

What we do

We work with the very poorest communities, 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.'

Our values

All We Can is motivated by Christian principles and is an integral part of the Methodist family. We work with people of all faiths and none.

In summary, our guiding values are:



Love

the oxygen of our movement, which enables meaningful relationships and actions.



Collaboration

working together in solidarity and partnership, not control.



Integrity

personifying honesty, transparency and accountability.



SHIFSD

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Message from the Chief Executive

ALL
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CAN

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, focussing 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.

The past 12 months have been challenging for the organisation too, facing volatility and uncertainty. Important work was undertaken to rationalise our cost base, adapt our operations to be more effective and efficient, strengthen our finances, better understand our income and mix, find meaningful ways to support partners, and build a healthier organisational culture committed to wellbeing. A significant contribution has been the addition of Goal 4 to our strategy – to model a healthy organisational culture in which our people thrive and live out our values. Organisational strengths have been protected and provide solid foundations on which to build, and we know we need to start growing our contributions to partners.

On the front cover is Cynthia. I have been inspired by Cynthia's journey of transformation – from the streets of her hometown in Liberia to running her own business. A real example of where 'Charity Begins at Home'. This transformative work is only possible because of your faithful support. I trust that our Annual Report will encourage and inspire you too!

David Thomson

David Thomson
Chief Executive Officer



Message from the Chair of Trustees

ALL
WE
CAN

As we begin 2025, and we reflect on what has been quite a challenging year, I would like to start by saying what a privilege it has been to serve another year as Chair of Trustees of All We Can. Driving forward our shared mission of doing development differently has not been straightforward in the face of global crises, cost of living challenges and significant internal change. But as this report shows, All We Can has encountered each challenge with a flexible approach. It has been a year of learning and development for us as well as our partners.

Before we look ahead to the next financial year, I'd like to extend my heartfelt gratitude to all the staff at All We Can for their hard work, adaptability and positivity, to the trustees for navigating us through challenging times, and to our partners for ensuring that communities are always at the centre of decision making. Our partners have been always ready to find and implement sustainable solutions and new ways of working to make every penny count.

I am also truly grateful for the continued support and encouragement of our wonderful family of donors from the Methodist Church and beyond.

On behalf of the trustees, I am delighted to welcome David Thomson as our new CEO. His leadership and expertise are already making an impact at All We Can, together with his dedication to our partnership approach. His appointment comes at an important juncture, as we embark on the next phase of our strategic development. We are committed to further developing our relationships with our partners and our family of donors, as we respond together to the need to sustain livelihoods in the midst of global political turbulence and the unjust impact of climate change.

Chris Sutton

Chris Sutton
Chair of the All We Can Board of Trustees



Report of the Trustees

Legal Statement

We present the annual report and financial statements of the charity for the year ended 31 August 2024. The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements, and comply with the charity's governing document, the Charities Act 2011 and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public Benefit: Running a Charity (PB2)'.

Our approach, strategy and objectives

All We Can works through partnership alongside our global neighbours most impacted by disasters, poverty and injustice to enable flourishing and resilient communities.

Our organisation goals 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 All We Can movement.
3. To leverage greater impact in the wider world through collaboration and influence.
4. To model healthy organisational culture in which our people thrive, and we live out our values.

Achievements and performance

The number of people reached indirectly through partners long-term develop programmes:

1,193,469

83,266

people (51% of which female) directly benefited from programmes and humanitarian aid support provided by All We Can in 2024/24, including 21,884 youth (17 years and below)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).

This year also marked graduation for one of our church partners, supported in collaboration with the Methodist Church of Britain's ChurchCAN Programme. 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. 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. 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.

Over the following pages, you will discover how All We Can has embodied its partnership approach in all aspects of its work during the past year and how we are building on the lessons learnt this year.

¹ cumulative total, based on results from partners most recently completed financial year

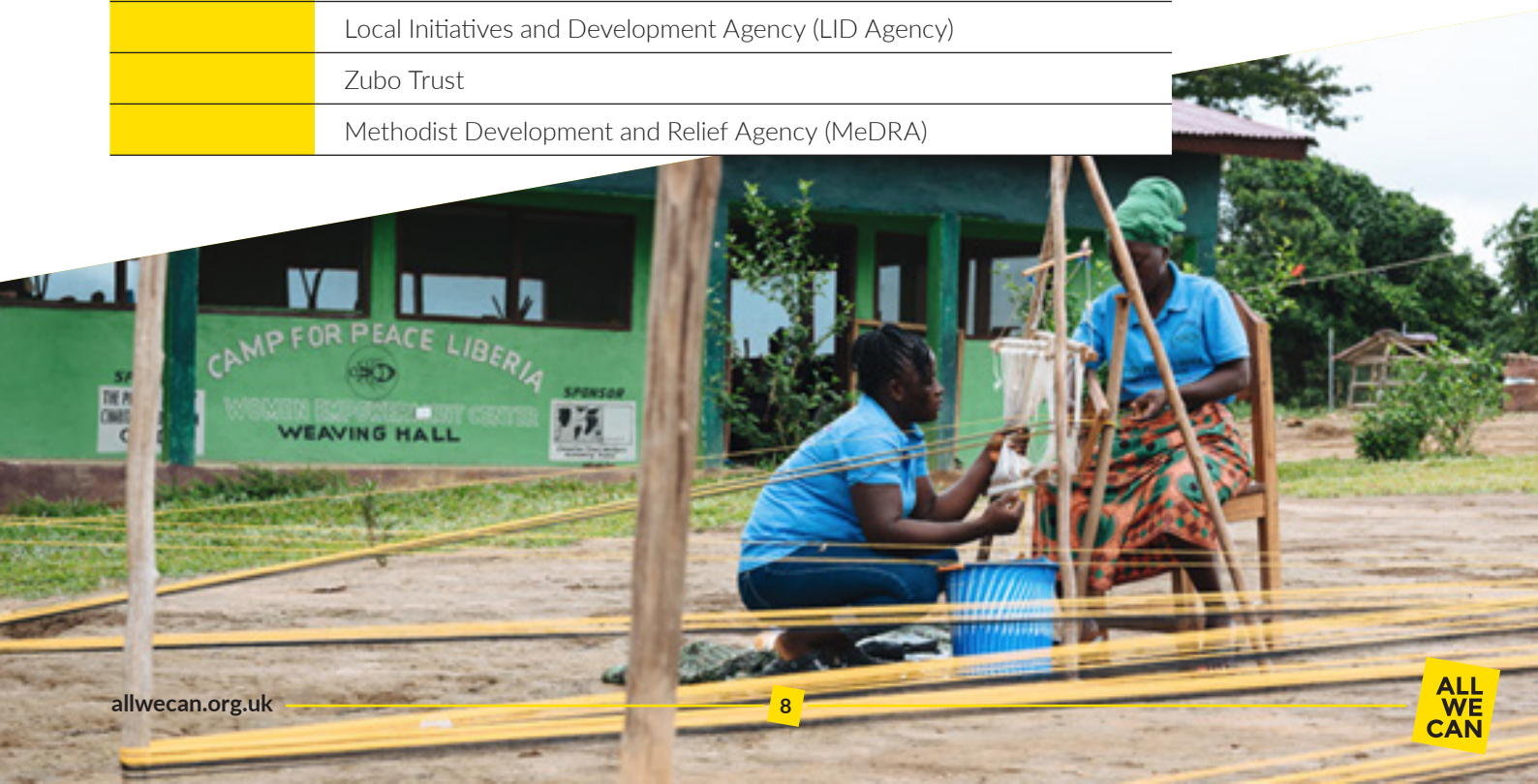
Working relationally with partners

All We Can Priority Countries and Development Partners 2023–24

Country	Partner Organisation
Ethiopia	Addis Hiwot Rehabilitation and Reintegration Association (AHRRA)
	Adheno Integrated Rural Development Association
	Alem Birhan Self Help Community Based Development Association
	Help for Persons with Disability Organisation (HPDO)
Liberia	Camp for Peace Liberia (CPL)
	Self-Help Initiative for Sustainable Development (SHIFSD)
	Rural Human Rights Activists Programme (RHRAP)
	Efficient Research and Development Institute (ERDI)
Malawi	Eagles Relief and Development Programme International (Eagles)
	Churches Action in Relief and Development (CARD)
	Adolescent Girls Literacy + (AGLIT+)
	Foundation for Active Civic Education (FACE)
Sierra Leone	Pikin-to-Pikin Movement (P2P)
	Advocacy Movement Network (AMNet)
	Mamie Foundation
Uganda	Sustainable Multi-sectoral Actions for Development (SMAD)
	First African Bicycle Information Organisation (FABIO)
	Bukedi Beekeepers Association (BuBA)
	Concern for Children and Women Empowerment (COFCAWE)
Zimbabwe	Centre for Gender and Community Development Zimbabwe (CGCDZ)
	Health Education Food Security Organisation (HEFO)
	Local Initiatives and Development Agency (LID Agency)
	Zubo Trust
	Methodist Development and Relief Agency (MeDRA)

‘I would say it’s one of the best partnerships that I’ve experienced in the development sector. I’m being honest with you, because elsewhere, definitely, it’s a different story.’

– Elliot Vengesa, Executive Director, CGCDZ (Zimbabwe)



Agile, efficient and relational funding and grant making

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.** Whatever priorities partners and their communities choose to focus on, All We Can holds our partners accountable to through comprehensive reporting, monitoring and auditing processes. Partners can use All We Can funding to recover the full costs of programme delivery. Unfortunately, other donor grants often don't 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.

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. The months since have not been easy, but the process has provided All We Can with invaluable insights into the vulnerability of our partners' financial sustainability. Supporting partners to become resilient in this area, by diversifying their income bases, writing powerful proposals and designing social enterprises was already a key focus of our capacity development support to partners, but the experience of this year has served to not only reaffirm how important this is, but also helped All We Can prioritise this support to partners now and in the coming years.

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 to December 2024.

Supporting our partners' capacity development



All We Can does not implement programmes directly with communities, but rather works with and through local partners. Our approach therefore seeks to support these local organisations to become resilient so that they can continue to meet the needs communities and their countries at large for many years to come – long after All We Can exits. All We Can does this by adopting a comprehensive organisation development approach to develop the capacity of its partners. **Capacity development is as important as funding for development programmes** and in some cases, more important because our grants are small and serve to support partners in areas that other donors are not traditionally interested in.

It has been a difficult year and the dramatic cuts to partners' usual budgets has meant that capacity development efforts have in most cases been curtailed, although our country representatives have been able to step in and provide capacity development support on an ad hoc basis in the meantime. For example, our country representative in Sierra Leone, Tom Menjor, provided capacity support to one partner to conduct a baseline study using a digital tool (KoboCollect) for a project they have just been awarded from another donor. This saved the organisation £5000 which could be repurposed for project activities, and also built their capacity.

Capacity support for partners focused on two main areas this past year; strategic planning and financial sustainability. Traditional All We Can budgets for partners' strategic planning were protected, since they represent the central document around which our partnership MOUs, relationship and support are based. A number of partners developed new 5-year strategic plans, including organisational development (OD) plans. Having last year brought these processes in-house, we continue to refine the methodologies for these, moving from what were largely external, expert methodologies to an approach where partners participated in the design, implementation and write-up; meanwhile continuously building our country representatives' capacity to facilitate these plans, who used their deeper knowledge of partners to accommodate the process to individual styles and capacities. Feedback from both partners and country representatives was that the refinements continue to transfer **increasing ownership and confidence to partners** and, just as importantly, that partners now refer much more often to their strategic plans in the year-to-year planning and operations.

Meanwhile, we continued to engage all partners in **developing financial sustainability strategies and plans to guide fundraising efforts** and inform capacity needs to support their long-term organisational sustainability, even after our partnership ends. In fact, these efforts were deepened because of the partner grant cuts, due to the immediacy of financial threats faced by both partners and All We Can; whilst support to partners for this area could be largely carried out remotely and, as such, did not require enabling budgets.

This has taken two main forms: the first saw us pivoting the role of two members of the Programmes team to include production of restricted funding applications to both large and small trusts and foundations, on behalf of our partners, supplementing the ongoing efforts of the Public Engagement team. One significant benefit was the active identification and sharing of in-country funding opportunities with partners; as well tasking country representatives to work with and support partners as appropriate, whether interpreting guidelines, review proposals or even accompanying partners when requested to funding interviews. The second benefit was that these applications, especially the larger, more technical ones, are **being developed hand-in-hand with partners**, with the feedback being that they are obtaining significant exposure to grant-writing as a result.

The overall benefits have been unexpectedly positive, and have validated and reinforced belief in our partnership approach: partners have boosted their grant fundraising knowledge, competency and confidence in the process; our relationships with partners have been further strengthened, given financial disclosures require high levels of trust, whilst we as All We Can have a much deeper understanding of the financial positions, plans and thinking of our partners which means we are in a better place to give the most appropriate support we can. One of the most important discoveries made is that, generally, the financial positions of our partners are more precarious than we had previously understood, which means a redoubling of our efforts in the coming year.



Strategic Plan

Our Ethiopian partner Adheno's Board Chairperson Solomon Bekure PhD gave the following feedback regarding their new Strategic Plan, facilitated by All We Can's country representative, Ayele Ashagre:

“

“ADHENO 2025-2029 Strategic Plan (SP) is a very well thought out and well-prepared document. It is the best of all the SPs I have seen prepared for ADHENO in the past. Hiring consultants to do the job would not have produced a superior document.

On behalf of the ADHENO Board members and myself, I would like to recognize the invaluable contribution of Ato Ayele Ashagre of All We Can and ADHENO staff in producing such a commendable SP. I would also like to recognize Dr. Yared Amare, Board member of ADHENO, for lending his input and support to the team. Congratulations to all of them.”

”

The Global Relationship 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).

Country	Partner Church
Caribbean and Americas	Methodist Church in the Caribbean and Americas (MCCA)
India	Church of North India (CNI)
Southern Africa	Southern Africa Methodist Church of Southern Africa (MCSA)

Methodist Church of Southern Africa (MCSA)

The MCSA Lesotho process towards becoming a self-sustaining district was re-ignited after it had stalled for a while, through a series of interventions that have enabled ownership and active participation of the church members. The interventions included an initial workshop that brought together representatives of youth, women and ministers from all the circuits. This workshop helped the representatives to have a shared understanding of the entire process that will lead up to the strategic planning process for the church in Lesotho. It also provided an opportunity for them to make their contributions, and input on the process based on what will work best in a local context. The representatives also formed a core team that has taken up the role of steering the process

"It has been a fruitful exercise because Lesotho people were given a chance to explore and self-diagnose."

until the strategic plan is complete. As the core team, they contributed to the content of the tools and methodology for the church self-assessment process that was meant to enable the church to identify its capacity strengths and needs. The core team conducted the self-assessment through interviews and focus group discussions with different church groups in each circuit. This was followed by a second workshop in which they collectively analysed the results of the data that they collected. This analysis helped the church identify areas in which it is doing well, and where it is experiencing difficulties or not doing very well, as well as the possible implications with regard to its desire to become self-sustaining. The two processes so far have left the church in Lesotho feeling a sense of ownership, energised and challenged to work towards their strategy next year.

"Lesotho people love their country and their church and are now ready to embark on the journey of change."

Church of North India (CNI)

In August 2022, All We Can's funding support to CNI was paused, and unfortunately this year has seen no change to this situation although we continue to offer limited capacity support where possible. There is a concerning level of political retaliation against churches in some parts of India, and CNI has been deeply affected by this, with some leadership being arrested without warrant and held in prison without trial. Jabalpur Diocese bank accounts remain frozen as a result and All We Can, together with Global Relationships has ringfenced its grant to CNI in the hope the situation will improve. All We Can continues to provide morale and prayer support for CNI's strategic plan coordinator and monitor the situation. Additionally, we are supporting CNI with a wide solidarity network.



The Methodist Church in the Caribbean and Americas (MCCA)

The MCCA consists of 8 districts spanning 27 countries, 7 languages and 16 currencies, with a community of over 62,000 members in over 600 congregations which are served by 170 pastors.

All We Can are supporting the MCCA with the implementation of their 'Unified Strategic Direction' (USD) strategy. This year marked the third year of the USD's implementation. MCCA have undertaken activities including producing a draft candidates' manual to be presented to the Connexional conference, developing the final draft of the MCCA Connexional safeguarding policy, coupled with sensitisation materials, upgrading the Sherlock Hall for income generating opportunities, and translation services (the latter of which was identified and prioritised through the previous annual reflection and planning workshop in Panama).

In June, All We Can facilitated a mid-term review with the MCCA steering committee and the presiding bishops from the eight MCCA districts in Georgetown, Guyana. In this workshop, MCCA reflected on the implementation of the strategic plan so far, including identifying successes and challenges, revision to their measurement plan, and prioritising for the remainder of the USD strategy.

Walking alongside our partners during protracted crises

Last year, All We Can continued addressing the needs of Syrian and Rohingya refugees.

In Bangladesh, after the decision of our partner, DanChurch Aid (DCA), to exit the country, we developed a new partnership with a local organisation, Bolipara Nari Kalyan Somity (BNKS). In the continuity of DCA's programmes, BNKS is ensuring refugees in Cox's Bazar refugee camp have access to quality education.

Meanwhile, in Jordan, All We Can kept supporting the Lutheran World Federation (LWF)'s daycare centre providing educational and psychosocial support activities to 3-5-year-old children in Zaatar Refugee Camp, as well as a sewing workshop, which allows Syrian women to generate income while working on products in high demand in the camp including baby baskets and cloths, school uniforms and bags, sanitary pads, and tote bags. These products were then distributed to the households most in need in the community.

Working together during humanitarian emergencies

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.

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.

In May, All We Can and MCB, conducted a joint visit to Ukraine and Romania to visit United Methodist Church (UMC) Ukraine and UMC Romania to understand what support the two organisations have been providing for Ukrainian citizens seeking refuge, and their aspirations. Recommendations from their visit were brought before representatives from All We Can and MCB for discussion and agreement in principle was granted for the recommendations put forward. All We Can and MCB will now work together with both UMC Ukraine and Romania, to implement their proposed activities with funding from the joint appeal.

In August, All We Can visited international humanitarian assistance partner Lutheran World Federation (LWF) in Poland to understand what their future priorities were for supporting Ukrainian refugees. All We Can had previously supported LWF Poland in 2022 with Multi-Purpose Cash Assistance (MPCA), medical support, food assistance, child comfort kits and child friendly spaces. All We Can and MCB will review the LWF Poland Programme in the new financial year, including a discussion on committing additional funding from the Joint Ukraine Appeal.

We continued to respond to our regional East Africa appeal in Ethiopia and Somalia. In Ethiopia, we supported Dan Church Aid (DCA) undertake a MPCA programme for drought-affected households. MPCA is preferable over specific relief items (such as food and non-food items) as it gives households the freedom of choice as to what the grant is utilised for. It is a more dignified approach to relief. In addition, the ability to choose can lessen the reliance on negative coping mechanisms, such as selling livestock to purchase much needed relief items, as was the objective of this programme.

In Somalia, we supported LWF to improve household food security through climate-friendly income generating activities, including the production of energy saving stoves and a tree nursery, coupled with the promotion of peaceful co-existence within internally displaced persons (IDP) camps/rural villages and climate change advocacy.



Ukraine
Psychosocial
Support

In Syria, we continued to support LWF, who sought to improve access to education in the aftermath of the 2023 earthquake through the installation of solar lighting at four schools and improve quality of life at home through the provision of solar lighting for students and their families. LWF also provided training on earthquake preparedness and Cholera awareness in the city of Aleppo.

The 2023/24 financial year witnessed the onset of the Israel-Palestine conflict. All We Can was able to support both DCA and LWF Jerusalem Programme respond to the immense needs in Palestine through one small grant to each organisation. Activities included patient support associated with a hospital in East Jerusalem (LWF) and a contribution towards DCAs multifaceted response, which included distribution of food, MPCA support where possible, hygiene kits and blankets, and group cash transfers to civil society actors.

The table below captures the main grants provided to our International Humanitarian Action Partners in 2023-24.

Country	Emergency Type	Partner	Response Activities	Project Participants ²	Response period
Syrian Refugees [Jordan]	Protracted Emergency	LWF	Increased sense of self-confidence, emotional and psychosocial wellbeing of refugee children and parents by accessing early childhood education at the Smurf Center; Improve household resilience by increasing heads of household's economic opportunities and alleviating certain non-recurring expenses; Increased awareness on protection topics of communities in Mafraq governorate.	1613	01/04/2024 - 31/12/2024
Rohingya Refugees [Bangladesh]	Protracted Emergency	BNKS	Provision of supplies for students (school bags, water bottles, umbrellas); Provision of supplies for teachers (bags, umbrellas); Procurement of supplies for 8 centres (fire extinguishers, fans, mats, solar with batteries); Refresher training for teachers using appropriate curriculum; Organise awareness sessions (4 x 8 centres) on Health, nutrition, PSEA, child protection, and livelihood with 240 caregivers; Train 8 centres management committees on ECD-CBLF LC curriculum and management; Organize joint monitoring field visit/liason; Organized child rights day / child week by engaging education sectors actors in the camp.	496	01/09/2024 - 29/02/2025
East Africa (Somalia)	Drought (slow-onset)	LWF	Train & support drought affected communities (women, youth groups) on the production of energy-efficient stoves and tree nursery; Communities and relevant government authorities are trained on conflict resolution mechanisms and climate change advocacy; 40 people (20M + 20F) provided with materials and taught to make energy-efficient stoves 40 people (20M + 20F) provided with materials and taught to cultivate tree nurseries;	500	11/12/2023 - 11/06/2024
East Africa (Ethiopia)	Drought (slow-onset)	DCA	Multi-Purpose Cash Assistance	1400	15/01/2024 - 15/04/2024
Syria Earthquake Response	Earthquake (fast-onset)	LWF	Solarization of Schools; Provision of NFI Kits containing solar lamps and torches; Training on Maintenance of Solar Power Systems; Teachers trained on utilising Solar-powered technology for teaching and learning purposes.	850	01/11/2023 - 31/12/2024
Israel – Palestine	Conflict	DCA	Pooled fund: Distribution of Food and Non-Food Items (NFIs); Material support to churches, community centres and informal shelters in Gaza hosting displaced families; MPCA to families displaced or otherwise affected by conflict to enabling coverage of basic needs; Provision of essential protection services; Emergency WASH support to enable access to drinking water and sanitary facilities; Group Cash Transfers to civil society and community-led crisis responses.	1094	07/10/2023 - 31/03/2024
Israel – Palestine	Conflict	LWF-JP	Patient support associated with Augusta Victoria Hospital in East Jerusalem	93	24/11/2023 - 20/05/2024

² Project Participants at the time grant approved (forecasted). Actual Project Participants may differ depending on change in context, informed through progress and final reports.

Partnering with communities in Disaster Risk Reduction (DRR)



All We Can have an ongoing focus on building resilience, with a key focus of our work being on Disaster Risk Reduction (DRR). DRR seeks to ensure both response and subsequent recovery and rebuilding doesn't just hold people over until the next disaster (returning to pre-disaster levels of risk and vulnerability), but rather enables and supports solutions that will withstand them.

In Malawi, our four local partners (AGLIT+, CARD, FACE and Eagles) continued to walk alongside communities in the aftermath of Cyclone Freddy which caused widespread flooding in March 2023. In the previous financial year, we supported these partners to repurpose their development grants for emergency response. This financial year, the focus has been recovery,

mitigation and prevention of risk to life and livelihoods associated with cyclones. Activities included dredging of the riverbed and embankment strengthening and rehabilitation; the establishment of tree nurseries and community woodlots; the procurement of drought resilient crop seeds and training in climate resilient agricultural practices; the establishment of early warning systems; and the procurement and planting of bamboo and vetiver grasses (fast growing, providing stability to soil structures and income generating opportunities).

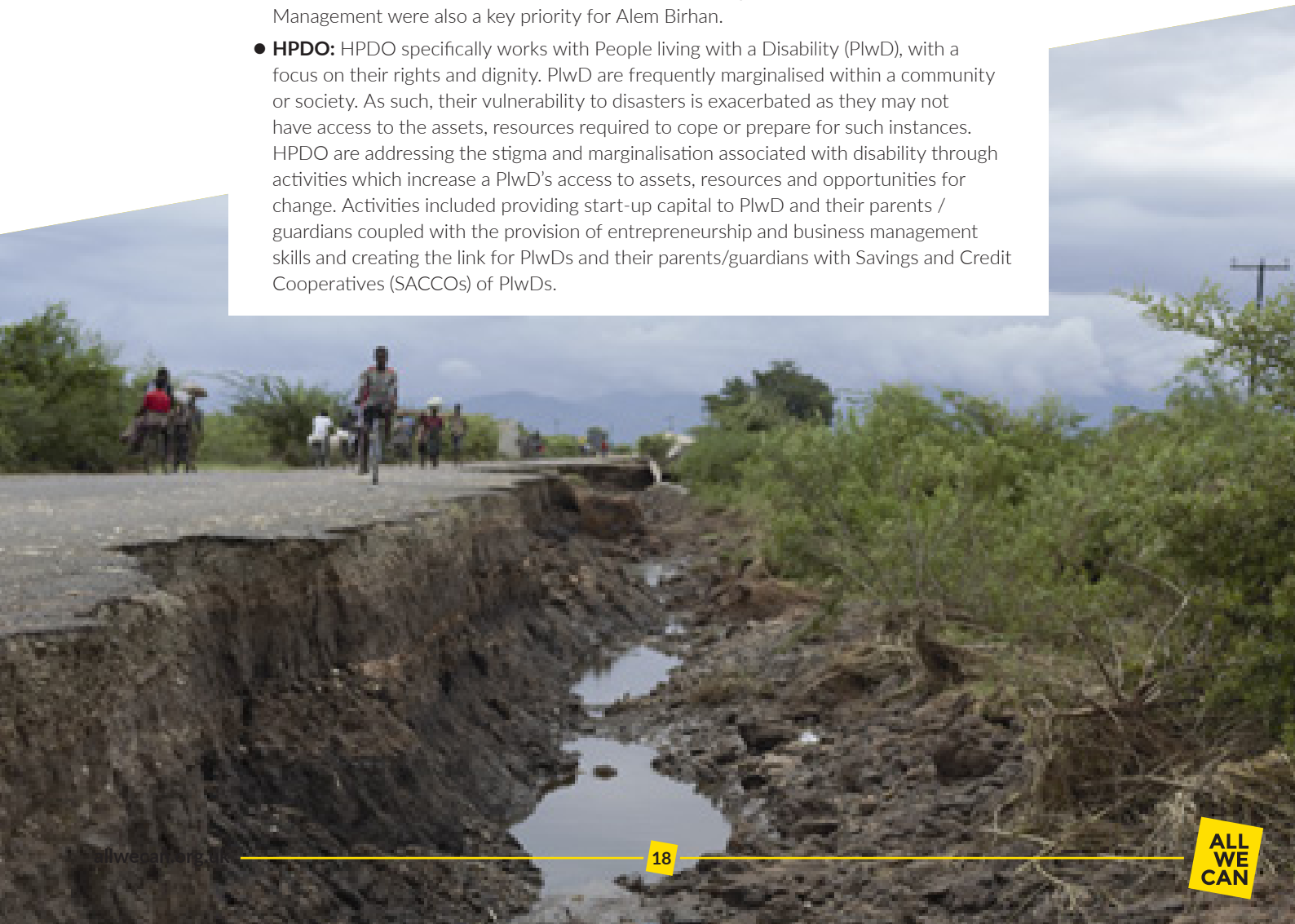
The following table captures details of the four DRR-specific grants.

Country	Context	Partner	DRR Activities	Total No. Participants	Period
Malawi	Tropical Cyclone (fast-onset)	AGLIT+	Dredging 700M of Lalanje River; Training community members in Tree nursery Management and Tree planting techniques; Establishment of a community tree & Vetiver nursery; Distribution of Tree seedlings to community members; Planting 3000 Trees in woodlots and along riverbanks; Planting of Vetiver grass along riverbanks and streams; Training lead Farmers in Modern and Climate Resistant Farming Technologies; Provision of drought resistant crops seeds and fertiliser to farmers; Training community members in goat management; Provision of goats to community members	1279	01/01/2024 - 31/05/2024
Malawi	Tropical Cyclone (fast-onset)	FACE	Establish 2 community nurseries of 15,000 seedlings of Neem, Grecedia, Msangu, Mbawa, and Sangowa tree varieties of trees for riverbank rehabilitation; Procure and facilitate planting of 10,000 tree seedlings of the same varieties; Procure and facilitate planting of 5,000 bamboos for river bank rehabilitation; Procure and plant 10 tonnes of Vetiver Grass for rehabilitation and soil and water conservation; Training on Community based environment management on tree management.	800	01/01/2024 - 31/05/2024
Malawi	Tropical Cyclone (fast-onset)	CARD	Development of an advocacy plan for land degradation and deforestation; Implementation of Advocacy plans in collaboration with District Environment Officer, Land Resources Officer and Relief and Rehabilitation Officer; Tree Planting (Procurement of polythene tubes, Procurement of tree seedlings, Procurement of tools for tree Nursery establishment, transportation and distribution of tree Nursery Materials); Establishment of tree Nursery; Procurement of Early Maturing varieties of crops for rainfed agriculture	2803	01/01/2024 - 31/05/2024
Malawi	Tropical Cyclone (fast-onset)	Eagles	Strengthening of Mthumba riverbanks (sacks, Vetiver Grass, Bamboo, Tree Seedlings, Polythene Tubes); Dredging Mthumba river using Excavator; Training in DRR and Early Warning Systems, Rescue and Evacuation.	2500	01/01/2024 - 31/05/2024

In previous years, we have proudly showcased examples of what Partners across our Priority Countries have achieved in terms of DRR. Unfortunately, due to the significance of grant cuts this year, the majority of those Priority Countries and Partners who have previously focused on DRR with support from All We Can have been unable to fulfil these activities as planned. The DRR Programme in Malawi was possible because of Restricted funding from Otto Per Mille (OPM: the Italian Methodist Church) and the Cyclone Freddy Appeal.


Nevertheless, in Ethiopia, with Restricted funding available from OPM, Methodist Insurance and EJ Spice, Partners were able to undertake the following DRR related activities:

- **Adheno:** Provided 50 quintal improved varieties of Potato seed (a drought-tolerant species of Potato Seed) to improve food security for local small-holder farmers. Adheno also distributed environmentally and economically advantageous tree seeds (148kgs) to central and individual nursery sites and facilitated the production and plantation (transplantation) of about 10,000 tree seedlings for environmental protection and income generation purposes. They also constructed a water supply scheme with three water distribution points (in collaboration with the local government) to create access to clean water for 1046 rural community member and their animals. The scheme helps the community to significantly reduce water-borne diseases and have access to water during the dry seasons when scarcity of water is a big problem;
- **AHRRA:** Provided vegetable seeds for women and family groups to encourage improvement of nutrition (significant in areas affected by Climate Change: the result of which can exacerbate risk to food insecurity and malnutrition). AHRRA also provided nutrition education, specifically for women, and supplementary nutrition food for children;
- **Alem Birhan:** As above, activities focused on improving food security amidst challenging environmental, social and political factors, including provision of improved crop seeds for local small-holder farmers, training on crop and compost production, and Integrated Pest Management (IPM). Alem Birhan also provided improved vegetable and fruit seeds and sought to develop two nursery sites to grow forest seeds for the purpose of land and environmental rehabilitation. Watershed management and Natural Resource Management were also a key priority for Alem Birhan.
- **HPDO:** HPDO specifically works with People living with a Disability (PlwD), with a focus on their rights and dignity. PlwD are frequently marginalised within a community or society. As such, their vulnerability to disasters is exacerbated as they may not have access to the assets, resources required to cope or prepare for such instances. HPDO are addressing the stigma and marginalisation associated with disability through activities which increase a PlwD's access to assets, resources and opportunities for change. Activities included providing start-up capital to PlwD and their parents / guardians coupled with the provision of entrepreneurship and business management skills and creating the link for PlwDs and their parents/guardians with Savings and Credit Cooperatives (SACCOs) of PlwDs.



Case Study

DRR in Malawi



Group Village Headman (GVH) Mwananjobvu stood within the Lalanje River as it was being dredged.

If you ask 'Group Village Headman (GVH) Mwananjobvu what he is looking forward to most, he will tell you he just wants to be able to sleep comfortably in his bed when the rains fall.

"Every time we see rains start to fall, we get scared. We never know what the rains might bring, so we never sleep".

Rainy seasons have become dark times for communities like Mwananjobvu, especially due to recent cyclones. Homes are flooded, crops destroyed, and people are left feeling helpless.

AGLIT+ worked with the community members of Mwananjobvu to identify the vulnerabilities that put communities at risk of disasters and develop interventions aimed at DRR and community resilience. One of the most impactful interventions was the river dredging initiative. The initiative aimed at removing sediments from the riverbed to mitigate against the risk of flooding.

"Seeing the excavator at work was a turning point for us. It wasn't just about removing the sediments; it was about restoring our hope and confidence. We knew that with the river dredged, we would be better protected from future floods".

AGLIT+ engaged a contractor to dredge part of the Lalanje River that runs within the community and has been a source of danger during heavy rains. The community noted that part of the river was heavily sedimented, creating floodwaters and causing destruction.

The initiative was also supported by stakeholders from the district council, including the departments of disaster management, water resources, environment, and public works. Their knowledge and expertise were leveraged to make the initiative a success.

"We are hopeful that now the river has been dredged, we can sleep comfortably in our homes whenever it starts to rain. We are also hopeful that our fields and property will be protected,"

This project has not only safeguarded physical structures, but it has also provided peace of mind to community members. The interventions have also fostered a sense of unity and collaboration within the community, showing that timely and well-coordinated efforts can make a significant difference.

"We are hopeful that now the river has been dredged, we can sleep comfortably in our homes whenever it starts to rain. We are also hopeful that our fields and property will be protected,"

Informing, inspiring and engaging supporters

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.

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 focussing on 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.

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.

Our Extraordinary Gifts appeal returned for Christmas 2023, allowing supporters to order meaningful gifts for loved ones while informing and inspiring people about the work of our partners.

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 don't tell our partners how to fulfil their potential, so we don't 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.

Direct mailings have continued to demonstrate the impact of people's support. Four All Together appeals have been sent to regular givers focussing on our partner, The Self-Help Initiative for Sustainable Development (SHIFSD) in Liberia. The latest update of which included a giving form for the first time to encourage supporters to upgrade their regular gift or make a one-off donation.

Two Walking Together appeals were also sent to individuals and churches – one of which focussed on our Emergency Relief Fund, the other focussing on our graduated partners, CDVTA and the Sirjan Foundation.

2023/24 saw the churches and events team engage with new and existing supporters across a number of areas.



Team members attended and participated in events throughout the year – 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, Methodist Conference, Lionheart Festival, Creation Fest and the World Methodist Conference.

In between festivals and conferences, the team also fulfilled a variety of speaking engagements throughout the year including Sunday services, district synods, circuit meetings, fundraising events, and school visits.

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.

Harvest Resources – 2024

Celebrate Harvest with All We Can! This year exploring the theme: 'Charity Begins at Home. Your Home. Their Home. God's Home.'

Harvest is a highlight in the All We Can calendar, and we are humbled by the number of churches that use our resources and support us financially at this time of year. Will you join the 2024 Harvest appeal?



Perhaps most excitingly, 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' – a key strategic focus for churches across the Connexion.

2023/24 also saw a reinvigoration of All We Can's volunteer network – known as Champions. Local points of contact have been identified as a key area of opportunity and growth for the movement. Disparate volunteer types have been unified into a coordinated Champions programme to aid communication and understanding. Upwards of 20 new Champions were recruited to advocate for All We Can's work in their local context, and further recruitment will be a focus in 24/25.

Encouraging Regular giving has continued to be a core focus as the manner of giving that best enables our partnership approach. 2023/24 saw the acquisition of 88 new direct debit givers.

The public engagement team continue to be inspired and appreciative of our incredible supporter base who enable the endlessly valuable work of our partner organisations.

Structure, governance and management

Team structure has changed significantly in the last financial year. We started the year as a team of 30 UK-based employees (at peak it was 32) and 5 Country Representatives and we ended the year with 21 UK-based employees and 6 Country Representatives. The reduction in the team numbers was a result of a mix of reasons with 3 people leaving due to redundancies. We have also adapted our structure by removing the 'director' level roles and replacing them with 'Executive Heads of' who together with the CEO now form the Core Leadership Team.

Through effective communication and providing the right type of support we re-assured people and helped everyone to get through the difficult times. At our team day in August when asked about some of our strengths as a team, 'resilience' came at the top of the list, followed by 'passionate', 'adaptable', 'supportive' and 'caring'.

Throughout the year we also strengthened our remote ways of working giving people more opportunities for different interactions while balancing the amount of time spent in front of the screen.

The resilience and adaptability of the team is also a reflection of the culture journey the team has been on. Last financial year we had some more conversations about the culture we want to build, but also have moved to taking more intentional actions. We created a 'Culture Promise' which shows the culture we're aspiring to and the underpinning culture plan which will help us to get there. Part of the plan was to carry out two surveys - on psychological safety and a culture assessment, which we did in June 2024, to establish what is our starting point.

Surveys identified some of our culture strengths:

- Caring and trusting culture
- People feeling their skills are put to a good use.
- Ability to make mistakes and not be blamed for them and thinking about other people's ways of working.
- Being able to be ourselves at work and share our opinions.
- Positive work-life balance

And areas for improvement which we are currently addressing:

- Giving and receiving feedback together with more emphasis on organisational learning culture
- People feeling listened to when organisational decisions are made and feeling informed about what's going on.
- Individual development

We are planning annual engagement surveys to restart in October 2024 and we'll periodically carry out psychological safety and culture assessment surveys to keep track of how we're progressing.

The process, actions taken, and actions planned are illustrated below along with our Culture Promise.

We refreshed our process to engage the team across the entire employee lifecycle by introducing joining and staying interviews to our existing exit interview process. We conducted 20 of these interviews in the last financial year. The process has strengthened our organisational feedback and has helped us to identify some other areas for improvement while re-assuring us that people have overall very positive experience of working at All We Can. Most statements received average score of 7.5 or above out of 10, and statement "I would recommend All We Can/Y Care as a great place to work." received an average score of 8.5 out of 10.

Equity, Diversity and Inclusion

Equity, Diversity and Inclusion remains a vital focus of our efforts towards good governance and positive employee experience in our organisation and we took further steps to advance on that journey in the last financial year.

We have finalised and implemented the EDI policy and have drafted the EDI strategy which will be finalised with a group of EDI champions (mix of trustees and team members) whom we plan to recruit in 2024/2025 financial year.

We have also done internal EDI training which included topics such as: creating consciously inclusive culture, inclusive language and unconscious bias. We have planned further anti-racism and allyship training for 2024/25.

As part of reviewing our people processes, we introduced Applicant Tracking System (ATS) called hireful which has enabled us to move to anonymised recruitment.

Health & Safety

As people primarily work from home and occasionally attend the temporary Methodist Church office in Church House Westminster, the annual health and safety audit has not taken place. However, All We Can has continued to liaise with Peninsula Business Safe on health and safety practices for all colleagues and volunteers working from home. Risk assessments have been undertaken, and additional office and IT equipment has been supplied where needed. The annual health and safety audit is scheduled for the next financial year as we settle into the new Methodist Church House building.

We have also continued to remind people about testing their eyesight every two years and continue to reimburse people for those tests and contribute to the cost of glasses and contact lenses.

We have strengthened our approach to mental health making it an organisation-wide conversation. We have 3 Mental Health First Aiders and plan to train all managers as such in October 2024 thanks to subsidy from the Methodist Church. The managers will therefore feel supported in their wellbeing conversations with their teams and will have a choice whether they also want to be an MHFA for the whole organisation. We continued promoting the Confidential Employee Assistance Programme and Confidential Counselling Services that are available to colleagues 24 hours a day and various other resources we've got access to.

Trustees

The trustees consider the Board of Trustees, the Chief Executive, and the Core Leadership Team as comprising 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 freely and no trustee remuneration was paid in the year. Details of trustee expenses are disclosed in Note 11 to the financial statements.

This year, a new Scheme of Delegation was approved, clarifying the responsibilities and powers assigned to management and staff. This ensures clarity and efficiency in decision-making processes, and aligns with our commitment to good governance practices.

Trustees are required to disclose all relevant interests and register them with the Executive Head of Finance, and in accordance with the charity's policy, to withdraw from decisions where a conflict of interest arises. All We Can continues to comply with the Charity Governance Code, using it to continuously learn and improve.

Safeguarding



All We Can remains committed to safeguarding and ensuring that those with whom we partner are equipped with the knowledge, skills and tools needed to reach the highest safeguarding standards. By promoting and continually ensuring that there is a strong organisational consciousness and culture of safeguarding within All We Can and within all our partner organisations, we aim to ensure that every individual that is impacted by our work together remains free from harm, abuse, neglect, and exploitation.

All We Can has been engaging in a number of initiatives together with our partners and the communities that we work with to promote safer cultures within their organisations and to increase their safeguarding knowledge and practices. In 2024, All We Can received an invitation from BOND (British Overseas NGOs for Development) to develop a case study highlighting the community-led safeguarding pilot project we had supported our local Ugandan partner, Concern for Children and Women Empowerment (COFCAWE) with last year. The case study was published in the Foreign, Commonwealth & Development Office's Safeguarding against sexual exploitation, abuse, and harassment: cross-sector progress report for the period 2022 to 2023.

After the successful implementation of COFCAWE's community-level safeguarding pilot, All We Can organised a networking session to facilitate learning and sharing among all our partners. The aim was to encourage partners to reflect on their experiences with COFCAWE's safeguarding model and explore the potential relevance of its elements for replication within their own communities. One local partner commented "I have learnt from previous speakers that establishing safeguarding committees at community level is key to keeping communities safe which we are going to adopt. It is key to listen to the communities to know what it is they think will keep them safe."

All We Can have also continued momentum of the Safeguarding Community of Practice, a space for all our international partners to come together every quarter for shared learnings around each organisation's own safeguarding work, systems and challenges. It is a platform for problem solving, finding solutions together; supporting one another and enhancing members' skills and expertise.

All partners were also written to with the opportunity and encouragement to report on any previously unreported incidents involving inappropriate behaviour or actions from any All We Can Staff member or in relation to the work we have done together. They were also asked if any of their own staff have been involved in safeguarding incidents, whether employed by All We Can or not. Eight incidents were reported occurring within the communities in which we support through our international partners, all of which have been responded to efficiently by our international partners. No incidents of All We Can were reported, and all partners stated they had not been aware of or subjected to any incident involving an All We Can staff member or a staff member of their own. All partners indicated their commitment to safeguarding and their desire to continue to improve their own policies and practices, as well as to promote safer cultures within their organisation.

All We Can remains a member of the Inter-Agency Misconduct Disclosure Scheme – a scheme initiated to prevent and address the consequences of sexual harassment and sexual exploitation and abuse in the humanitarian and development sector by sharing misconduct data with recruiting organisations and previous employers. Safeguarding remains a permanent agenda item in all Board and senior leadership meetings and All We Can regularly promotes safer culture and best practice at our team gatherings. All We Can also provides accredited safeguarding training to all trustees, staff, and volunteers as well as its international partners. Training updates are carried out periodically and at a minimum every 3 years.

Staff Remuneration Policy and Performance Management

In our commitment to be good stewards of all the resources that are entrusted to us, All We Can reiterates its commitment to ensuring that it pays all its colleagues a fair and market-relevant salary which also helps to attract the best talent to the organisation when we need to recruit; 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 colleagues, so that they may contribute effectively to its mission. In the last financial year, some of the training opportunities people took on were: business and strategic planning, social media and 1-2-1 coaching which we received pro-bono. We also continued internal 'Brown Bags' - lunchtime learning sessions. Everyone has also completed Cyber Security online training.

We reviewed our performance review and goal setting process in November 2023 and continue to make changes to it to find the right approach for our organisation. As part of that we want to ensure that all colleagues have an opportunity to reflect on their achievements, take learnings from things that didn't go well, discuss their wellbeing and development.

Pay Review Process

- a. All We Can staff have their salaries benchmarked annually against comparable organisations, including other charities and faith-based organisations, using the current Croner Pay Survey Index. All We Can aims to set salaries equivalent to the median for such organisations.
- b. The median salary is identified for similar positions in organisations across several relevant sectors, namely: number of employees, annual income, grant-making, faith-based and London-based personnel (where applicable).
- c. All salaries are evaluated and approved by the Core Leadership Team based on the responsibility of the post as defined in the job description. The Board scrutinises and approves any proposed increases in salary, and the results of the salary benchmarking process, through a remuneration committee comprising the Chair of the Board, the Chair of the People, Governance & Policy committee and the Chair of the Finance and Audit committee. The whole Board endorses the overall annual pay settlement for all colleagues during the annual Budgeting Planning and Approval process.

Our careful management of finances demonstrates our commitment to professional and efficient use of the funds we receive from donors. We have established key expenditure categories, 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.

Principal Risks and Uncertainties

Because All We Can has chosen to work with local NGO (non-governmental organisations) and church partners in some of the most under-served and remote places in the world, it needs to be mindful of the associated risks. In addition, due to the nature of its Christian principles and Methodist connection, along with its relatively small size, some inherent risks are recognised. We are committed to managing risks effectively by identifying mitigation plans that are defined according to the various functions of the organisation. The five key risks are assessed based on their likelihood and potential impact, along with the mitigation strategies in place to manage them. The trustees are ultimately responsible for risk management approval, ensuring that it is reviewed tri-annually through the Finance and Audit Committee, Programmes and Partnership Committee, Public Engagement Committee and People, Governance & Policy Committee. The Board approves the Risk Management policy annually (designed to manage rather than eliminate risk), with the Core Leadership Team ensuring that day-to-day risks are managed through agreed systems and procedures.

1. Financial sustainability

Risk:

For many reasons, the income All We Can receives is at risk: the vulnerable UK economy, increased competition in fundraising within the sector and economic hardship which has affected donor priorities. If our income reduces below that which we forecast, it is unlikely we would be able to fulfil our operating plans and would therefore have to reduce the level of financial support available to our partners.

Mitigation in place:

- ✓ Regular, detailed analysis of income streams and trends
- ✓ Fundraising plans seeking to diversify income sources
- ✓ Collaboration with the Methodist Church in Britain and the Methodist family internationally
- ✓ Championing our approach and providing examples of the success and impact of our work
- ✓ Articulating the basis of our Christian principles and faith-based model
- ✓ Regularly monitoring costs and seeking to improve efficiency
- ✓ Maintaining reserves in accordance with the Reserves Policy in case of unplanned income reduction
- ✓ Key Performance Indicators to monitor status
- ✓ A Finance and Audit Committee of the Board to review progress

2. Human resources

Risk:

An effective, committed and flexible team is crucial for successful implementation of our strategy. We must provide valuable and constructive leadership and management of our team — because if we do not look after their wellbeing, the implementation of our strategy could be significantly compromised and our reputation damaged. Key person dependency is a risk if there is sole responsibility placed on one member of the team.

Mitigation in place:

- ✓ A thorough equal opportunity recruitment process to aid us in selecting candidates who can best help us to deliver our strategic aims through internal and external job advertising
- ✓ All team members have an employee contract that includes the agreement to our core values
- ✓ A documented performance management and performance system for work enhancement and professional development, including promotion opportunities where feasible
- ✓ The CEO is managed and evaluated by the Board Chair
- ✓ Contingency planning for key staff
- ✓ HR policies and procedures designed to promote employee wellbeing
- ✓ Cross-department 'staff wellbeing group' and staff feedback sought

3. Regulatory compliance

Risk:

Financial, legal and reputational damage arising from non-compliance with applicable legislation and regulations.

Mitigation in place:

- ✓ We have team members responsible for ensuring compliance with key legal and regulatory requirements including safeguarding, whistleblowing and conflict of interest
- ✓ The Finance and Audit Committee of the Board, with the support of the Executive Head of Finance, ensures compliance with legal and accounting requirements
- ✓ The Public Engagement Committee of the Board, with the support of the Executive Head of Public Engagement & Philanthropy, ensures compliance with regulatory requirements and standards relating to fundraising, data protection and public engagement.
- ✓ The Trustees, with the support of the Core Leadership Team, ensure employment law compliance by utilising an independent, external HR organisation that monitors regulatory requirements

4. Working with partners

Risk:

Our approach to development and the reduction of poverty is to work through independent, self-governed local NGO and church partners that are based in the communities in which they operate. These partnerships are critical to the achievement of our goals, but working with others could compromise our plans, funding and reputation. There are risks associated with this –these can include the misuse of funds, lack of sustainability, lack of accountability and inability to deliver effective programmes.

Mitigation in place:

- ✓ A dedicated Partnership Manager is assigned to walk alongside each partner, with routine communications and visits, where possible.
- ✓ A capacity development and organisational development process is planned and defined before funding is agreed, to include leadership governance controls, HR, finance and monitoring processes
- ✓ Regular partner monitoring and organisation audits are conducted
- ✓ Identifying local fundraising opportunities for partners to develop self-sufficiency
- ✓ A Programmes and Partnerships Committee of the Board to review progress

5. Reputational risk

Risk:

Inherent in all the risks above is the risk of the charity's reputation being damaged and adversely affecting its staff, partners, churches, donors, supporters and public. It may be that the risk is linked to perception rather than factual evidence, but the impact could be significant nonetheless: income loss, reduced ability to seek diverse funding, damage to relationships with partners, services to beneficiaries and staff morale are all possible consequences. The areas where reputation is at risk, in addition to those already cited, include staff and partner performance and behaviour, misuse of charitable resources and failure to deliver strategic objectives.

Mitigation in place:

- ✓ Aligning operational and work plans with approved strategy
- ✓ Regular monitoring and measurement of performance and KPIs
- ✓ A clear and rigorous HR recruitment process and staff performance procedure
- ✓ The thorough vetting and monitoring of partners
- ✓ Updating Trustees of all risks on a regular basis through the relevant committee
- ✓ Compliance by our team and trustees to ensure the implementation of protection policies including safeguarding, whistleblowing and conflict of interest
- ✓ Compliance with all fundraising, financial and data regulations
- ✓ Communication strategy and public engagement sign-off process, including consistency of key messages and a nominated spokesperson
- ✓ Core leadership staff on call for emergencies 24 hours a day
- ✓ Consistent and clear communication with supporters and beneficiaries
- ✓ Ensuring regular contact and briefings to major funders; report fully on projects to meet funders' terms and conditions
- ✓ Ensuring good quality reporting of the charity's activities and financial situation
- ✓ A practical and responsive complaints procedure (both internal and external)

Administrative Details

All We Can has been the operating name of The Methodist Relief and Development Fund since 8 April 2014, before which it was commonly known by its initials, MRDF. The organisation traces its roots back to 1938, when it was founded as a Methodist response to the war-induced refugee crisis in Europe. While still an integral part of the Methodist Church, since 1985 it has been a separate charity registered with the Charity Commission for England and Wales, constituted by a trust deed.

The charity is governed by a Board of Trustees, which meets four times each year. The Trustees collectively oversee the work of the charity, setting its strategic direction, setting and reviewing policies, agreeing annual plans and resource allocation, and monitoring progress through regular reporting by the management team.

Appointments to the Board are approved by the Methodist Council on the recommendation of the existing Board, following a selection process that involves a skills audit and advertisement for trustees with the appropriate expertise. Appointments are for a period of 4 years initially and may be extended for up to 4 years at the discretion of the Board.

All new trustees undergo induction to familiarise themselves with the aims and work of the charity, and to ensure they fully understand their responsibilities as Board members and the organisational expectations in terms of their commitment. As part of the induction programme, trustees are provided with constitutional, governance, financial and organisational documentation. Trustees also receive regular updates and are made aware of relevant events and training opportunities when they arise.

Charity name: The Methodist Relief and Development Fund

Known as: All We Can

Charity registration no: 291691 England and Wales

Principal office: 25 Tavistock Place, London WC1H 9SF, UK

Website: www.allwecan.org.uk

Trustees: Chris Sutton ¹ (Chair) – appointed 15/09/23

Warren Downey ⁴ – resigned 25/01/2024

Jennifer Evans ⁴

Hanna Ferguson ²

Richard Griffiths ¹

Ali Johnson ³

Anne Mpendo ⁴

Natalie Newton ²

Geoffrey Park ¹ (Treasurer)

Robert Varley ⁴

Holly Wilkinson ¹

Sahr Yambasu ² – resigned 04/09/2024

Jongi Zihle ³

Marcus Torchon ²

Senior Leadership: David Thomson: Chief Executive – appointed 17/09/2024

Vince Jobson: Executive Head of Operations & Resources

Jayna Gandhi: Executive Head of Finance

Jaipreet Kaur: Executive Head of Public Engagement & Philanthropy

Veronica Fletcher: Executive Head of Programmes & Partnerships

Auditor: HaysMacintyre LLP

10 Queen Street Place, London EC4R 1AG

Bankers: The Co-operative Bank

80 Cornhill, London EC3V 3NJ

HSBC Bank plc

4–8 Victoria Street, London SW1H 0NJ

Custodian trustees: Trustees for Methodist Church Purposes

Central Buildings, Oldham Street, Manchester M1 1JQ

Investment managers: Central Finance Board of the Methodist Church

9 Bonhill Street, London EC2A 4PE

¹ Finance & Audit Committee

² Programmes & Partnerships Committee

³ Public Engagement Committee

⁴ People, Governance & Policy Committee

The following board committees are in place, each of which has Terms of Reference:

- The People, Governance & Policy Committee is responsible for keeping under review the governance arrangements of the charity, for all people and policy related matters, trustee recruitment and development, and for making recommendations to the Board as appropriate, bearing in mind developments in charity governance and the needs of the charity.
- The Finance and Audit Committee recommends finance policy to the Board and ensures that existing finance policy is implemented. This committee also oversees systems, controls and processes that may have an impact on the charity's ability to meet its objectives. It ensures that effective external audit arrangements are in place, that adequate risk analysis and risk management processes are functioning and that the charity complies with all aspects of the law, relevant regulations and good practice.
- The Programmes and Partnerships Committee defines, develops, guides and monitors All We Can's strategy, policies and practice with regard to programmes, implementing partnerships and grant making, ensuring that these are in line with its overall purpose and strategy.
- The Public Engagement Committee is responsible for all matters relating to voluntary income generation, marketing communications and church and faith-based engagement. It ensures that there is a framework of accountability for examining and reviewing all systems and methods and relevant regulation and good practice in relation to public engagement activities.



Connected Charities

All We Can also known as The Methodist Relief and Development Fund (MRDF), is a subsidiary of The Methodist Church in Great Britain (MCB), a registered charity a charity registered in England and Wales with charity number 1132208, governed by 1932 Deed of Union and the 1976 Methodist Church Act. All We Can Trustees are formally appointed by The Methodist Council and All We Can has a Framework of Commitment with The Methodist Council that describes the relationship in terms of governance and mission.

On 1 September 2021, All We Can took control of Y Care International, a charitable company registered in England and Wales with charity number 1109789 and company number 3997006. On the same date, All We can entered into a Collaboration Agreement with Y Care International to conduct fundraising activities on its behalf, to support programmes and projects that are in furtherance of its objects, and to work together to share resources in order to achieve cost savings. The shared resources include the time and expertise of the staff of All We Can, programme management and support, finance services, HR services, legal services, and office management.

Y Care International is not consolidated into All We Can as the intermediate parent company rather consolidation is carried out by the ultimate parent company, The Methodist Church in Great Britain (MCB), who consolidates the financial statement of all its subsidiaries, both those which are owned directly or indirectly. Therefore, the accounts of both All We Can and Y Care International are included in the consolidated accounts of MCB.

Full details of transactions with The Methodist Church in Great Britain and with Y Care International, together with any outstanding balances at the year-end are provided in Note 19 to the financial statements.

Fundraising Performance

Firstly, we sent out the Extraordinary Gifts appeal in September 2023 bringing our total for this financial year to £79,902.65, compared to the previous year's total of £98,273.88. We believe this is due in part to advertising Extraordinary Gifts for the previous year in our Winter Walking Together which meant we received less for this appeal but more Extraordinary Gift orders.

We also sent two Walking Together appeals to individuals and churches; in November 2023, focussing on Emergencies and the Emergency Relief Fund, which brought in £12,085.45; and May 2024, focussing on our graduating partners, CDVTA and the Sirjan Foundation, which has brought in £6,726.00 so far, bringing us to a total of £18,811.45. Comparing this to last year, our two Walking Together appeals brought in a total of £15,005.92. We believe this is due in part to the fact that we treated the Walking Together and Extraordinary Gifts mailings as separate entities so supporters felt able to give to each instead of diverting their giving to Extraordinary Gifts only.

Additionally, four All Together appeals have been sent to regular givers in November 2023, January 2024, May 2024 and August 2024 focussing on our partner, The Self-Help Initiative For Sustainable Development (SHIFSD) in Liberia. The latest update of which included a giving form for the first time which encouraged supporters to upgrade their regular gift or give a one-off gift. So far we have had 6 upgrades with the biggest individual increase from a High-Value Donor who was giving £25 a month and is now giving £200 a month. And on top of this it brought in an additional £900.00 of one-off gifts.

Finally, we sent out our Harvest appeal to individuals and churches in August 2024, focussing on our Charity Begins at Home campaign and this has brought in £5,274.06 so far. Our previous Harvest appeal at the end of the FY22-23 brought in a total of £51,811.79, less than the previous Harvest at £74,232.91. Going forward, we are considering introducing a third Walking Together mailing for individuals with a focus on converting them to regular givers to replace the Harvest mailing. Overall, we have seen a decline in giving across the board which could be due to a number of internal factors such as our strategy and data analysis which we are working on as a Public Engagement Team, as well as external factors, such as the cost of living crisis, a move to regular giving and a lack of trust in the charity sector.

Philanthropy

In the fiscal year 2023/24, All We Can's Public Engagement Team demonstrated resilience and adaptability in the face of an uncertain and evolving fundraising landscape. Their efforts were characterized by continuous innovation, a renewed investment in a regional team focusing on building and nurturing relationships and an ongoing commitment to forging stronger connections between supporters and our local partners worldwide. The team had the opportunity to physically 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.

The All We Can team were present at Cliff Festival in Derbyshire, Flourish in Scarborough, Superintendents Conferences in both the north and south of the UK, Eurovision in Liverpool, Methodist Conference in Birmingham, Solas Festival in Perthshire, and were due to be at Lionheart Festival in the Isle of Wight which was sadly cancelled due to adverse weather.

The harvest appeal conducted by All We Can in 2023 yielded impressive results, reaching at least 480 churches across the country, and a Lent resource entitled 'Be Transformed' and focusing on All We Can's unique partnership approach was used by over 5,000 people.

Throughout the financial year 2023/24, All We Can employed a diverse array of tactics and communication channels to reach its goals. These included direct mail, email campaigns, strategic use of social media platforms, updates on the All We Can website, public speaking engagements, event participation, church-based appeals, virtual fundraising and training initiatives, community fundraising, sponsored events, engagement with high-net-worth individuals, and applications for support from trusts and institutions. Overall, the Public Engagement team raised around £1,630,035 in donations.

All of All We Can fundraising has been carried out by in-house fundraisers (employed directly by the charity). We do not use third-party professional fundraisers or commercial participators to fundraise. All volunteer fundraising was carried out 'in aid of' the charity. We do not have any volunteers who are under instruction to raise funds on our behalf and in our name. Our organisation remains firmly committed to upholding the highest standards in fundraising ethics and practices. All We Can is registered with the Fundraising Regulator and complies with the Code of Fundraising Practice. This commitment ensures that we operate in accordance with the spirit and letter of regulatory guidelines and industry standards as they evolve. Charities with an annual fundraising expenditure of above £100,000 are subject to voluntary annual Fundraising Levy payments to register with the Fundraising Regulator. We paid the Fundraising Levy in 2023/24. We had no compliance issues with a scheme or fundraising standard. All We Can did not receive any formal complaints about our fundraising activities in 2023/24. We have a clear and publicly available complaints procedure which also applies to third-party fundraisers. This is available on our website with our supporter charter.

Similarly, All We Can is resolute in its dedication to safeguarding vulnerable donors across all fundraising activities. Our current fundraising practice policy outlines specific protocols and steps to be taken by staff when interacting with vulnerable donors. Continuous training and refresher programs ensure that all our staff members are equipped to engage sensitively with vulnerable donors, reflecting our unwavering commitment to ethical fundraising practices.



Plans for the future

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.

Strategic Focus Areas:

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.
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.
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.
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.
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.

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.

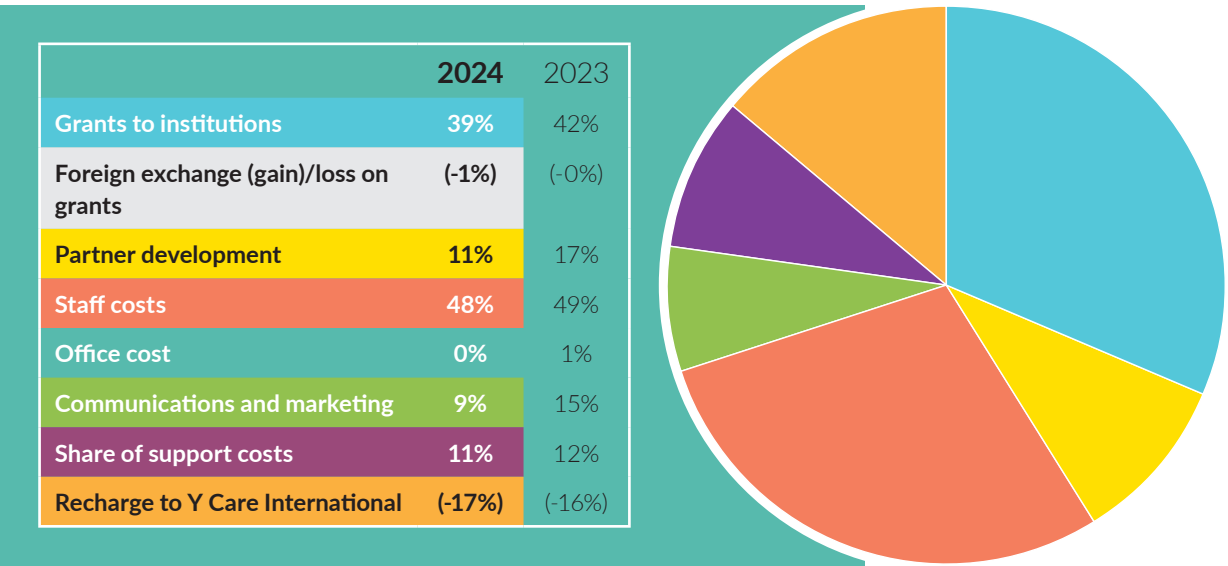
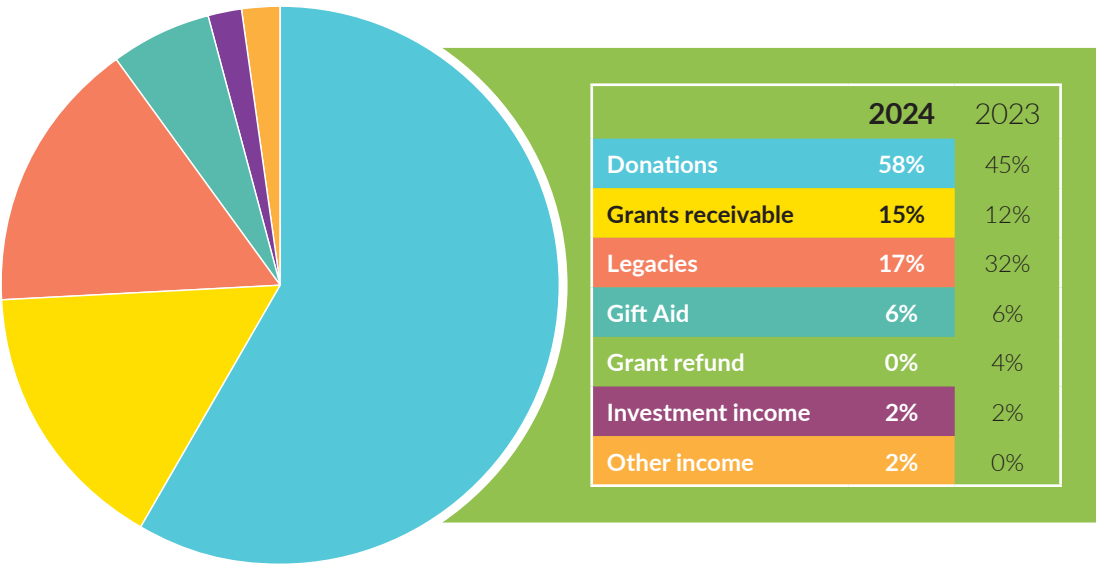
Financial Review

Overview

This was another year of resilience and adaptability for All We Can as we navigated through the impact of the challenging and uncertain economic environment. At £2.5m, total income was 21% down on prior year across most income streams with the largest contributory factors being the decrease in legacies which reduced by £0.6m/58% and the anticipated slowdown of the emergency appeal with no new emergency appeal launched in the year, which reduced by £0.5m/92%. Other factors include the impact of rising inflation and the protracted cost of living crisis on our supporters. However, we had a successful year with our partnerships with major donors, corporates, trusts and foundations that together increased by £0.3m.

Similarly total expenditure also saw a decline of 26%. The overall annual unrestricted deficit was £350k compared to a budgeted deficit of £364k. Unrestricted general reserves closed the year at £1.2m, which was £0.7m above the minimum general reserve target set by the Board of Trustees. This surplus has enabled the trustees to maintain several designated funds to enable us invest in strategic priorities whilst managing associated risks including the current economic environment (see Note 18 of the financial statements for more details).

Pictorial view of Financial performance of FY 2023-24



We raised £2.5m and spent £3m. Out of every £1 spent, 83p was spent on charitable activities of building strong partner organisations that support local communities and 17p on fundraising.

Income

Total income for Financial year (FY) 2023-24 decreased by £0.7m (21%) to £2.5m (2023: £3.2m). During the year, there was a significant decrease in the legacies compared to previous year by £0.6m/58% (2023: £1m). With no new emergency appeal launched in the year, in order to focus our limited resources on supporting our existing partners, the income from emergency appeals decreased by £0.5m/92% (2023: £0.6m and 2022 £1.2m). While we had a very successful year raising £0.6m (2023: £0.3m) from major donors, corporates, trusts and foundations, the charity experienced a small decline in donations from individual givers that dropped by £0.1m/11% as many of them were negatively affected by rising inflation, protracted cost of living crisis and uncertainty in the economic environment. We remain extremely grateful for the continued generosity and loyalty of our existing supporters during what is a challenging period for all.

During the year, the charity received a reimbursement of £15k from World YMCA towards the staff costs of one of the employees of the charity who has been on secondment with World YMCA since June 2024. Additionally, a £26k provision for partner grants in the previous year was reversed in the accounts. More information is provided under Other Income in Note 2.

The returns from our investment portfolio and bank deposits in the form of interest and dividends is recognised as Investment income, and was £56k (2023 £60k). During the year, the charity liquidated all its investments at a gain of £30k to strengthen charity's cash reserves and to continue to spend down for charitable aims.

Expenditure

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

Expenditure on charitable activities reduced by £0.9m/26% to £2.5m (2023: £3.3m) and was mainly because of the reduction in partner grants and partner development costs in response to the decline in income. Partner grants were down by £0.5m/31% and partner development costs were down by £163k/33%. Previous FY 2022-23 had seen higher charitable activities due to higher reserves. For FY 2023-24, the charitable expenditure represents 82.7% of total expenditure (2023: 83.2%), which compared favourably with similar organisations.

Our support and communications costs were also reduced by 12% and 42% respectively with efficiency savings and prioritisation of resources. We continue to manage our finances to ensure that we are best placed to deliver the highest quality impact in our charitable activities.

The cost of raising funds decreased by £163k (24%) to £512k (2023: £675k) representing 17.2% of total expenditure (2023: 16.8%), which again compares favourably with similar organisations.

Reserves

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.

Managing our Finances

Reserves Policy

The Board reviews the charity's reserves policy annually, balancing the need to hold back sufficient general reserves to deliver and 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 to maintain sufficient funds to allow All We Can to continue operating in the short term. The reserve policy therefore requires that minimum general reserves held should be 20% of the following year's total income budget, excluding emergency donations. The total income budget for the next financial year ending 31 August 2025 is £2.8m, of which £23k is expected to be emergency donation income and so the minimum reserves level as at 31 August 2025 is expected to be £561k.

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.

An agreement has been signed with Central Finance Board (CFB) of the Methodist Church to provide discretionary investment management services and to act as the Fund Manager. The CFB is authorised by the Board to adjust the actual investments within the agreed parameters specified in the investment policy. The CFB continues to work closely with the Methodist Council to ensure that its activities are in line with the moral stance and teachings of the Methodist Church.

During FY 2023-24, with the approval from the Finance and Audit Committee, the charity liquidated all its investments with a gain and switched from investment strategy to cash strategy to manage its general reserves in order to allow for better flexibility of the use of the funds for its charitable commitments while receiving interest on the short term deposits with the CFB. The charity will continue to review this regularly to ensure optimum value for money.

Grant-making policy

A rationale for each grant and resource allocation is available for examination by trustees along with the relevant financial and project monitoring and reporting agreement. The Programme and Partnerships Committee (PPC) will review and approve any development or humanitarian relief grant proposal identified by staff or the committee as high risk or requiring a higher level of governance scrutiny.

The amount that the Chief Executive can authorise without PPC approval on behalf of the Board is set out in the scheme of delegation of authority, subject in all cases to any such expenditure being in line with the agreed budget for the year, as amended from time-to-time.

Development grants

The charity does not implement projects directly but by providing support, capacity building and grants to local partners that are government registered non-governmental organisations (NGOs) or Methodist and associated churches in our priority countries. While partners must meet minimum standards in terms of financial controls, reporting capacity and governance standards, the charity prioritises support to small and locally managed organisations. The charity provides funding and capacity building to local partners to undertake their own advocacy activities. Such activities are included within the partner's annual operation plans and funded as part of development grants.

Humanitarian relief grants

Grants allocated for humanitarian aid and emergency relief are provided to existing partners, church-based partners or specialist and credible humanitarian relief partner agencies.

Going Concern Statement for 2023-24

All We Can's planning process has been further enhanced to include long-term (3 years) financial projections and scenario planning of the charity's income, expenditure and reserves levels, to consider the high inflation, prolonged cost of living crisis and its potential impact on the various sources of income and planned expenditure. Taking into account our financial position and key risks the Trustees have a reasonable expectation that the charity has adequate resources to meet its liabilities as they fall due, manage the business risks it faces and has sufficient level of liquid resources and reserves to meet its obligations for a period of at least 12 months after the approval of these financial statements. The Board believes there are no material uncertainties that call into question All We Can's ability to continue in operational existence. Therefore these financial statements have been prepared on the basis that the charity is a going concern which assumes that the All We Can will continue in operational existence for the foreseeable future (deemed to be a period of 12 months from the date of this report namely January 2026).

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Trustees' Report and Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity, and of the incoming resources and application of resources of the charity during that period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Applicable Charities SORP.
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable accounting standards have been followed, subject to any material departures that must be disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Applicable Charities (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors:

- In so far as the Trustees are aware at the time of approving our Trustees' Annual Report: There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charity's auditor is unaware, and
- The Trustees, having made enquiries of fellow trustees and the charity's auditor that they ought to have individually taken, have each taken all steps that they are obliged to take, as a trustee in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Report of the Trustees is approved and authorised for issue and signed on their behalf by:

Chris Sutton

Chris Sutton
Chair of the All We Can Board of Trustees

Independent auditor's report to the trustees of The Methodist Relief and Development Fund (operating as All We Can)

Opinion

We have audited the financial statements of The Methodist Relief and Development Fund (operating as All We Can)] for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 August 2024 and of the charity's net movement in funds for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report, the Introduction and the Message from the Chair of Trustees. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charity,
- sufficient accounting records have not been kept; or
- the charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 38, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011 and consider other factors such as payroll tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to inappropriate journals and judgements with respect to income recognition. Audit procedures performed by the engagement team included:

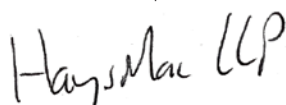
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular those journal entries which exhibited the characteristics we had identified as possible indicators of irregularities; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's trustees as a body for our audit work, for this report, or for the opinions we have formed.



HaysMac LLP, Statutory Auditor

Date: 17 March 2025

10 Queen Street Place
London EC4R 1AG

HaysMac LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

All We Can

Statement of Financial Activities for the year ended 31 August 2024

	Note	Unrestricted Funds £	Restricted Funds £	2024 Total Funds £	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £
Income from:							
Donations and legacies	2	1,768,844	717,934	2,486,778	2,122,990	1,028,378	3,151,368
Investments	3	56,185	-	56,185	59,794	-	59,794
TOTAL INCOME		1,825,029	717,934	2,542,963	2,182,784	1,028,378	3,211,162
Total expenditure on:							
Raising funds	5	512,390	-	512,390	675,279	-	675,279
Charitable activities							
Development	5	1,251,705	506,184	1,757,889	1,844,504	454,326	2,298,830
Humanitarian	5	230,647	259,765	490,412	320,895	442,337	763,232
Global Education	5	210,162	-	210,162	274,838	-	274,838
Total expenditure on charitable activities		1,692,514	765,949	2,458,463	2,440,237	896,663	3,336,900
TOTAL EXPENDITURE	5	2,204,904	765,949	2,970,853	3,115,516	896,663	4,012,179
Net (losses)/gains on investments	14	29,530	-	29,530	(13,670)	-	(13,670)
Net income/(expenditure)		(350,345)	(48,015)	(398,360)	(946,403)	131,715	(814,688)
Transfers between funds	17	-	-	-	-	-	-
NET MOVEMENT IN FUNDS		(350,345)	(48,015)	(398,360)	(946,403)	131,715	(814,688)
Reconciliation of funds:							
Total funds brought forward		1,558,693	817,558	2,376,251	2,505,096	685,843	3,190,939
Total funds carried forward		1,208,348	769,543	1,977,891	1,558,693	817,558	2,376,251

Donations and Legacies include Other income that has £14k that relates to reimbursement received from WYMCA for the services of AWC's Head of Partnership and Networks, who has been on secondment with WYMCA for their Vision 2030 commitments. Additionally, Other income includes a provision of £26k accruals of FY 2022-23 reversed during 2023-24.

All We Can

Balance Sheet as at 31 August 2024

	Note	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Fixed assets							
Intangible fixed assets	13	0	0	0	2,893	0	2,893
Investments	14	0	0	0	634,841	0	634,841
Total fixed assets		0	0	0	637,734	0	637,734
Current assets							
Debtors	15	482,512	0	482,512	741,901	259,036	1,000,937
Cash at bank and in hand		858,849	769,543	1,628,392	531,607	565,039	1,096,646
Total current assets		1,341,361	769,543	2,110,904	1,273,508	824,075	2,097,583
Liabilities							
Creditors: Amounts falling due within one year	16	(133,013)	0	(133,013)	(352,549)	(6,517)	(359,066)
Net current assets		1,208,348	769,543	1,977,891	920,959	817,558	1,738,517
Total net assets		1,208,348	769,543	1,977,891	1,558,693	817,558	2,376,251
The funds of the charity							
Restricted income funds	17	0	769,543	769,543	0	817,558	817,558
Unrestricted designated funds	18	415,000	0	415,000	969,402	0	969,402
Unrestricted general funds	18	793,348	0	793,348	589,291	0	589,291
Total charity funds		1,208,348	769,543	1,977,891	1,558,693	817,558	2,376,251

The notes on pages 44 to 55 form an integral part of these financial statements

Approved and authorised for issue by the Board of Trustees on 10th March 2025 and signed on their behalf by:



Chair

All We Can

Cash Flow Statement for the year ended 31 August 2024

	Note	2024	2023
			£
Cash flows from operating activities			
Net movement in funds (per Statement of Financial Activities)		(398,360)	(814,688)
Adjustments for:			
Amortisation of intangible fixed assets	13	2,893	4,340
(Gains)/losses on investments	14	(29,530)	(13,670)
Income from investments	3	(56,185)	(59,794)
(Increase)/decrease in debtors	15	518,425	139,832
Increase/(decrease) in creditors	16	(226,053)	99,738
Net cash generated by / (used in) operating activities		(188,810)	(644,242)
Cash flows from investing activities			
Dividends/interest from investments	3	56,185	59,794
Proceeds from sale of investments	14	664,371	1,389,476
Purchase of investments	14	0	(1,515,524)
Transfers	14	0	129,913
Net cash provided by / (used in) investing activities		720,556	63,659
Change in cash and cash equivalents in the year		531,746	(580,583)
Cash and cash equivalents at the beginning of the year		1,096,646	1,677,229
Cash and cash equivalents at the end of the year		1,628,392	1,096,646
Analysis of cash and cash equivalents		£	£
Cash in hand		1,628,392	1,096,646
Total cash and cash equivalents		1,628,392	1,096,646

Notes to the financial statements for the year ended 31 August 2024

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

A) SCOPE AND BASIS OF THE PREPARATION OF THE FINANCIAL STATEMENTS

All We Can is the operating name of the Methodist Relief and Development Fund, and is registered as an unincorporated Charity in England & Wales (No 291691). As Charity is a subsidiary of the Methodist Church in Great Britain (MCB).

On 1 September 2021, the charity took control of Y Care International, a charitable company registered in England & Wales. This subsidiary is not consolidated on the grounds that both the charity and Y Care International are controlled by The Methodist Church in Great Britain ("MCB"), charity registration number 1132208, and the accounts of both are included in the consolidated accounts of MCB, as the parent entity.

As a public benefit entity the financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting (SORP) by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) ('the SORP'), the Charities Act 2011 and UK Generally Accepted Practice. The accounts are prepared under the historical cost convention, with the exception of quoted investments which are stated at market value.

The financial statements have been prepared to give a "true and fair" view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a "true and fair" view. This departure has involved following "Accounting and Reporting by Charities preparing their financial statements in the UK and Republic of Ireland (FRS 102)" – Second Edition, effective from 1 January 2019, rather than "Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005", which has since been withdrawn.

The preparation of the financial statements in accordance with FRS 102 requires the trustees to make judgments, estimates and assumptions that affect the application of policies and reported amounts in the financial statements. There are no significant judgments, estimates or assumptions.

There has been no change to any accounting policies.

B) GOING CONCERN

These financial statements have been prepared on the basis that the charity is a going concern which assumes that the All We Can will continue in operational existence for the foreseeable future (deemed to be a period of 12 months from the date of this report).

A comprehensive review of the charity's financial performance and general reserves position is covered in the financial statements and trustees' report. Evidently, the charity has adequate financial resources and is able to manage business risks. In addition, All We Can's planning processes has been

further enhanced to include long-term (3 years) financial projections and scenario planning the charity's income, expenditure and reserves levels, take into consideration the high inflation and prolonged cost of living crisis and its potential impact on the various sources of income and planned expenditure. Taking into account our financial position and key risks the Trustees have a reasonable expectation that the charity has adequate resources to meet its liabilities as they fall due, manage the business risks it faces and has sufficient level of liquid resources and reserves to meet its obligations for a period of at least 12 months after the approval of these financial statements, namely the period to January 2026. The Board believes there are no material uncertainties that call into doubt All We Can's ability to continue in operational existence and therefore these financial statements have been prepared on the basis that the charity is a going concern.

C) RECOGNITION OF INCOME

All income is accounted for when the charity has entitlement to the funds, the amount can be quantified and receipt of the funds is probable. Where income is received in advance of providing services, it is deferred until the charity becomes entitled to that income.

All income is reported gross. Any fee charged for fundraising by third parties and deducted from the amount collected before it is remitted to the charity is not offset against the fundraised income recognised in the financial statements but is reported as a fundraising expense.

No amounts are included in the financial statements for services donated by volunteers.

Donations

Donations are recognised when there is evidence of entitlement, receipt is probable and the amounts can be measured reliably. Where a donor has specified certain terms and conditions, the charity evaluates whether these conditions can be met before claiming entitlement. In any event, donations or gifts with conditions or terms which are outside of the charity's stated purposes, or which are illegal, are rejected by the charity.

Goods donated for ongoing use by the charity in carrying out its activities are recognised as tangible fixed assets with the corresponding gain recognised as income from donations within the SOFA, subject to the capitalisation threshold of £10,000.

Legacies

Entitlement to a legacy is assumed when there is sufficient evidence that a gift has been left to the charity, usually through the notification of a will. Receipt of a legacy is deemed probable when there has been a grant of probate and it has been established that there are sufficient assets in the estate to pay the legacy and there are no conditions attached to the legacy that are outside the control of the charity, or uncertainty around the receipt of this gift. Income from pecuniary legacies is recognised upon notification or receipt if earlier.

Where legacies have been notified to the charity or the charity

is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Grants

Income from grants is recognised when there is evidence of entitlement to the grant, receipt is probable and its amount can be measured reliably.

To this end, evidence of entitlement is assumed to exist when the formal offer of funding is communicated in writing to the charity. Where there is a performance condition attached to the grant, entitlement is only recognised when the conditions have been met.

D) RECOGNITION OF EXPENDITURE

All expenditure is accounted for on an accruals basis when an obligation that can be measured or reliably estimated exists at the reporting date and it is more than likely than not that payment will be made in settlement. There are two main categories of expenditure shown in the Statement of Financial Activities ('SOFA'); expenditure on raising funds and on charitable activities.

Expenditure on raising funds includes all expenditure incurred to raise income to spend on charitable purposes.

Expenditure on charitable activities includes all costs incurred by the charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries. This expenditure is further analysed into direct and support costs. Direct costs are those specifically related to producing the delivery of an activity or service and are further split between development activities, humanitarian activities and global education activities.

Support costs are those which provide indirect support to front-line services – for example financial services, facilities management, development and personnel, governance costs and management information services. Support costs not attributable to a single activity have been allocated on the basis of the weighted average of staff cost.

Grants to institutions

Grants awarded are provided for in the SOFA in the year in which the grant is formally approved and the offer is communicated to the recipient. Grants awarded but not paid are recorded as a liability within the balance sheet. Grants awarded subject to explicit conditions being met by the recipient before payments are made are not accrued until such conditions have been met. Such commitments are disclosed in the financial statements as contingent liabilities.

Any foreign exchange difference on grants that has arisen throughout the year is written off against grants to institutions cost within the SOFA.

E) FUND ACCOUNTING

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general charitable objectives. Designated funds are a portion of the unrestricted funds that have been set aside for a particular purpose by the trustees. Restricted funds are donated for a particular purpose, the use of which is restricted for that purpose. The purposes of the main restricted and designated funds are set out in the notes to the financial statements.

The costs of raising and administering the restricted funds are charged against the specific fund.

F) PENSION COSTS

Pension arrangements for staff are provided by two separate schemes.

The charity is a participating employer of the Pension and Assurance Scheme for Lay Employees of the Methodist Church (PASLEMC). Whilst the scheme is of the defined benefit type, it is a group scheme incorporating nine employers and shares risks between these employers, which are under the common control of the Methodist Council, the sponsoring employer. The scheme was closed to future accrual with effect from 1 June 2019. Full details of the scheme can be found in the Consolidated Report and Financial Statements of The Methodist Church in Great Britain (charity registration number 1132208).

The charity also operates a defined contribution pension scheme for all staff members, including a salary sacrifice arrangement. The assets of the scheme are held separately from those of the charity in independently administered funds and contributions to the scheme are charged to the Statement of Financial Activities (SOFA) when incurred.

G) FOREIGN CURRENCIES

Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to the SOFA.

H) TANGIBLE FIXED ASSETS

All tangible fixed assets costing more than £10,000 are capitalised and included at cost, including any incidental expenses of acquisition and irrecoverable VAT.

I) DEPRECIATION

The depreciation expense is charged or apportioned to the relevant SOFA heading reflecting the asset's use on a straight-line basis as follows:

Computer equipment	over 3 years
Furniture and fittings	over 5 years

J) INTANGIBLE FIXED ASSETS AND AMORTISATION

Intangible assets are held on the balance sheet at cost less accumulated amortisation and impairment losses.

Computer software, including development costs, is capitalised as an intangible asset and amortised on a straight-line basis over the expected useful life of five years. Impairment reviews are conducted when events and changes in circumstances indicate that an impairment may have occurred. If any asset is found to have a carrying value materially higher than its recoverable amount, it is written down accordingly.

K) INVESTMENTS

Investments are stated at fair value at the balance sheet date and the SOFA shows net investment gains and losses arising from revaluation of the investment portfolio and disposals during the year. Investments held in units in the Central Finance Board are stated at the Board's published valuations at bid rates.

L) VALUE ADDED TAX (VAT)

Irrecoverable VAT is charged to the expenditure to which it relates within the SOFA.

M) CASH AND CASH EQUIVALENTS

Cash and cash equivalents includes cash and cash held on deposit with the Central Finance Board of the Methodist Church and the Trustees Investment Fund of the Trustees for Methodist Church Purposes, which has a maturity of less than three months from the date of acquisition and are used for working capital purposes. Cash and cash on deposit are cash and cash equivalents for the purposes of the cash flow statement.

N) FINANCIAL INSTRUMENTS

The charity has basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

O) CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES

In the application of the Charity's accounting policies described above, All We Can Trustees are required to make judgements, estimates, assumptions about the carrying values

of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period; or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Trustees, no estimation uncertainty or assumptions concerning the future affecting assets and liabilities at the balance sheet date have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Accounting estimates that affect the amounts recognised in the financial statements are described in the accounting policies above and detailed in the relevant notes to the accounts:

a.) grant and legacy income are detailed in Accounting Policy (C) and Note (2)

b.) The allocation of support costs which requires a judgement on the most appropriate basis to apportion costs and are detailed in Accounting Policy (D) and Note (6)

The principal accounting policies, as set out above, have all been applied consistently throughout the year and the preceding year.

Notes to the financial statements for the year ended 31 August 2024 (continued)

2. Donations and legacies	Unrestricted Funds	Restricted Funds	2024 Total Funds	Unrestricted Funds	Restricted Funds	2023 Total Funds
	£	£	£	£	£	£
Donations	1,157,159	325,259	1,482,418	1,076,221	358,964	1,435,185
Grants received	5,856	386,158	392,014	53,982	318,106	372,088
Legacies	423,854		423,854	787,173	225,000	1,012,173
Gift Aid	147,618		147,618	205,614	0	205,614
Grant refund			0	0	126,308	126,308
Other Income	34,357	6,517	40,874	0		0
Total Donations and legacies	1,768,844	717,934	2,486,778	2,122,990	1,028,378	3,151,368

Other income includes £14k that relates to reimbursement received from WYMCA for the services of All We Can's Head of Partnership and Networks, who has been on secondment with WYMCA for their Vision 2030 commitments. Additionally, Other income includes a provision of £26k accruals of FY 2022-23 reversed during 2023-24.

3. Investment income	Unrestricted Funds	Restricted Funds	2024 Total Funds	Unrestricted Funds	Restricted Funds	2023 Total Funds
	£	£	£	£	£	£
Central Finance Board distributions	10,363	0	10,363	12,708	0	12,708
Central Finance Board interest	45,628	0	45,628	10,313	0	10,313
Other interest	194	0	194	36,773	0	36,773
Total Investment income	56,185	0	56,185	59,794	0	59,794

4. Recharge to Y Care International

On 1 September 2021, the charity entered into a Collaboration Agreement with Y Care International to conduct fundraising activities on its behalf, to support programmes and projects that are in furtherance of its objects, and to work together to share resources in order to achieve cost savings. The recharge to Y Care International during the year was at 25% of shared resources which increased from 20% and included the time and expertise of the charity's staff, programme management and support, finance services, HR services, legal services and office management.

	2024	2,023
	£	£
The charge for the year is analysed as follows:		
Share of staff costs	326,450	289,532
Share of administration costs	81,650	79,616
Share of communications costs	30,708	48,195
Share of fundraising costs	35,559	43,780
Share of programme support costs	45,418	0
Total share of costs	519,784	461,123

Notes to the financial statements for the year ended 31 August 2024 (continued)

5.1 Analysis of total expenditure 2024	Raising funds	Development	Humanitarian	Global Education	2024 Total
	£	£	£	£	£
Grants to institutions (Note 9)	0	910,731	245,966	0	1,156,698
Foreign exchange (gain)/loss on grants (Note 8)	0	(17,603)	(287)	0	(17,890)
Partner development	0	313,674	14,085	0	327,759
Staff costs (Note 10)	385,732	605,548	232,664	208,825	1,432,769
Office cost	7,377	0	0	0	7,377
Communications and marketing	173,534	30,709	30,708	30,709	265,660
Share of support costs (Note 6)	85,684	134,512	51,682	46,387	318,263
Recharge to Y Care International (Note 4)	(139,937)	(219,682)	(84,406)	(75,759)	(519,784)
Total expenditure	512,390	1,757,889	490,412	210,162	2,970,853

5.2 Analysis of total expenditure 2023	Raising funds	Development	Humanitarian	Global Education	2023 Total
	£	£	£	£	£
Grants to institutions (Note 9)	0	1,165,950	521,828	0	1,687,778
Foreign exchange (gain)/loss on grants (Note 8)	0	3,330	(14,440)	0	(11,110)
Partner development	0	490,389	628	0	491,017
Staff costs (Note 10)	403,978	603,712	207,992	231,980	1,447,662
Office cost	35,304	0	0	0	35,304
Communications and marketing	279,142	60,244	60,244	60,244	459,874
Share of support costs (Note 6)	101,235	151,288	52,122	58,133	362,778
Recharge to Y Care International (Note 4)	(144,380)	(176,083)	(65,142)	(75,519)	(461,124)
Total expenditure	675,279	2,298,830	763,232	274,838	4,012,179

Notes to the financial statements for the year ended 31 August 2024 (continued)

6. Analysis of support costs	2024 Total	2023 Total
	£	£
Rent and service charge	5,613	3,981
IT cost	15,210	36,747
Software amortisation	2,893	4,340
HR and training	29,423	36,858
Recruitment	3,329	28,071
Printing, postage and stationery	6,646	9,834
Telephone	8,825	9,089
Small capital and equipment maintenance	103,090	87,988
Bank charges and fees	5,535	8,395
Legal and professional fees	72,376	22,808
Outsourced services and fulfilment		38
Subscriptions	4,479	17,738
Insurance	22,006	17,007
Travel and subsistence	5,792	47,391
Other office costs	0	0
Governance costs (Note 7)	33,046	32,494
Total support costs	318,263	362,779

Support costs are allocated based on the weighted average of staff cost

7. Analysis of governance costs	2024 Total	2023 Total
	£	£
Trustee recruitment	0	0
Audit fees (Note 12)	21,060	18,000
Legal & professional fees	0	0
Trustee meetings and expenses	8,768	13,834
Subscriptions & licenses	3,218	660
Total governance costs	33,046	32,494

Notes to the financial statements for the year ended 31 August 2024 (continued)

8. Grants payable	2024	2023
	£	£
Grants payable brought forward	(174,857)	(44,635)
Grants to institutions (Note 9)	(1,156,697)	(1,687,777)
Foreign exchange gain/(loss)	17,890	11,110
Grant payments	1,269,995	1,546,445
Grants payable carried forward (Note 16)	(43,669)	(174,857)

9.1 Grants to institutions - Development	2024	2023
	£	£
Ethiopia Addis Hiwot Rehabilitation and Reintegration Association (AHRRA)	40,043	92,000
Ethiopia Adheno Integrated Rural Development Association (Adheno)	59,535	65,000
Ethiopia Alem Birhan Self Help Community Based Development Association (Alem Birhan)	47,743	50,000
Ethiopia Help for People with Disabilities Organisation (HPD-O)	43,946	69,410
Malawi Adolescent Girls Literacy Plus (AGLIT+)	30,014	53,000
Malawi Churches Action in Relief and Development (CARD)	0	65,905
Malawi Eagles Relief and Development Programme International	30,907	55,000
Malawi Foundation for Active Civic Education (FACE)	24,500	46,962
Sierra Leone Methodist Church of Sierra Leone (MCSL)	65	36,517
Sierra Leone Mamie Foundation	31,212	10,016
Sierra Leone Pikin to Pikin Movement	44,390	4,373
Sierra Leone AMNet	28,094	0
Uganda Sustainable Multi-Sectoral Actions for Development (SMAD)	27,210	57,880
Uganda Concern for Children and Women Empowerment (COFCAWE)	27,978	73,768
Uganda First African Bicycle Information Organisation (FABIO)	35,602	75,000
Uganda BUBA	17,668	35,000
Zimbabwe Centre for Gender and Community Development (CGCDZ)	35,110	49,957
Zimbabwe Health Education Food Security Organisation (HEFO)	35,159	63,922
Zimbabwe Local Initiatives and Development Agency (LID)	44,096	0
Zimbabwe Methodist Development & Relief Agency (MeDRA)	39,671	70,000
Zimbabwe Zubo Trust (Zubo)	41,715	52,000
Liberia Camp for Peace	44,580	
Liberia SHIFSD	45,037	0
Liberia RHRAP	45,369	5,030
Liberia ERDI	30,458	15,000
Lesotho Methodist Church of South Africa (MCSA)	11,021	
Total Africa	861,123	1,045,740
Total Asia	0	0
Caribbean Methodist Church in the Caribbean and the Americas (MCCA)	49,608	120,209
Total Caribbean	49,608	120,209
Total Grants to Institutions - Development	910,731	1,165,949

Notes to the financial statements for the year ended 31 August 2024 (continued)

9.2 Grants to institutions - Humanitarian		2024	2023
		£	£
Ethiopia	DanChurchAid (DCA)	30,000	25,000
Somalia	The Lutheran World Federation (LWF)	29,301	25,000
Somalia	Medair		52,694
Kenya	FH Kenya		41,473
Malawi	Adolescent Girls Literacy Plus (AGLIT+)	17,699	0
Malawi	Churches Action in Relief and Development (CARD)	22,293	0
Malawi	Eagles Relief and Development Programme International	19,910	0
Malawi	Foundation for Active Civic Education (FACE)	17,676	0
Sierra Leone	Methodist Church of Sierra Leone (MCSL)	0	0
Uganda	Concern for Children and Women Empowerment (COFCAWE)	0	0
Uganda	Sustainable Multi-Sectoral Actions for Development (SMAD)	0	0
Total Africa		136,879	144,167
Bangladesh	DanChurchAid (DCA)	9,391	40,000
Lebanon	World Renew		0
Jordan	The Lutheran World Federation (LWF)	29,696	37,000
Pakistan	CWSA		33,032
Pakistan	Diocese of Hyderabad, Church of Pakistan		26,033
Total Asia		39,087	136,065
Total Caribbean		0	0
Ukraine	DanChurchAid (DCA)		86,598
Ukraine	The Lutheran World Federation (LWF)		79,998
Syria/Turkey	The Lutheran World Federation (LWF)	50,000	75,000
Israel/Palestine	The Lutheran World Federation (LWF)	10,000	
Israel/Palestine	DanChurchAid (DCA)	10,000	
Total Europe		70,000	241,596
Total Grants to institutions - Humanitarian		245,966	521,828
Total Grants to institutions		1,156,697	1,687,777

10. Staff costs	2024	2023
		£
Salaries	1,186,785	1,204,257
National insurance	118,279	122,352
Increase/(decrease) in accrued holiday pay	(13,341)	(835)
Pension costs - defined contribution scheme (unrestricted)	101,941	94,957
Pension costs - defined contribution scheme (restricted)	0	0
Death in service & critical illness cover	39,106	26,931
Total staff costs	1,432,770	1,447,662

The average number of staff employed during the year was 27 (2023: 29).

Notes to the financial statements for the year ended 31 August 2024 (continued)

10. Staff costs (continued)

The key management personnel comprised the Trustees, the Chief Executive, the Director of Programmes & Partnerships, the Director of Public Engagement and the Director of Finance & Resources until March'24. Due to restructure in March'24, the new key management personnel comprised the Chief Executive Officer, Executive Head of Programmes and Partnerships, Executive Head of Philanthropy and Public Engagement, Executive Head of Operations & Resources and Executive Head of Finance. The total employment benefits including employer pension contributions of the key management personnel were £344,286 (2023: £373,428).

The number of employees receiving emoluments, excluding pension contributions, of more than £60,000:

	2024	2023
Total emoluments in the range:		
£60,000 - £69,999	0	0
£70,000 - £79,999	0	0
£80,000 - £89,999	0	3
£90,000 - £99,999	1	1

In respect of higher paid employees, benefits were paid into a defined contribution scheme for (2024: 1) employees. Total contributions to defined contribution schemes in respect of these employees were £25,419 (2023: £31,954).

Pension arrangements

For the year to 31 August 2024, pension arrangements for staff were provided by two separate schemes.

The charity is a participating employer of the Pension and Assurance Scheme for Lay Employees of the Methodist Church (PASLEMC), a defined benefit scheme. The charity's participation in this scheme changed on 30 September 2012 when it was closed to new employees of the charity and the scheme was closed to future accrual with effect from 1 June 2019. Full details of the scheme can be found in the Consolidated Report and Accounts of The Methodist Church in Great Britain (charity registration number 1132208).

The charity also makes contributions into a defined contribution scheme operated by AEGON for all staff members, which includes a salary sacrifice arrangement. The charity's contributions are charged as an expense in the pay period to which they relate.

Volunteers

Volunteers give time in the UK as speakers, coordinators, office administrators, fundraisers and many other activities. In addition there are many other volunteer hours given by the men and women working alongside our partners in the countries where we operate.

The Board believes it is not possible to quantify volunteer hours and their value is not recognised in the accounts.

11. Expenses reimbursed to Trustees	2024	2023
	£	£
Expenses in connection with travel to board and committee meetings	4,421	6,068
Number of trustees reimbursed	13	13

None of the trustees has been paid any remuneration or received any other benefits from an employment with the charity or a related entity.

12. Auditor remuneration	2024	2023
	£	£
Statutory audit fees	21,060	18,000
Statutory audit fees over/(under) accrual	0	0
Other services	0	0
Total auditor remuneration	21,060	18,000

13. Intangible fixed assets

	£
Software	
At cost	
At 1 September 2023	21,700
Additions during the year	0
Total	21,700
Amortisation	
At 1 September 2023	18,807
Charge for the year	2,893
Total	21,700
Net book value as at 31 August 2024	0
Net book value as at 31 August 2023	2,893

14. Investments

Investments are held in accordance with the charity's investment policy detailed in the Trustees' Report.
All investments are held with the Central Finance Board of the Methodist Church or its subsidiary
Epworth Investment Management.

	2024	2023
	£	£
Trustees Interest Fund		-
CFB Corporate Bond Fund	0	-
CFB Property Fund	0	-
Epworth Climate Stewardship Fund	0	99,875
CFB Gilt	0	0
CFB Global Equity	0	247,161
CFB UK Equity Fund	0	100,631
FP Foresight Global	0	74,456
L&G UK Property	0	12,773
Royal London Short Term	0	9,792
Rathbone Ethical Bond Fund	0	22,780
Threadneedle UK Social Bond	0	9,795
Vanguard UK Gov Bond Index	0	12,954
Vanguard US Gov Bond Index	0	44,624
Total investments	0	643,511

Fair value at 1 September	634,841	643,511
Additions		1,515,524
Disposals	(664,371)	(1,389,476)
Transfer into CFB		(57,069)
Net gain on disposals	29,530	(13,670)
Net unrealised investment gains/(losses)		(63,979)
Fair value at 31 August	0	634,841

Historic cost	-	698,820
Unrealised gains	0	(63,979)
Fair value at 31 August	0	634,841

15. Debtors	2024	2023
	£	£
Prepayments and accrued income	218,175	691,815
Gift Aid receivable	2,761	4,306
Y Care International	261,376	298,524
Other debtors	200	6,292
Total	482,512	1,000,937

Notes to the financial statements for the year ended 31 August 2024 (continued)

16. Creditors: amounts falling due within one year	2024	2023
	£	£
Trade creditors	41,139	87,898
Methodist Church in Great Britain (Note 19)	940	221
Grants payable (Note 8)	43,669	174,857
Accrued pension contributions	0	13,847
Accruals and deferred income	47,265	82,243
Total	133,013	359,066

17.1 Restricted funds 2024	Balance 01.09.23	Income	Expenditure	Internal Fund Transfer	Other Transfer	Balance 31.08.24
	£	£	£	£	£	£
Development						
Bangladesh	0					0
Caribbean	(0)	80,000	(75,199)	23,928		28,729
Ethiopia	0	211,729	(137,729)			74,000
India	37,000	40,000	(555)	(30,468)		45,977
Jordan	0					0
Lesotho	20,000	40,000	(18,793)	(571)		40,636
Malawi	0	4,557	(4,557)			0
Sierra Leone	3,504	71,650	(82,265)	13,628		6,517
Uganda						0
Zimbabwe	0	14,061	(14,061)	0		0
Liberia	0	173,025	(173,025)	0		0
OPM Exch rate difference	(13,344)			13,344		0
	47,160	635,022	(506,184)	19,861	0	195,859
Humanitarian						
Jordan	30,000		(29,696)		(304)	0
Refugee Appeal	0	90			(90)	0
Emergency Relief Fund	50,000	21,760		(38,000)	(18,251)	15,509
East Africa Appeal	72,113	5,433	(59,309)		0	18,237
Pakistan Floods	0	81			(81)	0
Bangladesh	0	10,000	(9,391)		394	1,003
Syria-Türkiye Earthquake	119,596	12,820	(50,000)			82,416
Malawi Cyclone Freddy	98,449	374	(84,790)	(6,559)		7,475
Israel/Palestine Appeal		2,394	(19,706)		18,332	1,020
Ukraine Emergency	400,240	16,658	(6,874)	38,000		448,024
	770,398	69,610	(259,765)	(6,559)	0	573,684
Total restricted funds	817,558	704,632	(765,948)	13,302	0	769,543

Other transfers represent the transfer of Humanitarian Aid funds received after an appeal is closed that are re-allocated in accordance of the original appeal. During FY 2023-24, the development aid funds received for Global Relations Initiative ChurchCAN, were reallocated to the partner churches of this initiative based on the revised operational plans.

17.1 Restricted funds 2023	Balance 01.09.22	Income	Expenditure	Fund Transfer	Other Transfer	Balance 31.08.23
	£	£	£	£	£	£
Development						
Bangladesh	0	0	0	0	0	0
Caribbean	4,077	72,000	(107,545)	31,468	0	0
Ethiopia	42,484	40,000	(82,484)	0	0	0
India	2,068	40,000	0	(5,068)	0	37,000
Jordan	0	0	0	0	0	0
Lesotho	26,400	20,000	0	(26,400)	0	20,000
Malawi	0	64,775	(64,775)	0	0	0
Sierra Leone	21	40,000	(36,517)		0	3,504
Uganda	245	125,000	(125,245)	0	0	0
Zimbabwe	0	1,760	(37,760)	36,000	0	0
Legacy to be allocated	36,000	0	0	(36,000)	0	0
OPM Exch rate difference	0	(13,344)	0	0	0	(13,344)
	111,295	390,191	(454,326)	0	0	47,160
Humanitarian						
Jordan	0	0	0	30,000	0	30,000
Refugee Appeal	0	2,931	0	(2,931)	0	0
Emergency Relief Fund	0	1,452	0	48,548	0	50,000
Haiti Earthquake	34,489	9,924	0	(44,413)	0	0
East Africa Appeal	0	217,156	(145,043)	0	0	72,113
Pakistan Floods	880	54,821	(55,701)	0	0	0
Bangladesh	0	11,373	(15,757)	4,384	0	0
Syria-Türkiye Earthquake	0	240,147	(78,550)	(42,001)	0	119,596
Malawi Cyclone Freddy	0	54,036	0	44,413	0	98,449
Ukraine Emergency	539,179	46,347	(147,286)	(38,000)	0	400,240
	574,548	638,187	(442,337)	0	0	770,398
Total restricted funds	685,843	1,028,378	(896,663)	0	0	817,558

Notes to the financial statements for the year ended 31 August 2024 (continued)

17. Restricted funds (continued)

Restricted funds represent donations received and disbursed in respect of development and humanitarian relief projects.

Income represents Restricted Income after the deduction of a fund administration charge of 12% levied on all restricted donations. This is to cover costs incurred in fundraising and administering the restricted fund. This charge does not apply to restricted grants, which have their own individual cost recovery arrangements.

18.1 Unrestricted funds 2024	Balance 01.09.23 £	Income £	Expenditure £	Investment loss £	Transfers £	Balance 31.08.24 £
Designated funds						
Fixed assets fund	2,893	0	(2,893)	0	0	0
Legacy equalisation fund	795,000	0	(400,000)	0	0	395,000
Programmes & partnerships fund	134,026	0	(134,026)	0	0	0
Public engagement fund	0	0	0	0	0	0
Relocation and IT equipment fund	37,483	0	(17,483)	0	0	20,000
	969,402	0	(554,402)	0	0	415,000
General funds						
General reserves	589,291	1,825,029	(1,650,502)	29,530		793,348
Total unrestricted funds	1,558,693	1,825,029	(2,204,904)	29,530	0	1,208,348
18.1 Unrestricted funds 2023	Balance 01.09.22 £	Income £	Expenditure £	Investment loss £	Transfers £	Balance 31.08.23 £
Designated funds						
Fixed assets fund	7,233	0	(4,340)	0	0	2,893
Legacy equalisation fund	795,000	0	0	0	0	795,000
Programmes & partnerships fund	490,000	0	(355,974)	0	0	134,026
Public engagement fund	50,000	0	(50,000)	0	0	0
Relocation and IT equipment fund	50,000	0	(12,517)	0	0	37,483
	1,392,233	0	(422,831)	0	0	969,402
General funds						
General reserves	1,112,863	2,182,783	(2,692,685)	(13,670)	0	589,291
Total unrestricted funds	2,505,096	2,182,783	(3,115,516)	(13,670)	0	1,558,693

Recharges for the year have been reallocated from transfers to expenditure.

Designated fixed assets fund

This fund represents the unamortised carrying value of unrestricted fund fixed assets.

Legacy equalisation fund

This fund was set up during the financial year 2020-21 to better protect the charity's activities from future variations in legacy income, which is impossible to predict with any certainty. In the financial year 2023-24, unrestricted legacy income was significantly lower than budgeted, as a result, £400k were released during the year.

Programmes & partnerships fund

This fund was set up during the financial year 2020-21 both to expand the geographical spread of our charitable activities and to assist with the capacity development of partners in those new countries. The opening balance on this fund was £134k to cover grant payments to new partners and the further development of their capacity. In 2023-24, £134k has been released for programmatic work as well as in building the capacity of our partners including partners.

Notes to the financial statements for the year ended 31 August 2024 (continued)

18. Unrestricted funds (continued)

Public engagement fund

On 1 September 2021, the charity entered into an agreement with Y Care International to provide, inter alia, fundraising services on its behalf. This fund was set up in 2021-22 to allow the charity to both re-engage with the Y Care supporter base and to expand the range and volume of supporters. This fund had been fully utilised for fundraising and marketing activities in FY 2022-23 with no further movements during FY 2023-24.

Relocation and IT equipment fund

The fund was set up during 2020-21 to cover office relocation and IT equipment costs. The opening balance on this fund was £37k of which £17k has been utilised in 2023-24 financial year.

Notes to the financial statements for the year ended 31 August 2024 (continued)

19. Related parties and ultimate parent undertaking

During the year the charity received donations from Trustees of £1,603 (2023: £1,765)

On 1 September 2021, the charity acquired **Y Care International**, a charitable company with charity number 1109789 and company number 3997006. Y Care International works through partnership alongside global YMCA neighbours most impacted by disasters, poverty and injustice to enable flourishing and resilient communities. Y Care International is not consolidated by All We Can, rather consolidation is carried out by the ultimate parent company, The Methodist Church in Great Britain (MCB) charity registration number 1132208, and the accounts of both are included in the consolidated accounts of MCB.

A summary of the financial statements of Y Care International for the year ended 31 August 2024 is as follows:

		£
Statement of Financial Activities	Total Income	485,232
	Total Expenditure	731,755
	Net movements in funds	(246,523)
	Total Funds brought forward	685,201
	Total Funds carried forward	438,678
Balance Sheet as at 31/8/24	Current Assets	793,843
	Current Liabilities	313,897
	Liabilities over one year	41,268
	Net Assets	438,678
Charity funds as at 31/8/24	Restricted funds	43,058
	Unrestricted designated funds	100,000
	Unrestricted general funds	295,620
	Total Funds	438,678

The Trustees' Report and Financial Statements for Y Care International are filed at the Charity Commission and Companies House

During the year the charitable company: -

- Total recharge cost due to All We Can was £519,784, recharge costs paid were £559,496 (2023: £163,126 paid); the balance due to All We Can at 31 August 2024 was £261,376 (2023: £298,524)
- Received recharged costs from Y Care International of £0 (2023: £23). The balance due from Y Care International at 31 August 2024 was £0 (2023: £164)

The charity is controlled by **The Methodist Church in Great Britain (MCB)** and the accounts are included in the consolidated accounts of MCB. MCB has the charity number 1132208 and its principal purpose is to respond to the gospel of God's love in Christ and to live out its discipleship in worship and mission. It exercises its control by appointing the trustees of the charity. The MCB Consolidated Report and Accounts can be obtained from the Charity Commission.

During the year the charity:

- received restricted grant income of £179,200 (2023: £192,640) from MCB; and
- received donations of £0 (2023: £21,510) from MCB; and
- made payments to MCB in respect of (a) other costs incurred by MCB on behalf of the charity of £3,687 (2023: £2,930), and (b) reimbursement for the charity's staff costs of £1,393,665 (2022: £1,331,664). The balance due to MCB at 31 August 2024 was £940 (2023: £221).

There were no other related party transactions in the current or preceding year.

Thank You

For doing ALL YOU CAN to see the potential of others fulfilled

METHODIST FAMILY

As the Relief and Development arm of the Methodist Church, Methodist individuals, churches and institutions remain our primary source of regular income and we are particularly grateful to the substantial support of:

The World Development & Relief Committee of the Methodist Church in Ireland

The Methodist Insurance Funds

Methodist Women in Britain

The World Mission Fund of the Methodist Church in Britain

Chiesa Valdese (Union of Methodist and Waldensian Churches) under the Italian 'Otto per Mille' arrangements

Church CAN - Global Relationships Methodist Church in Britain

Methodist Church in the Caribbean and Americas (MCCA)

Church of North India (CNI)

Methodist Church in Sierra Leone (MCSL)

Southern Africa Methodist Church of Southern Africa (MCSA)

Notting Hill Methodist Church


The Methodist Church

Welcome and significant support was also received from our following key stakeholders:

PHILANTHOPIST TRUSTS & FOUNDATIONS

The E J Spice Charitable Trust

The David Lister Charitable Trust

The Grimmitt Trust

The Whinfell Charitable Trust

The C B & H H Taylor 1984 Trust

The North of England Temperance League

The Property Income Trust

Connexio

CORPORATES

Benefact Trust

Methodist Chapel Aid

LEGATORS

We are truly grateful to all the amazing people who left us a gift in their will.

PARTNERS



Addis Hiwot Rehabilitation and Reintegration Association (AHRRA)



Adheno Integrated Rural Development Association



Adolescent Girls Literacy + (AGLIT+)



Advocacy Movement Network (AMNet)

ABSHCBDA



Bukedi Beekeepers Association (BuBA)



Camp for Peace Liberia (CPL)

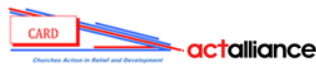


Centre for Gender and Community Development Zimbabwe (CGCDZ)

Alem Birhan Self Help Community Based Development Association



Church of Pakistan (Diocese of Hyderabad)



Churches Action in Relief and Development



Community World Service Asia



Concern for Children and Women Empowerment (COFCawe)



DanChurchAid (DCA)



Eagles Relief and Development Programme International



Efficient Research and Development Institute (ERDI)



First African Bicycle Information Organisation (FABIO)



Food for the Hungry (FH) Kenya



Foundation for Active Civic Education



Health Education Food Security Organisation (HEFO)



Help for Persons with Disability Organisation



Local Initiatives and Development Agency (LID Agency)



Lutheran World Federation (LWF)



Mamie Foundation



Medair



Pikin to Pikin

Pikin-to-Pikin Movement (P2P)



Rural Educational Activities for Development

Rural Educational Activities for Development



Rural Human Rights Activists Programme (RHRAP)



Self-Help Initiative for Sustainable Development (SHIFSD)



Sustainable Multi-sectoral Actions for Development (SMAD)