

Christian Aid Global Strategy

2019 - 2026

Standing Together

For dignity.
For equality.
For justice.



christian
aid

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Cover: A cycling race in Kisi, Burkina Faso, to celebrate International Women’s Day.

Back cover: Burkina Faso - Niessin Oumapougsa received three goats from the BRACED project; they provide income to pay for clothing, medicine and school fees.



Christian Aid is a member of



Executive summary

This Global Strategy is a strategic framework that expresses our commitment, as One Christian Aid, to eradicating extreme poverty, dismantling its root causes across the world, and enabling the voice and agency of the poor and marginalised to be fully realised. The global strategy builds on our knowledge, experience and expertise to inform our unique value-add to development and humanitarian work.

It reflects our belief that all human beings are created equal in the eyes of God and have innate worth. The strategy articulates our desire for all to experience life in its fullness and our commitment to do all we can to ensure our contribution is focused on achieving our vision.

For the past 70 years, we have successfully provided support to meet the social and economic needs of the most vulnerable and marginalised. Our history is marked by being there to support people in the long term. We have always understood that we must provide practical, long-term support to achieve sustainable development and help affected communities to be free from want and fear.

Our history is also marked by being there before, during and after emergencies to save lives. To this end, we reaffirm our shared vision, mission and core values of dignity, equality and justice, underpinned by love. We stand firmly in our roots as a faith-based organisation, anchored in thousands of church congregations and a wide network of trusted partnerships with organisations across the world who hold the same values.

This Global Strategy has been developed at a time when the world has become more complex, interconnected and multipolar. It is both more unified and more fragmented. It is both richer and poorer. Those that have, take home the lion's share of global

wealth, while those who are vulnerable are at risk of experiencing further and multiple vulnerabilities. Our analysis of the world as we see it today points clearly to a global economic system that is hardwired to increase inequality and injustice; practices that are causing climate change chaos and ongoing conflicts that continue to cause further vulnerabilities; and a rise in social and political intolerance that is reducing the agency of many and increasing gender inequality. While the commitment to leave no one behind exists as an intergovernmental global consensus, all evidence points to the fact that unless there is significant change in practice, political will and resource commitment, millions will be left behind.

We remain convinced that poverty is political. It is not an accident; rather, it is caused by human structures and systems. We understand that to achieve lasting solutions, poverty, power and people's ability to speak against and remove injustices must be tackled together. We are called to challenge the causes of poverty and to transform our world into a place where everyone can experience life in all its fullness.

In this strategy we acknowledge that to address these challenges, there is a need to respond with unwavering boldness and courage at local, national and global levels.

We therefore commit ourselves to focusing on people living in extreme poverty and prioritising a portfolio of activities that can deliver all three pillars of our poverty, power and prophetic voice analytical framework:

- Poverty – reaching those most in need;
- Power – addressing the root causes of poverty; and
- Prophetic voice – speaking truth to power and building local and collective agency.

We have set out a coherent approach to describe how we make a difference and how we bring about change as we stand in solidarity with our partners, learn from our work at local, regional and global levels, and use methodologies that help to systematically tackle the causes of injustice, unleash people's agency and work for a sustainable future.

To ensure that we are realising our vision and using our analytical framework to make the right choices, we have developed a global results framework that draws all our work together. This will help all parts of Christian

Aid to capture the difference we make, our collective learning and results, and to hold ourselves accountable to each other and our partners. As part of our global results framework, we are committed to delivering the best results in all areas of our work as stewards of the resources entrusted to our organisation.

We have an incredible network of supporters across the world. To achieve our goals, we need to: strengthen connections with the different expressions of Christian Aid across the world; connect the thousands of churches and supporters who give, act and pray; connect the organisations who partner with us to deliver innovative and effective solutions to eradicating poverty; and connect the many voices from every country where we are present to dismantle the systemic causes of poverty and amplify our desire for justice.

We are driven by a spirit of mutual accountability; our staff and partners deliver excellence because there is a sense of shared values, and a global understanding of how to build the agency of those suffering injustice. For the next seven years, we will work to achieving our commitments within this global strategy and hold ourselves accountable to affected communities for doing all we can.



Mother to Mother groups meet in Narok West, Kenya, to champion the use of healthcare facilities.

Our story

We have successfully provided practical support to meet the social and economic needs of the most vulnerable and marginalised; responded to the emergency needs of people and communities displaced by conflict and disasters; exposed and challenged the root causes of poverty; and supported the building of local agency. We have done so standing in solidarity with others across the world, alleviating suffering, saving lives and restoring dignity, and building a movement for justice for all.

Christian Aid's groundbreaking work began in 1945, when we were founded by British and Irish churches to help refugees following the Second World War. For more than 70 years, we have provided long-term development support and humanitarian relief for affected communities worldwide, while highlighting suffering, tackling injustice and championing people's rights.

These aims have always been central to our identity. Our history is marked by being there to support people in the long term. We have always understood that we must provide practical, long-term support to achieve sustainable development and help affected communities to be free from want and fear. Today, we deliver development and humanitarian programmes in over 37 countries, alongside more than 450 local, national and international partners.

We have supported communities affected by exclusion and extreme poverty: indigenous people in the Amazon, women and girls experiencing gender-based violence in Malawi, farmers in Kenya and Burundi. Through our contracts with major donors, we are often able to reach the most marginalised communities at even greater scale – for example our DFID funded PACS programme which ended in 2017 reached 9.6m socially excluded people through civil society organisations, empowering them to claim their rights. In all this, we have sought to make a deep, lasting difference to the lives of those in poverty.

Our history is also marked by being there before, during and after an emergency to save lives. We have been committed to locally led response since our formation. In recent years, this way of working has been recognised across the sector as critical in responding effectively to humanitarian crises. The leading role we have played in the Charter for Change movement is the most recent manifestation of this commitment. We have been at the forefront in developing innovative ways of working in emergencies and assisting communities by improving their emergency preparedness.

We have played a leading role in the development of accountability to affected populations over the past 10 years; this is central to our belief in putting the agency of people at the centre of our work. We were one of the first organisations to be certified by the Humanitarian Accountability Partnership and, more recently, in line with the Core Humanitarian Standards.

Over the past 20 years we have responded to countless disasters across the globe. This has included our largest-ever response - to the Asia Tsunami in 2004 which affected millions in India, Sri Lanka, Indonesia and Somalia. We provided immediate relief and followed this up with support for communities to recover and rebuild their lives. In Afghanistan after 9/11, we again provided immediate assistance, but also publicly challenged policies that deepened the plight of those caught

We have continually focused on the root causes of poverty in pursuit of justice and a fairer share of power

up in the conflict. In Haiti, following the devastating earthquake in 2010, our support was again both local and international: we were one of the first organisations to provide livelihood support to women street vendors, supporting them to provide food for people left homeless by the earthquake; we also campaigned to drop Haiti's international debt. Today, as part of the response to the Rohingya refugee crisis, we are site-managing Jamtoli camp, which shelters over 50,000 people.

Beyond our humanitarian response, we have continually focused on the root causes of poverty in pursuit of justice and a fairer share of power, opportunity and resources. Based on a strong analysis of power, we influence, help raise awareness, and campaign. We confront climate change and champion economic justice. And all the time we work with local partners on the ground to make a practical difference to the lives of new waves of refugees and internally displaced people locally, while campaigning and advocating for change globally. We have grown from strength to strength in our knowledge and expertise based on other groundbreaking work. This includes creating Side by Side, a global movement which influences debates and actions on gendered social norms and policy discussions at global, regional and national levels. We have been part of wider movements: the anti-apartheid movement, the Jubilee Debt Campaign, the Make Poverty History coalition and the global Climate Action Network, as well as exercising our voice to publicise the fact that developing countries lose more money through the tax evasion practices of large corporations than they receive through official aid. Key to our success and achievements has been the centrality of our partnership approach with local partners and affected communities. In defining problems, finding solutions, implementing change and speaking out on critical issues, we have walked side by side and stood together with local partners. This has gained us trust and respect: two essential ingredients if we are to grow together.

As a family of One Christian Aid, we have grown to include other entities, each an expression of Christian Aid in their own contexts. Our small family of linked



Eastern Ethiopia: Naima Jemal and husband Abdi Ahmed Bekher with their one-week-old son. The family received a loan from the Christian Aid-led BRACED project, to diversify their farming.

boards is not a grand design, but has emerged in response to practical and legal needs, fundraising opportunities, and the desire in some nations for more appropriate expressions of national organisation. The governance arrangements for Christian Aid Ireland, Inspiration Spain, Inspiration USA, Change Alliance, Christian Aid Kenya and Christian Aid Zimbabwe vary between independent entities and wholly owned subsidiaries. These members of One Christian Aid are part of the growth of the organisation and all contribute to deepening the impact of our work.

As proud as we are of what we have done, we are outraged by the horrific levels of inequality and injustice that still blight the world, especially the poorest who have been left behind. World leaders came together in 2015 in a shared commitment to 'leave no one behind', agreeing the Sustainable Development Goals and the Paris Agreement to fight climate change. This is a challenge to us all and we must do better. We must be better able to respond to the needs of poor and marginalised people, all who are unfairly discriminated against or face crises in their lives. We must do better at helping people find the agency that is the path to sustainable change. This document sets out our intent.

The world we want to see: our vision, mission and values

Our vision

Is a world where everyone has fullness of life; a life lived with dignity, free from poverty and need; where global resources are equitably shared and sustainably used; and where the voice and agency of the poor and marginalised are fully realised.

Our mission

Everyone is equal in the sight of God, yet we live in a world where the scandal of poverty, inequality and injustice persists. We act as a global movement of people to respond in practical ways to alleviate suffering; to expose and eradicate misuses of power; to provide humanitarian support in crises and emergencies; and to work for sustainable and long-lasting change.

We are a faith-based organisation, anchored in thousands of church congregations and a wide network of trusted partnerships with organisations across the world who hold the same values. We bear witness, amplifying the voice of the marginalised and using our global presence to create a movement of people who passionately champion dignity, equality and justice for all.

Our values

We were established as the international development agency for 41 sponsoring churches so that they and others 'could respond to Christ's command to care for all in need'. Our values are rooted in the deep and diverse Christian tradition which informs our belief in the inherent dignity and equality of every human being, that we are called to live in just and loving relationships with all people, and as stewards of God's creation.

Our faith in God, and in God's loving relationship with us, gives us confidence and hope that poverty can be ended, despite all that might stand in the way. It also gives cause to the core values, underpinned by love, that guide everything we do.

Our values

DIGNITY

Our belief that every human being is of equal worth and should be given the opportunity to realise their potential.



LOVE

Our cornerstone! Our motivation to love and care for others and Creation by standing alongside those who struggle against poverty, powerlessness and injustice.



JUSTICE

Our determination to empower communities and to challenge the structures and systems that create poverty and prevent people from rising out of it.



EQUALITY

Our conviction that all individuals and groups have the right to equality of voice, opportunity and outcomes.

Our analytical framework: poverty, power and prophetic voice

Today's world is complex, interconnected and multipolar. It is both more unified and more fragmented. To remain effective and relevant, Christian Aid must adapt to a new context in every part of the globe and reassess what are the main drivers of and solutions to poverty.

In our *Poverty Over* report 10 years ago, we wrote: 'Poverty is political. Rather than being an unhappy accident, it is caused by human structures and systems and of being excluded from decision making. As such, the solutions to poverty must be political too.' We still fundamentally agree with this. We understand that to achieve lasting political solutions, poverty and power and people's ability to speak against injustice must be tackled together. We are called to challenge the causes of poverty and to transform our world into a place where everyone can experience life in all its fullness.

We will see our work through the lens of our analytical framework. Poverty, power and prophetic voice are the three pillars of our understanding of how to address and eradicate poverty. They must be present across our portfolio of work at national level to ensure we are achieving sustainability as we stand together with our partners in delivering results.

Our understanding of poverty

For Christian Aid, poverty goes beyond economics. The poorest people and those hard to reach are not there by accident. It is because they lack power, often for more than one reason - whether because of their gender, race, caste, ethnicity, social status, disability, age or religion. This injustice robs people of their dignity, denies them access to their rights, access and control of resources, peace and a life of fulfilment. Extreme poverty renders them powerless, unrepresented, oppressed and vulnerable to harm and abuse, often on the grounds of gender, ethnicity and other aspects of identity. As a faith-based agency, we are shaped by a belief that all people have innate dignity and worth and

that poverty is a scandal because it deprives people of that dignity.

Our understanding of power

Being unable to meet basic material needs is a fundamental symptom of poverty, but it also has wider dimensions. Poverty is a lack of opportunity and power over one's own life and prospects, a lack of human dignity. Addressing poverty cannot limit itself to treating symptoms, important though that is. Real progress will be made when the systemic and

structural causes of poverty are challenged. Those in poverty must be supported to take power over the constraints they face; those in power must be held accountable.

Our understanding of the prophetic voice

The ability and commitment for people and communities to speak out against extreme poverty, inequality and injustice will be essential if the world is to fully address the immediate and long-term needs of affected communities and the structural and systemic causes of poverty. We and our partners will require courage of conviction to contribute to dismantling the oppressive structures that keep people suffering and that continue to excessively disrupt the world. As the post-war consensus falls away, as institutions that held the world together lose authority and we see the rise of populist nationalism, our mandate is to create a movement of people who will speak truth to power. We commit ourselves to focusing on people living in extreme poverty and prioritising a portfolio of activities that can deliver all three pillars of our analytical framework.

Poverty, power and prophetic voice are the three pillars of our understanding of how to address and eradicate poverty

The world as we see it

While more than 1 billion people have been able to lift themselves out of extreme poverty since 1990, more frequent natural and humanitarian crises, deepening inequalities and power imbalances mean that entrenched poverty remains.

Despite our progress, at least 800 million people will still be living in extreme poverty by 2030. Over half of these people will be in low-income and fragile countries. Among the trends and forces affecting vulnerable communities, the most relevant for our mission are these:

- Our global economy is hardwired to increase inequality and there are always people who are left behind. Earning over a certain amount does not guarantee access to education, consumption, and basic infrastructure. The biggest hurdles to achieving these outcomes are political.
- Climate change and conflict are causing further vulnerabilities and eroding the gains of past decades.
- The rise of social and political intolerance is reducing the agency of many individuals, organisations and communities, and negatively impacting the human rights – and, in particular, those of women – that are essential for every human being to enjoy and exercise.

Economic transformation

Economic growth is still heralded as the main mechanism for tackling poverty; but inequality is a growing trend, and it distorts the effect that growth once had.

People are escaping destitution, but reducing extreme poverty is not the same as eliminating poverty in all aspects of life, for everyone. Of the 800 million people expected to be living in extreme poverty by 2030, over half will be in Africa. Growth alone will not end their poverty.

The world has over 2,000 billionaires,¹ and gains a new one every few days. This ‘billionaire boom’ is a sign not of a thriving economy, but of a failing economic system. We have crossed the limit of “acceptable” inequality in most countries. Rising incomes do not benefit everyone. The top 10% is clearly getting the lion’s share of income growth; as their power grows, the agency of marginalised groups is diminished.

We want to see equitable and sustainable expansion, and to ensure that growing South-South interaction

benefits everyone. Current global rules enable a few powerful firms to capture an ever-larger share of value-added, at a massive cost to economies, workers and the environment. We want an alternative model based on dignity, equality and justice. It must unlock economic opportunities through the right kinds of enterprise support at community level. It must also expose the power dynamics that allow the elite to influence economic goals and direct large private capital.

Climate change

Acting on climate change is urgent. We already know that climate change is hitting the poorest first and hardest, reversing development gains of the past few decades. The World Bank estimates that climate change could push more than 100 million people into poverty by 2030. The latest scientific evidence shows that the future risks will be much greater unless we avert them. It shows the need to act with even greater urgency to halt both the causes and consequences of climate change in a way that reduces poverty and inequality.

¹ Forbes Magazine, March 2018.



Christian Aid site-manages Jamtoli Camp in Bangladesh, helping to ensure food, clean water, safe shelter and medical care for the Rohingya people fleeing violence in Myanmar.

Conflict and displacement

Conflict and violence have been increasing. In 2016, more countries experienced violent conflict than at any time in nearly 30 years. If current trends persist, by 2030 more than half of the world's poor will be living in countries affected by high levels of violence¹. Much of this is due to reoccurring violence and protracted conflicts, increasingly carried out by non-state actors. The human cost of conflict has also increased in the past 10 years. A record number of people have been forcibly displaced by conflict or violence: approximately 65.6 million people in 2016, compared to 39.5 million in 2006. Without an explicit focus on peace, and without an explicit acknowledgement that humanitarian peace-building and long-term development are interconnected, there can be no sustainable development.

Social and political intolerance

We are witnessing an increasing retrenchment into regressive political attitudes across the world, including a rise in nationalism and populism, sometimes

bolstered by religious groups and institutions. Some of these are responses to continuing global inequality, but offering false solutions. This is a major concern to us, as it threatens to undo many of the gains made over the past one hundred years, including gains on gender justice, civil liberties and human rights.

- Women continue to bear the brunt of extreme poverty, violence and multiple vulnerabilities. Our poverty, power and voice analysis shows that the use of social, religious, political and economic power structures, systems, norms and practices continues to undermine the recognition of women as being equal. Moreover, discrimination or subordination on the basis of gender is a global issue that is negatively affecting the social, political and economic development of every country in the world. Ensuring gender justice for all is an essential condition for sustainable development globally and locally, and for dignity, equality and justice for all.
- Multilateralism is increasingly contested and strained. The global norms and institutions that

¹ OECD (Organisation for Economic Co-operation and Development). 2015. *States of Fragility 2015: Meeting Post-2015 Ambitions*. Paris: OECD.

Ensuring gender justice for all is an essential condition for sustainable development globally and locally

have defended and promoted international cooperation – the operating environment for Christian Aid’s 70 years – are under threat. “Progressive” governments pay lip service to their outrage but are reluctant to impose sanctions or take decisive action. Though these systems have not always been effective, democratic or progressive, it seems they are being replaced not by more universal institutions but by greater competition, conflict and retrenchment into nationalism. Global and regional institutions intended to establish justice and peace and end impunity are failing too often.

- Governments have a vital role to play in ensuring development and protecting the rights of all citizens but are often captured by vested interests and promote policies which favour some and penalise others. States are failing to adhere to international humanitarian law and human rights law, discriminating against displaced people and refugees, and are over-emphasising security in place of peace.
- Multinational companies and ultra-wealthy individuals are often more powerful than governments in many places. This power imbalance degrades conditions especially for vulnerable workers, allows systematic abuses of taxation and even human rights violations by companies, and thrives on the continued secrecy of offshore financial centres.
- The independence, voice and vibrancy of civil society is under increasing threat. Since 2012, over 120 restrictive laws have been passed in over 60 countries in all parts of the world. New laws also specifically seek to restrict the activity of INGOs, international governments and global civil society. There has been a particular backlash against women human rights defenders. The suppression of dissent is clearly not a new phenomenon. But for the most of the last 70 years, the global trend has been towards articulating, defending and promoting freedom of speech and association as global norms, and setting up



West Kandi, Bangladesh, November 2014: Ashari is a village organisation that works to stop gender discrimination

bodies to hold governments to account in this regard. Now, the trend seems to have turned in the opposite direction.

- New trends over the last decade suggest rapidly changing expressions of religion across Africa, Asia and the Middle East, Latin America and the Caribbean, while an increasing number of people in the UK and Europe identify themselves as having no religion. With non-traditional structures and governance mechanisms that are localised and more contextual, these new waves of religious expression range from the most radical and conservative to the most dynamic and expanding movements. In some cases, these new religious expressions are aligning with national and ethnic assertions to create an environment where extremism can flourish, fuelling violence and conflict. Progressive faith voices work hard to counter this trend and articulate faith based on principles of tolerance, inclusion and justice.
- The pre-existing networks and greater financial autonomy of faith-based actors give them greater

States are failing to adhere to international humanitarian law... and are over-emphasising security in place of peace.



February 2017: Refugees in the unofficial Obrenovac camp outside Belgrade fear they'll be sent home if they go to Serbia's official camps.

ability to speak out and leverage wider influence. However, faith-based actors are viewed with suspicion in some areas for their links to religious conservatism and even terrorism. Faith actors continue to play a regressive role in some social forces.

- With crises becoming more complex and resistance to outside interference more common, INGOs have less access and local acceptance, while local organisations have been able to maintain access even in challenging environments, are better adapted to the context and remain in the country for the long term.

Despite these challenges, individuals and communities continue to rise up to speak against injustice, and advocate for the dignity of those whose voice has been silenced and who live in despair. Movements such as #MeToo, which challenged impunity for sexual harassment, have

become a symbol of people exercising their voice to challenge systems and practices that exploit power. Beyond people's rediscovery of their voice, we have seen some resilience emerging, even in multilateralism. Only in 2015-16, unprecedented heights were reached in global collaboration, with the Sustainable Development Goals, the Paris Agreement and the Grand Bargain being agreed by the majority of countries – a recognition of the need to protect our common home and ensure that no one is left behind.

The situation looks challenging and discouraging, but the spirit of the people cannot be completely broken. If we together challenge the power structures and root causes of extreme poverty, build local and collective agency, and grow using our shared resources in a responsible way, then we shall preserve the future for the coming generations.

Delivering hope, building a movement

While we believe the situation is grave, our message is ultimately one of hope.

We have learned from our programming, our policy and advocacy work, and from our relationships with those who support our work. To bring about sustainable change, we need to act as a movement of people, partners and communities with shared values and aspirations for dignity, equality and justice for all. We have also learned that the next phase of our development requires us to respond effectively to tackle challenges and respond sustainably to opportunities. We must remain grounded in the lived realities of people and communities facing inequality and injustice based on factors such as gender, race, caste, displacement and extreme poverty. That is the only way we will tackle inequality, reach the hardest to reach, and ensure we leave no one behind.

We have an incredible network of supporters across the world, and the total of all our actions is greater than the sum of our parts. To achieve our goals, we need to stand with all our partners and supporters throughout the world - people and organisations of all faiths and none, who share our values and a desire to act with the same courageous hope and conviction. We can harness the opportunities that the digital era provides, as well as the practical actions that people perform on the ground, to build relationships and connections to bring about transformational change.

To bring about sustainable change, we need to act as a movement of people, partners and communities

We need to:

- strengthen connections with the different expressions of Christian Aid across the world
- connect the thousands of churches and supporters who give, act and pray in Britain and Ireland
- connect the organisations who partner with us to deliver innovative and effective solutions to eradicating poverty
- connect the many voices from every country where we are present to dismantle the systemic causes of poverty and amplify our desire for justice.

This is how we will build a movement which stands together for dignity, equality and justice.

We see these efforts as essential. Building this movement is both the means

and the end. Through it, we will create a platform strong enough for our message of hope to translate into the change we want to see. We will work deliberately to connect all aspects of our work and the people engaged through it, helping them find a place in the movement so that they simultaneously add to and gain strength from their involvement in a collective pursuit of justice.

Using our three pillars, we will therefore:

- reach those most in need - **Poverty**
- address the root causes of poverty - **Power**
- speak truth to power and build local and collective agency - **Prophetic voice**.

Our approach: how we pursue dignity, equality and justice for all

The difference we make

Christian Aid's desire for justice places the rights, needs and hopes of others on a level with our own. We partner with communities, local actors, churches, supporters and donors to tackle inequality in all its forms and to respond to humanitarian needs. Our partnerships focus on ensuring that affected populations are actively included as agents of their own development. We add the knowledge, expertise and experience, convening the power and voice

needed to dismantle the structural and systemic causes of the injustice of poverty and build people's agency. We focus on dismantling root causes to achieve economic, gender and climate justice in our lifetime. Underpinning our work is our commitment to stewardship, learning and mutual accountability, striving always to understand and adapt to the practical needs and hopes of those we support and who support us. This is how we put God's love into action.

Illustrating our approach in action: helping people become active agents of change in their communities

SABI (Strengthening community-led accountability to improve service delivery in Sierra Leone) is a four-year, citizen-led accountability programme funded by UK aid and implemented by a consortium of leading international and Sierra Leonean partners, led by Christian Aid. Across every district of the country, SABI aims to strengthen community-led accountability, increasing awareness of, and demand for, the delivery of basic services – including health, education and social protection.

The programme builds relationships between citizens and state, with gender equality, human rights and social inclusion at its heart. SABI helps vulnerable and excluded groups to develop skills and provides other support they need to become active agents of change in their communities.

A fundamental component of SABI is gathering evidence of Sierra Leoneans' experiences of health, education, social protection services through countrywide surveys. Young volunteer data collectors, comprehensively trained by SABI partner Restless Development, used mobile phones to collect data from 594 communities – more than 45,000 submissions. The result is a unique, groundbreaking and historic dataset, unprecedented in scale and scope in Sierra Leone.

Lara Taylor-Pearce, Sierra Leone's Auditor General, speaking at the official launch of the survey report in 2018, said: 'Citizens need to hold providers of services to account. This can only happen when the information used by such providers is easily accessible.

'The simple fact that the information in the report has come directly from the people on the ground, it is bound to have an impact.'

Ms Taylor-Pearce called on ministries covering issues identified in the document to be engaged around the survey's findings and 'work together for an accountable and transparent Sierra Leone'.

'There are many areas of concern to the citizens, and these areas need to be given significant attention in order to move our country forward. It is clear that we are all eager to live better lives and get the best possible services available in the country.'

The SABI dataset presents a national picture of where the needs are greatest – in which services, in which geographic areas. Our dataset is a case for change and a case for prioritisation, to which communities can hold political leaders to account.

How we make this difference

Our approach to making a difference is core to our identity and ensures that human development takes place within a sustainable framework, unleashing the agency of people, communities and networks to become agents of their own development.

Believing that everyone is equal in the sight of God, we work in partnership with others, of all faiths or none, who are committed to tackling the injustice of poverty and share Christian Aid's commitment to dignity, equality and justice for all.

- Christian Aid's approach to partnership underpins everything we do. We facilitate the agency of partners and their communities so that they can realise their full potential.
- Working with and alongside churches, we strive to connect supporters and affected populations in a shared endeavour to realise our collective vision of transformational change.
- We bring a deep understanding of root causes, based on listening to those on the margins.
- We build and support a movement for justice in solidarity with partners and affected communities that is mutual and relational.
- We focus on actions designed to bring about long-term change and sustainable impact.
- We stand in solidarity with, learn from and promote the agency of organisations and people globally, particularly those living in extreme poverty and those who have been left behind. Through our relationships, we seek to change and be changed in our pursuit of dignity, equality and justice for all.



"Rediscovering Justice": Chief Executive Amanda Khozi Mukwashi speaks at a service to commemorate Dr Martin Luther King.

Standing in solidarity with our partners means that we seek to exercise our prophetic voice to challenge the systems and structures that perpetuate injustice and poverty.

- We speak truth to power, challenging, exposing and calling out injustice globally, according to our shared analysis of each context. Working with and alongside churches, we strive to connect supporters and affected populations in a shared endeavour to realise our collective vision of transformational change.
- We connect into wider movements for collective action to amplify our voices and achieve more impact from our shared efforts.
- We bear witness to a kingdom of love, justice and dignity, offering a vision of hope to help build a movement for change.
- We act to help affected people become the central agents in their own change.
- We amplify voices using our global reach and speaking from values.

In response to practical need and reflecting our continuous learning from our work at local, regional and global levels, we use methodologies that help to systematically tackle the causes of injustice, unleash people's agency and work for a sustainable future.

- We strive to build on the knowledge, capabilities and agency of our partners (from civil society and private sector organisations, governments and community networks).
- We provide the resources needed to enable partners to innovate, discover and accelerate solutions in ways that are adapted to need and context.
- We work in the most complex and vulnerable contexts, including where others are reluctant to go, and in response to emergency needs resulting from natural disasters, conflict and other calamities.
- We respond to humanitarian needs of people of all faiths and none.
- By working through partners and individuals, we pave the way for connections and networks that leverage available resources to achieve the best and most sustainable impact.



“I have a passion to see people healed from bad memories”: Father Alberto Franco, from our partner the Inter-Church Commission for Justice and Peace, helps communities displaced by Colombia's internal conflicts to live with dignity.

Driven by a spirit of mutual accountability, staff and partners deliver excellence because there is a sense of shared values, and a global understanding of how to build the agency of those suffering injustice.

- Our strength comes from being a global organisation, present in many countries, connecting in multiple ways across country borders and continents while working in complementary ways to reinforce and strengthen each other's practices. We honour our relationships by providing systems that are clear, transparent and straightforward to enable our colleagues and partners to make and execute the decisions required to deliver change.
- We recognise our responsibility to use wisely the resources entrusted to us by the efforts of people in churches, communities and other organisations who seek to put their faith into practice.
- We use our global presence to embed stewardship, learning and mutual accountability
- We strive to measure what is important in truly assessing our achievements - namely, our contribution to creating agency where it is needed, meeting people at their point of need and removing the root causes of inequality and injustice.

Our results, impact and accountability

Christian Aid bridges the gap between our humanitarian, long-term development, advocacy and campaigning work, and recognises that we work at different scales and levels: household, local community, district, national, regional and global. All these levels are intricately linked and influence how communities and individuals experience poverty and injustice. The three pillars of our **analytical framework** – poverty, power and prophetic voice – will be the parameters within which we choose who to work with, and what to work on.

To ensure that we are realising our vision and using our analytical framework to make the best choices, we need a **global results framework**. This will help all parts of Christian Aid to capture the difference we make, our collective learning and results, and to hold ourselves accountable to each other and our partners. This framework is illustrated on the next page.

Our results framework ensures that we are consistent in understanding how change happens and what success looks like. It enables us to learn and, where needed, to correct our course and improve. This ensures that our programming is holistic, adaptive and integrated, allowing for continuous engagement with affected communities and local partners. In addition, we will need to develop **programmatic results frameworks** and each of these frameworks will contribute to our global results. This enables the effective interlinkage of activities across the organisation, strengthening our ability to contextualise efforts to local need while remaining mindful of global situations and needs.

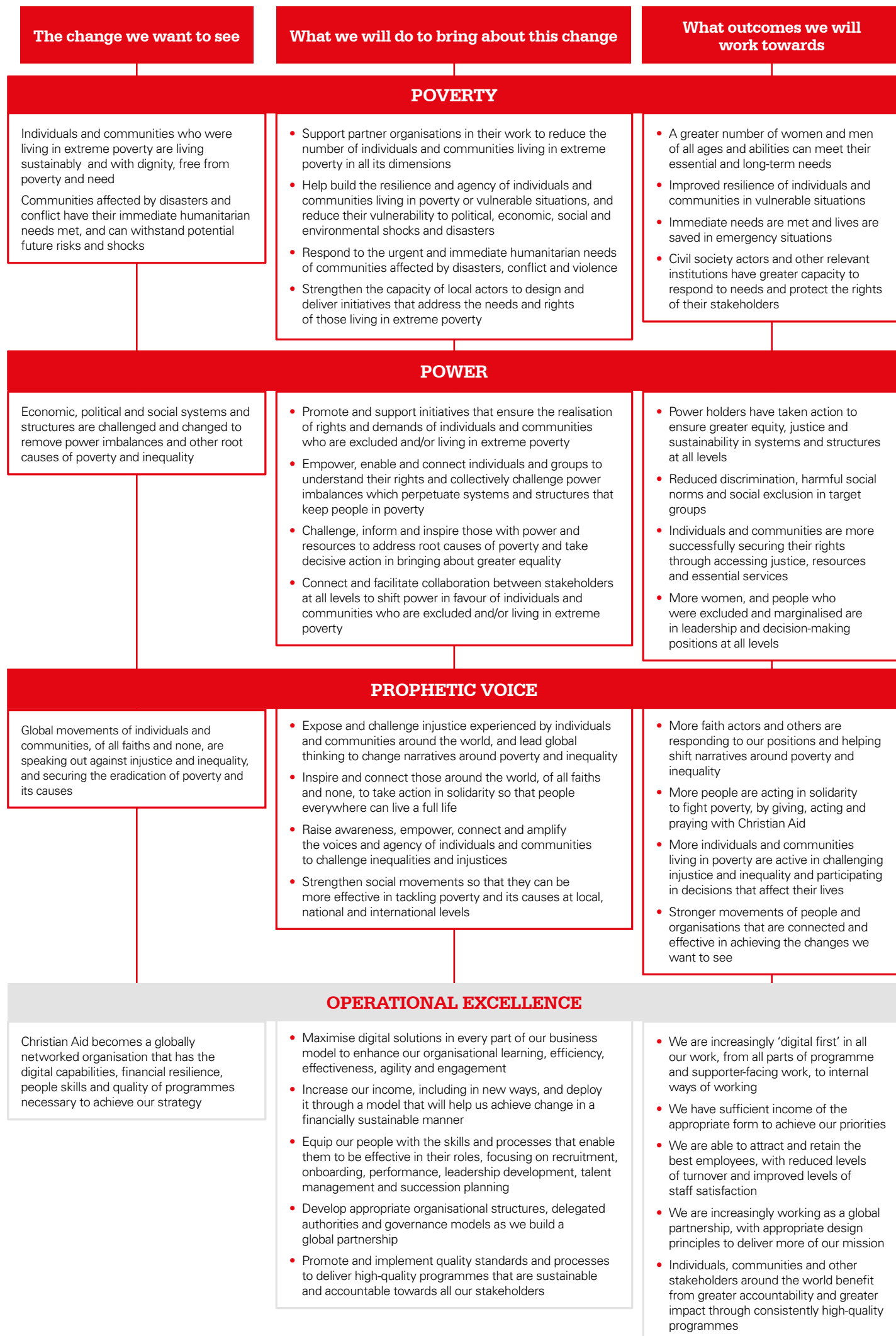
Our intention is to be driven by impact, be mutually accountable across the organisation and with our partners, while reflecting our distinctive approach and our commitment to working in solidarity with our partners in the interest of systemic and sustainable change.

Our results contribute to global development frameworks

Our work connects and contributes to the Sustainable Development Goals: the current global framework to end poverty, inequality and injustice as well as to safeguard the planet for ourselves and future generations. The SDGs are interconnected and interdependent, and in many different contexts our programmes will reflect this connectedness. We are clear that our analytical framework focuses on those in extreme poverty, on those structural and systemic causes of poverty and on ensuring that affected communities have the voice and agency to bring about transformation.

This ensures we remain true to our strategic focus on poverty and the structures and systems that perpetuate it, and continue to provide immediate relief to emergency needs. It also enables us to make the transition from humanitarian to long-term development in a holistic manner.

Global Results Framework



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