

Annual Review Summary 20/21



For the year ended
31 March 2021

**no one
beyond reach**

Joint letter from the Chair and the Director



When we wrote our annual report this time last year, who would have known that one year later we would still be in different stages of lockdown, so many communities reeling from the impact of COVID-19?

For the majority of the communities in which our local partners work, day-to-day living is a struggle due to conflict, injustice and changing climate. COVID-19 has just compounded an already fragile existence. It would be easy to despair and to fear. Yet there is hope. For CAFOD this hope has been found in new ways of connecting to one another and new ways of supporting communities in action.

This summary review outlines how we have worked to protect communities against COVID-19, but not only that. Thanks to the sterling work of our staff and our overseas partners, we have adapted to maintain our core work and we can report on many other achievements. We are encouraged by the efforts and dedication of our 3,755 volunteers who even during the most difficult moments of lockdown found ways to support CAFOD.

This year we were thankful to record income of £52.4m, of which £36.4m came from the steadfast support of the Catholic community in England and Wales. It is an honour to have received this level of support during such a difficult year for all.

Looking forward, the UK hosting the G7 Summit and the COP26 makes 2021 a year of opportunity. CAFOD will continue to live out our values by focusing on climate justice, healing and a green recovery for our communities, partners and for global institutions.

As an organisation rooted in the values of dignity and solidarity, we believe that amplifying the voices of those who are often left behind is not only individually empowering, but it also strengthens communities and their confidence to influence decisions collectively. Within CAFOD, trustees and staff alike, have been working to address discrimination and taking positive efforts to embed a safe and inclusive working culture and become an anti-racist organisation, which is a reflection of catholic values.

Last year, we set ourselves to inspire a younger, more diverse audience, with the added challenge of bringing that inspiration into virtual spaces. Our teams redoubled their efforts to work more collaboratively so that the messaging in our campaigns, communications and fundraising reflects clearly how we all can contribute to alleviate the cry of the poor and the cry of the earth and work for a more equitable world.

Hope transforms despair, feeds love and fuels our work. We remain privileged to be your agency and as we approach our 60th Anniversary year in 2022 we will continue to build on the legacy of our founding mothers, acting from the conviction that no one is beyond reach of the love of God.

God bless,

The Right Reverend John Arnold
Bishop of Salford and CAFOD
Chair of Trustees

Christine Allen
CAFOD Director

A global response to a global crisis

CAFOD had not coordinated a global humanitarian response since the AIDS crisis in the late 1980s and the scale of the coronavirus response is such that we had to put in place dedicated systems to gather data, monitor trends and coordinate responses, especially during the first months. We adapted our plans and ways of working swiftly because our partners, who are the ones delivering the response in most cases, were in need of support too. The coronavirus funds so generously raised by our volunteers and supporters have contributed towards awareness campaigns to combat misinformation, provide soap, clean water, face masks, PPE for health professionals, psycho-social training for priests and hospital chaplains, oxygen tanks, health interventions in areas with compromised healthcare provisions, food baskets, enhanced IT capacity for our partners and more. With over £7m received from our Coronavirus Appeal and institutional donors so far, and over £2m of our own core funds repurposed, CAFOD is supporting partners in 35 countries to respond or adapt to the challenges of the coronavirus crisis. Here's a glimpse on the scale of our global reach:

Information

15,039,200



people received information on prevention and treatment of coronavirus via radio, public announcements, pamphlets, and other media.

3,225



community volunteers spread awareness locally.

Supplies



480,500

people have access to sanitation and hygiene necessities.



37,669

healthcare workers were provided with PPE.



16,017

households received food and other emergency supplies.



5,548

households received cash to help them meet their basic needs.

Capacity



1,087

clinical staff and community health workers were trained in management of coronavirus responses.

Agency



25

partners conducted COVID-19 related advocacy towards national authorities or international bodies.



30

partners coordinated directly with their governments on their COVID-19 responses.



5,947

questions, clarifications and concerns were received through our partners' established feedback mechanisms.

We live our values

Our four core values guide us to make commitments and set objectives that reflect the change we want to see in the world and in ourselves. This year, together with our local partners and thanks to the generous support of the Catholic community of England and Wales, we have been able to safely carry on our transformative work. Our shared achievements are illustrated throughout this report, starting from our four values:



Hope...

...transforms despair, feeds love and fuels our work. On 12 December 2020, the UK Government announced an end to funding fossil fuels overseas with effect from 31 March 2021. This was the result of many years of research and advocacy to change a narrative that justified the development of coal, oil and gas as a necessary means for tackling poverty, when it is in fact one of the factors causing our current climate crisis and driving poverty, especially in the Global South. We hold on to this sign of hope while we continue to put pressure on our leaders, so they remove ambiguities and set a precedent for the rest of the world.



Compassion...

...draws us near to those in need, compels us to act and to stand with them as equals. On 4 August 2020, a blast devastated the streets of Beirut and left thousands without food and shelter. While our supporters in England and Wales got involved through acts of prayer and generous donations, our partner Caritas Lebanon started distributing aid only hours after the incident. Another CAFOD partner, House of Peace, developed a "self-care hub" linking front-line responders to psychosocial support. This response is directly linked to our ongoing commitment to peacebuilding work in Lebanon and recognises that staff too need holistic support and protection.



Dignity...

...is intrinsic to every person. Added to their already precarious situation, Indigenous peoples in Brazil, particularly children and the elderly, were disproportionately affected by coronavirus. In early 2021, CAFOD supported two emergency COVID projects in the Amazon: one to support the self-isolation of 31 Ye'kuana and Sanoma communities in Yanomami land, and the other to distribute 160 rechargeable oxygen tanks to hospitals in hard-to-reach municipalities in Amazonas state. Throughout 2020-21, our partners continued to respond to the COVID emergency, ensuring indigenous communities had health information in local languages, helping them establish sanitary barriers to minimise the spread of the virus in their territories, and distributing emergency food supplies to vulnerable families.



Solidarity...

...is rooted in our belief in community and our preferential option for the poor and oppressed. Last year, our supporters were unable to gather in person for church activities, they were affected by school closures and reduced childcare, and like everybody, they were facing great uncertainty. Despite the challenging circumstances, the response to our Coronavirus Appeal was astonishing. At CAFOD, we value every single act of solidarity and we send our gratitude to the 97,415 individuals who got involved in our work by giving or campaigning... and we can only imagine how many more joined in prayer. Thank you – together, we are making a difference!



We are a member of Caritas Internationalis, a global Church network with presence in 165 countries and trusted even in the hardest-to-reach, regions and communities regardless of religion.

Working in partnership

The majority of CAFOD's charitable work is carried out by making grants to partner organisations, which are made within long-term mutually agreed strategies. Through our partnership model and our grant-making criteria, we ensure that vital aid and funds reach those who need it the most. We work with a wide range of partners of different sizes and capabilities. Around two thirds are Catholic, some are faith-based of other denominations, and some are secular, but we all share a commitment to transforming the lives of the poorest and supporting the earth to thrive.

In 2020, we received our full Core Humanitarian Standards certification, which recognised "our strengths in collaborating with organisations at all levels and our ambition in supporting partners' unique assets and advocacy voices". We are committed to supporting our partners to grow their own technical capacity and to share their and our learning so that, together, we can make a bigger, long-lasting impact. These are but some examples of who our partners are and the kind of work they do with our support:



Ovibashi Karmi Unnayan Program (OKUP) is a grassroots migrant organisation in Bangladesh, running a three-year project, funded by CAFOD, entitled "Empowerment of Women and Girl Migrant Workers, Communities and Key Institutions to Protect and Promote Migrant Workers' Rights and Access to Justice". It reaches women and girl migrant workers to help them become more resilient, to unite strongly against unsafe migration, trafficking, and exploitation, and to advocate for improved institutional justice mechanisms that protect their rights. CAFOD's support to OKUP has helped to document 480 cases of abuse and exploitation of female migrant workers and helped 39 women get over £9,000 in compensation through various justice mechanisms.



In Democratic Republic of Congo **Caritas Goma, Caritas Bukavu, the Archdiocese of Bukavu** and **Centre Olame** have collaborated with CAFOD to implement software to improve the management of Savings and Internal Lending Community (SILC) groups. In the Archdiocese of Goma and its surroundings, these micro-finance groups are delivering multiple benefits such as increasing access to savings and growing successful small businesses, and are contributing to reduce poverty for 1,050 families.

Our partnership model does not end with grant-making. We foster dialogue with and between our partners, for example, by supporting peer learning and exchange. Our Safe, Accessible, Dignified and Inclusive (SADI) programming framework sets the parameters to help us maintain important conversations about safeguarding through training materials and other tools, so we can assess potential gaps and provide support. Last year, we achieved our target of completing safeguarding profiles for all local partner organisations. We did so through a collaborative approach that allows us to adapt to the needs of our partners while staying transparent and accountable.



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An extraordinary network...

We are part of a global community with the potential to reach everyone; working together to promote positive change. Supporters, partners, staff, volunteers, and communities – we all believe everyone around the world can and should flourish.



Communities – Cyclone Idai in 2019 had devastating effects for the people of rural Zimbabwe. CAFOD and Caritas Harare have been working since then to help communities in the Chikomba District recover and rebuild their lives. Local experts trained 50 volunteer Village Health Workers to conduct sanitation awareness campaigns going door-to-door and addressing public gatherings, as well as supporting communities to form health clubs. The volunteers identified the most at risk, excluded groups, such as people with hearing impairments. Clara Shoniwa, pictured alongside, is a volunteer from Mukoroyi village who took it upon herself to ensure that deaf villagers were included. She communicated through improvised sign language and worked together with the deaf community of Mukoroyi to stage demonstrations, educate, raise awareness, and empower more people in the village.



Supporters – Last Christmas, CAFOD supporters from across England and Wales sent their messages of solidarity to the brave defenders that protect their land from mining, logging and illegal settlement in places like Brazil, Colombia, Uganda, DRC or the Occupied Palestinian Territory. These defenders protect half of the world's land, defend water, glaciers, and rainforests. And it's not just the environment. Brave individuals and communities risk everything to speak up for peace and human rights too. The CAFOD Campaigns Team collected and forwarded 2,000 messages of encouragement enclosed in Christmas cards. Thank you to everyone who took the time to write and translate a message and who showed our brothers and sisters that they're not alone in their fight.



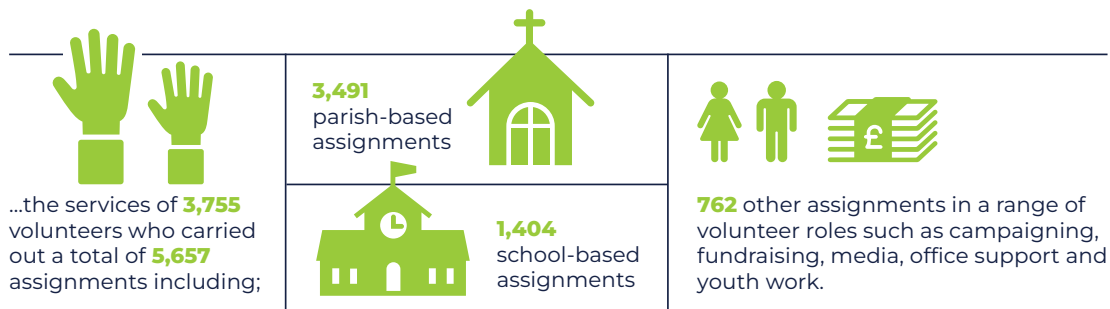
Organisations – Collaboration with religious associations runs deep in CAFOD's history and continues to be an important part of our Catholic identity. As we start preparing for the celebrations of CAFOD's 60th Anniversary, it is an honour to work closely with the National Board of Catholic Women (NBCW), the Union of Catholic Mothers and the Catholic Women's League, joining our voices to stand up for climate justice and supporting women's empowerment. Many members of associations like NBCW have been familiar with our mission since their childhood; solidarity is something they learnt from their mothers and now instil in their daughters. We are looking forward to seeing the impact that this collaboration can achieve, and to continue to bring NBCW closer to the partners and communities they support.



Dedicated staff – Nelly Shonko joined CAFOD in 2001 and is based in the Nairobi office, in Kenya. She has had different roles over the past 20 year and now, as Programme Manager for East Africa, she supports our partners in Kenya and Uganda. She told us that in her job she works closely with partners, which gives her the opportunity to act as a mentor. She also works closely with communities and has seen positive shifts happening in people's lives over the year. More recently, Nelly received her coronavirus vaccination thanks to a freezer from a project funded by CAFOD and the EU, accessible to rural communities in Kajiado county (Kenya). She told us how exciting it was to see that a project funded years ago was still serving communities. Thank you, Nelly, for all you do for our partners and the peoples of rural East Africa.

... inspired by extraordinary volunteers

We are grateful to all our volunteers who kept up their activities with CAFOD even during the hardest moments of lockdown, to those who joined us this year and found their niche in online volunteering, and to everybody who has kept in touch to tell us that they can't wait to resume volunteering in person. In 20/21, we relied on...



All CAFOD volunteers put their faith into action in different ways. Regardless of whether they volunteer at a school, help co-ordinate campaigns in their parish, or take part in youth mobilisation, their commitment and enthusiasm add unquantifiable value to our work. This year, we highlight the wonderful support of our Children's Liturgy presenters, who have brought together 797 families from across England and Wales and helped them celebrate liturgy from home.



Lola Ornato

A midwife and mum to three children- is a catechist in her parish in Forest Hill, in London. CAFOD's Children Liturgy was the perfect opportunity for her to keep talking about faith with young people during the pandemic. "You build up on your faith a lot more as you do this, there's nothing worse than a child asking you a question that you just cannot answer! It keeps you on your toes and make you reflect on what you believe in and how you were brought up. So I think it's a really good thing for parents to get involved in."



Maggie McWilliams

A teacher and, like Lola, she has three children. She teaches Business, History and R.E. in her local secondary school in Truro, Cornwall, and is also a fencing coach. "I was a Children's Liturgy volunteer at my own parish and the idea of continuing that and having that action in my faith was an important thing," she says. "I'd always been a Catechist in my parish for confirmation and doing the Children's Liturgy, and it was really nice to do something that meant I can be involved in something to feel part of that wider community, when at the time people were feeling quite isolated."



Jennifer Sayer

A student from York. She started volunteering at her church two years ago and joined CAFOD as a volunteer in November 2020. The presenters work in rotas to come up with ideas for activities and hymns that can be sung online. Her favourite part is reflecting on the Gospel and hearing thoughts and ideas from both parents and children. "I'd like to say a huge thank you to everyone who participates in projects for CAFOD. It really wouldn't be possible without every single one of you, and what you do is incredibly valuable and allows me to participate in the things I love!"

On last year's plans we reiterated our pledge to remain focused on our new strategy and respond to the challenges set in *Laudato Si'*. It has been a demanding year but, thanks to the unshakable trust of our supporters and partners, we have been able to carry on with our agenda for change. Our commitments are...

Achieving positive impacts for people, communities and the environment

Pope Francis introduces us to the notion of an 'Integral Ecology' where everything is connected and where the good of people and the good of the earth are inseparable. Our work to fully embed this holistic approach into our programmes continues as we develop our Integral Ecology Programme Model. However, some of our projects already show how impact is maximised when the good of people and the good of the earth are both taken into account.

One way of achieving this positive impact is through the development of small enterprises, which requires relatively small grants but a patient, bespoke approach that understands the context in which these entrepreneurs from disadvantaged communities live and the challenges they face. Incorporating an environmental lens into our enterprise development work allows us to have impact on multiple levels by helping communities set up small businesses that are commercially viable, socially advantageous and environmentally friendly. The work in Central America with women beekeepers immediately stands out as exemplary. In both Nicaragua and El Salvador our partners ASOMUPRO and CVX are supporting women-led beekeeping enterprises. Traditionally, beekeeping has been men's work, but the women have embraced it with passion because it has offered them an opportunity to be united in their entrepreneurial efforts and is a valuable skill that they can pass on to the next generation of young women. The impact of this project, however, is not only breaking moulds around gender roles, it is also a way in which the local communities are supporting themselves and their natural environment. The beekeeping associations in Central America have initiated their own community level campaigns to inform local farmers about the negative impacts of chemicals on the environment and bees in particular, who have a critical role as pollinators. They also initiated reforestation efforts to increase melliferous tree species which not only help them produce more honey, but also support the environment.

For us at CAFOD, it is an honour to learn from our partners around the world who have first-hand experience of the needs of the local communities, to work out solutions together that are efficient and environmentally friendly, and to bring our supporters along with us in this journey of transformation.





Amplifying local voice, agency and leadership

We value all individuals, communities and local organisations as agents of change and uphold a preferential option for the poor and oppressed. As an organisation rooted in the values of dignity and solidarity, we believe that amplifying the voices of those who are often left behind is not only empowering at the individual level, but that it also strengthens communities and their confidence to influence decisions collectively.

The Putting Children First (PCF) project in Zimbabwe, funded by CAFOD and Caritas Australia and implemented by three local partners, catalyses local agency and leadership on issues of child protection in places where feedback mechanisms are deficient or non-existing. For example, with a population of over 65,000 people aged 10-24, Hopley has only one school and it is over-enrolled, which means that safeguarding incidents fall through the net and affected children go unnoticed or are driven out of education. There were no established processes for communities to feed back or raise concerns with the respective ministry. Our partners trained the community to develop a community score card as a participatory way to gather evidence that can be used to hold the relevant government officers accountable. After gathering the information, the community organised a team to meet with the District Officer for Education to present the issues and recommendations. This was the first time that the District Officer met with community representatives and the outcome was very positive because, after seeing the staggering evidence, an upgrade of the school was initiated. Now, the Ministry of Local Government has also been involved to repossess the additional school land, which had been illegally appropriated for commercial use, and regular dialogue forums with the Ministry of Education and other service delivery ministries have been established with agreed plans to jointly track quality service improvements in the area.

Around the world, some of the most vulnerable and excluded people need to make their voices heard. Thanks to the generosity of the Catholic community of England and Wales, CAFOD can help them overcome barriers and grow stronger so that together we can keep working for the common good.

Creating a culture of Encounter for Transformative Change

Last year, we set ourselves the goal of inspiring a younger, more diverse audience. We found innovative ways of sharing our partners' stories; to walk alongside our supporters in the journey of uncovering the interconnected causes of poverty and inequality. Joining the dots between the climate crisis and poverty is one of the first steps we have taken towards this aim and it is clearly reflected in our Walk for Water challenge for Lent 2021.

Abdella's story inspired thousands of supporters in England and Wales not just to raise funds, but to reflect on how the scarcity of this resource, so important for our health, is exacerbated by pollution, droughts, and climate change. The "Water of Life" National School Assembly and other webinars also sparked conversations about the indiscriminate exploitation of natural resources and its impact on the lives of vulnerable people around the world.

We have been amazed by all the heartfelt feedback, contributions and generous donations we have received.



Pat Bishop from Dorset, walked 500 steps a day during Lent to celebrate her 100th birthday and raise funds for those who need it the most. Her family helped her keep a log of steps online and upload pictures and she was even interviewed by ITV News. Like our very own Captain Tom, she inspires us to do more and better with every step she takes.



Fr Dominic, the parish priest at St Bede's, in Basingstoke, took part in the challenge inspired by his own experience of walking long distances to fetch water during his school days in Nigeria. In a blog post, he told us of his own visit to Ethiopia as a priest and how potable water there is like gold.



The students and staff of St Leonard's Sixth Form, in Durham, recorded their own version of the song "I'm Gonna Be (500 Miles)" by The Proclaimers (including a music video of them walking in the snow!) to raise awareness and funds for people who can't take water for granted. It was also a great exercise to inspire the students to work together for a good cause during lockdown.

We are looking forward to more opportunities to mobilise our networks constructively, engaging in dialogues that address the causes of poverty, keeping always in mind the safety and dignity of all people and our preferential option for the poor and excluded.

Transforming ourselves to better deliver our mission

We are called to our own ecological conversion, to transform ourselves and ensure that we keep delivering our mission and inspiring our supporters to join us in this journey of reflection and discernment. We aspire to exemplify our values not only through the outcomes of our work, but also in the ways we work.

Last year, despite the disruptions and curtailed travel, we maintained good communication across the organisation and with our partners and we were able to improve our internal mechanisms of assurance. For example, we improved our key performance indicators and transitioned more of our internal audit work online. This means that we can keep better oversight of the impact of our work and be assured that our activities are compliant to a high standard, while also reducing our carbon footprint and costs. In a similar way, our partners have been supported to keep tracking the progress of their projects remotely, because they had to follow strict lockdown measures in their countries, but also because of the need to keep communities in isolated areas safe from the virus. This approach has proven effective in most cases and it will remain a strong alternative to travel in the future.

Transforming ourselves to better deliver our mission is not simply about growing or changing because we can, but looking at how we do things, why they are done that way and whether they are the best way to deliver value and efficiency in a dignified and inclusive way. We feel it is important to hold a light to our stewardship principles and the contribution we can all make to ensuring that we are good stewards of the funds and resources entrusted to us.

Keeping our supporters connected

Coming together as individuals, families, communities, organisations, and nations is a fundamental element of how we put our faith into action to achieve transformative change and the common good. The activities of CAFOD and its partners overseas go hand in hand with the efforts of thousands of supporters who take action to make a difference.

Education

1,000 viewers joined the premiere of “Hope in the Time of Coronavirus”, our first ever National School Assembly, which shared the experiences of children and young people from around the world as a sign of solidarity, courage, and hope.

Webinars

71 international webinars connected our volunteers with staff and partners overseas. These have been great opportunities for dialogue that have contributed to our parish volunteers’ increased understanding of the issues we are tackling.

Online resources

326,627 views to our webpage of Coronavirus prayers. Praying is one of the ways in which we invite people to get involved in our work and an important part of how we inspire our supporters.

Campaigns

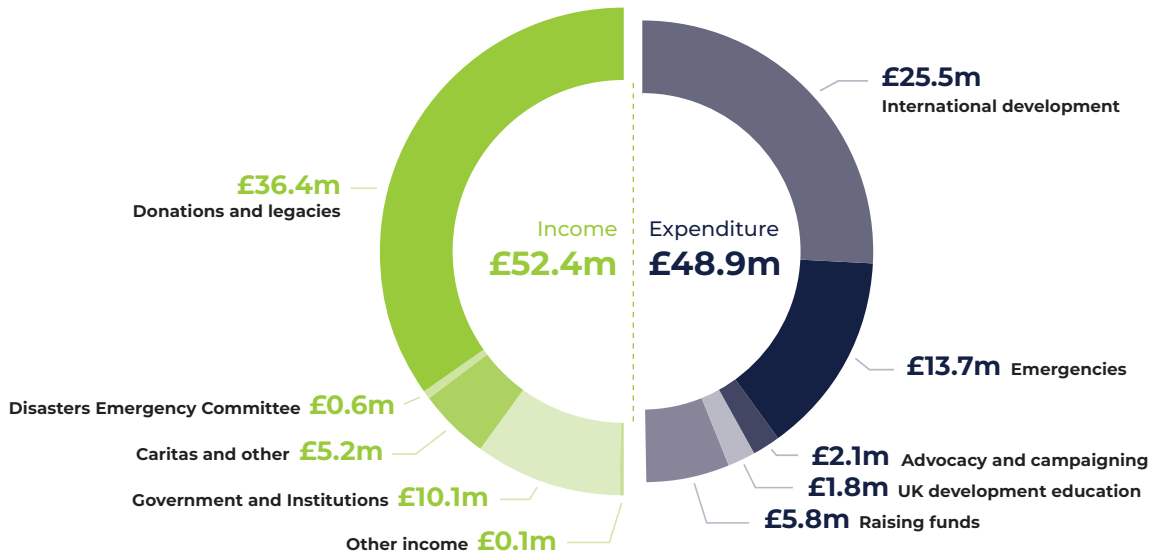
333 people attended the online workshop “Faith into Action”. They heard about the themes of Pope Francis’ latest encyclical Fratelli Tutti, listened to young campaigners from all over the world and learnt how they can get involved in CAFOD’s campaigns.

Social media

7,326 new followers on Facebook and Twitter have been keeping up to date with our supporter-facing activities, hearing about campaigns and actively engaging with us.

Financial review

income / expenditure



This year we were thankful to record total income of £52.4m, of which a marvellous £36.4m (69%) came from the steadfast support of the Catholic community in England and Wales; made up of general and emergency appeal donations, including our Coronavirus appeal this year, together with very generous legacies.

We were truly humbled by this level of support during such a very difficult year for all and we were exceptionally appreciative of how our supporters and volunteers adapted and continued to support us, using new ways to engage with us and to give and raise funds for CAFOD’s work.

We spent £48.9m in total; with £5.8m (12%) on raising income and £43.1m (88%) on delivery of our mission through charitable activities. Both these figures include allocated support, administration and governance costs of £5.6m (11% of our total spending).

These resources entrusted to us allowed us to cover a wide and diverse range of issues, reflecting the contexts in which we operate, the needs identified by our partners, and our analysis of how we can achieve the greatest impact in our programmes. We made 561 partner grants including £1.5m of programme payments made by CAFOD in direct support of partners for programme activities and foreign exchange adjustments, that totalled £26.5m, covering these main themes:



10th Anniversary of the Syrian crisis



We support teams of experts who can act fast when they are needed, providing food, water and shelter to people who have lost everything. We are there during the crisis, and in the months and years that follow, listening and helping people prepare for the future.

In April 2011, after weeks of demonstrations across Syria that sought political and economic change, the Syrian government deployed its army to quell the uprising, leaving many casualties and stirring a conflict that became a civil war that lasts to this day. Since then, over 12 million people have left their homes. Over 5.6 million are registered refugees in neighbouring countries and, although only around 10% of them live in camps, refugees face staggering rates of poverty and unemployment. The competing interests of international and regional actors, the involvement

of armed groups, and the scattered clashes across the country, have made of this war a protracted, ever-evolving conflict that has caught hundreds of thousands of lives in the crossfire. Inside Syria, it is estimated that over 13 million people require some form of assistance, including 6 million people who are in acute need of protection.

CAFOD started its humanitarian programmes within the Syria crisis in February 2012. At the beginning, our focus was on supporting partners to reach communities in restricted, high-risk areas to deliver essential items. The programme evolved rapidly to match the needs of those most severely affected, we scaled up our work with partners and extended our assistance to cover the provision of education, medical and legal services. From 2017 onwards, we have focused increasingly on livelihoods support and rehabilitation efforts. Our latest project in Syria started in 2018 with a focus on immediate needs and has increasingly engaged in long-term approaches. Just to name a few examples, in 2020 and early 2021, the project included interactive sessions with children and adolescents, visits to lonely elderly people, literacy classes for women, and grants to restart small businesses.

Over the past decade, we have responded in partnership with 17 other organisations in 7 countries, with priority interventions in Syria, Lebanon and Jordan – the countries with the most need but the least capacity. Over £7.3m have been allocated to partners for activities targeting vulnerable refugees, internally displaced people and host communities, and that have a focus on women and girls within these groups, as well as people living with disabilities. Since the first deliveries of food and blankets through local church partners, we have extended our support to shelter rehabilitation, cash for rent, physical and mental health provisions, education, livelihoods opportunities and peace-building efforts. We estimate that this vital support has reached more than 350,000 people.

None of these interventions would have been possible without the Catholic community of England and Wales. Our Syria Appeal has raised over £4.2m since it started in 2012 and, since the beginning of the programme, our incredibly hard-working Institutional Funding team have raised a further £3.9m. The Syria programme benefits also from income from trusts and foundations, CAFOD's core grant funds and more.

The teams of professionals and volunteers in Syria and its neighbouring countries are doing so much, and we are humbled by how people in England and Wales continue to express their solidarity and compassion for those whose lives have been torn apart. We hope and pray that the Syrian people may find peace soon.

Our priorities and plans in 21/22

Coronavirus continues to devastate communities, often exacerbating existing inequalities and injustices while other emergencies like natural disasters continue to arise. Our plans continue to adjust to circumstances, mindful of the wellbeing of our colleagues and all those with whom we work. 2021 is a year for CAFOD to focus on climate and healing, a green recovery for our communities, partners and for global institutions. The UK hosting the G7 Summit and the COP26 makes 2021 a year of opportunity and we will live out our values by focusing our efforts on four areas of change:

“Focusing on reaching the most vulnerable and excluded, to support their survival and long-term flourishing, and doing so in ways that help protect and regenerate the environment.” Our full range of programmatic work will continue with coronavirus adaptations and we will support partners in their advocacy efforts on free and fair access to vaccines and healthcare. Throughout our programmes we will embed greater environmental stewardship and gender justice.

“Focusing on the interconnected causes of the social and environmental crisis, amplifying the voices of those most affected and speaking out when it is right to do so, to influence the required system changes from local through to global levels.” We will focus our campaigns and advocacy on ensuring that global finances are directed to a clean and sustainable recovery which has the poorest at its heart. We will also push for concrete and ambitious 2030 greenhouse gas reductions. Throughout the year we will be working with Vatican and sister agencies on the *Laudato Si'* Action Year, amplifying Southern Voices.

“Using more creative channels of engagement to inspire a younger and more diverse Catholic community in England and Wales to participate in leading, resourcing and making real our shared vision.” We are committed to inspire a younger and more diverse Catholic community to participate in leading, resourcing and realising our shared vision. We will connect with more diverse networks including diaspora communities and young families. We will make CAFOD and the Church’s work more visible on digital platforms.

“Ensuring that our ways of working are safe, dignified, diverse and inclusive.” We will continue to support partners and colleagues to ensure that our safeguarding expectations are understood and met. In CAFOD we aim to have a safe and inclusive working culture that embraces and celebrates diversity, recognising the different gifts each one brings to achieve the mission of CAFOD. We will take action to become an anti-racist organisation, committed to learning and dialogue (see page 15).

To achieve the ambition outlined above for next year we will need to change how we work: our own ecological conversation. We plan to develop our Integral Ecology Programme Model to design, manage and track our international programme work more holistically in support of Our Common Home. This includes developments on programme reporting, evaluation, and communications and a carbon-critical commitment to a permanent, radical cut in travel.



CAFOD Governance – Who are CAFOD’s Trustees?

The Board of Trustees is responsible for the governance and strategy of CAFOD and is made up of 14 Trustees, comprising clergy and lay members from different backgrounds. For example, Dominic Jerney CVO OBE has been a member of the Board since 2008 and is a passionate advocate for CAFOD’s mission. Until 2017, Dominic served as British Ambassador to Afghanistan, Chief Executive of UK Trade and Investment and Ambassador to the UAE. He is now Director General of the Zoological Society of London. When reflecting on CAFOD’s strategy, he said that it “recognises that structural changes are needed. CAFOD has a long and honourable history of looking at that, but we also need to look at it through an environmental lens. In my time as a Trustee CAFOD has become much more powerful in its advocacy. Whilst I cannot take any credit for this, I am immensely proud of all that CAFOD staff and volunteers achieve. Thank you.”

Our steps towards anti-racism

CAFOD welcomes and works with all people, regardless of gender, disability, age, race, ethnicity, nationality, culture, sexual orientation, political or religious belief. There is no place for discrimination. Thanks to the courage of colleagues following the murder of George Floyd, we recognised that there is racism also within our organisation. This is completely unacceptable and harms our ability to fulfil our mission.

Last year CAFOD held a series of sessions for all staff, which enabled colleagues from minority ethnic backgrounds to share their experiences of racism, and for others to listen and learn. Dialogue also took place with Trustees, across CAFOD teams and in our internal communications channels. Colleagues' voices and experiences were heard in a way that they had not been heard before. We must do better to eliminate systemic racism from our organisation, guided by our values of hope, dignity, compassion and solidarity. We committed to transform our organisational practices so that we meet our shared vision of *a safe and inclusive working culture that embraces and celebrates the diversity of all our people, recognising the different gifts each one brings to achieve the mission of CAFOD:*

- **Our culture and workplace practice** reflect our vision of a safe and inclusive working culture,
- **our leadership** is more diverse and ensures these commitments are practised,
- **our International Programme** improves diversity and addresses race inequality especially through ways to “decolonise” the International Programme and to promote local leadership,
- **our relationship with** and messaging to the Catholic community and our supporters reflect an anti-racist approach and celebrates the power and the agency of the communities we serve,
- **our policy positions** clearly reflect the views of marginalised communities.

Our culture of encounter continues to shape the development of our actions: actively listening and engaging colleagues, and prioritising the needs of those who were facing the most exclusion. This would not be possible without the courage and input by the BAME Network, an internal staff-led initiative to channel the concerns of Black, Asian and Minority Ethnic employees.

While acknowledging that this is just the beginning, the Trustees and CAFOD's senior management are upholding a firm action plan to help transform CAFOD to become truly anti-racist.





God of all,
we cry out to you for help.
In your mercy, hear our prayer.

Protect us, Lord, and be with us
especially those of us most vulnerable
during this coronavirus crisis.

Move us to reach out in love
to our neighbours near and far.
So that the humble may be exalted,
the hungry filled with good things.

Grant us the courage
not to rush back to our old ways,
but to rebuild our world together,
creating foundations of justice,
with equality and peace for all.

Amen.

Catherine Gorman/CAFOD

There are many ways you can participate:

Pray for our brothers and sisters living in poverty and suffering, and all those working with and for them. Go to cafod.org.uk/ prayers to find resources and content to help you bring the people we work with and the issues that we address into your prayers.

Give a donation to support our vital work around the world. You can donate a one-off amount, commit to a monthly pledge, find fundraising ideas and resources or view the fundraising appeals we are currently running by going to cafod.org.uk/fundraise

Act by making your voice heard through our campaigns. By following us on social media and visiting cafod.org.uk/campaign you will be able to see the current campaigns and add your name to the lists of people calling for lasting change.

Also, you can always get in touch with us via cafod@cafod.org.uk, or on **0303 303 3030** to find out more about what we do and how we do it, or to enquire about ways to become more involved in our work. Thank you