

TURNING HOPE INTO ACTION

A vision of a world free from poverty

Strategic framework 2010-12



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Christian Aid is a Christian organisation that insists the world can and must be swiftly changed to one where everyone can live a full life, free from poverty.

We work globally for profound change that eradicates the causes of poverty, striving to achieve equality, dignity and freedom for all, regardless of faith or nationality. We are part of a wider movement for social justice.

We provide urgent, practical and effective assistance where need is great, tackling the effects of poverty as well as its root causes.

HOPE INTO ACTION

Today 1.5 billion people live in extreme poverty. Tonight nearly a billion people will go to bed hungry. This year 11 million children will die before their fifth birthday.

At the start of a century of unprecedented wealth, we reject a world where such suffering exists amid plenty. It needn't be like that. We can hope for a better world, where everyone lives a full life, free from poverty, and we have the power to turn that hope into action.

Doing, not dreaming

Hope is about doing, not dreaming. Action causes change. Since 1950, life expectancy in developing countries has risen by 20 years, access to clean water has doubled, death rates of children have halved and food production has grown 20 per cent faster than population.

The unprecedented economic development of the past few decades has created wealth across the globe, as well as pockets of deprivation. But poverty is not simply a matter of economics. It is also about power, or lack of it. Poverty has been eroded when people have fought together for justice: rich and poor, North and South, people of all faiths and races. They didn't give in to despair. They hoped – and acted.

The scandal of poverty

The essential purpose of Christian Aid is to expose the scandal of poverty, to help in practical ways to root it out from the world, and to challenge and change the systems that favour the rich and powerful over the poor and marginalised.

This means we adopt strategies and actions to put the chance of a better life within everyone's reach. Poverty is political, a scandal created and perpetuated by humankind's own systems and structures. Climate change is a dramatic and pressing example of this. The people who have done the least to cause it are already suffering the most.

At the core of poverty lies the misuse of power, within and among countries, groups and individuals. At Christian Aid, we contribute our passion and experience to the broad movement of people who use their faith, talents and energies to fight for a better life for all.

In supporting this movement, we are the agency of the churches in Britain and Ireland, mandated to work on relief, development and advocacy for poverty eradication. We are driven by the gospel of good news to the poor, and inspired by the vision of a new earth where all people can live in justice, peace and plenty.

Our work is founded on Christian faith and inspired by hope. We believe that all people are created equal, with inherent dignity and infinite worth. We act to change an unjust world, helping people to claim the basic rights owed to them by virtue of their humanity.

OUR VALUES

The world can and must be changed so that poverty is ended: this is our core belief. It expresses what Christian Aid stands for. Everything we do is about ending poverty and injustice: swiftly, effectively, fundamentally. The values that underpin this are determination, courage and standing with the poor.

Determination

We are determined that poverty can be ended, and this determination means we challenge the structures that cause poverty and injustice, address urgent and immediate need, and try to equip people living in poverty with the tools, knowledge and power they need to be able to stand up for themselves.

We know we can achieve little on our own: we work with others – poor and rich, of any religion or none – to find fast, effective, sustainable solutions.

We are determined to highlight inequality and injustice. So we do not play politics or calculate how to protect our own interests. Christian Aid remains independent of governments and other powerful institutions as we work to educate and mobilise people, building a global movement capable of changing the course of history.

Courage

The dream of a new earth often seems to conflict with the reality of widespread disempowerment, pain and injustice. Yet we take courage from the gospel message that eradicating poverty and suffering is an imperative from God, not a mere dream. This gives us the faith to turn our hope into action through practical work that challenges both the causes and consequences of injustice.

We have the courage of our conviction that human needs must always come ahead of dogma, ideology or political necessity. We know that each one of us, in all our diversity and with our varied talents, can make an impact in the battle to end poverty and injustice.

Standing with the poor

We stand with people living in poverty, trying to provide hope and inspiration to those in despair, however difficult or dangerous the situation. Poverty is a condition created by an unjust society, denying people access to, and control over, the resources they need to live a full life. So we take the side of poor and marginalised people as they struggle to realise their civil, political, economic, social and cultural rights. We champion the just and sustainable use of the earth and its resources so that the greed of one generation will not create poverty for the next.

Testing against experience

We know that poor people are the true experts on the nature of poverty, and our work is shaped by their voices and concerns. In a spirit of humility, we try to learn from our own mistakes and from the experience of people we work alongside. We try to improve our understanding of how change happens, and our role in that process, so that our efforts have greater impact. We know that lasting solutions cannot be imposed on communities from the outside.

Work together with others

The spirit of cooperation and partnership prevails in all our work. Only through interfaith and inter-community dialogue and cooperation can we expect to build a world free from poverty. We nurture the talents, commitment and energy of all our supporters, volunteers and staff. Together we uphold a commitment to honesty, mutual respect, accountability and diversity.

OUR APPROACH

The gospel paints pictures of God's preference for the marginalised, disadvantaged and poor. Our approach is to strive for this new earth. We challenge the evil incarnate in people and systems that oppress others.

In 1945, the British and Irish churches created Christian Aid to put faith into action amid the ruins of a horrific war.

More than 60 years on, we work in partnership with the ecumenical family and sister agencies, in networks such as the ACT Alliance, APRODEV (the network of Protestant European agencies) and the Ecumenical Advocacy Alliance, as part of a global movement for social justice and poverty eradication.

We cooperate with alliances of other faiths and with secular groups that share our passionate determination to end poverty. We are committed to working with governments and the private sector – actors of influence and impact on development and the lives of poor people.

Anyone, rich or poor, can be generous, wise and creative, because everyone is made in God's image and everyone is impoverished when one person is excluded or marginalised. Everyone has the right to a full and decent life.

Loving our neighbours means working for justice. Change will only come about through a movement of individuals committed to a better world for all.

Partnership

Partnership for us is a matter of principle, not of convenience. However well-intentioned, when more powerful countries try to impose solutions on people or countries living in and with poverty, this perpetuates power imbalance, which causes poverty.

We support partnerships working to end the imposition of solutions by majorities over marginalised groups. So everything we do in the field is built on mutually accountable relationships with partners who have roots in the communities where they are working.

We help to fund their work, facilitate their learning and develop their capacity. In turn, they enrich us with their wisdom, experience and vision. More widely, in an ideologically divided world, Christian Aid promotes dialogue between faiths and communities, especially where this can help bring about justice and peace.

Empowerment

Working together with partners, we support projects that offer women, men and children the power to control structures and processes in their lives that keep them poor. Since women and girls are disproportionately affected by poverty, we do

everything possible to overturn the injustice that denies them an equal share of resources and opportunities. At every opportunity, we challenge stigmatisation and stereotyping of people living in poverty.

Integration

Development and relief work, however effective, cannot on its own change the systems that keep half the world poor. We know we must integrate practical activity on the ground with global education, advocacy and campaigning. Christian Aid has a unique reputation for speaking out courageously on controversial issues. The power of our words is rooted in the experiences and hopes of the people we and our partners seek to support.

Enthusiasm

In Britain and Ireland, in the same spirit of partnership, we inspire people to become agents of change by mobilising a passionate army of supporters to raise money and campaign on issues of poverty and social injustice.

Christian Aid Week each year is the largest house-to-house collection in the UK, involving more than 300,000 volunteers and 20,000 local churches and committees. It successfully raises funds, hugely increases our profile and attracts vital publicity to our campaigns.

Christian Aid cuts through

We strive to achieve the highest professional standards in everything we do.

We use monitoring and evaluation to measure the difference we are making, and to improve our impact and effectiveness.

We learn from experience, recognising that the factors fuelling social change are many and varied. This is how we deepen our understanding and the effectiveness of our own contribution to positive change.

We encourage creativity and innovation to identify new and improved ways of tackling the causes and consequences of poverty.

We share our experiences and concerns with supporters, and take care to equip staff and volunteers with the knowledge they need to do their work effectively. We help staff to minimise the risks of working in a divided world.

THE VISION

Christian Aid's strategy during 2010-12 will be driven by a single practical vision, combining the delivery of direct benefits to poor and marginalised people with a determination to challenge and change the systems that keep people poor.

Misuse of power creates fundamental obstacles to a life of dignity and freedom. Conflict and violence. Hunger. Lack of shelter. Being sick and not being able to see a doctor. Not being able to go to school or to read. Fearing for the future and living hand to mouth. Not being able to sell what you have made or grown. Being unrepresented and oppressed. Suffering excessively from climate change you have done little or nothing to cause.

But there has never been a better time to challenge the existence of poverty.

The economic crisis that emerged in late 2008 has hit rich and poor alike, discrediting the financial system that brought about the meltdown.

But history shows us that crises prompt social change. The fear and chaos that accompany them can have an energising effect.

Change brings with it the opportunity to shape what is to come, giving birth to hope and a sense of purpose.

We know there are no quick fixes. We know that poverty is complex and cannot be solved by following one simple route. Nonetheless, the inspiration of the gospel gives us the courage and strength to confront these huge problems head-on.

One thing is clear: to defeat poverty, humanity needs to build a global movement of people who care enough to drive the necessary change.

All our work is integrated so that it challenges every dimension of poverty. This gives us a strong foundation for our vision. Within this, we identify six main areas on which to focus our efforts.

FOCUSING OUR WORK

Our integrated approach means our six strategic focus areas are not separate channels of activity, but we give priority, energy and resources to achieving the 17 goals set out in this document.

This in turn helps us to ensure we are making the most of what we have in order to maximise our impact on poverty.

We understand the different roles women and men can and must play in securing sustainable development, and we are committed to ensuring all our work reflects a gender perspective.

Specifically, across all of our strategic focus areas, we aim to support women and girls to gain more say over decisions that affect them.

The evidence of change we are seeking in each of our focus areas is set out on the following pages.

It will help to ensure we meet the expectations of our stakeholders by showing whether or not we are using our resources efficiently.

We will be able to demonstrate that our work is making a measurable and beneficial difference to the lives of poor and marginalised people.

We commit ourselves to high standards of transparency and accountability, giving particular priority to assessing our progress, learning from experience and openly reporting both our successes and any setbacks.

1. SECURE LIVELIHOODS

In a way that is responsive to the risks and impacts of climate change, we will strengthen the capacity of poor and marginalised women and men to secure a dignified living for themselves and their dependants.

Why this matters

Access to an adequate income, enough food and safe living conditions are among the most basic requirements for survival and freedom from poverty. Our secure livelihoods work aims to help people move beyond subsistence to a life with dignity, and with enough resources to be able to save or reinvest in their livelihoods so that they have greater resilience.

Imbalances in power relationships deny people the resources they need for a secure livelihood, such as money, land, clean water, skills and control over their own labour. This imbalance robs them of the ability to make their own choices and denies them a voice in decisions that control their lives and environments. Poor women and marginalised social groups tend to be particularly disadvantaged.

This lack of power sustains and perpetuates the existence of extreme poverty. While it is important that we take a stand against these injustices, it is crucial that poor women and men have the skills and confidence to speak for themselves, challenge injustice and claim the right to take decisions about their own lives.

Supporting people to challenge structural factors that exclude them from fully participating in society – such as dysfunctional markets and gender-based discrimination – is essential to enable them to realise their full potential. The private sector has a key role to play in providing income-creating opportunities, but this needs to be extended to ensure it benefits the livelihoods of all, not just a few.

Climate change poses a growing threat to poor people's livelihoods. Having played no part in causing it, poor communities are being exposed to increasingly severe and frequent extreme weather events, leaving whole populations devastated by droughts, floods and cyclones. Significant areas of land and water, already under pressure, are becoming untenable to sustain livelihoods. We must promote approaches that consider climate change and help communities adapt.

Poor and marginalised communities are highly vulnerable to disasters, long-term environmental degradation, epidemics and conflict. The impact on livelihoods can be devastating. We must integrate our immediate emergency response with long-term sustainable livelihoods work. Affected communities must be supported to rebuild better and in ways that strengthen their resilience against future shocks.

As conflict, climate change and the over-exploitation of natural resources lay waste to vast swathes of formerly productive

land, displaced people are being forced to move into urban shantytowns and slums. The needs of these communities must be considered in our livelihoods work.

Understanding the complexity of these situations is vital. It is all too easy to do lasting harm despite idealistic intentions. Livelihoods interventions must always go hand-in-hand with strong analysis of social, market, political and environmental opportunities and risks.

The participation of poor and marginalised women and men in this process is critical to ensuring the work we support is founded on their rights and priorities.

Our strengths

- a strong track record in mobilising poor women and men to act together to strengthen their livelihoods and manage risks
- expertise in supporting and developing the capacity of partners to prepare for and respond to the needs of vulnerable women and men in emergencies
- a strong link between our livelihoods support work, and our supporters and the public in Britain and Ireland
- a strong and growing understanding of climate change and the risks it poses.

Our goals for 2010-12

Goal 1.1 Strengthening and protecting livelihoods

To strengthen the ways poor and marginalised women and men make a living, and protect their lives and livelihoods from shocks and emergencies.

Evidence of change

- poor and marginalised women and men are making a living in ways that build their assets, are increasingly resilient, and offer greater dignity and equality
- people affected by emergencies, especially vulnerable and marginalised women and men, are being reached by timely emergency responses that meet international humanitarian standards
- loss of life and assets in vulnerable communities affected by emergencies is being reduced.

Goal 1.2 Enhancing community resilience

To enable poor and marginalised communities to work together to manage livelihoods, risks and resources.

Evidence of change

- poor and marginalised people are exercising their rights and gaining sustainable control over the natural resources they need to make a living
- vulnerable communities are deploying effective mechanisms to: identify climate threats and other risks; protect common resources from shocks; prepare for and respond to emergencies
- women and other previously excluded groups are securing equal access to, and shared control over, common resources.

Goal 1.3 Influencing policy on livelihoods

To enable poor and marginalised women and men to have greater influence in decisions and structures that affect how they make a living.

Evidence of change

- poor and marginalised women and men are securing better market access and better prices for their products
- national policy frameworks are being agreed and/or implemented so that poor and marginalised people can make a secure and decent living, and so that development is inclusive and resilient to climate change
- global mechanisms are being agreed and/or implemented for funding, knowledge and technology transfer so that poor and marginalised people can adapt to climate change, and poor countries can achieve low-carbon development.

2. ECONOMIC JUSTICE

We will challenge and change the unjust systems that create and perpetuate poverty, promoting a shift to fair structures and frameworks that allow people living in poverty both to build sustainable incomes and to claim their economic rights.

Why this matters

We live in a world in which poverty could be over, but is rife instead. The global financial crisis has demonstrated precisely the importance to human development of the systems and structures that underpin the world's unbalanced and unfair process of globalisation. We have seen how much damage is done to the lives of poor women and men by the misuse of power to advance rich-country interests. But we have also witnessed the potential for structural changes to deliver vast strides towards poverty eradication, if well planned and backed by political will.

Rich-country leaders from the USA and the UK have stated that the Washington Consensus is over. These powerful countries played a particular role in pushing the development of this pernicious mixture of deregulation, liberalisation and privatisation. Recognition that it has failed to deliver a just distribution of resources and opportunities, or even sustainable economic growth, opens the way for a complete reassessment of economic thinking, based around a prioritisation of poverty eradication.

To end poverty is a political issue. Our economic justice work seeks to change the political and economic imbalances at national and international levels that fundamentally disadvantage poor countries, hinder their ability to make their own policy choices and contribute to their dependence on aid. Developing countries need a strong voice and place in decision-making processes that determine the international trade and finance frameworks affecting them. Equally, our economic justice work aims to promote fair processes at national level that put the needs of the poor and marginalised at the heart of economic policy.

While some strides have been made towards greater economic justice, efforts have often been directed at the symptoms of poverty. It is widely recognised that the United Nation's worthy goal of halving some of the manifestations of poverty by 2015 is doomed to failure. Although we recognised that these millennium development goals were a move in the right direction, they were never enough because they do not address the causes of poverty.

Progress requires three things:

- greater ambition. Setting the goal of poverty eradication rather than poverty reduction
- focusing on causes as well as symptoms. Emphasising

the importance of fair and transparent trade and financial systems to ensure that these are not the basis for systematic exploitation of developing countries, and that the benefits are widely spread within these countries

- building a global social movement to create the political will for these changes to happen.

The global economic downturn is a prime time to challenge existing financial systems and structures. People living in rich countries have seen first-hand the cost of excessive deregulation and regulatory opacity. Also, the door is no longer open for great increases in aid as the financial costs of the crisis hang over rich countries. Instead, we must build people's desire for structural changes necessary to address the key causes of poverty.

Weak or absent regulatory frameworks mean that governments cannot collect tax from domestic companies. Sometimes these frameworks are undermined by corruption. Sometimes they force small businesses into the informal sector where they can make more profit but are more at risk. Poor women and men must benefit from progressive and effective taxation, broad-based economic progress, and transparent and accountable governance of tax collection and spending. Regimes are undermined by financial secrecy in global trade and finance, which can facilitate corruption and a reduction of the tax burden on the richest people and companies in the world, at the direct expense of those living in the deepest poverty.

We will continue to work to support the emergence of an international and a domestic private sector that contributes positively to development, whether through advocating for sound policies and regulation, encouraging more responsible corporate behaviour or challenging trade and investment deals that prevent the domestic private sector in developing countries from flourishing.

The opening of fragile markets to imports of subsidised goods from rich countries, pitching fledgling industries into full competition with powerful multinationals, forces poor people – especially small farmers and traders – out of business, further distances poor communities from the provision of essential services and leads to more entrenched poverty. Support is needed for the domestic private sector, including the small and medium-sized enterprises (SMEs) that provide significant employment in all economies.

Our strengths

- a strong, global policy and research operation that brings in diverse perspectives and experiences, allied to vibrant advocacy and campaigning capacity with particular expertise on issues of economic justice
- more than 60 years' experience of supporting and enabling long-term economic development programmes that enhance poor people's ability to sustain a living
- active and influential participation in ground-breaking alliances and coalitions
- an ability to mass-mobilise passionate and committed supporters who can link into global networks campaigning against poverty and injustice.

Our goals for 2010-12

Goal 2.1 Making financial markets work for poor people

To increase the ability of states to raise finance through domestic-resource mobilisation, and address the massive financial outflows currently suffered by developing countries by pushing for regulation of financial systems to foster wealth-creating economic activity that lifts women and men out of poverty.

Evidence of change

- international measures are being introduced to reduce the likelihood of future financial crises
- international measures agreed that support the ability of developing countries to prevent tax abuse and other illicit financial flows by requiring much greater transparency from tax havens and multinational companies
- poor-country governments implement economic policies that help their citizens to obtain long-term secure livelihoods and access to services, including through progressive taxation and the promotion of financial systems that support broadly based economic progress.

Goal 2.2 Supporting pro-poor economic policies

To promote frameworks that support systems of production in developing countries, actively enhancing economic justice and food security, encouraging both state and private-sector potential to contribute positively to development.

Evidence of change

- international measures on trade and financial flows support fair and sustainable market access for developing countries, and provide space to support and promote their fledgling industries
- national measures, including policies, regulations and institutions, support a vibrant and inclusive domestic private sector, benefiting poor and marginalised producers, and SMEs
- improved national and international regulatory or legislative frameworks and voluntary commitments by the private sector result in publicly quantifiable private-sector contributions to development.

Goal 2.3 Building political pressure

To build political pressure at every level – from local communities to international institutions and from the global South to the North – for change that brings more power over economic outcomes to poor and marginalised women and men.

Evidence of change

- people's organisations, movements and global networks are active and influential players in decision-making processes on key issues such as tax, private-sector development and climate change funding mechanisms in key regions and international forums
- a shift in thinking at all levels towards acceptance that the economic models and growth that led to the global economic crisis are unsuited to promoting human development and are unsustainable
- new frameworks are being adopted at national and international levels that reflect more equitable power relations.

3. ACCOUNTABLE GOVERNANCE

We will work with our partners in communities across the world to influence those who control resources and wield power, and hold them to account for their actions.

Why this matters

We believe that poor, unaccountable governance at local, national and international levels is one of the root causes of poverty and injustice. Many of the factors that perpetuate deprivation lead to a lack of access and influence over political and social power, which limits freedom, security and social wellbeing.

Greater opportunity for people to exert their rights can transform relations between people and the state, making it easier to hold decision-makers accountable for their actions. This not only helps people to gain access to what they need from the state, but it also helps tackle corruption – a major obstacle to ending poverty.

Most poor women and men have little or no say in decisions that profoundly affect their lives, whether taken by governments, corporations or financial institutions. Governance is rarely transparent. The people whose life chances are determined by the policies of the powerful are denied the opportunity to hold them to account. So the real experts on poverty and development – poor people themselves – are cut out of the policy process.

The state is a key actor in determining whether poverty is eradicated or exacerbated. Where states are weak or failing, the absence of transparent political systems and processes, or the presence of large-scale corruption, insecurity and human rights abuses, make it challenging and often dangerous for poor and vulnerable communities to demand their rights. People in such countries are trapped in poverty and suffering, with no means of redress or reform.

Democratic and accountable states cannot be built by external actors. Their foundations need to be in transformed relationships between the people that govern and those they represent in ways that ensure all people share equally in how resources are allocated. Social exclusion of any community, for whatever reason (gender, ethnicity, caste, creed and so on), represents a failure in the relationship between the state and its people. This is a major focus of our work.

Violent conflict is often a consequence of this failure, with poor people too often the victims as others vie for or grasp power. In these circumstances, cessation of hostilities is not enough. An end to conflict must also be accompanied by respect and an honouring of rights.

Women often face additional constraints, linked to conservative social attitudes, male-dominated cultures and

religious systems. Where this is the case, women have limited political voice, which in turn means strategies to overcome poverty and stimulate national development are less likely to work because they do not respond to at least half of the adult population.

We campaign for greater accountability from those who control the resources that poor people have a right to enjoy. We support poor people as they demand the right to decide their own futures. We challenge national governments and international institutions to ensure their actions contribute to improved governance rather than hinder it, as is sometimes the case.

We also recognise that it is important to lead by example, and this is why Christian Aid is committed to improving our own accountability and that of our partners, as set out in our 'Strengthening the organisation' goals.

Our strengths

- wide experience of governance issues in conflict and post-conflict countries, and key issues such as caste discrimination and disaster risk reduction
- integration of effective and sustainable accountable governance approaches to our work on secure livelihoods, economic justice and HIV
- linking advocacy actions of our partners in their own countries with advocacy initiatives – often in strategic alliances with international networks, churches and other faiths – to influence northern governments and international institutions.

Our goals for 2010-12

Goal 3.1 Building foundations for better governance

To enable poor women and men, and civil society organisations to influence and hold their governments to account.

Evidence of change

- mechanisms for dialogue with authorities for participatory decision-making and oversight are being established and strengthened
- citizens are actively monitoring the implementation of government budgets and policy decisions
- poor women and men are reporting positive changes in their lives as a result of these activities.

Goal 3.2 Challenging bad governance and its consequences

To contribute to improved governance in contexts where conflict, corruption and extreme discrimination have taken hold.

Evidence of change

- there is a response in our programmes to the underlying power imbalances and political failures that lead to violent and social conflict
- partner activities are contributing to reduced corruption, discrimination and human-rights violations
- excluded groups are participating equally in peace and conflict-transformation processes.

Goal 3.3 Northern advocacy on accountable governance

To persuade northern governments and international institutions to give priority to inclusive governance and conflict resolution.

Evidence of change

- our analysis of governance, power and conflict is informing the policies of these actors and their engagements with developing countries
- these actors are working to reduce the international drivers of corruption and conflict
- these actors are intervening to ensure local activists and organisations have the physical security and political space to carry out their work.

4. HIV

We provide support and care for people living with the effects of HIV. We challenge the stigma and discrimination associated with it. We address other poverty-related health issues, particularly those closely associated with HIV.

Why this matters

HIV is one of the most serious challenges to development. At the end of 2007, an estimated 33.2 million people were living with HIV, and 2.1 million had died of AIDS, including 330,000 children. Two thirds of HIV infections are in sub-Saharan Africa and 95 per cent of people with HIV live in developing countries. Christian Aid recognises that we cannot contribute to poverty eradication without working on HIV.

HIV thrives in situations of poverty, inequality and conflict, where resources and infrastructure to reduce HIV infection and limit its impact are lacking. Poor people are the most vulnerable – physiologically, economically and socially. They have the least power – in terms of knowledge, and choices about their actions – to avoid HIV infection or deal with its consequences. It is only through coordinating efforts at national and community level that the increase in HIV infection will be contained.

HIV flourishes particularly where there is inequality between women and men. Many women have limited power to negotiate safe sexual relationships or protect themselves from sexual violence.

They also bear the brunt of caring for people living with HIV, and for orphaned children. Addressing the link between gender inequity and HIV is critical to reducing its spread and impact. In central and southeast Asia, HIV is linked with unsafe injecting drug-use. Providing prevention and care to support this group is a priority in these regions.

Stigma and discrimination hinder effective prevention and care programmes. We are well placed to promote sensitive HIV prevention and care with faith leaders, who have an important role to play in denying the connection of HIV with shame and sin.

Other infectious diseases, such as malaria and tuberculosis (TB), are also linked to poverty and to HIV.

Malaria causes 350-500 million clinical episodes annually and results in more than a million deaths in sub-Saharan Africa, most of them children under five years.

In 2007, 1.77 million people died from TB, including 456,000 people with HIV. TB is a disease of poverty, affecting mostly young adults in their most productive years. The vast majority of TB deaths are in the developing world.

Both malaria and TB place a heavy economic burden on endemic countries.

Our HIV programmes can integrate work on malaria and TB prevention, potentially delivering significant developmental gains:

- improved livelihoods
- improved access to education and local health services
- higher incomes
- improved local health services.

In most countries government has a key role in providing medical interventions. International advocacy – supporting international aid, debt relief, fair trade and progressive taxation – is critical to press governments to fund health programmes.

Our strengths

- direct experience of working with people living with HIV and developing community-based programmes and advocacy
- ability to reach vulnerable and affected communities through churches and faith-based groups, which often provide the most important community networks and community-based health education, care and support services in many of the countries most severely affected by HIV, TB and malaria
- an integrated approach to poverty eradication, ensuring that HIV and other health-related work is not treated as a stand-alone strategy, but as an integral component of all our relief, development, emergency, advocacy and communications work
- a partnership- and community-based approach to work on HIV prevention, care and support, and work on other infections such as malaria.

Our goals for 2010-12

Goal 4.1 Prevention

To prevent transmission of HIV, malaria and TB.

Evidence of change

- raised awareness and changed attitudes among target population groups of how HIV, malaria and TB are transmitted. Behaviours are changing to reduce their spread
- Christian Aid staff, partners and people in communities where we work have up-to-date, evidence-based knowledge of HIV, malaria, TB and poverty-related health issues.

Goal 4.2 Care, treatment and support

To provide comprehensive community-based care, treatment and support for identified vulnerable groups and people with HIV, TB and malaria.

Evidence of change

- partners are delivering and facilitating access to comprehensive high-quality HIV, malaria and TB services
- quality of life for identified vulnerable groups and people living with and affected by HIV, malaria and TB is improving
- partners are increasingly influencing decision-makers to increase resources for and access to high-quality HIV, malaria and TB services, especially for the poorest and most marginalised people.

Goal 4.3 Challenging stigma and discrimination

To challenge the stigma and discrimination linked with HIV.

Evidence of change

- HIV-associated stigma and discrimination is decreasing among our staff, supporters and partners, and in the wider environment, particularly faith-based groups
- increased involvement in our work on HIV of people living with, affected by and vulnerable to HIV, faith leaders and other influential leaders, especially in challenging stigmatising attitudes, practices, policies and laws.

5. STRENGTHENING THE MOVEMENT FOR GLOBAL JUSTICE

Why this matters

Each day the number of people living in poverty increases. The gap between rich and poor widens. But women, men and children acting together have the power to overturn injustice, however overwhelming the odds. Poverty is the result of human failure, not an inexorable fact of life. So strengthening the people's movement for global justice underpins all our work.

We are accountable to the churches in Britain and Ireland by which we were founded. We help Christians to put their faith into action, fighting against poverty and injustice. We inspire churches and individual Christians, through theological reflection, vision and practical steps, to take action for a better world. Churches across the world are an important part of civil society and play an active role in the development of their communities. They support poor, vulnerable and stigmatised people to stand up for themselves and reclaim their human dignity. To support them, we work preferentially – though not exclusively – with church and ecumenical partners.

We can only end world poverty by working with people who hold faiths other than our own. So we have formed partnerships with a number of faith development groups and representatives of other faiths. This enables collaboration at times of humanitarian emergency and conflict, and for advocacy, campaigning, fundraising and sharing of best practice.

Aid is essential to help people who are currently living in poverty, but it isn't going to end poverty on its own. For this to happen, massive changes need to be pushed through by governments, businesses and others with power. These institutions respond to public opinion.

As an agency determined to see a swift end to poverty, our job is to fuel public impatience with the existence of poverty and the systems that keep it in place. Also, to direct actions towards people with power so that unjust systems are eroded.

We can work through the media, public campaigning, constructive conversations with politicians, businesses, think-tanks, faith groups and coalitions. Public opinion and public pressure are essential to end poverty. Our heritage in credible policy and outspoken pressure are essential to achieving our goals.

To make our work possible, we must explore new ways of raising money through a variety of mechanisms around the world. We must provide excellent supporter care to equip our supporters to grasp and make the best of every

opportunity to undermine poverty and injustice. We must inspire new supporters to join the movement for change by communicating a compelling vision that invites people actively to engage in working for a world free from poverty.

To play a full part in the movement for global justice we must strengthen Christian Aid by increasing the active participation of sponsoring churches, supporters and volunteers in our campaigns. The process starts with raising awareness and education, and ends with energetic action. While affirming our church base, we must reach beyond it. And we must involve young people in everything we do.

Expanding our campaign efforts to match the scale of the challenge we face requires a substantial increase in funding, both for our own campaigning and advocacy and for the work of our partners. The challenge is huge and urgent, and will only be met through a massive mobilisation of resources, both human and financial.

In campaigns such as Jubilee 2000, the trade justice campaign and the climate change campaign we have proved that the enthusiasm and outrage of millions of ordinary people can change the way the world works. Strengthening this movement is the thread that links our supporters with the people around the world to whom they feel committed – even if they never meet.

This level of commitment is helped by the way we work through local partners, who have the best idea what needs to be done to give communities the chance to work their own way out of poverty.

Basing our approach firmly on local experience gives us credibility and authenticity so that our campaigning gains popular support. This also makes us effective in speaking to the people with the power to make decisions over all our lives, including increasing the political will to eradicate poverty.

Our strengths

- deep roots and strong influence in the British and Irish churches
- legitimacy in building up movements to affirm people's rights, based on the experience of partners and their networks
- efficiency created by working with partners on locally agreed priorities, offering maximum leverage of resources

We will increase public impatience with global poverty. We will increase public and institutional action at all levels to fight poverty and erode the structures that keep it in place. We will increase the capacity of people's organisations to fight together against global injustice.

- the confidence to speak out boldly, which comes from long participation in the struggles of the ecumenical movement against racism and other forms of discrimination

- involvement in national and international networks, both ecumenical and secular, and a large number of supporters deeply committed to fundraising and campaigning with us

- an ability to reach out to new audiences and institutions by communicating in compelling and accessible ways.

Our goals for 2010-12

Goal 5.1 Engaging the churches

To engage, serve and challenge churches to become stronger agents for eradicating poverty and to deliver sustainable solutions to poverty and injustice – with Christian Aid and others – as part of an international movement for social justice.

Evidence of change

- Christians are resourced, inspired, challenged and equipped to put their faith into action in working with others to create sustainable development and an end to poverty

- churches and congregations are challenged, resourced and supported to work for and deliver a world free of poverty and injustice

- Christian leaders more frequently use their influence and resources to end poverty.

Goal 5.2 Influencing public opinion

Use public opinion and influence, in Great Britain, Ireland, Spain and throughout the world, to exert the pressure to persuade governments, businesses and others with power to adopt pro-poor policies as significant steps to ending poverty.

Evidence of change

- an increase in public impatience with global poverty and understanding of how it can be ended

- effective influencing action to fight poverty increases, from individuals, networks, alliances and people's organisations

- churches and ecumenical bodies are playing a creative and positive role in relief, development and advocacy

- concrete achievements by global networks campaigning for fair climate change agreements, reform of trade, debt relief, aid and international financial institutions.

Goal 5.3 Building resources for change

To maximise the engagement of supporters, financial and other resources throughout the world so that Christian Aid can leverage and deliver its agreed relief, development and advocacy programme, and lead a movement for the eradication of poverty.

Evidence of change

- our voluntary income stabilises and grows, with Christian Aid remaining in the top 10 by voluntary income of UK charities

- target audience understanding of Christian Aid is increasing

- active support is increasing significantly, including from younger audiences

- we continue to identify and secure new sources of income throughout the world, and to grow and develop a network of individual and institutional supporters in the UK, Ireland, Spain, the US and elsewhere to be agents for social justice

- we are recognised as a global digital brand for social justice

- our institutional and contract income grows proportionately

- we are developing and expanding our expertise in securing and delivering large-scale programmes

- we are developing the potential of supporters and potential supporters to have the maximum impact on poverty and injustice through their campaigning, multiplying and financial support.

6. STRENGTHENING THE ORGANISATION

We strive to make the best possible use of our resources – human, financial and material. We learn from our experience and we are open and accountable in all our actions.

Why this matters

Our supporters trust us with their money, time and effort to make the strongest possible contribution to the eradication of poverty. Operating through a period of economic recession will challenge the way we currently use our resources. We will redouble our efforts to optimise the resources at our disposal, collaborating with others and introducing new ways of working to ensure they are used efficiently and effectively to have maximum impact in eradicating poverty.

With more than 60 years of practical experience and a strong sense of shared purpose embedded in our Christian values, we have a clear vision of what we can achieve to improve the lives of poor people. Working with others, we seek to build a wider movement for social change to bring about an end to extreme poverty.

We value the contribution of our staff and the many volunteers who help us confront and tackle these issues. We recognise the importance of investing in their skills and talents, to build their confidence and capabilities in the work that they do. We are committed to ensuring we create a culture that nurtures people and encourages them to excel.

We understand the importance of being open and transparent in whatever we do, and of being accountable to our stakeholders.

By rigorously pursuing the strategic goals set out in this document, we will enhance our capacity to make a tangible contribution to ending poverty, challenging and changing the systems that keep people poor, and strengthening our role in the wider movement for social change.

Our strengths

- a strong organisational culture with deeply embedded principles and values
- an understanding of poverty that has been developed through more than 60 years of work rooted in the poor communities that we support
- enthusiastic and committed supporters, volunteers, professional staff and governing board
- a strong commitment to honest and transparent communication.

Our goals for 2010-12

Goal 6.1 Living our values

To promote a working culture underpinned by Christian values and based on efficient and effective business structures and systems that promote delegation of authority.

Evidence of change

- a working environment that fosters mutual respect and values diversity
- staff and volunteers are supported, rewarded and highly motivated to strengthen their capacity, skills and competencies to attain consistently high levels of performance in their areas of work
- we are improving the efficiency and effectiveness of our structure, systems and processes.

Goal 6.2 Strengthening our accountability

To improve Christian Aid's ability to be an open, transparent and learning organisation, accountable for its actions and able to meet high standards of public and stakeholder reporting.

Evidence of change

- systems to assess corporate achievements and performance are improving, with regular public reporting mechanisms in place
- public and stakeholder trust in our honest and transparent approach to reporting on our activities is increasing
- support for our work is growing as a direct result of a trustworthy reputation.

AN AGENT OF CHANGE IN AN UNCERTAIN WORLD

We operate in some of the world's most volatile areas. It is therefore critical that our strategy is flexible and able to respond to the unexpected.

Few would have anticipated the long-lasting consequences of the terrorist attacks on New York and Washington DC, and the so-called war on terror which followed. These events have made our work more difficult and, in several areas, much more dangerous.

The strategy set out in this document is based on a number of central assumptions and risks.

Assumptions

Concern

Despite the decline in church attendance, popular sympathy with practical Christian principles remains strong. Gospel imperatives of honesty, justice, tolerance and loving care will continue to resonate, particularly in a world where these values are threatened by a growing mood of fear and intolerance.

Support

We are confident that, despite the recession, the public and our supporters will continue to make efforts to respond to emergency appeals, and to the vital annual regular campaigns of Christian Aid Week, Christmas, Harvest and Lent. We expect support for development and poverty eradication to remain a high priority for British and Irish governments throughout the strategic period.

Internal

In the current financial global crisis our strategy assumes that Christian Aid's income will increase at more modest rates than seen over the past 10 years. We are committed to continuing our efforts to respond effectively to donor and public demands for transparency and accountability. We will continue to recruit and retain experienced, skilled and motivated staff and volunteers to achieve our goals.

External

We hope that a deteriorating security situation will still allow us access to areas of great need. We will be able to help partners to scale up their capacity to develop and implement effective programmes. We believe that issues of climate change and environmental degradation will become increasingly prominent over the next five years.

Risks

To resources

The global financial crisis presents a very clear and obvious risk to the health of our resources.

The large-scale call on public funds to prop up ailing western banks has put commitments on supporting public services under severe pressure. The accumulated long-term public debt will inevitably lead to cuts in public funding, and this is likely to hit aid and development budgets. The financial crisis might reduce government funding support for our work and at the same time cut back charitable spending from individuals.

Our traditional support from mainstream churches might be reduced if there is a continued decline in the attendance of regular church-goers. Increasing competition from other charitable organisations may limit the numbers of volunteers supporting our work.

To our capacity for action

Our humanitarian work in areas of conflict and need is threatened by further decline in respect for international law, the Geneva protocols and other humanitarian agreements. Significant areas have become off-limits for international development organisations. This seriously weakens the capacity of our local partners to implement effective programmes.

CHRISTIAN AID IN 2012

Christian Aid insists the world can and must be swiftly changed to one where everyone can live a full life, free from poverty.

The strategy set out in this document helps us to set in motion the sweeping movement of change that is needed to realise our vision.

By 2012, we will be in the vanguard of a global movement to eradicate poverty, changing hearts and minds so that the will to achieve this vision becomes unstoppable.

New dialogue

We will open a new dialogue with partners, supporters and leading development thinkers to identify the fresh models and ways of thinking that can take us from global crisis to global solutions.

This will be complemented and strengthened by our messages to governments, international institutions and the public in the UK and Ireland, and by our campaigning to make change happen.

Urgent action

Urgent action to combat climate change and equip poor countries to cope with its impact will remain a top priority.

Working in alliances with others, we will continue to support high-quality, sustainable development programmes that have a measurable and lasting impact on the lives of poor communities.

We will continue to campaign for

transparent financial systems that make markets more just and inclusive, and for an end to the injustice of tax-dodging by international business, which costs developing countries around US\$160bn a year.

As we build the global movement to bring an end to poverty, we will continue to be known for our unwavering willingness to speak out courageously on difficult issues where others would prefer to remain silent.

Risk-taking

We will take risks in pursuit of our uncompromising belief in justice. We will be contemporary, relevant and clear about our analysis of poverty. Our views and actions will be shaped and influenced by the voices and aspirations of our partners and of people living in poverty.

Rooted in the life and witness of British and Irish churches, and expressing the hopes of wider society, we will continue to earn respect for inspiring and challenging others – young and old, and of all faiths and none – to be active in a global movement to build a better world.

Sustainable approach

Our vision compels us to support a sustainable approach to the use of finite natural resources.

As stewards of scarce resources, Christian Aid must be well-managed, flexible and



professional, fostering a culture based on Christian values, which respects and nurtures the potential and development of staff and volunteers.

We must be efficient and effective in raising resources, and reaching out to new audiences and donors in Britain, Ireland and beyond.

We will continue to use our resources wisely, ensuring everything we do is grounded in our essential purpose of eradicating poverty and social injustice.

We will remain open, accountable and transparent in the use and allocation of those resources, and build our strong reputation of trust and confidence.

The essential purpose of Christian Aid is to expose the scandal of poverty, to help in practical ways to root it out from the world, and to challenge and change the systems that favour the rich and powerful over the poor and marginalised.

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