

War on Want, widely considered one of Britain's most radical charities..."

The Guardian

War on Want is a membership organisation of people who are committed to social justice. Tens of thousands of members, supporters and activists give their time and money to take part in War on Want's work each year. Many hundreds of thousands join forces in the social movements, trade unions and workers' organisations that are War on Want's partners around the world. Millions more benefit from the victories we win together.

Our vision is a world free from poverty and oppression, based on social justice, equality and human rights for all.

Our mission is to fight against the root causes of poverty and human rights violation, as part of the worldwide movement for global justice.

We do this by:

- working in partnership with grassroots social movements, trade unions and workers' organisations to empower people to fight for their rights
- running hard-hitting popular campaigns against the root causes of poverty and human rights violation
- mobilising support and building alliances for political action in support of human rights, especially workers' rights
- raising public awareness of the root causes of poverty, inequality and injustice and empowering people to take action for change

Foreword



War on Want
is a unique
organisation.
Whether fighting
for justice in
Palestine or
challenging
the excesses of
global capitalism,
our radical politics
mark us out as
a distinct force
in the movement

for global justice. Our strong partnerships with social movements and trade unions around the world ensure that our work is grounded in the daily struggles of grassroots groups fighting for a better future. Our members, affiliates, supporters and progressive funders enable us to maintain the strong and independent voice for which we are well known.

The active solidarity at the heart of War on Want's political philosophy has never been more important than it is today. Many of War on Want's partner organisations face violent oppression as a result of the criminalisation of their activities, and several have paid with their lives. We salute the courage of all those brave men and women on the front line in the fight for justice, just as we commit ourselves to continue their work.

This strategic framework sets the broad direction for War on Want's growth and development over the years 2015-2020. It builds on the previous five-year framework that we drew up in conjunction with our overseas partners, our trade union affiliates, our political allies and our many other stakeholders. As before, it is designed as a high-level narrative to inform the plans that will direct our daily activities over the coming five years. It is a public document — an invitation to all who share our vision to join us in our common cause.

I would like to thank all those who have helped us in setting this direction. This document has been built up through a participatory process which started in September 2013 and which has involved discussion with War on Want members, donors, staff, volunteers, trustees, overseas partners and trade union affiliates. This broad spectrum of input gives us confidence that the direction outlined here will enable War on Want to play its full part in the global movement for justice.

This process has confirmed that we should continue with our two-track strategy towards a world free from poverty and oppression: running overseas programmes in partnership with grassroots social movements, and mounting hard-hitting campaigns against the root causes of poverty, inequality and injustice. We have also heard clearly how much people value the integrity of our politics, and we will remain true to the radical vision that has inspired War on Want throughout its history.

War on Want is secure in its mission and its politics, but we must constantly evolve how we work so as to increase our impact and our influence in the changing environment. This includes a particular focus on improving our communications, to ensure that we take full advantage of the new cultural and technological tools available to us in order to bring the message of radical social change to fresh audiences. It also requires us to deepen our membership and supporter base still further, building on the success of recent years so as to engage a new generation of activists in the struggle. We look forward to meeting these challenges, and we welcome all who will join us in the fight for a better world.

John Hilary Executive Director



1. Our politics

As an integral part of our fight for global justice, War on Want is actively engaged in the struggle for social justice at home.

We have joined forces with the Occupy movement and UK Uncut to call for genuine democracy and tax justice in the UK, challenging the perpetuation of an elite politics out of touch with the aspirations of the wider public. War on Want is a founder member of the People's Assembly Against Austerity that brought together over 4,000 people at its first conference in June 2013, and we have continued our involvement as the movement has grown into more than 100 regional assemblies across the country.

We have actively supported the development of the food sovereignty movement in Britain and across Europe, as an extension of our partnership with the global peasant movement La Vía Campesina and its member organisations in countries such as Brazil, Sri Lanka and Mozambique. We have carried our work with housing rights activists in South Africa into support for housing justice in London, linking with the Radical Housing Network and others in protest at the MIPIM property fair held in the capital in October 2014. And we have worked with the growing movement for system change as a response to the challenge of climate catastrophe.

We have joined forces with our trade union affiliates in a number of key campaigns for economic justice. Together with all major trade unions, War on Want has led the call for a mandatory living wage both in Britain and in global supply chains, so that millions of working people around the world have a genuine opportunity to work their way out of poverty. War on Want was one of the first to launch the campaign against the Transatlantic Trade and Investment Partnership (TTIP), which threatens to be the largest single transfer of power to transnational capital in a generation. We are



working closely with trade unions in Britain and across the world in opposing not only TTIP but also the other free trade deals that seek to undermine labour rights, public services and social standards in the future.

War on Want has also evolved its own partnerships with social movements and workers' organisations around the world, ensuring that these are an active expression of our political engagement. As part of our commitment to a solidarity that goes beyond symbolic statements, we have linked up grassroots movements in Britain with those in other parts of the world, including our 2013 Right to the City event with activists from South Africa and Nicaragua (which was the subject of a dedicated BBC Radio feature); our participation in the movement against evictions around the London Olympics, linked to protests against mega sporting



events in India, Brazil and South Africa; and our 2014 conference against militarism to mark the centenary of the First World War, linked to the ongoing fight for justice in countries such as Palestine, Colombia, Nigeria and West Papua. All the above activities are expressions of our desire to move global justice issues out of the ghetto of 'international development' and to make them a natural extension of movements for social justice at home.

By the same token, War on Want has challenged the rising power of philanthrocapital and other private sector actors which have increasingly attempted to reduce issues of global justice to technical solutions based on overseas 'aid'. War on Want took the lead in founding the Progressive Development Forum in order to articulate a positive alternative to the dominant discourse of aid, charity and philanthropy. Through interventions such as our report The Hunger Games: How DFID support for agribusiness is fuelling poverty in Africa, War on Want led the opposition to initiatives such as the G8's New Alliance for Food Security and Nutrition, which threatens to destroy food sovereignty programmes in

order to pave the way for the corporate takeover of African agriculture.

Continuing the anti-imperialist work that has always been a key part of its identity, War on Want is the only mainstream NGO in Britain to have actively stood up in opposition to the US-led occupations of Iraq and Afghanistan. War on Want marked its 60th birthday in 2011 by publishing a report on the cost to the Afghan people of NATO's military occupation, exposing the true reasons for invasion beneath the veneer of humanitarian concern. Our accompanying campaign for a political resolution of the conflict echoed the original founding of War on Want in 1951, when thousands rallied behind the call for an end to the Korean War, a disaster whose consequences are still felt by the peoples of East Asia today.

War on Want has led the campaign against the new face of warfare as it manifests itself in the use of drone technology and private military companies, as a means of projecting power without accountability across the world. At a time of permanent austerity and public sector retrenchment, War on Want remains

War on Want's partners

Central to War on Want's work for social justice are the programmes of active solidarity we run with partner organisations around the world. These long-term partnerships ground our work in the aspirations of democratic social movements, ensuring that War on Want's politics remain true to the hopes of those on the front line in the struggle. Our programmes are partnerships of equals, based on full respect for the ambitions and politics of all we work with, not the imposition of values from outside.

Our partners include:

- trade unions and workers' rights organisations in Bangladesh, China, Colombia, Honduras, South Africa and Sri Lanka
- · informal economy associations in Kenya, Malawi and Zambia
- landless and rural workers' organisations in Brazil, Mozambique, Kenya, Zambia and Sri Lanka

- · community resistance movements in Nigeria, Colombia, the Philippines and South Africa
- national liberation movements in Palestine and Western Sahara

Many of War on Want's programme partnerships are directly focused on the empowerment of women as agents of change. We work in support of women challenging the dominance of male workers in national labour movements, striving to enable a new generation of women to break through the barriers of social and economic exploitation and take their place as leaders in the struggle. We work with women in the informal economy, fighting for equal recognition of their rights in the face of threats and violence at work and in the home. We are proud to partner with women at the forefront of the food sovereignty movement, challenging the dominant capitalist food regime while forging new relations of food production, consumption and distribution in their communities.

opposed to the obscene budgets devoted to military expenditure, and in particular the criminal waste of replacing Britain's nuclear weapons capability. We have joined the opposition to NATO intervention in other countries such as Libya and Syria, and we have seen a hardening of the public's refusal to support the UK's imperialist adventures overseas.

War on Want is the only mainstream British NGO to be active in support of the Palestinian call for an international movement of Boycott, Divestment and Sanctions (BDS) against the state of Israel until it complies with international law and ends its oppression of the Palestinian people. Our comprehensive report on the BDS campaign, first published in November 2010, has been repeatedly reprinted over the past five years in response to activist demand, and we have joined forces with other direct action groups to confront companies such as G4S, BT, JCB, Waitrose, Elbit and Veolia that are openly profiting from Israel's crimes against the Palestinian people. In the same way that we were actively engaged in the global boycott that helped bring down South African apartheid, War on Want is proud to support

the Palestinian liberation struggle. We call on all other British organisations to join the BDS movement as the only effective mechanism to end the injustice of Israeli oppression.

Political action is the key link between War on Want's campaigns in Britain and the movements with which we work in partnership overseas. Just as we see decisions by political and corporate elites as the root cause of poverty and injustice, War on Want sees organised political action by social movements and other citizens' groups as the source of positive change. As a result of our active campaigns and online investment, we have increased our membership by 25% in the past two years alone, and we now have a supporter database of over 100,000 people ready to take action on War on Want's priority issues. Through the valuable support of the growing body of progressive funders that are drawn to our unique identity, we have more than tripled our income from trusts and foundations. We will continue to build our capacity as a democratic membership organisation within the movement for global justice, strengthening our voice and our impact in the fight for long-term, transformative change.





2. Our impact

Through the actions and support of our members, donors, affiliates and other allies, War on Want and its partners have won many important victories, making a genuine and lasting impact on the lives of dispossessed people across the world.

Here are a few of the most important successes we have achieved together during the past five years:

- In the wake of the horrific Rana Plaza building collapse in Bangladesh in 2013, War on Want channelled support to affected garment workers through our longstanding partner, the National Garment Workers' Federation. With them, we raised a 100,000-strong petition calling on fashion retailers to sign up to the new Bangladesh Safety Accord, and drove over 150 companies to join the initiative. The Accord represents a major step forward in ensuring that there must never again be another disaster like Rana Plaza: more than 1,500 factories have now undergone safety inspections in Bangladesh, and any considered to represent an immediate threat to life have been closed.
- Our partnership with the National Union of Plantation, Agricultural and Allied Workers (NUPAAW) in Zambia secured a stunning wage increase of up to 66% for agricultural workers. War on Want's partner Sikhula Sonke, a women-led trade union of farm workers in South Africa, won a 50% increase in the minimum wage for casual farm labourers as part of the prolonged strike action taken in 2012.
- Workers in China won an important victory in the long struggle for workers' rights when our partner Labour Action China successfully secured £234,000 in a collective claim for compensation for silicosis victims from the company Lucky Gems and Jewellery. Our joint report, Breathless for Blue Jeans, turned the spotlight on the Chinese factories still producing



distressed denim for the international market, despite voluntary bans on sandblasting that causes deadly silicosis among garment workers too.

 In 2012, War on Want partner organisations in both Kenya and Zambia won the legal right for market traders and street vendors to work without fear of eviction or harassment by the police. This victory is of huge significance to the millions of women and men forced to eke out a living in the informal economy of those countries, and the millions more family members whom they support.

2. Our impact

- War on Want is the only mainstream British NGO actively engaged in the global movement for Boycott, Divestment and Sanctions (BDS) against Israel, in the fight for justice in Palestine. As a result of our campaign pressure, the Gates Foundation sold down its entire shareholding in G4S, further isolating a company which has long provided services for the Israeli prison service, including in prisons where Palestinian children are held and tortured. War on Want also helped mount the Bethlehem Unwrapped festival in London during Christmas 2013, when a replica of Israel's Apartheid Wall was erected across the courtyard of the historic St James's Church, Piccadilly as the backdrop to a fortnight of performances in solidarity with Palestinians living in Bethlehem and elsewhere.
- War on Want has led urgent actions to protect
 the lives and freedom of human rights activists
 in several countries. We have mounted campaigns
 to defend the lives of activists in Colombia, the
 Philippines and South Africa, including calls to bring
 to justice all those responsible for violence against

- our partners. As a result of an international campaign led by War on Want, we secured the release of two leading figures from our Palestinian partner organisation Stop the Wall who had been incarcerated by the Israeli authorities for continuing their peaceful resistance to the Occupation, a reminder of the heavy price paid by so many Palestinian activists in their struggle for freedom.
- In February 2014, War on Want's Executive Director was a member of the first ever UK parliamentary delegation to occupied Western Sahara, meeting with Saharawi human rights activists and other civil society leaders who had spent long periods in secret detention as a result of their protests against Moroccan military rule. Our visit was widely covered in the local media, and the parliamentary debate we organised on our return was packed. War on Want remains committed to the struggle for Saharawi self-determination, and will continue to press for a proper human rights monitoring mandate for the UN peacekeeping force in the occupied zone.



10



Following its successful defeat of the Slums Act in the constitutional court of KwaZulu-Natal, War on Want's South African partner Abahlali baseMjondolo has continued to use the judicial system to block local demolitions and evictions in Durban, despite a campaign of violence against the movement that has left many of its leading members dead. War on Want has called on the government of South Africa to safeguard the human rights of all members of Abahlali baseMjondolo, and to investigate the deaths of those who have been murdered.

- As part of our campaign against the UK's adoption
 of a new generation of drones technology, we
 co-organised the first ever national demonstration
 against drones at their command centre at RAF
 Waddington in Lincolnshire. Our Killer Drones
 report showed how the UK's next generation of
 drones are being built in conjunction with Israeli
 weapons company Elbit, and that the UK government
 is therefore complicit in Israel's crimes against the
 Palestinian people, on whom the drones have
 been 'field tested'.
- War on Want has played a lead role in the campaign against the dangerous Transatlantic Trade and Investment Partnership (TTIP), and we have already managed to block negotiations on one of the most controversial aspects of that deal. Working with our trade union affiliates and online campaigns group

- 38 Degrees, we helped secure over one million signatures on the European Citizens' Initiative against TTIP in the record time of two months. Our introductory booklet on TTIP, published with the Rosa Luxemburg Foundation, is now available in 14 European languages and has been distributed in tens of thousands of copies worldwide.
- The long battle for a Robin Hood tax originally launched by War on Want as the Tobin tax campaign in 1998 won a major victory in May 2014 when 11 European countries (including France, Germany, Spain and Italy) confirmed they would introduce a financial transactions tax together. This success sets a strong precedent for the introduction of further taxes on bank profiteers in future, and will raise billions of euros for public expenditure each year.
- Our work with trade union Unite and US pressure group Change to Win successfully highlighted the £1 billion tax dodge by Boots the Chemist since being bought up by venture capitalists in 2007. Following the international media exposure of its aggressive tax avoidance practices, Boots increased its tax payment to the UK exchequer by 40% in 2014. We scored a further victory when our follow-up report triggered an official investigation by the European Commission into tax dodging by US fast food giant McDonald's.
- Our campaign to stop the exploitation of workers in supermarket supply chains scored a double victory when the UK government agreed to set up a Groceries Code Adjudicator in 2013 to police supermarkets' relations with their suppliers in the UK and around the world. Following a final burst of public pressure, the government also agreed to grant the Adjudicator powers to fine those supermarkets that continue to abuse their power over global supply chains.
- Together with our sister organisations in the Dismantle Corporate Power coalition, War on Want secured another victory when the UN Human Rights Council agreed in June 2014 to launch negotiations towards a legally binding international framework on business and human rights. The UK, US and other Western governments tried to defeat the resolution just as they have done all previous attempts to hold transnational corporations to account at the UN level, but they were outvoted.



3. Our ambition

War on Want's previous strategic framework set out several broad goals and objectives that would direct our activities.

Over the coming five years, we will concentrate our attention more closely on the key areas in which we can add value over and above what other civil society actors are doing. We will prioritise those issue areas in which War on Want has developed a reputation for particular expertise, while at the same time developing our capacity to communicate and intervene politically across a full range of social and economic justice issues.

A. Workers' rights are human rights

The struggle for workers' rights remains central to War on Want's overseas programmes and campaigns. We will continue our fight for decent work and a living wage for all working people throughout the world, expanding our focus so as to cover global supply chains beyond the garments, food and horticulture sectors that we have largely focused on to date. We will link up our overseas programmes with trade unions and other workers' associations with our campaigns to secure accountability of the UK brands and retailers that hold ultimate power in global supply chains.

We will work to:

- Build the strength of local trade unions and grassroots workers' associations through our partnerships in Bangladesh, China, Colombia, Sri Lanka, South Africa and Honduras.
- Establish new partnerships with trade unions and other grassroots movements fighting for workers' rights in countries such as Cambodia, Burma, Brazil, India and South Africa.
- Combat the marginalisation of workers in the informal economy through our partnerships with movements in Kenya, Malawi and Zambia.



- Press for realisation of the right to housing in South Africa, linking the movement there with campaigns to reassert the Right to the City in the UK and other countries.
- Secure a mandatory living wage for all workers in the global supply chains of UK retailers, and in the UK itself, through a new campaign with War on Want's trade union affiliates.
- Press for comprehensive implementation of the Bangladesh Safety Accord, to ensure that there can never be a repetition of the Rana Plaza building disaster of April 2013.

3. Our ambition

B. Against imperialism, for Palestine

War on Want will continue to confront the imperialist programmes of NATO states and their proxies, particularly in the heightened context of ongoing conflicts in Ukraine, north Africa and the Middle East. We will help build the activist movement behind the Palestinian call for a global campaign of Boycott, Divestment and Sanctions (BDS) against Israel, focusing on high-profile actions and direct challenges to corporations complicit in Israel's crimes against the Palestinian people. War on Want will coordinate its actions closely with the Boycott National Committee in Palestine, as well as with Palestinian social movements and human rights groups opposing Israel's continuing oppression of the Palestinian people. We will also confront UK and EU support for Israel through our call for an immediate cessation of all contact with Israeli arms manufacturers, including those responsible for building the next generation of UK military drones.

We will work to:

- Build the movement for justice in Palestine with a series of high profile actions against corporations that continue to profit from Israel's oppression of the Palestinian people, marking the 10th anniversary of the 2005 launch of the global BDS movement.
- Achieve a two-way embargo on the arms trade with Israel by means of our Stop Arming Israel campaign, focusing in particular on Elbit's role in the development of the UK's new drone technology.
- See an end to the involvement of private security company G4S in the violation of human rights in Palestine, building on the success of our campaign to date.
- Cancel the UK's new drones programme, and see an end to the privatisation of war through the unregulated use of private military companies overseas.
- Secure a progressive reduction in UK military expenditure and arms exports, stepping up opposition to the UK's nuclear deterrent in the run-up to the 2016 decision on Trident replacement, as part of the Rethink Trident coalition.



14



C. Conflict over natural resources

War on Want will develop its programme of solidarity with communities fighting for their rights in situations of conflict caused by dispossession of their natural resource wealth, including in Nigeria, Colombia, Western Sahara and the Philippines. We will confront UK-based companies from the oil, gas and mining sectors that are complicit in human rights violations of community activists resisting their presence, and we will press for new avenues of redress for all those who have suffered at their hands.

We will work to:

- Uphold the rights of community resistance groups in the face of corporate dispossession, through our partnerships in Nigeria, Colombia and the Philippines.
- Expand our programme of partnerships with community groups resisting the theft of their natural resources in countries such as India and Peru.

- Challenge UK-based corporations responsible for such dispossession at shareholder AGMs or through the courts.
- Hold to account UK-based oil, gas and mining corporations for the impact of their actions on local communities across the world, by holding a People's Tribunal on corporate crimes.
- Win self-determination for the Saharawi people, marking the 40th anniversary of the invasion of Western Sahara by Moroccan forces in 1975.

D. Food sovereignty

We will engage actively in the growing movement for food sovereignty worldwide, challenging government policies that grant greater power over agricultural production to transnational corporations and supporting alternative models of community farming that are both socially progressive and ecologically sustainable. War on Want is proud to stand in solidarity with the international farmers' movement La Vía Campesina, and we will continue to resist new mechanisms of corporate control over agriculture, including genetically modified seeds. We will combat those donor-backed programmes that seek to increase the penetration of agribusiness corporations into Africa and elsewhere.

We will work to:

- Establish food sovereignty as the dominant framework for addressing issues of food justice and food security worldwide.
- Build the food sovereignty movement through our programme with partners in Brazil, Kenya, Mozambique and Sri Lanka, and explore new partnerships with grassroots farmers' movements in other countries.
- Develop the food sovereignty movement in the UK and in Europe, supporting alternative models of community-based farming to challenge the dominance of industrial agriculture at the heart of the global food regime.
- Promote the food sovereignty framework through the Civil Society Mechanism of the UN's Committee on World Food Security, in place of market-led responses to food crisis around the world.

3. Our ambition

E. Corporate power and accountability

War on Want will play a leading role in the global struggle to challenge corporate power and advance corporate accountability, including through opposition to trade agreements that threaten to increase the domination of transnational capital at the expense of working people and local communities. As part of the global campaign to dismantle corporate power, we will press for a legally binding instrument at the international level to address corporate impunity in the face of human rights violations. We will also lead the debate on the correct positioning of civil society

over and against corporate power, arguing for greater awareness of the risks involved in stakeholder engagement projects.

We will work to:

- Stop the Transatlantic Trade and Investment
 Partnership (TTIP) and other damaging free trade
 deals, and build the global movement for positive
 economic alternatives.
- End tax dodging by multinational corporations by means of a Tax Dodging Bill that will raise billions in government revenue for the UK and for countries of the global South.



- Spread the message of tax justice to eight million public service workers in Europe through our education programme with European trade union confederation EPSU, including a high profile conference in Brussels.
- Defend human rights around the world by means of a People's Treaty on the obligations of transnational corporations, and a binding UN treaty on business and human rights.
- End the criminalisation of protest movements across the world, focusing on the oppression of activists challenging corporate power or those on the margins of society.

F. Impact and influence

War on Want knows that only political action can bring long-term, transformative change. We will build our capacity to intervene in the political debate in the UK and worldwide, increasing our capacity to communicate a positive alternative to the dominant discourse on social and global issues. War on Want's radical politics give us a competitive advantage in setting the agenda, and the digital revolution has opened up new opportunities for us to take that radical message to new audiences. We will reach out to develop new alliances with progressive forces, at the same time as developing War on Want's own activist base for the future.

We will work to:

- Win the argument for radical progressive change by expanding our communications output, engaging with topical political issues as well as promoting our own thematic programmes.
- Maximise the opportunities for activist mobilisation through our increased use of digital platforms, including the launch of a new War on Want website.
- Build the movement for social and global justice by increasing our membership and supporter base, setting up new networks of War on Want ambassadors and community organisers around the UK.
- Mobilise the members of other progressive forces in support of our work through our links with trade unions and other social movements.

- Build the movement of progressive businesses by expanding our existing partnerships with companies that share War on Want's principles.
- Develop our relations with progressive funders and explore new methods of funding in support of the movement for radical change.



This last section represents the jumping off point for War on Want's internal strategy, which will address the changes needed to our working practices and our priorities in order to deliver this ambitious set of goals. This will in turn set the framework for our departmental work plans and our cross-organisational planning over the coming five years. War on Want has the potential to develop a more powerful voice and impact beyond what we have already achieved over the past five years, and we are in a strong position to do so. Together with all our partners, members, affiliates and supporters, we still have a world to win.



War on Want depends on the commitment of its many thousands of supporters, members, affiliates, donors and volunteers. This long-term support is crucial to sustaining our work for global justice together with our partners across the world.

If you would like to support the strategy presented in this document, please join us by visiting

waronwant.org/join or phone us on 020 7324 5040.

War on Want is extremely grateful to the many institutional donors and affiliates that have provided particular support to our work and our partners over recent years, including:

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UNISON

Unite the Union

Waron Wantis...

War on Want is **political** We understand that poverty and injustice are the result of political choices made by elites, and that change comes out of political action from below.

War on Want is radical We focus on the root causes of poverty and injustice, not their symptoms. We work for lasting, transformative change.

War on Want is courageous We are committed to speaking out without fear or favour in defence of human rights and social justice.

War on Want is relevant We focus on the key issues of our day and make them real to the widest possible public.

War on Want is responsive We seize opportunities as they present themselves, turning them into action.

War on Want is **internationalist** We stand in solidarity with all people fighting exploitation and oppression, wherever they may be.

War on Want is independent We welcome supporters and members from all sections of society.

War on Want is democratic We are governed by the collective will of our members, our affiliates and our elected Council of Management.

War on Want is effective We are a very lean organisation, and direct the greatest proportion of our funds towards making real change in the world.



FIGHTING GLOBAL POVERTY

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