

Mobilising for Global Justice

**War on Want
2010 – 2015**



FIGHTING GLOBAL POVERTY

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War (noun)

1. a state of armed conflict between different nations, states or armed groups
2. a sustained contest between rivals, or campaign against something undesirable

Want (noun)

1. a desire for something
2. lack or deficiency
3. lack of essentials; poverty

Foreword

Our world is going through a period of profound change. Economic crisis has exposed the failings of the free market model of globalisation, and opened up the possibility of new beginnings. A century of US dominance is giving way to a new multipolar global order in which nations must resolve their differences through dialogue and cooperation. The international movement for global justice is stronger and better connected than ever. Despite the continuing challenges of poverty and injustice, there is hope of a better world.

For the majority of the world's people, change is desperately needed. Despite the promises of globalisation, half of all people in the developing world still live below the \$2 a day poverty line, and 1.4 billion of these live in extreme poverty. The global economic crisis caused by 30 years of free market capitalism has plunged hundreds of millions more people into desperate want. Whole nations have been convulsed in war over natural resources, whole peoples condemned to military occupation and a denial of their basic rights.

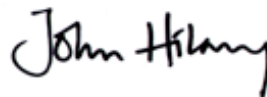
War on Want works as part of the global movement of women and men who have risen up to challenge injustice at the local, national and international levels and to demand change. We draw inspiration from the many millions of workers, farmers, activists and political campaigners around the world who have banded together to fight for their rights. War on Want works in partnership with social movements seeking to put an end to poverty, exploitation and oppression: trade unions, workers' collectives, landless people's movements, women's rights groups, anti-militarist and liberation movements across the world.

This document presents War on Want's strategic framework for the five years from April 2010 to March 2015. It has been put together by means of a participatory process

lasting 18 months and involving War on Want's members, donors, affiliated trade unions, overseas partners and other key stakeholders. The framework sets out the vision, principles and values which define War on Want, as well as the strategic goals which will direct the organisation during this five-year period. As such, it stands as a central reference point for our departmental strategies, our annual work plans and our relations with partner organisations in both South and North. It is a public document, a signal of our commitment to transparency and open communication.

War on Want has established itself as an active player in the global justice movement. Our courage and conviction command respect from many quarters, while our work continues to have a genuine, meaningful impact on the lives of millions struggling against poverty and injustice. As well as pointing to the future, the following pages also outline some of the victories won by War on Want in recent times. We seek to build on these victories in the years to come.

I am confident that the strategy and values outlined in this document will enable War on Want to take its work forward into a new decade, as part of a vibrant worldwide movement for global justice. Now more than ever, another world is possible.



John Hilary
Executive Director

Meeting the 21st century challenge

The first decade of the 21st century has brought profound changes to the international order. Economic crisis has seen world output contract for the first time in 60 years, throwing hundreds of millions more people into poverty and exposing the contradictions at the heart of globalisation. New forces have risen up to challenge the Anglo-Saxon model of free market capitalism, opening a space for alternative solutions to the ongoing scandals of global poverty and injustice. The 'American century' is behind us, and a new, multipolar world is being born.

The USA remains the single largest economic and military force on the planet. Yet Washington's ability to project its power across the globe has foundered in the face of popular resistance in the Middle East, Asia and Latin America, at the same time as US military superiority over other national armies continues to decline. With US unemployment and home repossession rates soaring, the financial crisis has exposed the fragility of an economy so heavily dependent upon outside creditors such as China. Barack Obama's task is to rid his country of the delusions of unilateralism, and to scale back US overseas ambitions to match its declining power.

This shift in the balance of power has seen the emergence of a new set of elites on the global stage. The eclipse of the G8 by the G20 as the body to address the world economic crisis was no more than a recognition of this new reality. Without the contribution of countries such as China, India, Brazil, Saudi Arabia, Indonesia and South Africa, any attempt to resolve the world's financial and economic problems would have been futile. Yet the formal acknowledgement of their importance to the future of global economic governance marks a new epoch in international affairs.

The rise of new economic powers from the global South poses a particular challenge to the old imperial nations of Europe, whose ageing populations and dwindling natural resources leave them at serious risk of decline. Recognition of this threat has generated an aggressive response on the part of the European Union, in a new set of policies explicitly designed to confront the challenge from emerging economies. This 'new imperialism' is seen in the EU's

demand for greater access to the strategic natural resources of developing countries – especially gas, oil and minerals – and its requirement that EU trading partners open up their economies to serve the interests of European business.

Alternative models

At the same time, developing countries have signalled that they will no longer accept the imposition of such policies from the rich world. Many countries have built effective resistance in international forums such as the World Trade Organisation, where the EU and its allies have been prevented from realising their most aggressive plans. At the regional level, too, Latin American countries have seen off the threat of the Free Trade Area of the Americas, which the USA had hoped to establish for the benefit of its corporations during the past decade.

In its place, countries of Latin America have initiated alternative models of trade and cooperation, including setting up their own regional development bank, the Banco del Sur, to challenge the dominance of the International Monetary Fund (IMF). Similarly, Asian countries have developed the Chiang Mai Initiative to link the central banks of ASEAN nations, China, Japan and South Korea in a regional alliance based on mutual support. Other forms of South-South cooperation are challenging Western hegemony – not least in Africa, where Chinese aid and investment are playing an increasingly important role in the continent's development.

Yet the economic crisis has done more than reveal the tectonic shifts in the global balance of power. It has also exposed the failings of the Anglo-Saxon model of free market capitalism which has dominated international economic policy making for the past 30 years. Those failings are all too familiar to countries which suffered the two 'lost decades' of development as a result of being forced to adopt the policies of the Washington consensus during the 1980s and 1990s by the World Bank and IMF. Yet as long as the rich world continued to benefit from the resulting low inflation rates and cheap consumer goods, the international community was content to ignore the call for change.

Now the call for radical, far-reaching change is too loud to be ignored. The change needed to bring justice to the global economic order must go beyond the Keynesian compromise suggested by the G20 and others intent on restoring the old economic system in a more sustainable form. Even before the financial crisis broke in 2008, half of all people in developing countries were living in poverty, with 1.4 billion of them condemned to extreme poverty. Hundreds of millions more have joined their ranks as a result of the crisis, and further millions are threatened with destitution from the effects of climate change.

For War on Want, the challenge for the 21st century is not to return to such a past, but to build towards a better future. That future must be founded on principles of public benefit, not private profit. It must see the repayment of the vast debts owed by the rich world to the countries of the South, including the ecological debt of climate change. And it must witness a democratic revolution to reclaim power from the governments, institutions and corporations that have condemned so many millions of people to poverty and despair.

Poverty and inequality

The true scandal of global poverty lies in the unprecedented wealth that exists in the world. The past 30 years have seen a dramatic increase in levels of inequality both within and between countries, as the rules of the global economy have been rewritten in favour of capital and against the needs of ordinary working people. Despite the public pledges made by world leaders to combat poverty and inequality, the gap between rich and poor has grown. Today the richest 2% of people on the planet own half its assets, while the poorest half of the world's population owns barely 1% of global wealth.

The same trend has been seen within individual countries, both North and South. Working people in the UK have seen their share of national income decline steadily over recent decades, and the gap between rich and poor now stands at its highest level for 40 years. India is home to more people living in poverty than any other single country, but boasts the fastest rising number of millionaires. Even in South Africa, the most successful economy of

its continent, millions of people have still to see any benefit from their common victory over apartheid, as unemployment, poverty and inequality continue to grow.

This is the context in which War on Want's partners among the social movements of the global South continue their struggle for justice. Some live in countries that are heralded as the success stories of globalisation, but where their communities have been denied any share in its riches. Others live in countries with abundant natural resources, but where they are prevented from securing their own futures as a result of conflict or military occupation. Others again live in the world's poorest countries, where they carry on the fight for their rights in the face of the greatest social and economic pressures.

As developing countries grow in economic and political power, social movements in those countries become even more important as political actors and agents of change. Without the broad-based, democratic challenge that such movements represent, there is every fear that the new elites will use their power to serve the vested interests of capital and the privileged classes alone. Social movements are the surest defence against such abuse of power, and the most important agents of long-term, transformative change in their societies. In the most inspiring example of recent times, Bolivia has shown how an indigenous movement can lead to genuine social revolution, with consequences far beyond its own national borders.

Structures of resistance

This is the strategic purpose that underlies War on Want's work with social movements to create positive structures of resistance to the forces which deny them their rights. In Brazil, our partner the 1.5 million-strong Movimento Sem Terra (Landless Workers' Movement) has established an alternative model to corporate agriculture across 23 of the country's 27 states, based on ecological farming methods, gender equality and indigenous people's rights. Peacefully occupying unused land under the terms of the Brazilian constitution, they have already won land titles for over 350,000 landless families, with 180,000 more awaiting government recognition.



In the Occupied Palestinian Territories, War on Want's partner Stop the Wall has sustained a network of popular committees to mobilise peaceful resistance to Israel's illegal Separation Wall, as well as coordinating international campaigns to press Israel to abide by international law. In South Africa, the Anti-Privatisation Forum has built up a coalition of active community groups fighting for the right to decent, affordable public services, and has won a number of important court cases against government attempts to privatise those services. In Bangladesh, the National Garment Workers' Federation brings together over 30 factory-based trade unions in the struggle to raise wages and improve working conditions for the two million women workers who make clothes for export to countries such as the UK.

War on Want joins with these and other partners in the global justice movement, which draws together many

strands of activism and organised resistance from across the world. Trade unions, workers' collectives, landless people's movements, women's rights groups, ecologists, anti-militarist and liberation movements all form part of this 'movement of movements', which is stronger and better connected today than it has ever been. Numerous actions, campaigns and mobilisations have been coordinated on the basis of networks developed within the movement, and many important victories have been won at the local, national and international levels.

A new world order is coming into being, and we must ensure it meets the needs and aspirations of all the world's peoples. Our common future must be built on principles of justice, dignity and human rights, and the global justice movement must take a lead in securing this future. Working in partnership with progressive forces everywhere, War on Want is ready to take its place in the fight for a better world.

**What is War
on Want?**

War on Want is a movement of people who are committed to global 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

Who we are

War on Want is a political organisation. We see political choices made by elites as the root cause of poverty and human rights abuse, just as we see organised political action by social movements and other citizen's groups as the source of positive change. We seek allies among other political actors, and we are not afraid to engage in political campaigning as a means to winning justice and human rights for all.

War on Want is part of the global justice movement. We believe that another world is possible, and we know that we do not act alone. Many of our partner organisations play an active role in the global justice movement at national and international levels. We join forces with thousands of other networks, groups and social movements in the struggle for a better world.

War on Want is part of the international labour movement. We believe decent work lies at the heart of global justice and poverty elimination, as the key link needed to translate economic growth into genuine improvements in people's lives. We believe in the right to a living wage for all working people, sufficient to provide for their family's daily needs and to raise them out of poverty. We work in partnership with trade unions and grassroots workers' organisations in developing countries, and collaborate closely with trade unions in the North. All major British trade unions are affiliated to War on Want, and many trade unionists are active War on Want members in their own right.

War on Want is not an aid agency. We do not provide humanitarian relief or deliver services to the poor. Nor do we have our own network of offices around the world. We believe in tackling the root causes of poverty and injustice by empowering the marginalised and dispossessed to fight for their rights. We believe in justice, not charity.

War on Want is a membership organisation. It is run on democratic principles, with its supreme governing body elected by the membership in open session every year. Members can bring resolutions to the annual general meeting in order to influence War on Want's work and strategic direction, and are regularly invited to take part in War on Want actions and events. War on Want is as strong as its membership, and seeks to enable all its supporters to contribute to the fight against poverty and injustice.

War on Want was born in 1951 when over 10,000 people responded to the initial call to action against war and in favour of world development. Now, 60 years later, War on Want is still an organisation which believes progressive change comes as a result of people's concerted actions.

We value our staff, trustees, volunteers, donors, members and activists. Our people are our strength.

What we do

War on Want works to challenge the root causes of poverty, inequality and injustice. Through our partnerships with social movements in the global South, we fight against the power structures which condemn people to poverty and oppression. That partnership takes the form of joint political action, financial support and training to build the capacity of social movements to realise their goals.

War on Want is unique among British non-governmental organisations in its partnerships with democratic social movements and workers' organisations that act as agents of political change. These partnerships seek to empower poor and marginalised communities in their struggle for political, social and economic rights.

We currently have formal partnership agreements with 30 organisations and social movements in 20 countries of Africa, Asia and Latin America. These include:

- trade unions and workers' organisations in Bangladesh, China, Guatemala, Iraq, South Africa and Sri Lanka
- associations of women workers in Colombia, Honduras and Kenya
- street trader and market vendor associations in Kenya, Malawi and Zambia
- landless and rural workers' organisations in Brazil, Mozambique and Sri Lanka
- anti-privatisation, anti-eviction and landless people's movements in South Africa
- farming cooperatives, human rights activists and anti-occupation movements in Palestine
- human rights activists and trade unionists in Colombia

We also work in solidarity with other partners in the global justice movement through joint political actions and campaigns. In particular, War on Want is prepared to support radical partner organisations that are shunned by mainstream donors and aid agencies. Part of our added value comes from backing grassroots democratic groups in their earliest stages

of development, especially those with alternative political and economic models and voices seeking radical change.

War on Want believes in a partnership of equals in its relations with allies in both South and North. We believe in a process of dialogue, mutual learning and solidarity with all our partners. We do not seek to impose any ideology on our partners. Rather, we respect diversity and independence, and seek to respond to the needs of democratic movements in the South.

As part of this same fight, War on Want runs hard-hitting popular campaigns in the UK in support of radical change. We challenge the power structures and ideologies that condemn whole peoples to poverty or oppression, whether these be the neoliberal policies of globalisation or the imperialist ambitions of Western states and their proxies. We speak out without fear or favour against state or corporate abuse, and we are not afraid to expose those governments or multinational corporations which are guilty of violating human rights.

War on Want's agenda is inspired by our partners in the global justice movement. This ensures that War on Want's campaigns remain radical, principled and true to the concerns of the marginalised and oppressed. While we are focused on lasting, transformative change, we equally recognise the importance of achieving such change through concrete, measurable outcomes which make a real difference to people's lives. The list of our recent victories given below shows how War on Want continues to make a difference to people across the world.

What we believe

Poverty and injustice are the result of political choices made by governments, corporations and other elites. Recognition of this fundamental truth lies behind the widely quoted War on Want slogan: poverty is political. Decisions made by a few individuals in international forums such as the G8 and G20 or in institutions such as the World Bank, International Monetary Fund and World Trade Organisation have the power to bring misery to hundreds of millions of people around the world. Just as poverty and injustice are products

of political decisions, change is a product of political pressure. For War on Want, change comes from contesting power through concerted political action.

Our theory of change recognises that this political pressure can be built up through a variety of means. These include empowering communities to fight for their rights; public challenges to governments and corporations through media exposés, legal actions and popular mobilisation; shifts in public opinion as a result of long-term awareness raising; the formation of new alliances and coalitions with other progressive forces, including trade unions and others within the international labour movement; coordination with political action being taken by other parts of the global justice movement around the world.

Such coordination also requires an active alignment of thinking and policy positions with those of the wider movement, especially our partners in the global South. War on Want grounds its own thinking in the tradition of radical resistance embodied by social movements and workers' organisations across the world. While we are responsible for our own strategic choices and policy positions, we aim to ensure that these are informed by and fully consonant with the views and priorities of our partners in the global justice movement.

Ultimately, the power to effect lasting, transformative change rests with the creation of a movement of people who are prepared to take action to achieve that change. War on Want will prioritise the support of such a movement, both in our campaigns work in the UK and Europe and through our partnerships with social movements and grassroots organisations around the world. We will provide people with the tools they need to take action for global justice, and we will encourage them to join us in our common struggle.

Our values

War on Want is political. We understand poverty and injustice to be the result of political choices made by elites. We aspire to take our place in the front line of progressive politics, building alliances with political actors both nationally and globally.

War on Want is radical. We focus on the root causes of poverty and injustice, not their symptoms, and 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. We are not afraid of risk where it is necessary to achieving our goals. We will manage risk, not avoid it.

War on Want is relevant. We focus on the key issues of our day and make them real to the widest possible public. We also take the lead in identifying the key issues of tomorrow.

War on Want is responsive. Our lack of bureaucracy means we are able to react swiftly to opportunities as they present themselves, embracing them and turning them into action wherever possible.

War on Want is internationalist. We stand in solidarity with all people fighting exploitation and oppression, wherever it may be. We see all struggles as part of one common struggle for global justice.

War on Want is independent of political party or religious affiliation, and we actively welcome supporters and members from all sections of society. We value diversity as one of the strengths of our movement.

War on Want is democratic. We are governed by our members, our affiliates and our elected Council of Management. We respond to the collective will of the War on Want membership as expressed through the democratic process.

War on Want is effective and efficient. We are a very lean organisation, and spend the smallest fraction of our funds on administration and governance. Donors know that we make the most of all the money we receive, and that we deliver real impact from limited resources.

Our impact

War on Want and its partners have won many important new victories in recent years, making a genuine and lasting

impact on the lives of dispossessed people the world over. As the examples below indicate, these include victories won in developing countries with War on Want support, as well as campaign successes achieved through initiatives in the UK and Europe. Looking back further into our 60-year history, War on Want has also led the way in setting up and sustaining important structures which have taken forward the campaign for global justice into the current era.

- In 2006, as a result of months of political actions and demonstrations, War on Want's partner the National Garment Workers' Federation (NGWF) won the first increase in the minimum wage for garment workers in Bangladesh for 12 years. Since then, the NGWF has succeeded in registering several new trade unions within the Bangladeshi garments industry, despite continued harassment of trade unionists. Working closely with NGWF activists, War on Want has published major exposés of the continuing exploitation of women garment workers by British supermarkets and other retailers. Building on the unprecedented media coverage and public awareness which this has generated, War on Want's high-profile 'Love Fashion Hate Sweatshops' campaign has brought the issue of workers' rights to an entirely new audience, paving the way for legislation to stop the exploitation of workers supplying high street retailers in the UK.
- War on Want has already had significant impact in securing such changes in the law. As a result of our campaign with trade unions, environmentalists and other groups, the Companies Act introduced by the UK government in 2006 included the first ever legal requirement on company directors that they must take into account the impact of their corporate activities on workers, communities and the environment. The following year, War on Want was the first organisation to use the provisions of the new Companies Act to mount a shareholder challenge to the UK's largest supermarket chain, Tesco, for failing in its duty to treat its overseas workers fairly. This pioneering action has opened the way to a number of challenges by other organisations since.
- Similarly, War on Want won an important victory when it changed UK government policy on overseas aid. Previously, much UK aid was granted to developing countries on the condition that they would open up their markets to foreign companies or privatise their public services, despite the damage this caused. As a result of War on Want's high-profile campaign on the issue and the support of British public sector trade unions, government policy was changed and UK aid can no longer be made conditional upon such policies. This success stands alongside the important victories won by our South African partner the Anti-Privatisation Forum in 2008 and 2009, when it secured two high court rulings that the forced installation of pre-paid water meters in poor communities in South Africa is against the law.
- War on Want's partners in Latin America and Asia have won similar victories. The MIQCB women's movement has secured state-level protection for the babaçu nut palms which provide the sole source of income for 400,000 women across north-eastern Brazil. In 2007, the women's collective Codemuh won a landmark hearing with the Inter-American Commission on Human Rights on human and labour rights abuses endured by garment workers in Honduras. The Asia Monitor Resource Centre and Labour Action China secured a similarly important meeting with the Chinese government to discuss the enforcement of workers' rights legislation in Chinese factories. In 2006, War on Want's partner the Free Trade Zones and General Services Employees Union of Sri Lanka won the first ever collective bargaining agreement guaranteeing workers yearly salary increases, annual leave and an end to persecution of trade union activity.
- War on Want stood in the forefront of opposition to the 2003 invasion of Iraq, and we supported anti-occupation activists within the Iraqi trade union movement in the period following the invasion. Our partner the Iraqi Federation of Oil Unions (IFOU) has led the resistance to US plans to privatise Iraq's oil, and War on Want has supported this resistance through the Hands Off Iraqi Oil campaign in the UK. Not only has the oil privatisation law been frustrated, but the IFOU has overcome state

harassment and increased its membership to over 30,000 workers. War on Want has backed the development of Iraqi civil society into the post-occupation period through the international Iraqi Civil Society Solidarity Initiative, which held its first conference in Italy in March 2009. The initiative brought together activists from Iraqi trade unions, women's rights groups, youth and student groups to secure the future for civil society in Iraq, and plans to support the establishment of an Iraq Social Forum in coming years.

- War on Want has also led the campaign against the unregulated use of private military and security companies in war zones such as Iraq and Afghanistan. As a result of concerted action by War on Want members, we secured a long-overdue public consultation on options for UK legislation to regulate the private military industry. Despite international outrage at the numerous human rights violations committed by mercenary forces in Iraq and Afghanistan, the government continues to promote voluntary self-regulation as its preferred option. We will continue to press for binding regulation of private military and security companies, and a ban on their use in combat situations.
- Our partner in Palestine, the Stop the Wall coalition, has led the call for a global campaign of boycott, divestment and sanctions to force the Israeli government to abide by international law. War on Want has promoted this campaign in the UK and Europe, with a number of notable successes. In 2009, following intensive War on Want pressure and a successful vote in the General Synod, the Church of England finally withdrew its investments from Caterpillar, one of the companies most heavily implicated in the Israeli occupation. Also in 2009, the UK government agreed to revoke five licences on arms sales to Israel – a major victory for War on Want's Stop Arming Israel campaign.
- At the same time, War on Want's support for olive farmers in the West Bank won its own victory when Zaytoun olive oil was awarded the Fairtrade mark in March 2009. This is indicative of the quiet victories achieved by many War on Want partners in their everyday work within local communities. For many,

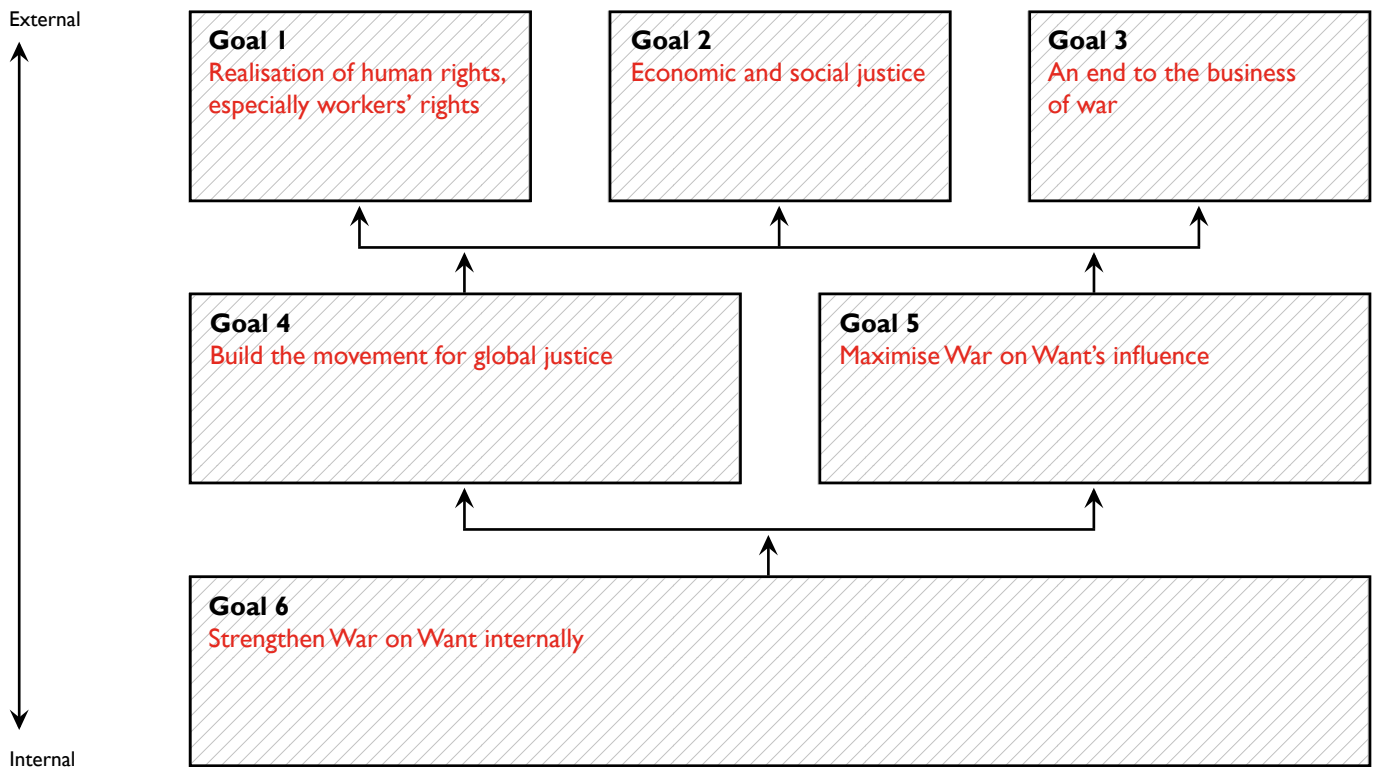
the very act of survival and subsistence is in itself a victory won by structures of resistance in the face of globalisation, conflict or oppression.

In addition to these victories, War on Want has led the way in setting up and sustaining other important bodies in the global justice movement over the years. War on Want was the first organisation to draw attention to the damage caused by baby milk companies with its groundbreaking 1974 publication *The Baby Killer*; as a result of the worldwide movement launched by the book, the World Health Assembly introduced restrictions on corporate promotion of baby milk formula via the International Code of Marketing of Breast-milk Substitutes in 1981. War on Want's 1987 'Profits out of Poverty' campaign was the first popular action on Third World debt in Britain, while our 'Women for a Change' campaign launched in the same year championed the rights of women in the struggle for development.

War on Want has also been instrumental in setting up and supporting bodies such as the Tax Justice Network, Tobin Tax Network (now Stamp Out Poverty) and Trade Justice Movement, all of which have won major victories over the years. Since 1984, War on Want has sustained solidarity action and support for the people of the Western Sahara in their fight for freedom against Moroccan occupation.

As a result of the above successes, War on Want has been singled out for commendation with a number of recent awards. Our support for workers' rights in the sweatshops of Asia and Latin America has won media and campaigning awards, just as our campaign against the privatisation of public services won official plaudits for its innovative design. Our campaign against companies profiting from the Israeli occupation of Palestine was heralded as *The Guardian* campaign of the week when it was launched in 2005. We were particularly pleased to be shortlisted as one of the Most Admired Charities in the prestigious *Third Sector* annual awards for 2008 – a great achievement to make the top five out of a total 190,000 charities from all sectors in England and Wales.

Strategic Framework



This framework presents the six strategic goals which will govern War on Want's work over the five years from April 2010 to March 2015. These are the end goals we strive towards; they are aspirational, and represent the strategic direction in which War on Want seeks to travel. Through progress towards these goals, War on Want will fulfil its mission of fighting the root causes of poverty and oppression, as part of the worldwide movement for global justice.

The goals will provide a unifying focus for the whole organisation in its work and in its external relations. They are intended to serve as a public reference point for all those seeking to work with War on Want, whether as individual members, overseas partners, affiliates or institutional allies.

The first three goals represent the external focus of our work, and provide a vision of the positive changes which we seek to realise in the world. Goals 4 and 5 represent the means by which we will make progress towards those external goals, namely strengthening the movement for global justice and maximising War on Want's own influence as part of that movement. The final goal represents the internal organisational development which War on Want needs to achieve in order to make this possible.

Each goal is broken down into a number of objectives, which are then broken down further to indicate the

main ways in which we intend to meet them. Our departmental work plans will be drawn up so as to deliver the objectives over the next five years, and will include key performance indicators against which we will measure evidence of our success in making a genuine impact on people's lives. We will use these indicators to monitor progress towards the objectives on an annual basis, with a mid-term review of our overall progress to be carried out by the end of 2012.

Importantly, this strategic framework has been built up through a participatory process lasting over 18 months. We first commissioned an external evaluation of War on Want's work consisting of feedback from key stakeholders including War on Want members, donors, staff, volunteers, trustees, overseas partners and affiliated trade unions. The overwhelming response to this exercise was support for War on Want and confidence in our work, but we were also pleased to receive many constructive suggestions for where we could improve still further.

We held a number of dedicated discussions to examine the findings of the evaluation in more detail, and from these developed the initial drafts of the current document. The drafts were then shared with the main stakeholder groups, again including staff, trustees, overseas partners and affiliates. The final version aims to reflect all the major elements of those debates while prioritising the most important areas for War on Want's action and attention.

GOAL 1

Realisation of human rights, especially workers' rights

War on Want is part of the international labour movement, and has long understood that decent work is not only a basic right but also a key route out of poverty. War on Want fights for workers' rights in partnership with trade unions and associations of working people across the world, and we see organised labour as a powerful expression of the movement for global justice. War on Want is also proud to support the principle of food sovereignty, where the right to food is guaranteed through locally determined systems of food production. We will continue to work alongside democratic, grassroots movements fighting for their right to land and other natural resources.

Three decades of free market globalisation have driven many millions of people out of stable employment and into the informal economy. These workers now struggle to make a living on the margins of society, without any of the security and benefits associated with formal jobs. War on Want has established itself as a key player in the movement for workers' rights in the informal economy, especially in Africa, and we will strengthen and expand that programme to encompass the right to housing and other basic rights.

Women continue to face a particular burden of poverty and human rights violation in respect of their roles as workers, mothers and providers within the home. War on Want has long supported the mainstreaming of women's rights through support for women-led trade unions and workers' associations. We are now keen to strengthen our engagement with women's rights organisations still further, and this will form a key strand of development for our work programme over the next five years.

Objective A:

To secure workers' rights in the formal economy

We will do this by:

- Working in partnership with trade unions and workers' associations, especially women-led organisations, in sweatshops and plantations
- Campaigning for a living wage and decent working conditions in supply chains serving British

supermarkets and other high street retailers

- Realising the right of redress for workers whose rights are violated supplying British companies around the world

Objective B:

To secure workers' rights in the informal economy

We will do this by:

- Working in partnership with trade unions and workers' associations organising in the informal economy, in Africa and elsewhere
- Using our relationships to strengthen support between informal economy associations and the formal trade union movement, both nationally and internationally
- Promoting human rights in other areas of the informal economy, including the right to decent housing

Objective C:

To secure people's rights in the rural economy

We will do this by:

- Working in partnership with landless people's movements and other grassroots groups fighting for the right to land and natural resources
- Campaigning for local communities' rights to land, water, seeds and other natural resources
- Promoting recognition of food sovereignty as an essential principle in defending the right to food and secure livelihoods from corporate attack

Objective D:

To secure women's rights and participation in political processes

We will do this by:

- Developing new partnerships with women's rights organisations, especially those working for women's economic rights
- Promoting women's participation and leadership in trade unions, workers' associations and other civil society movements
- Campaigning for increased recognition of women's economic rights as human rights, especially the rights of women workers

GOAL 2

Economic and social justice

The rules of the global economy continue to condemn hundreds of millions of people to lasting poverty, at the same time as increasing the power and profits of multinational corporations. Whether it is a question of global trade, tax, finance or corporate accountability, War on Want campaigns to change these rules so as to win economic justice throughout the world. We seek to challenge corporate power by working with trade unions and grassroots social movements, and through our continued exposure of those multinational corporations that are guilty of violating human rights.

War on Want is also committed to fighting the free market fundamentalism that has condemned whole communities to poverty and brought the global economy to the point of crisis. We will continue to build awareness of the damage done by trade liberalisation, deregulation and the privatisation of public services around the world, including through the forced migration of affected populations. We will join forces with others to challenge the imposition of these policies on poorer countries.

In all its work, War on Want seeks to support innovative political thinking and alternative models to corporate globalisation and free market capitalism – alternatives based on principles of justice, democracy and public benefit rather than private profit. Our partnerships with social movements around the world are geared towards this end.

Objective A:

To realise positive alternatives to free market capitalism

We will do this by:

- Campaigning for principles of trade justice, tax justice and decent work to stand at the centre of economic policy
- Supporting new models of public benefit and democratic ownership over corporate profit and the privatisation of public services
- Working in partnership with social movements building alternative economic models in both South and North

Objective B:

To challenge corporate power in the global economy

We will do this by:

- Exposing multinational corporations that are guilty of violating human rights, especially the rights of workers and local communities
- Working for a transfer of power from multinational corporations back to representative government bodies
- Campaigning for binding national and international frameworks of corporate regulation and accountability, including through the UN Human Rights Council

GOAL 3

An end to the business of war

War continues to bring misery to millions of people around the world, denying them their right to security and destroying any prospect of development. War on Want believes that the world's resources should be directed towards fighting poverty, not wars. We focus attention on the corporations that profit from war, including arms companies, extractive industries fuelling conflict over natural resources and banks financing the war machine. In particular, War on Want is leading the campaign against the privatisation of war through states' increased use of private military and security companies as mercenary forces in conflict zones.

War on Want's opposition to militarism has always gone hand in hand with support for peoples struggling against imperialism or military occupation. War on Want is proud to support the peoples of Iraq, Palestine and Western Sahara in the struggle for their rights, just as it stood with the peoples of Vietnam, Algeria and South Africa before them.

We will also confront corporations that profit from the violation of human rights in these contexts, including through our participation in the global movement for boycott, divestment and sanctions (BDS) against companies supporting Israel's occupation of Palestine. In all our programmes, we will seek to strengthen support for those who have been forced to flee their homes as a result of conflict or military occupation: refugees, migrants and internally displaced persons.

Objective A: **to secure justice for peoples living under military occupation**

We will do this by:

- seeking justice for the Palestinian people, including an end to the Occupation and the right of Palestinian refugees to return home

- campaigning for an end to UK and EU complicity in the violation of Palestinians' human rights
- seeking justice for other peoples suffering under military occupation, including the peoples of Western Sahara and Iraq

Objective B: **to secure rights for people living in the context of resource conflict**

We will do this by:

- building partnerships with grassroots movements fighting for their rights in the context of resource conflict
- exposing the abuses of multinational corporations seeking to appropriate natural resources from other countries and communities
- working to end predatory actions by states aiming to take control of others' natural resources, including land, oil, gas, water or minerals

Objective C: **to stop corporations profiting from war**

We will do this by:

- campaigning for binding regulation of private military and security companies, including a ban on all use of mercenaries in combat situations
- confronting corporations that are complicit in human rights violations, including through the BDS movement against companies profiting from the Occupation of Palestine
- supporting a progressive reduction in military expenditure and the arms trade, including an end to the UK's nuclear weapons capability

GOAL 4

Build the movement for global justice

The worldwide movement for global justice has grown in strength over the past decade, with greater links between its many constituent parts. War on Want is proud to be part of this movement, and seeks to build the activist community in support of radical change. We see our partnerships with social movements in the South and our campaigns activities in the North as equal means to achieving this higher goal.

War on Want has always sought to build the movement by bringing together like-minded people from different sectors of society. As part of this strategy, we will continue to increase our own activist base of War on Want members and supporters. We will achieve this through an expanded programme of outreach and educational work to new audiences, as well as by increasing the opportunities for existing members and supporters to be actively engaged in War on Want's work.

War on Want will also strengthen its links with progressive movements in the South and the North, based on mutual respect and shared goals. We recognise that clear communication is key to all our relationships, and we will strive to articulate the major issues of global justice to as wide a public as possible. We seek to be at the forefront of new thinking on international politics, and to rally a broad movement behind the call for radical change.

Objective A: to enlarge and activate War on Want's supporter base

We will do this by:

- tripling the number of War on Want members, and expanding the supporter base to over 100,000 people

- enabling more members and supporters to take regular action on behalf of War on Want, including through a network of local War on Want activists
- doubling the number of organisations affiliated to War on Want, including trade union branches and regional structures

Objective B: to reach out to new audiences

We will do this by:

- increasing the number of external events at which War on Want has an active presence, including trade union conferences, festivals and other public activities
- doubling the level of educational work, including joint work in schools, colleges and with trade unions from the education sector
- expanding our outreach into black and minority ethnic groups, including within the trade union movement

Objective C: to strengthen active relations with partners, allies and affiliates

We will do this by:

- building shared agendas with programme partners in the global South, including social movements, trade unions and other grassroots groups
- developing closer working relationships with trade unions in the UK and Europe, as well as with global union federations and other institutions of the labour movement
- initiating new partnerships with women's groups and networks, including within the trade union movement

GOAL 5

Maximise War on Want's influence

War on Want is known for its outspoken determination to stand up for the rights of oppressed peoples and its refusal to be intimidated by power. We have won a reputation for courage and commitment through our willingness to confront injustice head on, whether through publicly exposing the corporate abuse of human rights or through direct challenge to government policies which foster poverty, inequality and despair.

At the same time, War on Want engages in advocacy work with decision makers where there is the prospect of this leading to genuine, transformative change. We understand such lobbying as one element in a wider strategy of generating political pressure, dependent upon the mobilisation of a broad-based movement in support of our aims.

War on Want has a committed team of staff and volunteer activists who are experts across a wide range of issue areas. We will continue to build our influence through increased policy expertise and media exposure, as well as through joint work with other civil society groups. We will seek to set the public and political agenda on global justice issues, as well as enhancing the visibility of our programme partners and their work.

Objective A:

to increase direct advocacy and lobbying work

We will do this by:

- increasing our advocacy work with MPs and MEPs, ensuring that War on Want's agenda and issues are taken up within all relevant parliamentary processes

- directly lobbying government and corporate decision makers where this offers the prospect of genuine, transformative change
- strengthening capacity of our programme partners to conduct their own advocacy work at local, national or international levels

Objective B:

to develop War on Want's expertise and profile

We will do this by:

- deepening our policy expertise on key issues of global justice, especially in conjunction with programme partners in the global South
- increasing external recognition of War on Want as an authority on international issues and the worldwide struggle for global justice
- sustaining public awareness of War on Want within Britain at its current level of over 50%, and at a higher level within trade unions

Objective C:

to influence the public agenda on issues of global justice

We will do this by:

- doubling the number of major War on Want stories appearing in the British media
- enhancing our use of new media tools for activism and interactive engagement, including attracting over 100,000 visitors to our website per month
- increasing public visibility for our programme partners, in Britain and elsewhere

GOAL 6

Strengthen War on Want internally

War on Want has doubled in size over the past decade into an organisation of 24 staff, with an annual turnover of around £2 million. Through sound financial management and support from our members and donors, War on Want has secured this position despite downturns in the economic environment. We now need to consolidate this growth by focusing on financial sustainability for the future, and on investment in the people who make War on Want what it is today.

War on Want will establish the procedures needed to strengthen coherence and to become a learning organisation. This requires improved systems of monitoring and evaluation to ensure that we take the best from all our experiences and improve our performance. It also entails increased exchange of information amongst all War on Want's people, in order to build a deeper understanding of the vision that informs our work. War on Want will create space for innovation and creativity, and for responding to new opportunities as they present themselves. At the same time, we will prioritise our actions according to their contribution to War on Want's strategic goals and objectives. Strengthening War on Want internally is directed towards one overriding aim: to enhance the impact of War on Want's work for global justice.

Objective A: to achieve financial sustainability

We will do this by:

- presenting balanced budgets based on reasonable forecasts of income and expenditure, especially through sustainable increases in core funds
- successfully broadening and diversifying of sources of institutional funding, especially trusts and foundations
- ensuring financial security and sound stewardship through strict adherence to internal procedures

Objective B: to invest in our people

We will do this by:

- enhancing the involvement of and benefits to War on Want members and supporters
- improving our systems of training, development and care of War on Want staff, volunteer activists and trustees, including strong and responsive governance systems
- developing a pool of high-profile supporters willing to assist War on Want as patrons, advocates or activists

Objective C: to strengthen coherence across all War on Want's work

We will do this by:

- building recognition and understanding among all War on Want stakeholders of the political vision underlying and informing War on Want's work
- spreading knowledge among staff and trustees of the situation facing War on Want partners around the world
- introducing oversight systems of programme partners and War on Want policies to ensure coherence

Objective D: to become a learning organisation, focused on impact

We will do this by:

- introducing clear and functioning internal systems to monitor and evaluate the impact of all War on Want's activities
- strengthening formal and informal systems of information sharing and recording to strengthen institutional memory
- initiating regular spaces for innovation and creativity among staff, trustees, volunteers and other War on Want stakeholders

JOIN US!

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 filling in the membership form overleaf and returning it to the Freepost address provided, or by calling us on 020 7549 0555.

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

AA Law Solicitors
Allan & Nesta Ferguson Charitable Trust
Amicus Foundation
Body Shop Foundation
Comic Relief
Communication Workers Union
Co-operative Bank
Department for International Development
Edith M Ellis 1985 Charitable Trust
European Union
Fire Brigades Union
GFTU
GMB
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Joseph Rowntree Charitable Trust
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MWR Solicitors
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PCS
Prospect
Rowan Charitable Trust
Scurrah Wainwright Charity
WF Southall Trust
Thompsons Solicitors
UNISON
Unite the Union
DM & J Wood Trust

Yes, I want to support War on Want by becoming a member.

Name _____
Address (please write in capitals) _____
Postcode _____
E-mail (please write clearly) _____
Phone/Mobile _____

Please accept this Direct Debit of £5 a month £ ____ My own monthly / quarterly / yearly (delete)
Commencing on the 1st 8th 15th 22nd of mm ____ yy ____ should be at least four weeks from today
(please tick as appropriate)

Instruction to your Bank or Building Society to pay by Direct Debit



Please fill in the whole form using a ball point pen and send to:
Freepost RSAH-CUAZ-RRBS, War on Want,
56-64 Leonard Street, London EC2A 4LT
DO NOT RETURN TO YOUR BANK

Name and full postal address of your Bank or Building Society
To the Manager Bank/Building Society

Address _____

Postcode _____

Name(s) of Account Holder(s) _____

Branch Sort Code - -

Account Number

Originators Identification Number:

Reference: (to be completed by War on Want)

Instruction to Bank or Building Society:

Please pay War on Want Direct Debits from the account detailed in this instruction subject to the safeguards assured by the Direct Debit Guarantee. I understand that this instruction may remain with War on Want and if so, details will be passed electronically to my Bank/Building Society.

Signature(s) _____

Date _____

Banks and Building Societies may not accept Direct Debit Instructions for some types of account.

Make your gift worth 28% more – at no cost to you.

I am a UK tax payer and I would like War on Want to reclaim tax on all donations that I have made in the last four years and all future donations that I make from the date of this declaration.

giftaid it

I understand that I must pay an amount of Income Tax and/or Capital Gains Tax for each tax year that it at least equal to the amount of tax that War on Want will reclaim on my gifts for that tax year.

I am not a UK tax payer

War on Want would like to keep you informed about the important work we do. However, if you do not wish to receive any further communications from us or related charities, please tick the appropriate box: War on Want Other relevant charities

Yes, I want to support War on Want by making a donation.

War on Want relies on the generosity of its supporters to continue its work against the root causes of poverty around the world. Every pound counts in our fight against injustice and inequality and we are grateful for your support.

Please fill in the whole form using a ball point pen and send to:

Freepost RSAH-CUAZ-RRBS, War on Want, 56-64 Leonard Street, LONDON EC2A 4LT

Yes, I can help. Here is my gift of £ _____

Name _____

Address (please write in capitals) _____

Postcode _____

Telephone _____

E-mail (please write clearly) _____

I enclose a cheque / CAF Voucher / Postal Order made payable to War on Want

Please debit my Mastercard / Visa / Switch

Card Number _____

Valid From _____

Expiry Date _____

Issue Number (Switch Only) _____

Security Code (The last three digits on your card signature strip.)* _____

Name of Cardholder _____

Signature(s) _____

Date _____

* This number is not retained by War on Want once your gift has been processed.

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President

Rodney Bickerstaffe

Vice-Presidents

Lady Wilson of Rievaulx

Lord Hattersley of Sparkbrook

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