

War on Want Strategy 2020-2025

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 the root causes of poverty and human rights violation, as part of the worldwide movement for global justice

Our values

- 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.

Our charitable objectives

War on Want's Memorandum of Association, as registered with the Charity Commission has the following Objects:

1. To relieve global poverty however caused through working in partnership with people throughout the world
2. To promote human rights (as defined in the Universal Declaration of Human Rights and subsequent United Nations and International Labour Organisation conventions and declarations) and, in particular, such human rights which contribute to the relief of global poverty by all or any of the following means:
 - monitoring abuses of human rights
 - relieving need among the victims of human rights abuse
 - promoting respect for human rights among individuals and corporations
 - raising awareness of human rights issues
3. To advance the education of the public into the causes of poverty and the ways of reducing poverty by conducting research and publishing and disseminating the findings of such research.

I. Our role

- I.1 War on Want is a unique organisation, and has, since its foundation, been uncompromising in exposing the political processes and decisions that result in poverty and deepening inequality. Whether fighting for justice for Palestine or challenging the excesses of global capitalism, our radical politics mark us out as a distinct force in the movement for social justice. The active solidarity at the heart of War on Want's political philosophy has never been more important than it is today. 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.
- I.2 From the struggles against colonialism, to supporting liberation movements around the world, being at the forefront of the anti-globalisation movement, and subsequently the fight against neoliberal capitalism – we have consistently applied our anti-imperialist lens to help centre the realities of those on the frontline, to amplify their resistance, tell their stories, build real solidarity and to target the structural role of the UK, its elites and its multi-nationals.
- I.3 Over many years, our work tells us that it is the lives and livelihoods of the poorest and most marginalised in the global South that are most affected in times of crisis, whether political, economic, social or environmental. It is the poorest communities in the global South that have the least resilience and are at most risk when governments and corporations are allowed to continue putting economic growth above human rights, justice and equality in their policies to respond.
- I.4 War on Want connects the issues that are the root causes of poverty, inequality and injustice, around a vision and concrete demands rooted in our anti-imperialist analysis. It is a vision that centres a fair, just and equal world as inherent to universal human rights and a dignified life for all. This approach can help rebuild a new internationalism firmly rooted in preventing the peoples of the global South being sacrificed on an unimaginable scale.
- I.5 Our role is to set ambitious and radical approaches to ensure human rights, equality and justice are at the centre of responses to the current global challenges. 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 right 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

2. Current challenges

- 2.1 As we embark on a new decade, it is clear that the scale and severity of the multiple crises of climate change, inequality, and persistent economic and social injustices have taken on a new existential dimension. Never before have so many crucial aspects of life failed simultaneously, and never before have expectations about the future been so uncertain.
- 2.2 Environmental problems can no longer be concealed, no matter how powerful the deniers. It is becoming increasingly impossible to hide the scale of global socio-economic inequalities that have grown as "maldevelopment" swept across the world. Our partners are at the forefront of struggles for justice and equality, yet their human rights are under attack as they stand up for their communities.
- 2.3 As the impact of these multiple intersecting crises unfolds, right-wing forces are co-opting critiques of globalisation to gain support from the marginalised, with a message of division and fear and the scapegoating of migrants and minorities. The result we see is increasing violence and repression, and a mantra of 'walls and fences' from a wave of new far-right governments that have engulfed the democratic process not just in rich countries of the global North but also across the global South.

- 2.4 It is now abundantly clear that the global economic system is broken having concentrated wealth and power in the hands of a powerful minority. Today, five men control the same amount of financial wealth as the remaining half of the world's population. The richest fifth of humanity receives 70% of global income, while the poorest fifth receives 2%. It has left half of the world surviving on \$5 per day, two billion facing issues of hunger and over three billion without access to clean cooking energy and electricity, billions without access to basic public services, and millions more displaced from their homes.
- 2.5 War on Want has always believed that poverty is political, and that remains the case as we are now confronting the global challenges of climate crisis, increasing inequality and polarisation and the resurgence of far-right politics.
- 2.6 Corporate and elite interests have successfully captured decision-making, allowing them to continue and even accelerate the pattern of sacrificing the global South for profit: A pattern of colonial forms of exploitation in the pursuit of cheap labour and cheap resources that has endured for 500 years, connecting in an arc of history from slavery, colonialism and imperialism to neo-liberalism.
- 2.7 Even in the rich countries of the global North that have historically benefited from the economic exploitation of the global South, hard-won social protections, rights and welfare for workers and vulnerable people have been weakened, resulting in a shift in political focus away from international issues to more domestic concerns. Meanwhile, never-ending wars, deep corruption, and ingrained hopelessness have eroded not only people's trust in politics and institutions, but even the belief of a possibility of a different future.
- 2.8 Climate change in particular throws a ticking time-bomb into our conversations: The release of the IPCC's Special Report on the Global Warming of 1.5°C in 2018 which sent shockwaves through the societies in the global North, fuelled the rise of new movements demanding a greener economy. Whilst in the global South large-scale protests against inequality continue as the inter-connected crises multiply economic, environmental and social injustices and give a glimpse of the new reality facing millions.
- 2.9 To avoid millions more being sacrificed to the violence of climate and inequality, the message is clear that we are in 'decade zero', when the decisions made by rich countries will determine the extent to which people in the global South will face even more unimaginable horror. Yet governments and institutions are devoid of the policies to match the scale of the challenge.
- 2.10 This planetary crisis we face is fundamentally an issue of the global commons, and as such can only be resolved by collective action that is both fair and ambitious. But it is also an issue of inequality, with the poorest 50% of the world's population who are responsible for only 10% of global emissions being the ones most impacted. Meanwhile, the richest 10% are being least impacted, despite being responsible for half of the global emissions.
- 2.11 This injustice mirrors the poverties and inequalities within our societies, where 80% of all the world's resources are consumed by just 20% of the world's population. A world of abundant inequities where the majority of our fellow sisters and brothers are deprived of one or more of the basic needs required for a dignified life: clean water; food; affordable housing; energy, and adequate healthcare. Billions face a reality of poverty wages, insecure hours, and health-deteriorating conditions, with income inequality rising in virtually every country.
- 2.12 The justification for sacrificing people of colour in the global South both past and present is hardwired into our system. It underpins the history and economy of the UK as it does other rich developed countries, and is rooted in notions of racism and white supremacy. The UK in particular has become the 5th largest economy in the world because it was a singularly efficient and brutal engine of imperial exploitation of both people and natural resources of the global South. Today that exploitation continues through the use of unfair trade rules, the unfettered power of corporations and a rigged global economy that benefits only a small number of the wealthiest people.
- 2.13 Since 1980, a total capital flow of \$16.3tn has been drained from the global South with an additional unrecorded and illicit capital flight of \$13.4tn adding further to this impoverishment. With the debt repayments

of another \$4.3 trillion leaving many countries in the global South unable to protect their own citizens from the growing crisis whilst financing unsustainable growth in the global North.

- 2.14 As the systemic crisis unravels, bold responses from the political establishment continue to remain elusive. On the one hand elites continue to justify an untenable status quo, often leaving the far-right and extreme nationalists to offer the only clear alternative. Progressive movements, after failing to adequately respond to the global financial crisis, continue to lack clarity and consensus on how best to respond to these multiple crises. All the while mainstream civil society groups continue to peddle a message that the patient politics of procrastination and gradualism will somehow deliver major systemic change.
- 2.15 Even in the face of stark warnings and a shrinking window in which to tackle the climate crisis, the pursuit of unsustainable economic growth at all costs and neoliberal capitalist approaches to development of privatisation, unfettered corporate power and the 'free market' continues to be the underlying logic. As a result, even the most progressive solutions are not challenging the very systems that are driving, and profiting from these crises, and contributing to further deepening inequality and injustice.
- 2.16 We have left things far too late to continue to tinker at the edges of a failed economic model that sacrifices both people and the planet for profit. Now is the moment we must act urgently, with unprecedented unity and clarity, to defend life.
- 2.17 Solving these multiple crises is only be possible if rooted in internationalism, solidarity and justice and can only be realised through the collective political actions of people. These are very values that continue to inspire and underpin the work of War on Want.
- 2.18 Over the next decade War on Want will anchor its work alongside our partners and social movements in the struggle to realise the economic, social, cultural and political rights for every citizen to enjoy the right to a dignified life.

3. Strategic priorities for 2020 – 2025

- 3.1 Over the next five year period War on Want will focus its work on five interconnected strategic priorities that will contribute to systemic change in efforts to address the crises of climate, inequality and social and economic injustice. The urgency of addressing these crises has been reinforced by the Covid-19 Pandemic and the global recession that it has triggered.

Strategic priority 1: Resisting Neoliberalism – Ending Corporate Impunity

- 3.2 The economic model of neoliberalism propagated by the UK has concentrated power and wealth to multinational corporations with no accountability for their actions. Decades of trade deals that favour the global north and corporations, tax exemptions, government subsidies, financial rules and corrupt practises have allowed companies to act with impunity in extracting wealth and resources from the global south and enabling exploitation of workers throughout supply chains.
- 3.3 The UK maintains its position as a key proponent of the neo-liberal economic model – insisting on deregulation, privatisation, and allowing companies to put profits before people or the planet. Through a colonial past that has been a key factor in the structural causes of inequality globally, and the accumulation of wealth, the UK remains one of the most important economies with significant political, social and cultural power globally, and providing the entry of some of the most destructive industries.
- 3.4 In the City of London, many of the 100 companies responsible for 70% of global emissions are either domiciled or listed on the FTSE, helping to generate 22% of the UK's GDP with over 1/3 of its overall value coming from some of the world's biggest mining companies. British high street and investment banks, pension funds and insurance companies invest hundreds of millions of pounds a year in scores of destructive projects across the

globe, bolstered by supportive foreign, trade and investment policies of the UK government, connecting working people's earnings in Britain with the fate of affected communities around the world.

3.5 Our research illustrates that the fossil fuel shares on the London Stock Exchange are already worth more than the entire GDP of sub-Saharan Africa. Despite the success of divestment campaigns and the growing acceptance of the stranded assets, this has not yet disrupted the powerful vested interests at play. The calls for action on the fossil fuel industry will continue to grow as a result of the climate emergency, this provides a window of opportunity for us to build support for a wider set of regulatory reforms around the power of global finance and corporate power.

3.6 A key goal of our work will be to work with affected communities and the wider global justice movement in the UK and globally for a radical shift in UK policy to transform the systems, laws and regulations that allow unaccountable corporations and the City of London to act with corporate impunity.

A. Shape the discourse:

- We will expose the destructive policies, processes and behaviours of UK based multi-national corporations, their supply chains and the City of London that put profit before people and the planet.

B. Make transformational policy demands:

- We will work to transform the systems, laws and regulations that enable corporations to act with impunity. Including building support for binding regulations on UK corporations and the City of London to protect human rights, social rights and the environment.
- Champion progressive trade policies that limit the power of corporations and instead prioritise the protection of the rights of workers, addressing inequality and the climate crisis.

C. Support grassroots organising:

- Work with the trade union movement and the new movements around the climate emergency on a common and inter-sectional platform for trade justice and regulatory action to dismantle the destructive power of the City of London.

D. Promote positive alternatives:

- Build support for a set of policies that challenge the neoliberal model of unsustainable growth and the exploitation of people and the world's resources by promoting public ownership of services and peoples sovereignty over natural resources as the only policy pathway that respects environmental limits and guarantees everyone the right to a dignified life.

Strategic Priority 2

Protecting Workers Rights and Tackling Global Inequality:

3.7 The crisis of poverty has long been a reality in the global South and in the past decade has affected millions of people in the global North. Record levels of child poverty, food bank use, household debt and poverty wages have become a reality as more and more people are forced to work in deregulated and precarious working conditions such as zero-hour contracts.

3.8 In the global South close to 70% of people are employed in the informal economy, whilst those in the formal economy rely on poverty wages. The global economic system is maintained by global supply chains which off-shore destructive and exploitative methods of production to the global South, whilst continuing to drive unsustainable consumption patterns in the global North, with consumers often unaware or far removed from the human, environmental and social cost of the products they consume.

3.9 Decades of neo-liberal policies have also privatised large parts of the State such as health and education and ended much needed social protection. Meanwhile the global economic system enables companies to exploit

workers in order to maximise their profits. As a result, too many workers are paid poverty wages, denied the right to organise and are working in poor and unsafe conditions where abuse and harassment is rife.

3.10 War on Want stands in solidarity with workers movements globally and in the UK to support their struggles and build capacity of workers' movements to secure their rights and create change. We will fight for the rights of workers globally around a set of unified demands that allows us to tell a bigger story of workers rights and the fight for economic justice.

3.11 We will seek to tell that bigger systemic story by focusing in particular on how the fashion industry and the fast food industry embody a broken economic system that doesn't take into account the needs of people and the planet. Our focus on the fashion industry as the second most polluting after the extractive industry, that relies on the systematic and unsustainable exploitation of land, water and a predominantly female workforce will allow us to engage with existing and new audiences.

We will:

A. Shape the discourse:

- We will work to build a renewed internationalism amongst key groups, organisations and audiences representing workers, and those holding governments and corporations to account on workers' rights.
- We will challenge the logic of the corporate growth model for shareholder profit and question corporate purpose in our work to advance workers' rights.

B. Make transformational policy demands:

- We will campaign for a set of unifying global demands that encompass core rights for workers: a living wage, secure employment, the right to join a union and for universal public services.
- We will focus on supporting garment workers and those in the fast food sector as our campaign focus

C. Support grassroots organising:

- We will work with workers movements globally and in the UK to support their struggles, and build the capacity of workers' movements.
- We will build alliances in the UK and globally to rally behind our policy demands, and to connect the UK context to the global.
- We will work with marginalised groups of workers in their struggles and support strong representative worker organisations and trade unions in the UK and globally.
- We will support workers in strategic global companies and their supply chains to build their international perspective and support for collective demands.

D. Promote positive alternatives

- We will campaign to end global inequality and economic exploitation by promoting a new social contract for workers and for alternative models such as worker ownership models and examples of models where workers are organising beyond wage relationships

Strategic Priority 3

The Global Commons: Energy and Food as a Public Good

3.12 Extractive industries such as fossil fuel energy and mining are not only the largest single source of emissions, they are the most destructive in terms of human rights violations, environmental impacts and land grabs and sit at the centre of the UK's imperial wars and capitalism's resource extraction.

- 3.13 Carbon emissions from fossil fuels continue to rise, with an additional \$1.9 trillion investment in dirty energy taking place since the Paris Agreement, on top of the \$5.2 trillion in direct and indirect subsidies to dirty energy corporations. Yet over 3 billion people are still without access to electricity or clean cooking fuel.
- 3.14 The overwhelming majority of climate campaigning currently focuses on the rejection of dirty energy. Their answer is to promote an unjust and new wave of extraction of rare earth minerals and metals, creating further destructive environmental violence to meet the unsustainable and unequal consumption of energy in the North whilst ignoring the demand by the poorest people for access to energy as the foundation to realising their rights.
- 3.15 In addition to the commodification of energy, the food system is also riven with inequality and injustice, hijacked by large profit-driven agribusiness and food retailers, the consequences of which have left 70% of the world's population relying on local and agro-ecological food production on 25% of land. There is a direct link between climate change and the resilience of food supplies, with one of the impacts of breaching the 1.5c guardrail leading to the collapse in food systems in the global South, which will lead to further poverty and hunger.
- 3.16 This industrial food model is dominated by a handful of multinationals that control the majority of trade in food and agriculture. This drives massive land grabs, and the transfer of vital food producing resources from poor rural communities to feed a wealthy global elite. Through these deals, families and communities are losing their farms and forests, while farming and pastoral systems that produce food for local people are being wiped out to make way for industrial plantations producing food for export. Many of these land deals are happening in countries where food insecurity and access to land and water are already at critical points.
- 3.17 At the same time, this broken system also relies on massive public subsidies and wastes one third of all the food produced.
- 3.18 The current discourse in UK politics around transition of the food and energy sector is focused primarily within the Nation State and fails to address the wider extractive and over consumption nature of our food and energy systems.
- 3.19 War on Want works with partners and front line communities working on food sovereignty and against land grabs, as well as those resisting the extractivist industrial complex. By amplifying the stories of their resistance, and their calls for solidarity we will build support for their demands for transformative change at a global level.
- 3.20 Tweaking or reforming the current system is not a solution to the current crises so we will also build support for a transformative agenda based on the principles of the Global Commons that see energy and food as a public good, and promote practices such as agro ecology and community owned energy to guarantee everyone the right to food and energy.

3.21

We will:

A. Shape the discourse:

- We will promote a 'Justice transition' that centres the realities and the demands of peoples of the global South and their calls for food and energy to be the Global Commons as a solution to the crisis of climate and inequality.

B. Make transformational policy demands:

- We will work to challenge the role of extractive industries in driving climate and environmental injustices and to advocate policies that guarantee everyone the right to food and energy.
- We will campaign for laws and policies that establish energy and food as a public good.

- We will combat the greenwashing of extraction for renewable energy and campaign to stop the new wave of metal extraction.
- We will campaign for laws and policies that enshrine food as a human right and take away the social license of the big agri-business companies.

C. Support grassroots organising:

- We will develop partnerships with organisations and movements that are resisting land grabs and expose the corporate actors involved.
- We will build stronger regional alliances with and between our international partners around the demands of the energy and food as a public good.
- We will establish strong links with workers movements and the wider climate justice movement to build support for an inter-sectional and internationalist approach to the 'Just Transition' response to the climate emergency.

D. Promote positive alternatives:

- We will campaign for alternative policies, approaches and systems that prevent a new wave of extraction of resources as well as ensuring a fair share repayment mechanism – to allow communities to build their resilience and alternatives.

Strategic priority 4

Resisting the politics of colonialism, securitisation and militarisation.

3.22 In the last six years hundreds of millions of people have been forced to move because of climate related disasters, displaced because of conflict, poverty and other injustices. The International Organisation of Migration believes that 1 in 30 people will be displaced by 2050 with some predicting up to a billion people will be forced from their homes. The first ever global report by climate scientists (IPCC 1st assessment report in 1990) predicted that climate change would lead to 'large scale global migration' whilst Nicholas Stern in the 'Review on Economics of Climate Change' said "100s of millions, probably billions of people would have to move".

3.23 It is the poorest and most vulnerable already facing discrimination and inequality who are at most risk in confronting the economic impacts of climate change, where migration is the only option for survival. Women who are forced to move face a particular risk of violence and exploitation, including trafficking.

3.24 The current crises of inequality, climate change and forced displacement is a direct result of historic colonialism and current neo-colonial policies that have left many States in the global South unable to protect or provide even the most basic of support to their citizens who are left with no choice but to move to survive.

3.25 Survival migrants have no legal status in international law, with even those meeting the narrow definition of a refugee being refused help. The dominant toxic discourse around migration classifies these survival migrants as 'economic migrants' with no right to legal protection. Most are either displaced internally in poor countries or hosted by other poor countries, with rich countries refusing to shoulder their moral and political responsibility to respond and protect.

3.26 Whilst the international community is still struggling to come up with effective collective responses, far-right nationalists have manipulated the debates around migration to foster a resurgence of far-right populism which is taking hold across a number of countries in different regions. There are now increasing synergies between the policies of far-right governments in countries as diverse as the US, Brazil, India and the Philippines, where climate denialism, occupation, militarisation, racism and denial of human rights are commonplace.

- 3.27 The rise of far right populism has normalised anti-migrant politics with mainstream governments adopting their agenda of ‘walls and fences’ and enacting hostile and racist policies including militarised borders that violate basic human rights as part of a global trend to undermine international law.
- 3.28 Across Europe, fences and borders are being erected to prevent those seeking safe haven being able to do so, including the banning of rescue boats in the Mediterranean. In the USA, Donald Trump is driving demands for a ‘wall’ to stop migrants, whilst Australia has an exclusion zone around its shores to prevent people claiming asylum.
- 3.29 The shift in public discourse and the rise of far right populism has resulted in a growth in companies selling the technology and tools for security measures.
- 3.30 The European Union’s investment in border security measures has boomed, with prominent arms and security companies being the main beneficiaries. The European Border and Coastguard Agency’s budget in 2016 increased by over 60% on the previous year, with the EU’s Internal Security Fund increasing by over 20% in the same year. This has coincided with an expansion of security fences at Europe’s borders for example in Austria, Bulgaria, Croatia and Hungary, as well as non-EU countries such as Turkey and Ukraine. At the same time, the UK, and others have continued to export arms to countries involved in conflicts that have driven people from their homes.
- 3.31 According to research by the International Institute for Strategic Studies, global defence spending in 2018 amounted to over US\$1.67 trillion. This was an increase of more than US\$80 billion from 2017 and reflected higher spending in Western states, notably the United States.
- 3.32 Research by the Transnational Institute indicates that ‘the industry that benefits from the militarisation of border security is the same that fuels the conflicts and human rights violations in the Middle East and North Africa, where many of the refugees come from. Three prominent winners of border security contracts - Airbus, Finmeccanica and Thales - were also among the top four European arms traders actively selling to countries in the Middle East and North Africa.’
- 3.33 War on Want has a long history of confronting corporate complicity in providing weapons, tools and technology that are then used to commit human rights violations. We have worked to expose the extent to which UK arms companies have benefited from UK government policies that have prioritised the selling of arms over and above its international legally binding human rights obligations. It is this same industry, complicit in; selling arms to Israel that are then used in the brutal repression of Palestinians in their struggle for human rights; arming Saudi Arabia that has faced strong criticism; and allegations of war crimes in the conflict in Yemen, that is also benefiting from contracts for increasing militarised borders.
- 3.34 The growing international axis of far right governments is increasingly drawing on the expertise of Israeli companies who are at the forefront of developing technological solutions for policing borders, including surveillance technologies that have been ‘tested on the Palestinian people’. These technologies are also being used by far right governments to repress their own citizens and target human rights defenders opposing corporate exploitation of natural resources.
- 3.35 War on Want also has a unique expertise in focusing on militarisation and security, and has successfully campaigned to hold companies accountable for complicity in human rights violations and breaches of international law. This provides a strong foundation to also focus on the companies driving the new militarised borders agenda and draw parallels between the walls in Palestine, Western Sahara, the EU, USA and others.
- 3.36 By tying this work into a broader narrative around the ‘The Right to Move, The Right Not to Move, and the Right to Return’ we can bring a new focus to our work on Palestine and Western Sahara and follow the call by Palestinian organisations to embed their struggle within the broader struggles for climate refugees, migrant and racial justice.

We will:

A. Shape the discourse:

- We will work to change the dominant perception of migration and its drivers, and to stop the climate/refugee migration discourse being narrowed to exclude survival migration, and ensure the discourse is shaped by an internationalist perspective of solidarity and respect for the rights of all people.
- We will delegitimise the narrative on militarised borders, and tools like detention.

B. Make transformational policy demands:

- We will campaign for changes in laws, policies and practices to end the destructive trade in weapons and technology that undermine human rights.
- We will seek to expose, and target for divestment those investing in private military and security companies including banks and others.
- We will call for trade controls over surveillance technologies
- We will call for for a new definition of climate induced migration that includes a broader definition of survival migration

C. Support grassroots organising:

- We will stand in solidarity with communities facing the impact of colonialism, occupation and human rights violations through our campaigning and our work with partners.
- We will work to strengthen and expand the network of movements working around militarised borders and create opportunities for solidarity actions.

D. Promote positive alternatives:

- We will connect our campaigns for workers' rights, the right to food and energy as the key resilience and adaptive measures that support the right of people not to move.
- We will call for all people to have the 'Right to Stay, Right to Move and Right to Return' as a fundamental human right.

Strategic priority 5:

We will build the resilience and effectiveness of War on Want as a charity of choice for our staff, our partners and our supporters, and to build on our learning and impact

- Building the resilience and effectiveness of War on Want as a charity of choice will be an ongoing process of discussion and development with Trustees alongside staff to reflect, adapt, and embed approaches to help realise our goal of being a leader in the sector.

A. Organisational Governance

- We will undertake a Governance Review to ensure that we are following all relevant Charity Commission guidelines and codes.
- We will undertake a legal a review of our Articles of Association and take forward all necessary constitutional changes through to adoption by members at the AGM.
- Continue to take steps to ensure that our board governance is diverse, reflects the values of War on Want, and our Trustees have the relevant skills to ensure the effective engagement, participation and fulfilment of their duties.

B. Our staff

- Together with Trustees and the staff body we will develop and embed a values, behaviour and culture framework for the organisation.
- We will maximise our effectiveness and impact by constantly monitoring, reviewing policies and processes needed to ensure a strong framework for the charity, protect the well being of staff and become a charity of choice for our staff.

- We will continue to strengthen and foster organisational delivery of objectives and activities through supporting staff with effective inductions, line management of staff, training and in updating organisational policies in line with good practice.

C. Members of War on Want

- We will continue to improve communication with, and enhance the active engagement and participation of our members in War on Want, striving to become the membership organisation of choice for our target supporter base.
- We will ensure through the timely co-ordination and preparation of War on Want's annual conference and AGM that we continue to provide enhanced opportunities to involve more of our members.
- We will continue to ensure that we monitor the regulatory environment around data protection and supporter fundraising, and ensure best practice on the DPA, GDPR and related areas are championed across the organisation.
- We will continue to ensure that Charity Commission compliance is embedded in all of our activities.

D. Planning for the Future

- We will ensure strategic leadership from the SMT in long term strategic and financial planning through timely and cross organisation annual planning.
- We will ensure organisational resilience to any business disruption and work positively to safeguard the well-being of staff, and our commitment to our partners and members.
- We will continue to safeguard and protect the integrity of our infrastructure and IT systems through a review of cyber security protocols and modernising our infrastructure to enable agile and flexible working.
- We will continue to build the power of and with our existing and new partners, members, supporters and allies, to remain distinctive, radical and credible

-Note: As agreed at the CoM away day this strategic priority required, which had to be postponed because of the Covid lockdown and it will need to be finalised as a result of that process.

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