



War on Want

NORTHERN IRELAND

Strategic Plan 2014-2017





Background and History

War on Want NI has been in existence for over 50 years. When it separated from War on Want in Britain in 1971, it became the first independent international development agency working in Northern Ireland and is recognised as a charity by Revenue and Customs. In 2005 War on Want NI's sister organisation, Fighting World Poverty, was established in Dublin and is recognised by the Revenue Commissioners.

Our Work

War on Want NI works in two countries in sub-Saharan Africa. In Malawi it works in the poorest regions in the south of the country, Machinga, Balaka and Zomba and in Uganda in Teso in the north east.

We work in partnership with local poverty alleviation groups (partners) representing the most vulnerable people in rural areas. We provide financial, organisational and capacity building support to bring about sustainable livelihood security, increased household income and support people to access available resources. Gender, environment and HIV are cross cutting themes in all our areas of work

Capacity building is a core component of our support to partners. Not only does this help enable people to implement, monitor and evaluate their projects effectively, but it also helps ensure their sustainability and ability to successfully attract additional funding and support to allow benefits to increased numbers of the poorest people.

Through base-line analysis we recognise the vulnerabilities of the target populations. These vulnerabilities include human disease, including HIV, female headed households, child headed households and other poor and marginalized farmers and animal and pest disease. We have successfully delivered hunger reduction programmes including agriculture, livestock production and income generating projects through local NGO and CBO partners to marginalised communities which received little or no other support.

Increasingly the effects of erratic weather conditions: irregular rainfall resulting in flooding and increased periods of drought, is affecting our supported groups and over the last three years we have introduced projects to mitigate these factors, including rain water management, crop irrigation, forestry management and use of fuel efficient cooking.

In the period covered by this Strategic Plan, we will continue to concentrate on: on farm activities - livestock and crop production: off farm activities - added value and marketing within the context of increasing erratic weather conditions. The advocacy on the Right to Food component of our work will empower groups to engage with decision makers in planning and allocation of resources to increase the assets and benefit for the poor.

Vision

A world where everyone has access to the resources they need to achieve their full potential.

Mission

To alleviate poverty by working in partnership with organisations representing poor communities in developing countries, and challenging the systems that keep them poor.

Values

Equality

Inequality of access to resources and power is the fundamental cause of poverty throughout the world and needs to be challenged. We will work to improve the quality of life for people in poor communities in developing countries, and challenge the systems that keep them poor.

Human Rights

Every person is entitled to human rights and the freedom to develop their full potential. We will respect and work to promote these rights.

Respect

Everyone is entitled to be treated with dignity and respect. We will respect the culture, knowledge, skills and experience of the people with whom we work.

Interdependence

Every individual is part of one global, interdependent community for which we all share a common responsibility for the protection of both people and the environment. We will promote this ethos.

Integrity

Integrity and honesty are vital in maintaining trust and confidence. We will work in an open and transparent manner to ensure the highest standards of professionalism.

Our Approach

Many factors blend together to contribute to a distinctive approach to our work. The relatively small size of the organisation facilitates a decision making structure which is close to the ground and can adapt quickly to change. Building the capacity of partners - supporting them to be effective in the implementation and management of their projects; increase their visibility and community recognition; and therefore, attract and manage additional funds and resources - is a key strength.

Our increasing networking and links with other CSOs and development actors provide opportunities for learning and exchange of knowledge and promotes lesson learning. The pooling of information, knowledge and best practise that these linkages allow, strengthens our development of appropriate results based and impact measurement systems and supports policy development.

This successful approach, to support partners to help ensure their growth to enable them in turn to support more of the most vulnerable communities, represents a particular added value of our organisation. This successful strategy as evidenced by two of the War on Want NI previously supported Community Based Organisations partners attaining Non Government Organisation status, will be replicated during the period of this strategic plan. During the three year period War on Want NI will work with both CBO's and NGO's.

“In 2007 SORUDA was a small CBO working with 120 farmers in Soroti, north east Uganda. In addition to funding Livelihood Security projects, War on Want NI worked with us to develop effective management systems and increased institutional capacity. This support has enabled SORUDA to attain NGO status and attract financial support and implement programmes worth more than £440,000 from local, regional and international funders benefiting more than 105,000 people.”

Ochepa Peter Ekiru, Programme Manager, SORUDA

We will increase the number of programme beneficiaries in both Uganda and Malawi through increased levels of restricted funding. In addition to securing 3 year funding from Irish Aid, we have secured funding from DFID for our Uganda programme and from Lloyds TSB foundation for work in Malawi with one of our implementing partners.

At home we raise awareness of the causes and effects of poverty by delivering global education projects and, through our membership of the Coalition of Aid and Development Agencies, and Dochas, we campaign and lobby decision makers for change to benefit poor people.

Our membership of advocacy networks in Ireland, such as Dochas and Coalition of Aid and Development Agencies, and umbrella organisations in Uganda and Malawi, will help ensure the values, experience and expertise of War on Want NI and other member organisations feed into local, national and international policy formulation.

For the period of the strategy War on Want NI's representation on the Coalition of Aid and Development Agencies management board will support the fulfilment of its main objective: to promote sustainable development, social justice and a fairer society in both local and global contexts.

War on Want NI will continue its active membership of Dochas and input to its strategic plan and support the implementation of that plan. Membership of Dochas working groups will provide opportunities for shared learning and enable us to apply that experience to our work.

Funding and Governance

War on Want NI is governed by a Council of Management. These volunteer trustees come from a variety of backgrounds and their experience and expertise help guide the organisation and plan for its successful future.

Funds to support our programme work are raised in the following ways:

- Income from our retail outlets;
- Income from our fundraising activities;
- Income from statutory and non statutory bodies.

Over 200 volunteers support our programmes by working in War on Want NI shops and participating in fundraising and awareness raising events. War on Want NI has staff in its Head Quarters in Belfast, in its retail outlets in Northern Ireland, and in its programme offices in Uganda and Malawi.

War on Want NI is aware of the changing external environment in which we work; the economic recession having reduced both our restricted and unrestricted funding over the last 3 years. To counteract this we have developed and will implement, monitor and review both restricted and unrestricted fundraising plans to ensure growth of both our restricted and unrestricted income. We have secured funding from both the Irish and British governments for projects in north east Uganda to be implemented between 2014 and 2017.

War on Want NI is committed to the highest levels of transparency and accountability in all aspects of its work.

Monitoring and reviews of its communication plan will be implemented to ensure that both our internal and external audiences have access to information.

In recognition that we work within a changing operational environment, and valuing the experiences of all our stakeholders, partners and external evaluations, War on Want NI will ensure that a systematic approach to capturing learning is embedded across the organisation and that this information is monitored, evaluated, analysed and fed into policy development.



Top photo: Volunteers at War on Want NI Volunteer Day celebration 2013.
Bottom photo: War on Want NI Charity Shop on Botanic Avenue, Belfast.

Our Future Plans

The organisation has 3 Core Strategic Aims for the 2014 – 2017 Period

1. Overseas Rural Livelihood Security Programme

War on Want NI will work to address the multi-facets of poverty in Uganda and Malawi by continuing to improve poor people's livelihoods in discrete programmatic, geographic areas and ensure that activities are consistent with, and complementary to, activities of the host government and development partners. This aim is further defined in the Malawi and Uganda Strategic Plans which have two strategic objectives:

Objective 1: Agriculture and Food Production (on farm) and Income Generation (off farm):

To implement sustainable rural livelihood security and improve household income programmes through partnership with agencies and groups representing the most vulnerable and disadvantaged people

Objective 2: Right to Food: To work in partnership with appropriate and relevant bodies in our countries of operation to support our target group to access available resources and expertise.

2. Home Based Global Education

During the period of this strategic plan, we will concentrate on delivering development education training to our home based staff and volunteers to allow a deeper understanding of global issues and the organisation's poverty reduction work.

The acquired knowledge and skills will enable the organisation to expand its capacity as a development education provider and staff and volunteers will be able to deliver global education to a wider audience.

Objective: To increase awareness of the causes and effects of poverty and inequality and provide opportunities for the public to demonstrate their support for change.

3. Home Based Lobbying and Advocacy

For the duration of this strategy War on Want NI will continue to increase public awareness of the causes of poverty, challenge injustice, influence public debate and lobby for positive and lasting change that will benefit poor people through active membership of the campaign and advocacy groups Coalition of Aid and Development Agencies and Dochas.

Objective: Continue as an active member of Coalition of Aid and Development Agencies and Dochas to deliver their goals.

Supporting Aims to ensure effective delivery of the Core Aims:

Communications

During the period of this strategic plan we shall work to strengthen and build our overall communications. This will ensure our commitment to accountability and transparency, effectiveness, and efficiency as reflected in our communications plan.

Human resources

War on Want NI will continue to ensure that our staff and volunteer recruitment, training and development needs are consistent with delivery of the Core and Supporting Aims.

Financial Resources

The development, implementation, monitoring and evaluating of the General Fundraising Plan, the Shops Fundraising Plan and the Restricted Fundraising Plan, will ensure both a diversified and increased income source.

War on Want NI will continue to develop, review and implement robust financial control systems, including risk management controls at home and overseas, to ensure the safe keeping and security of its financial resources.

Physical Resources

War on Want NI will continue to ensure that workplace and physical resources, at home and in our countries of operation, are adequate for the well-being and effectiveness of staff and volunteers.

Capturing Organisational Learning and Policy Development

Recognising that we work within a changing operational environment, and valuing the experiences of all our stakeholders and information from external evaluation, War on Want NI will ensure that a systematic approach to capturing learning is embedded throughout the organisation. This increased knowledge will be instrumental in benchmarking, standard setting and in policy development.

Governance

War on Want NI will continue to strive for greater organisational effectiveness, efficiency and value for money, ensuring that we meet with legal, ethical and financial obligations and that structures are in place for the organisation to be effective and sustainable.



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