



World Development Movement plus: a ten year vision Guidance for future WDM leaders

The World Development Movement is a movement of people who come together as equals with the people of the global South to run effective campaigns at the national, international and supranational level. Our campaigns aim to change those policies, institutions and actions of the governments and corporations of the wealthy minority which cause poverty, injustice and inequality. We mobilise a mass movement of supporters who access our campaigns through a wide range of tactics and approaches. Our goal is to establish the right of countries and local communities, especially in poorer countries, to take their own path towards sustainable development and pursue policies that put the rights of people before those of companies.

1. The World Development Movement

is a movement of people who share a vision of a world in which poverty does not exist and where global inequality is substantially reduced.

We know that many of the causes of poverty and inequality are the policies, institutions and actions of the governments and corporations of the wealthy minority.

Whilst poverty exists in all countries, it is at its most extreme in the global South, so our central focus is on the global South. We recognise that tackling poverty, inequality and injustice is inextricably linked with environment sustainability, respect for human rights including labour and child rights, equality and above all justice for everyone.

We come together with the people of the global South to run effective campaigns at the national, international and supranational level to change those policies, institutions and actions.

We achieve change by campaigning; combining external pressure for political change through public campaigning with sound research, lobbying and other forms of political influence to achieve specific pieces of positive social change.

At the heart of our campaigning is our highly active supporter base: committed individuals who work within their own communities to influence both decision makers and the perspectives of their local communities.

As part of the global justice movement we work with organisations and social movements in the UK, across the EU and in other countries to deliver campaigns.

Founded in 1969, WDM is a democratic membership movement with no political affiliation.

Our goal

is to establish economic justice: the right of countries and local communities, especially in poorer countries, to take their own path towards sustainable development and pursue policies that put the rights of people before those of companies.

Economic justice will be achieved if:

- Dangerous climate change is avoided and other environmental limits are respected.
- International institutions operate in a democratic way (both in theory and in practice).
- The policies of governments, corporations and international institutions contribute to more equal and just societies.
- Developing countries retain the freedom to use the full range of economic policies available to governments for poverty eradication.
- Resources are redistributed from North to South without harmful economic policy conditions being attached.
- Citizens are able to effectively monitor change and direct the actions of those with power (e.g. governments and companies).

WDM supports fundamental changes to the rules that govern the economy, the purpose and form of corporations and the ways in which governments are accountable to their people.

WDM campaigns to establish boundaries, structures and incentives so that economies work for the poor.

2. The external context

We have identified a number of underlying trends which we believe will affect global poverty, its causes, and the organisations which seek to campaign to end poverty. These trends, summarized below, are included here because our strategic framework must take them into account if we are to continue to be effective into the future.

The structural causes of global poverty will continue

In particular, global poverty is perpetuated by corporate globalisation:

- The unequal trading regime created by Northern countries and formalised through the World Trade Organisation.
- The undemocratic financial institutions (World Bank and International Monetary Fund) which limit the space for countries in the South to develop their own policies.
- The legal structure which places the profits of shareholders of corporations before the interests of the planet and its people.

The impact of climate change and other failing environmental support systems will have an increased impact, creating insecurity, hunger and migration.

Inequality will continue to grow

Inequality continues to grow, both within countries, including Northern countries, as well as between North and South. The distinction between 'North' and 'South' is increasingly blurred as inequality increases within countries.

Economic and environmental

Conventional economic indicators suggest that the global economy is readjusting and that over the period of this framework the current levels of economic growth in northern economies will not be sustained. High levels of GDP growth will continue in non OECD countries.

Power will continue to migrate away from the UK

Decision-making on issues which lead to global injustice is increasingly happening at supranational level, through multi-lateral institutions such as the International Monetary Fund, the World Bank and the World Trade Organisation and through regional governing and trading bodies such as the European Union etc, and through trans-national corporations.

UK campaigning targets (e.g. Westminster) will become relatively less important as campaigns will need to apply pressure across many countries to be effective.

The mainstreaming of development issues in the UK

International development has become a more mainstream political topic in recent years, not least because of Make Poverty History. This presents both an opportunity to draw more people into campaigns, but also a risk of campaigns and campaigners becoming co-opted by politicians.

The range of issues which are considered to relate to development has broadened significantly in recent years, not least in relation to environmental issues. This is part of a broader trend towards a focus on rights and justice, rather than aid.

Nature and role of Southern Organisations

Thankfully the power and influence of Southern organisations and campaigns is growing. There are a growing number and range of activist organisations in the global South which are becoming less reliant on Northern NGOs and are therefore challenging the current ways of working amongst Northern NGOs.

At the same time legitimacy and accountability are becoming increasingly important for all NGOs and social movements. There will be increasing demand and expectation (from supporters, general public, funders, media, institutions etc) for information and scrutiny of performance, accountability, transparency and effectiveness.

Campaigning is changing

WDM is no longer the sole UK based NGO whose main focus is campaigns on global poverty. Development NGOs are increasingly involved in campaigning and engaging in campaigning coalitions and networks.

Some research evidence seems to suggest that the public in the UK are becoming more active, looking across the range of ways people undertake civic participation. Within this general trend, there appears to be an increase in levels of local activism, but the evidence in relation to collective action is less conclusive. Other organisations have struggled to maintain local collective action networks, which seems to fit with the anecdotal evidence that people are becoming less inclined to engage in group activities.

NGOs from other sectors are now campaigning on poverty and inequality. Many more organisations, from the voluntary sector to the largest corporations, are adopting the campaigning model. Multilateral organisations and trans-national corporations use huge public relations budgets to respond to challenges and criticism from NGOs, which will require constant flexibility and adaptation to counteract.

Globalisation of communications

The globalisation of communications is facilitating and transforming possible relations between campaigners and activists, beneficiaries, partners. The transformation of technology and communications is also impacting on campaigning methods and the effectiveness of different campaign methods (e.g. development of social network sites, use of email lobbying, etc.). It is likely that these changes, which have confronted other service industries, will impact on the business model of all NGOs.

Resources available

It is becoming apparent that medium sized organisations are falling between two stools. Smaller organizations remain attractive to trusts while larger organizations are able to use brand recognition to lever large scale direct marketing. There is also some indications that the under 30's will increasingly buy into individual campaigns or activities within campaigns, rather than the traditional route of supporting an organisation.

Last year a 'visioning' session for the Trade Justice Movement indicated that one certainty was that unpredictable 'shocks' will occur. These will change the political or social context for campaigns e.g. the collapse of the Berlin wall. While we can not know what the shocks will be we must be able to respond to them.

3: Analysis: how we can move forward in this context

Southern partners

We must remain legitimate and play the best possible role in the global movement. In particular we must remain of use to those organizations and social movements we work with in the Global South.

In direct contrast to the corporations and global finance institutions which we regularly criticise it is our view that we must be an example of good practice as a transparent, democratic organisation that clearly demonstrates its accountability towards its membership and poor people throughout the Global South.

In 2008, our legitimacy as an advocacy organisation is already partly derived from our partnerships with Southern NGOs on specific campaigns. However, Southern NGOs are growing in number and capacity and are therefore much more able to work with us as equal partners in global campaigns. There are increasing numbers of questions being asked about the legitimacy of Northern NGOs working in and 'for' the South – it is therefore essential that we deepen our relationships with organisations in the South.

We also need to identify who the right partners would be, with whom we can create mutually beneficial relationships. This is likely to require us to align our planning systems with partner organisations, so that we can work effectively together.

We do not seek to define at this stage the outcomes of this process on our governance and planning processes.

We know that the locus of power is shifting away from the nation state; in the case of the UK this increasingly means that power rests with the EU. Southern partners will wish to be able to influence at this level as well as within the UK.

Activism

We strongly believe that our model of achieving change via campaigns is only possible because we have a movement of engaged and informed activists. Historically that network has brought us political influence within the UK, enabling us to create policy change for the benefit of the world's poor.

Over the last five years there has been an increased emphasis by other organisations, particular the development agencies on a combination of mass communications combined with insider lobbying strategies. These have proved to be effective in achieving limited change objectives with perhaps a weakening of support/interest in grassroots organizing.

Research from the BBC and the post MakePovertyHistory evaluations indicate that the presence of active individuals within a local community or community of interest will remain vital in deepening and maintaining the impact of mass communications and mobilizing people to express political support.

There is also a limit to how far insider strategies can bring about the changes to the 'political operating space' required to make fundamental change possible.

There are a limited number of NGOs who focus on global poverty in the UK who have access to the power of our groups' network and we will be increasingly unique within the traditional development sector. We note that the two main 'campaign only' groups who

will be working on global poverty issues (from their own perspective), Amnesty International and Friends of the Earth, also have a groups network.

We believe that growing our network is necessary for growing our influence and an opportunity for WDM in an increasingly crowded and confused political arena where everyone from aid-focused NGOs to corporations is also involved in campaigning.

One major challenge in growing our base is the current lack of diversity which over time will erode our ability to develop political influence.

Local activists do not act as isolated recipients of and actors on WDM information. They live and operate in a complex local environment. They achieve influence by using local networks and institutions to build knowledge of and for campaigns. Increasingly this happens both within physical communities and online communities of interest.

Flexibility

In order to achieve the broad changes across the world that we seek, we need to be able to respond to a far wider range of opportunities, more quickly and flexibly, whilst retaining the credibility we derive from our strong research base.

Whilst we recognize that the external world is becoming more fluid, outside of our campaigns we are not as flexible an organisation as we could be with small changes requiring a long lead in time.

We also need to be able to translate challenging ideas and concepts into campaigns. The need for us to wait until new ideas become mainstreamed enough for opportunities to present themselves leaves us following rather than leading in a way that was not the case when we campaigned on behalf of the development sector.

This framework sets out a process of change in the way we organize ourselves that will probably make us more fluid and less rigid or NGO like in our construct. However we do not see WDM becoming a loose grouping of like minded individuals and our model for change, through campaigns remains.

Identity

Although we currently have a strong reputation amongst individuals and organisations involved in issues of global poverty, this is not true of the general public. We have only 1% unprompted public recognition.

If we are to substantially increase the size of our activist base in order to have greater political influence, we need to ensure that more people recognise and connect with us. In turn the development of a large number of multipliers will bring recognition of WDM into a wider range of communities.

Financial security

If we are to grow our campaigning strength, we also need to put effort into ensuring that we can increase the size of our sustainable income base.

We need to react to the squeeze we face as a medium sized organisation by increasing our public recognition. There is a strong correlation between an expansion in activism and profile and the level of financial security we will have.

We need to recognize that if the way young people relate to organizations we must retain a strong connection between activities and the costs involved in developing and continuing those activities. With a high proportion of financial supporters who also take action with us we are well placed to build an increase in income based on support for individual activities as well as ongoing support for the organisation's work overall.

4. How the World Development Movement needs to develop

To allow the World Development Movement to *run effective campaigns at the national, international and supranational level we have identified five outcomes for our own development.*

We believe that these five outcomes will allow us to adapt to the challenges we have identified and outlined earlier in this paper. Specifically, these outcomes will allow us to continue to campaign effectively within the context of policy-making and decision-making moving to a supra-national level; changes to public participation in campaigns; and the growing sophistication of Southern partners.

In ten years time...

4.1 We will have become a *partner of choice* for southern campaigning organisations and social movements, who are in turn, with WDM, part of the global justice movement. This will have been done by establishing capacity to campaign in the UK and Europe and by establishing mutually beneficial relationships of solidarity with these partners. These relationships will be long term, strategic, in depth and based on shared values, and campaigns with specific southern campaigning organisations and social movements.

4.2 We will have built on the wisdom and long-term commitment of our local groups to create a movement that is the best opportunity for concerned people to make the transition to action. We will have widespread, large-scale activism on our campaigns through *a mass movement of activists* in the UK, connected to activists and organisations across the EU and around the globe. Members of our movement will have a strong presence as multipliers in their local communities, communicating WDM's campaigns.

4.3 We will be an extremely *flexible organisation*, maintaining structures and approaches that enable us to use every available tactic to campaign on a wide range of issues as they affect the world's poor, and to respond to changes in the global economy, environment and political arena.

4.4 We will be an organisation with a *distinctive, unique identity* with a *profile* among large numbers of the UK population. We will be seen as an organisation that is credible, legitimate, and effective and one that matches their personal values.

4.5 We will be an organisation with a *secure financial position* rooted in a large, diverse and active membership and supporter base.

4.1 A partner of choice

We will have become a *partner of choice* for southern campaigning organisations and social movements, who are in turn, with WDM, part of the global justice movement. This will be achieved by establishing the capacity to campaign in the UK and Europe and by establishing mutually beneficial relationships with these partners that are long term, strategic, in depth and based on shared values, solidarity and campaigns with specific southern campaigning organisations and social movements.

WDM as an asset

We will increase our attractiveness to southern campaigning organisations and social movements by expanding the reach of our campaigns beyond our own movement. We will build up a network of formal alliances with UK-based NGOs and think tanks, so that we can achieve and offer greater campaigning influence in the UK.

We will increase our attractiveness to southern campaigning organisations and social movements by expanding the reach of our campaigns into Europe. We will develop demonstrable influence in Europe by forming partnerships with NGOs and think tanks based in other EU countries. We will also facilitate the development of online communities of activists from across the EU.

Although we have not yet investigated the possibilities, it may also be necessary to build partnerships with other NGOs in the global North outside the UK, as the locus of power for some international institutions lies beyond the EU. This possibility will require further research, but is secondary to building partnerships across the EU and with Southern organisations.

WDM as 'partner of choice'

To foster the establishment of mutually beneficial relationships that are long term, strategic, in depth and based on shared values, solidarity and campaigns we will continue co-operative working on common goals while beginning a process of discussions and trust building with potential partners.

We gain legitimacy with our partners in the South and with progressive activists throughout the world as we demonstrate our commitment to being guided directly by the needs of poor people themselves

We are open to the possibility that those discussions could result in Southern partners actively participating in our strategic and campaign decision-making processes as well as our governance and accountability processes. Specific decisions will need to be made during the course of the strategic framework period about the extent to which Southern partners can influence WDM's strategy and governance.

Listening and talking with southern voices

We will facilitate two-way communication between our activists and their UK networks, and citizens, groups and social movements in the global South. Such relationships will enhance our campaigning strength and legitimacy, building a global voice for change.

4.2 More action on our campaigns

We will have built on the wisdom and long-term commitment of our local groups to create a movement that is the best opportunity for people to make the transition from concern to action. We will have widespread, large-scale activism on our campaigns through a mass movement of activists in the UK, connected to activists and organisations across the EU and around the globe. Members of our movement will have a strong presence as multipliers in their local communities, communicating WDM's campaigns.

Multipliers

Within all communities there are complex relationships that can be harnessed to create influence for WDM. It is often a relatively small band of particularly active individuals who drive campaigning and support the involvement of others whether for WDM or other organisations. These individuals can act as multipliers for our campaign messages. We will build the strength of our movement as a whole by identifying and fostering these individuals in particular.

Flexibility of involvement

A mass movement will always be a broad church of people with often very different approaches to being involved in our campaigns. To ensure the maximum number of people are active we will provide flexible and numerous ways engage in our campaigns. Each and every type of engagement will be valued equally from donating money, writing a letter, attending a rally to other more radical forms of protest. We will develop stronger two-way communication techniques with members to identify different forms of engagement and manage the long term relationship with members over time.

Forms of organizing

We will maintain our local groups at the heart of our campaigning strength. We will expand the opportunities for local collective action by redefining what we mean by a local group.

We will build on our effective use of technology to harness and support the rapid development of online organising by members of the movement who want to organise collective action based on communities of interest.

We will reform our system of affiliates to make it easy for the proliferation of community based organisations campaigning on global justice to participate in our campaigns more effectively. This will also support the development of multipliers who will be able to mobilize support for our campaigns without the need to set up a WDM local group.

While we do not seek a merger with another organization (north or south) we will consider any proposals against the delivery of our overall vision.

Diversity

A mass movement can only be developed if we attract a more diverse range of people to campaign with us. We will change the way we run our campaigns and ourselves to ensure that we offer connections with different audiences. Over the period of the framework we will identify key audiences to be targeted for example young people and those groups in society whose influence is critical. We will make very clear connections between the causes of poverty in the North and the causes of poverty in the South to attract people who see common cause between their campaigns and ours.

4.3 Increased flexibility

We will have increased the flexibility of the organisation maintaining structures and approaches that enable us to use every available tactic to campaign on a wide range of issues as they affect the world's poor

Flexibility of involvement

We will have supported the increase in ways supporters engage with our campaigns we will have increased the range of entry points to our campaigns through enhanced knowledge, skills and experience.

We will have reviewed our structure to facilitate a broader range of activists and tactics without setting out to reflect the organizations and movements from the Global South.

We recognize that the scale of the impact of global poverty and injustice means that some of our supporters believe that the use of non-violent direct action to prevent that happening is valid. We also recognize that some supporters do not support that. We will have clarified our position in relation to the various forms of non-violent direct action.

Policy

We need to ensure that we have the broad knowledge and skills, as well as flexible structures to give us a sound research base on a wide range of subjects. This will enable us to retain our carefully built research credibility as we branch out into other issues beyond our core campaigns.

This will include identifying appropriate sources of information and utilising our newly developed partnerships in the EU and elsewhere to augment our research base. It will also include using partnerships within the UK to make public the connections between the causes of poverty in the South and the causes of poverty in the North.

4.4 Identity

We will be an organisation with a *distinctive, unique identity* with a *profile* among large numbers of the UK population. We will be seen as an organisation that is credible, legitimate, and effective and one that matches their personal values.

We will have built a positive identity highlighting:

- our vision and political analysis
- the distinctive way we campaign
- the effectiveness of our campaigning,
- the nature, distinctiveness and effectiveness of our relations with the global South
- the distinctiveness and effectiveness of our membership.

Tacking complex issues simply

Our campaigns will remain, for the most part, inherently complex, because the causes of global poverty are complex and we pride ourselves on tackling the root causes of poverty, regardless of how difficult the issues. However, we also need to ensure that we develop accessible entry points to our campaigns for individuals and organisations who are less engaged with the complex issues and arguments.

Practical approach to name and logo

There is a strong belief across the movement that our name and logo is a barrier to increased public recognition. We will analyse the costs and benefits of changing our name and/or logo to something more accessible and appropriate for the 21st century.

Increased profile

As a result audiences will WDM as an organisation that is credible, legitimate, and effective and one that matches their personal values. They should have unprompted recall of the name, logo and profile.

4.5 Financial stability

We will be an organisation with a *secure financial position* rooted in a large, diverse and active membership and supporter base.

Managing growth and shrinkage

We will continue our strong approach to long term financial planning with. We will seek to establish a stable financial core funded to a large degree by direct debits and other forms ongoing support. We will build in growth through projects and real time support for campaign activities.

Maintain link between money and action

We will maintain the proportion of our financial supporters who also take action in support of our campaigns. We will retain this two-way link between activism and financial support providing an infrastructure to enable supporters to change the nature of their relationship with WDM over time e.g. from a young activists to middle aged financial support to older financial supporter and activist.

Increased diversity of supporters

The increase in diversity of our activist base will be reflected in our financial supporters. We will target specific audiences to ensure a continued refreshing and growth in the number of financial supporters.