



# The Global Call to Action Against Poverty (GCAP)

Strategic Plan  
2011-2014

<http://www.whiteband.org>



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## **PART ONE - BACKGROUND**

### **1.1 Origins**

In September 2003, prominent activist on women and children's issues, Graca Machel, hosted a group of southern activists in Maputo, Mozambique. It was here, with other civil society activists and organizations, that the idea of a Global Call to Action against Poverty (GCAP) was first discussed. A year later, the campaign was launched with the release of the GCAP 'Johannesburg Declaration' (2004) which provided the basis for the ground breaking 'whiteband actions' targeting world leaders through the G8 summits, WTO Ministerial meetings and UN General Assembly in 2005. After the success of the 2005 mobilisation, the Call was extended on an annual basis through 2006 and 2007. At its global meeting in Montevideo in May 2007, GCAP decided to continue until at least 2015. In the same year, a working group was formed to recommend GCAP's structural transformation and subsequently resulted in the registration of GCAP as an independent legal entity in 2009.

The Global Call to Action Against Poverty (GCAP) continues to be a growing alliance that brings together trade unions, INGOs, the women's and youth movements, community and faith groups and others to call on world leaders in the global North and South to meet their promises to end poverty and inequality. GCAP adds value to existing campaigning on poverty by forming diverse, inclusive national platforms that are able to open up civil society space and advocate more effectively than individual organisations would be able to do on their own. We also organize global mobilisations that express solidarity between the global North and South, allowing tens of millions of ordinary people to make their voices heard and bring pressure to bear on world leaders.

### **1.2 Mission**

GCAP works to challenge the institutions and processes that perpetuate poverty and inequality across the world to defend and promote human rights, gender justice, social justice and security needed for survival and peace.

We, the GCAP movement, will not rest until we defeat the underlying and structural causes that impoverish and exclude large sections of the population, including women, indigenous peoples, minorities, children, youth, persons with different abilities, people of different sexual orientations, workers, dalits and displaced persons, amongst others.

We demand the realization of the millennium goals-plus via seven key issues:

- Public accountability, just governance, accountable companies
- Women's rights and gender justice as central issue of poverty eradication
- Major increase in quality aid and financing for development
- Debt Cancellation
- Trade Justice
- Climate justice



- Peace and human security, by ending gender violence, Peace and human security, by ending gender violence, human rights violations, occupation, militarization and war

In light of the above, we solemnly resolve that GCAP will continue to grow as a global force against poverty and inequality until 2015.

### 1.3 Achievements

Since 2005, GCAP has helped achieve concrete policy change through its key strategies of mass mobilization, outreach, global solidarity and subsequent publicity and advocacy to achieve policy and practice changes at global, national, constituency and local levels. GCAP began with a small number of national coalitions, and now has coalitions in over 100 countries. There has been a rich diversity of campaigning on a wide range of issues and one of GCAP's strongest added values is to convene people and organizations together in a way that allows them to support each other's actions and struggles.

The number of people taking action with GCAP has also grown hugely. People have taken action throughout the year, and most spectacularly at one annual global moment – International Day for the Eradication of World Poverty (17th October). In 2006, 23.5 million people were registered as having 'stood up against poverty' with GCAP at this annual moment. In 2007, this figure rose to 43.7 million; and continued to rise to 116.9 million people – nearly 2% of the world's in 2008 and 173 million people in 2009. This makes GCAP a movement 'of' the people, more than 'for' the people.

GCAP coalitions and constituency groups have also worked consistently at influencing governments, UN High Level meetings, G8/G20 meetings, the World Bank and IMF – as well as special global meetings around climate change, the millennium goals, financial crisis and workers rights. GCAP has contributed significantly to shaping civil society engagement with these forums, and helped link impoverished and marginalized communities take part in decisions that will affect their lives.

For instance, GCAP was part of the UN high level meeting on the Food crisis in Rome in June 2008, asking for a mere 30 billion US dollars. GCAP and AVAAZ together presented 30 million signatures to UN Secretary General, Ban ki Moon – and continued advocacy at subsequent UN meetings. On the ground, GCAP mobilized hundreds of voices to raise questions and share solutions on the agenda of poverty and climate justice through Poverty Hearings and Women's Tribunals against Poverty held in the run up to the UN MDG Review in 2008, and through Climate Hearings and Women's Tribunals on Climate Justice held in eighteen countries in the run up to Copenhagen Summit in 2009.

More recently in 2010, GCAP facilitated a coordinated civil society response to the UN Secretary General's report on the MDGs, "Keeping the Promise" In the form of an Open Letter which was signed by 130 networks and sent to the UNSG and other Heads of Agencies across the UN in May 2010. GCAP was subsequently invited to meet the UN Secretary General Mr. Ban Ki-Moon on 23rd June 2010 to discuss the priorities reflected in the Open Letter. A delegation, led by GCAP and including representatives from CIVICUS, Amnesty International, the GCAP Feminist Taskforce and CONGO participated in this meeting in which the Secretary General assured the fullest participation of civil society in the September Review and reaffirmed civil society's as the second pillar of the UN alongside Governments.



Some of the most important concrete results of GCAP however are visible through the sustained efforts of the coalitions on the ground. Success stories of GCAP on the ground range from the efforts including:

- GCAP in the Democratic Republic of Congo (DRC) has, following years of civil unrest, led mobilizations raising awareness on the links between poverty and conflict, including training sessions on peace building as part of community development initiatives. It has included trauma counseling, with special provision for women affected by sexual violence.
- With mobilization from the GCAP coalition in Scotland, the most progressive climate change bill yet has been passed, committing to a cut in emissions to 42% of 1990 levels by 2020, and an 80% reduction by 2050. It includes annual targets, and demands reductions be made locally, and not traded. Additionally, the bill requires the government to calculate and report on emissions produced anywhere in the world that result from Scotland's consumption of goods and services. On the road to Copenhagen, the Scottish climate change bill has been used as a tool other GCAP coalitions can use when lobbying their governments.
- The national coalition 'Ningún Hogar Pobre en Argentina' (Not a Single Poor Home) in Argentina) has contributed to the debate regarding the distribution of wealth in Argentina. They have promoted one of the tools for wealth distribution: the Universal Child Grant. Research has been done collecting the main lines for debate about this topic both from a legal standpoint, and as raised in Congress by different political parties. Information dissemination has been undertaken by the coalition, coupled with lobbying of provincial and national parliamentarians, who could support this initiative. Political support is growing, and the topic is now firmly on the national legislative agenda.
- Wada Na Todo Abhiyan (GCAP in India) has been successful in creating a sustained process for civil society engagement with the government's national development planning process. In 2010 it facilitated the first ever parallel review of the Eleventh Five Year Plan organized across different parts of the country. This initiative has opened up further space for institutional engagement between civil society and the Planning Commission and a subsequent process of public engagement with the Approach to the Twelfth Five Year Plan is currently being rolled out.

These and more results that have been achieved across the last five years are well documented in the GCAP annual reports, which can be accessed at [www.whiteband.org](http://www.whiteband.org).



## PART TWO – STRATEGIC PRIORITIES

### 2.1 Challenges and Opportunities

At the end of the first decade of this millennium, the creation of a coherent and comprehensive 'post-crises' strategy has emerged as one of the key challenges that we face in the fight against poverty and inequality. While talks turned to rescuing the global economy, where trillions were spent bailing out banks, and then announcing the recession over, we see that in reality poverty levels have increased in most countries through job cuts, falling revenues of private pension funds and lower levels of remittances. Developing countries, and in particular women living there, are once again experiencing the brunt of the impact of the crisis, which further threatens their fragile economies and cuts off vital sources of foreign aid. In countries such as Tanzania and Mozambique, economic recession in donor countries is putting at risk vital aid programs, which fund 42 per cent and 50 per cent of the respective national budgets.

Food prices continue to be a source of real deprivation and conflict across countries, with more than one billion people, mostly women and children, going to bed hungry every night. In the Arab region, increasing costs for food staples and falling prices for its most important exportable commodity – oil - have pushed 43 per cent of the Yemeni population into poverty: and all of this just five years from the deadline of the achievement of the Millennium Development Goals . Economic stress and lack of food goes hand in hand with communal and domestic violence, and increased sexual exploitation of women and children. Add to this the worrying affects of climate change. In Haiti, Chile and Pakistan, the consequences of natural disasters over the last two years have been devastating for those communities living in poverty.

In Copenhagen (2009), leaders came together to discuss the challenges of climate change, but failed to demonstrate that they are ready to move beyond 'business as usual', and work urgently towards the necessary solutions. This is just one more sign of how afraid and unwilling our political leadership appears to be to take decisions needed to create a more just and equitable world. It is worthwhile to remember that the world found no more than \$2 trillion in the past 49 years for development aid could now provide \$18 trillion in one year to bail out banks and companies, yet no more than \$3 billion for the food crisis. This shows that there is no lack of resources, but a lack of political will and courageous leadership – even despite the crippling

In addition to the above, a deepening Global Democratic Deficit emerges as a clear trend from events that have taken place across the world, including the coup in Honduras, the killings of indigenous people in countries such as Peru and Chile, the Refugee crisis in Sri Lanka and the refugees of the 'war on terror' that has taken lives and rendered homeless thousands of families in countries such as Afghanistan and Pakistan.

The criminalisation of civil protests has emerged as a growing threat to civil society action and has also led to the incarceration and intimidation of GCAP activists in countries like Syria, Ethiopia, and The Gambia. Cuts in social spending, the strengthening of neo-liberal policies and the complicit acceptance of a 'casino-capitalism' model of economic growth by those in power has further





curtailed the space for the rights-based discourse and adoption of pro-people development alternatives.

The above challenges however also represent the opportunity for stronger global citizens' action on specific issues; and the potential to develop new forms of mobilization – such as the poverty hearings and tribunals - to bring in people's voices and link their experiences conceptually and politically to the issues being addressed.

Initiatives such as 'the Coalition of Climate Affected Communities' launched in Bolivia, 2010 provide a platform to mobilize with greater voice and visibility for the rights of climate vulnerable communities – and the need for locally owned solutions to be part of the global climate discourse.

The transition of the G8 into the G20 has also marked an important political milestone around which campaigning efforts need to be organized. Under the slogan of 'AU at the Table', GCAP launched a massive effort to ensure an inclusive agenda for the G20 by calling for permanent representation of the Africa Union within this economic forum; while also reinforcing that the final accountability of the G20 lies with the overarching global governance body of the United Nations. In both Canada and South Korea, GCAP coalitions provided leadership to the efforts for civil society engagement and advocacy around this controversial but strategic forum.

The last decade has also marked the completion of ten years since the adoption of the Millennium Declaration, and offers a significant opportunity to intensify our efforts to make governments accountable to meet and exceed the MDGs by 2015, while also setting the stage for priority setting around a *renewed global consensus on the agenda of poverty and inequality*.

## **2.2 Objectives and Actions (2011-14)**

### **I. Human Rights, Accountability and Citizens' Participation**

Creating an accountability mechanism to enable citizens to monitor and hold governments accountable to the achievement of the MDGs has been one of the key demands of 'The World We Want 2015' effort. The challenges to creating a viable mechanism—reconciling national and international monitoring and resolving differences in methods and terms within countries—are not insurmountable. Overcoming these challenges depends on a robust, credible, transparent and inclusive monitoring and accountability framework at the global and national levels. This framework would balance collecting quantitative and qualitative data without preference for one over the other and civil society would be recognized as an active stakeholder within the mechanism. Most importantly, the framework must consolidate global commitments related to the MDGs, bind them to deadlines and include monitoring and enforcing mechanisms.

GCAP and other civil society networks have also called for governments to ensure an increased role of existing national and international human rights accountability mechanisms, including by providing such institutions with legal authority to monitor and hear complaints on human rights, reporting on their MDG performance to such bodies and complying with their decisions. In addition the issues of comprehensive governance and anti-corruption work must be taken into account. Although the MDG Review Outcome Document recognizes this (para.46), no concrete measures to address the issues are proposed. GCAP believes that the concepts of transparency, accountability



and participation form the key to the achievement of the MDGs and that concrete strategies to target the governance-corruption nexus and promote accountable and transparent relationships between leaders, parliamentarians and civil society need to be prioritized.

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**GCAP will work to ensure that:**

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- More governments review and align MDG strategies with the international human rights framework and set time bound targets to realize all economic, social and cultural rights.
- Accountability mechanisms are established and/or strengthened at the national and international level so that Governments can be held to account if they fail to fulfill their duty to respect, protect and promote human rights and bring them to the heart of all initiatives addressing poverty and inequality.
- There is substantive civil society and public participation in planning, implementation, budgeting and monitoring at all levels. Governments monitor the impact of MDG efforts and make this information public including indicators that monitor MDG interventions and disaggregated budget information on resources allocated and spent for these interventions.
- Global governance and financial institutions play an enabling in enabling the achievement of human rights commitments; and enabling a global consensus on the transformative agenda for action on poverty and inequality.

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**Towards this end we will act to:**

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- Raise awareness and build capacity in civil society on how the human rights framework can be used as a concrete mechanism for accountability on MDGs, with special attention to the ratification of the Optional Protocol on ESCR Rights
- Document and share tools and expertise on social audits, analysis of laws and policies, budget analysis and expenditure tracking; with an emphasis on ensuring that this information is available and accessible to people living in poverty.
- Collaborate with UN agencies and other strategic networks to monitor the international and national commitments made as an outcome of the MDG+10 Summit
- Mark October 17<sup>th</sup> (World Anti-Poverty Day) as a moment for the review of progress on Poverty and Inequality with the annual 'State of the People' report
- Facilitate a high level dialogue on a 'new global consensus', taking into consideration the new goals and commitments that need to be sent in this decade to effectively address poverty and inequality and in the context of new and emerging challenges for this period.

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**By 2014, these actions will result in:**

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- the Ratification by 04 more countries through GCAP's direct efforts at the national level by 2014
- Commitments made in the UN and G20, taking note of civil society reviews and proposals on Poverty and Inequality facilitated through GCAP
- A proposal on the potential post-2015 framework on Poverty and Inequality which will be developed and discussed at the UN MDG Review 2013





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- Civil society campaigns in defence MDGs and in relation to the Poverty and Inequality agenda will be monitored at the national level across 30 countries
  - Proposals for Anti-Poverty and Exclusion legislation developed by civil society and presented to government in 05 countries through GCAP's efforts
  - Key global institutions, including the of spaces for public engagement with governance institutions and processes across global to local levels

## II. Addressing Gender Inequality

The Secretary General's report on the MDG's 2010 recognized the urgent need to address inequality and social exclusion to accelerate MDG progress (para.52) as well as the appalling lack of progress on gender equality (para.18). In the run up to the Review, GCAP and other civil society organizations called on the UN to ensure the review process adequately addresses discrimination and inequality by calling on Governments to collaborate with CSOs to carry out an audit to measure to what extent achievements under the MDG process have reached marginalized and excluded communities.

We asked for this audit to also include an analysis of the adverse affects of the global economic and financial crisis on marginalized groups, and in particular on women and girls, migrant workers, people with disabilities and ethnic minorities. We also asked for the inclusion of a focus on the impact of violence against women and girls on progress across all of the MDGs. Without a specific focus on discrimination and exclusion and recognition of their role as key elements of the cycle of poverty, the MDGs will never be achieved. The creation of comprehensive measures to put inclusion and equality are therefore at the heart of the follow up effort of the MDG+10 Review and outcomes.

More importantly, we call for a change of paradigm that abandons the current model of accumulation, consumption and speculation must be supported and promoted. The new paradigm must be based on real production, small scale enterprise and agriculture, respect of people, focused on the well-being of the majorities and the sense of responsibility as regards ensuring life.

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### **GCAP will work to ensure that:**

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- Best practices to achieving human rights and the MDGs through a gender perspective are recognized and reinforced
  - Gender becomes a focal point of all policy engagements, including across the MDGs, climate justice, G20 and G192
  - The relevance of the UN system and the newly created UN Women agency in recognized and reinforced globally and nationally
  - Definitive actions to end violence against women (VAW) and drastically reduce maternal mortality are taken at the global and national levels
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**Towards this end we will act to:**

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- Coordinate with GCAP national coalitions and constituency groups to organize Women's tribunals on key issues
- Organize mass mobilization of women and promotion of women's grassroots leadership across GCAP actions
- Release Position Papers and Review Reports on the gender analysis of key global and national institutions of governance
- Produce review reports and coordinate hearings on the implementation of the UNSG's Global Strategy on Maternal and Child Health, with specific reference to high risk regions / countries
- Consistent linkages with women's movements and networks at the global and other national level to enable a sustained collaborative agenda

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**By 2014, these actions will result in:**

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- Over 100,000 women mobilized through GCAP's efforts across national coalitions and constituency groups
- Women's grassroots networks linked to negotiations related to the global governance agenda and organized to take action on relevant national / local priorities linked to key issues
- In over 30 countries, GCAP coalitions and constituency groups engaged with UN Women and contribute actively to their forward agenda
- In 20 countries across Africa and South Asia, commitments towards the achievement of Maternal Health made as an outcomes of the MDG+10 Review monitored and review reports prepared by civil society to take stock of progress and highlight further actions that need to be taken in keeping with commitments
- GCAP coalitions / constituency groups in 30+ countries working with women's organizations and feminist movements to reinforce the collective demands around key moments such as International Women's Day and 16 Days of Action to End Violence against Women

### **III. Aid and Financing for Development**

We firmly believe that achievement of the MDGs by 2015 depends on international aid commitments being met, especially in times of financial and economic crisis, and yet the MDG+10 Summit has not dealt firmly with the pending commitment to invest 0.7% GNI in Aid as committed by many OECD countries. Given that the OECD indicates many aid targets are not on track to be met, there is an urgent need to remind Governments of their commitments and demand their compliance by putting in place binding timetables at national level towards the attainment of these targets. Critically, the finances needed for adaptation to climate change should not be taken from aid budgets.



It is clear that the emergency proportions and challenges of the interlinked global crises require support for new forms of financing for development, most notably a Financial Transaction Tax. Such a tax would accelerate achievement of the MDGs in areas of full and productive employment, providing resources for social protection, essential services, and the financing needs of developing countries in climate mitigation and adaptation. This tax could also contribute to reforming the financial architecture by reducing speculation and excessive liquidity, thereby promoting greater equity and stability of the financial system.

We support the call end the tax haven secrecy that allows companies to hide their profits and avoid paying taxes in developing countries. Tax dodging by multinational companies' costs developing countries over a hundred billion dollars every year – more than the entire global aid budget – at a time when the global crisis is prompting severe cuts in states' budgets around the world.<sup>1</sup>

We call for the aid effectiveness agenda to be governed by the UN as a body that is representative of donor and partner countries and advocate for a new aid architecture system that focuses on development effectiveness rather than just aid delivery in order to achieve sustainable progress on past development commitments.

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**GCAP will work to ensure that:**

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- Governments meet and exceed the 0.7% aid target
- innovative international taxes and mechanisms for raising finance for development, such as the Financial Transaction Tax, are implemented
- The Paris Declaration is implemented and improved; and a new aid architecture system that focuses on development effectiveness is developed
- Gender sensitive progress assessments, performance monitoring and indicators for aid effectiveness are put in place
- International pledges on Education and Health are met

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**Towards this end we will act to:**

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- Organize public campaigns around national and regional elections in key donor countries
- Facilitate submissions and meeting held with relevant ministries for the adoption of FTT nationally across 15 countries; and global advocacy towards the G20 France Summit
- Focus on the Fourth High Level Forum on Aid Effectiveness 2011 to be held in Korea as an opportunity for civil society to lobby for enhanced mechanisms for Aid Effectiveness
- Monitor international pledges in keeping with actions outlined in the Accountability section of this Plan
- Extend solidarity with anti-corruption and tax transparency efforts at the global level and

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<sup>1</sup> Source: [www.endtaxhavensecrecy.org](http://www.endtaxhavensecrecy.org)



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regional levels

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**By 2014, these actions will result in:**

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- Greater public and parliamentary support for aid spending in 05 key donor countries
- Advocacy action for the implementation of the FTT – and other new aid and financing mechanisms – across 15 countries; including and exceeding the G20
- Support to anti-corruption and transparency campaigns in 10 countries, and in partnership with networks like IBP and Transparency International
- Monitoring of international pledges including the Global Jobs Pact, the Global Fund on Food Security and UNSG’s Global Strategy on Maternal and Child Health

#### **IV. Debt**

The global financial crisis provides enormous opportunities and threats to the debt agenda. Those most responsible for the ‘Third World Debt’ crisis have increased lending, notably the International Financial Institutions (IFIs) and export credit agencies. Debt sustainability levels, even for those countries that have had relief once, is in some cases already at worrying levels again.

However, it also provides opportunities. Structural solutions are ‘in vogue’: several developing countries are proposing to conduct ‘Debt Audits’ to examine the justice of their debts and help people regain control of their own economies; the idea of an international ‘Debt Court’ has been raised by several world leaders and UN bodies; UN Conference on Trade and Development (UNCTAD) is leading a process of responsible lending standards; and Norway announced cancellation of debts on the basis of ‘responsibility’ rather than simply charity.

GCAP will continue to campaign for debt cancellation especially in countries committed to peace and stability. We will also follow a comprehensive strategy of interventions at the national level to reinforce poverty reduction and growth strategies, increased capacity for social policy, better expenditure management, and other elements of economic, social, political and institutional reform.

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**GCAP will work to ensure that:**

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- Structural change to the deeply unjust global lending and debt system based on the responsibility of creditors for pushing loans and the illegitimacy of the debt created
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**Towards this end we will act to:**

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- Publicize case studies of successful campaign actions on the issue of Debt Relief
  - Organize with other strategic networks to organize Debt Audits in 5 countries of the north and 5 countries of the south
  - Engage governments and respective ministries in advance of relevant meetings of international financial institutions and the UN
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- Coordinate actively with networks who have been leading intervention on the issue of Debt, such as Jubilee South
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**By 2014, these actions will result in:**

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- Debt Audit reports developed in 10 strategic countries; and recommendations submitted to key IFIs such as the IMF and WB; as well as regional lending institutions in Asia, Africa and LAC
- The creation of a Debt Court and responsible standards of lending will be key demands presented to governments in advance of WB-IMF and UN Financing for Development related processes

## V. Trade Justice

We are acutely aware of the negative impact of Free Trade Agreements on achieving the MDGs, specifically food security, employment, accessibility of health services and availability of generic drugs, as well as the adverse impact of the IMF's continued enforcement of conditionalities such as trade liberalization and insistence on ultra-low inflation targets. We believe that trade liberalization and the imposition of related conditionalities which only benefit wealthier countries, multinationals and the elites of developing and developed countries, do not form the basis for an open, rule-based, predictable, non-discriminatory trading and financial system.

GCAP and other civil society networks have called on governments to recognize the rights of countries to only enter trade deals which support the needs and interests of their own people. The recognition of the need for standstills on debt obligations, debt relief and debt restructuring to help countries facing severe financial distress as a consequence of the global crisis is also recognized in the UN Secretary General's report on the MDGs (para. 79) is welcomed and GCAP accordingly calls for Fair and Transparent Debt workout mechanisms to be part of the MDG agenda in the road to 2015.

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**GCAP will work to ensure that:**

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- No trade deal harmful to the interests of small farmers and the poor in developing countries be adopted as a result of the Doha round of WTO trade negotiations
  - There is a push for Special Differential Treatment to take into account the rights and obligations of developing countries, based on the argument that their lower levels of development should differ from those of the developed countries.
  - Transparency of operations and revenue received from extractive industries to governments; and strict legislation on compliance to environmental standards and ethics by MNCs in the extractive industry.
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**Towards this end we will act to:**

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- Mount pressure on the WTO to review its trade rules to take into account the peculiar needs of developing countries.
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- Highlight the link between revenue from fair trade and financing the MDGs as an alternative to dependence of aid commitments which are not being met in advocacy efforts leading up to key global and regional trade summits.
  - Put governments under pressure to enforce legislations to control the negative activities of their MNCs in developing countries for them to conduct their operations in an ethical manner
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**By 2014, these actions will result in:**

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- GCAP coalitions build pressure on governments to ensure compliance with relevant national legislations, stand up to international pressure to protect livelihoods and eco-systems and look at new financing mechanisms to protect livelihoods and eco-systems
- GCAP strengthens alliances with the Global CSOs, Inter governmental Organizations and think tanks such as Third World Network, Africa Trade Network, Southern Centre, Oxfam International, Action Aid, UNCTAD to build contribute to global strategies and actions on Trade

## **VI. Climate Justice and Food Security**

In 2009 the number of people going to sleep hungry every day reached an all-time high of more than 1 billion in a world with the capacity to produce enough food for everyone. Decades of under-investment in agriculture and misguided trade policies have undermined small farmer's capacity to produce. The roots of this situation lie in unequal access and control over to resources like land and water, and in the growing impact of global warming on small-scale farmers' crops. Women, who produce the majority of the world's food, face the greatest challenges. There are huge profits to be made from buying up land and forests at the expense of the people who live and farm there, and climate change is turning land into deserts, decimating harvests, and causing devastating floods.

The solution is to put power in the hands of the women and men who farm this land so that they can grow and buy enough food to eat. That means changing the weak and unfair rules that govern how the world's land and water are used, and the way climate change is being tackled. Then we can start to end the scandal of hunger in a world of plenty. GCAP reiterates that unless concrete and urgent steps are taken to support mitigation and adaptation measures, progress under each MDGs risks being undermined. We call on governments to ensure that any funds for climate change mitigation and adaptation are not a diversion from but are additional to development funds/ODA.

In Copenhagen, over 100 nations agreed to mobilize \$30 billion dollars by 2012 and \$100 billion by 2020 for climate finance and clearly indicated that those funds would be new and additional.' While this is an important commitment, it still falls short of the necessary scale, and we ask governments not only to meet but to increase this commitment and to ensure that countries do not back track on this pledge for fast track financing. The UN Advisory Group on Climate Finance must recommend alternative sources of revenue not already designated as ODA to meet the Copenhagen obligations and ensure the achievement of the MDGs.





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**GCAP will work to ensure that:**

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- A new global deal on climate change that limits global warming and ensures international public finance and technology for adaptation and compensation
- Developing countries increase public investment in agriculture while donor countries increase aid to agriculture, food security and social protection by US\$ 40 million globally
- Women and community leaders from the global south are actively engaged in global climate change debates
- Humanitarian aid for slow disasters is timely, adequate and justly distributed, and reconstruction is sustainable

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**Towards this end we will act to:**

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- Organize Climate Justice hearings – with special focus on women and socially excluded groups – organized across 35 countries, the results of which will feed into a ‘World Assembly of Climate Communities’ in the work leading to COP 17 (2011) and Rio+20 (2012)
- Strengthen collaboration with networks such as GCCA and the People’s World Movement on Climate Change at the national level such as in relation to global days of action (11/11/11) and rapid response lobbying actions around the UNFCCC processes.

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**By 2014, these actions will result in:**

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- National advocacy plans and agreed on popular actions will drive climate justice campaigns in 35 GCAP coalitions
- Community leaders from across five regions articulating their demands, lobbying Governments and participating actively in the global civil society push for a global deal on climate change
- International protocol on response to humanitarian disasters being reviewed and mechanisms for immediate response and sustained reconstruction being put into place

## **VI. Peace and Human Security**

Violent conflicts around the world are consistently increasing the number of displaced persons and refugees around the world. Although not limited to developing countries, the impacts of conflicts on countries with high levels of poverty and inequality are particularly pronounced. Indeed, the inter-linkage between peace and poverty (i.e. the influence of lack of security on increasing poverty and unemployment on one hand and the influence of poverty and social marginalisation on possibilities for instability and conflict) has been discussed in the declaration resulting from the 2010 UN MDGs Review Conference. In this context, the international community discussed foreign occupation as a major obstacle to the realization of the Millennium Development Goals for peoples living under such occupation, and thus the need to take concrete and concerted actions in conformity with international law to remove such obstacles.



The inter-linkage between peace and poverty (i.e. the influence of lack of security on increasing poverty and unemployment on one hand and the influence of poverty and social marginalisation on possibilities for instability and conflict) has been discussed in the declaration resulting from the 2010 UN MDGs Review Conference. In this context, the international community discussed foreign occupation as a major obstacle to the realization of the Millennium Development Goals for peoples living under such occupation, and thus the need to take concrete and concerted actions in conformity with international law to remove such obstacles.

GCAP has called attention to the centrality of peace and security in the Millennium Declaration and adopted related language in the Beirut and Montevideo Declarations. The International Day of Peace (September 21st) is also one of the identified mobilization days for the global alliance. GCAP will continue to play an active role in creating awareness through an early warning system, in providing timely information to the global community and in providing support to the victims and engaging with the governments and other factions for peace cannot be over-emphasized. At the regional and global levels, GCAP will direct its efforts towards providing solidarity, exerting global pressure and using their influence to get global responses to solve violent confrontations.

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**GCAP will work to ensure:**

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- Control of military spending and corruption, domestic violence, crime, and military occupation
- Social inclusion of indigenous communities; and control of xenophobia and racism
- Protection of human rights work, civil society space and right to information; de-criminalisation of activism, control of political repression
- Accountability within the extractive industries, and environmental accounting, such as adding biodiversity to national measures of wealth
- Social and Economic security, including the right to decent work, food and health

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**Towards this end we will act to:**

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- Join hands with other relevant networks in tracking and responding to the submission of the draft Declaration on Right of Peoples to Peace in Jan 2011
- Collaborate with women's and peace movements to review the implementation of Resolution 1325 on the ground
- Ensure that campaigning on aid will include the review and critically highlight military goals and spending undertaken as part of foreign aid

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**By 2014, these actions will result in:**

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- Information campaigns on the Declaration on the Right of People's to Peace' will be undertaken across GCAP regional coalitions
- Specific processes to strengthen Resolution 1325 will be undertaken across 10 countries
- An analysis of aid related military expenditure will be undertaken and its impact on women and socially excluded groups will be developed and publicized
- Linkages with conflict over natural resources and its impact on the poorest communities



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integrated in GCAP's work on climate justice

- International support for the rights of civil society activists who have face state repression or rights violations for their work on peace and human security



## PART THREE – STRATEGIC FUNCTIONS

GCAP's strength is that it connects a wide array of people acting against poverty and inequality in different ways. It has been and will continue to be a space for a wide variety of diverse constituency and functional groups, and coalitions at all levels joining in common campaigns. This necessitates democratic processes in all planning, consultation, decisions and actions at all levels. Principles of equal voice and participation in the process to voice concerns, ideas, views and dissent are adhered to and an effort made to ensure transparency at all levels.

In keeping with the above, GCAP has adopted a minimalist approach to its structures with a minimum but effective level of formalization to respond to the need for accountable and transparent functioning, as well as securing the funding to continue to harvest good outcomes from various GCAP activities.

### 3.1 Mobilization and Advocacy

Mobilisation is at the heart of GCAP's campaigning activities because we believe it to have a crucial role to play in ending poverty and injustice. We define mobilization as the process of organizing the political participation of people around the world, including the marginalized and ignored.

GCAP will also use the opportunity of key internationally recognised days to mobilise people and effect positive policy change. GCAP will also build campaigning capacity and impact of actions at global political meetings such as the G8, G20, IMF/World Bank meetings, UNFCCC meetings and particularly to the UN General Assembly.

In the area of advocacy, the added value of GCAP is to amplify the voices of those living in poverty, and of social movements, networks and organisations most specialized in a specific policy area. The role of GCAP is to be able to reach global policy consensus to mobilise public opinion, to write a lobby letter or a press release. The common global GCAP policy position is used by National Coalitions and constituency groups to strengthen their advocacy position and their specific policy demands.

Access to governments is impressive in a large number of GCAP countries, and governments often welcome the joint-agency approach. In combination with the campaigning and media work this has been the basis for concrete advances on government decisions and political will; and GCAP will continue to strengthen its role in creating a space for civil society to engage directly with governments on the agenda of public policy and social accountability.

#### **At the national level, GCAP's actions will aim to:**

- Build a consistent and documented campaign process across 100+ countries and ensure that activities are designed around the priorities and demands that are closest to the people
- Contribute to the unity of civil society organisations around key national democratic processes and national input to regional and global processes
- Coordinate actions around key internationally recognised days including but not limited to



International Women's Day (8 March); International Youth Day (12 August); the International Day of Peace (Sep 21); World Day for Decent Work (7 October); the International Day for the Eradication of Poverty (Oct 17); World Dignity Day (Socially Excluded) and Human Rights Day (5, 10 December) to organize major mobilizations.

**At the level of regional and constituency groups, GCAP will aim to:**

- Identify at least one theme / action within the strategic plan that the region can lead on
- Ensure representation to key groups like the Mobilization Taskforce; G8/G20 Planning Group and The World We Want 2015
- Coordinate the development of actions and demands around key governance and financial institutions and related processes, such as the AU, EU, SAARC, ASEAN and regional bodies of the UN.

**Across the GCAP alliance, this will involve:**

- the development of theme / action based toolkits and campaign guides to feed into actions
- the development of an effective and ongoing system of communication in each region to capture ideas, actions and outcomes
- the development of a peer exchange processes on key themes and functions
- the coordination of actions and demands around relevant advocacy and solidarity across the year, such as in relation to the UN, G8/G20, BRIC, LDC, IMF-WB, etc.

**Indicators that will be used to actively measure progress include:**

- the number and quality of policy changes and implementation of these changes across the world
- the number and diversity of individual activists and organisations mobilising with GCAP (online and offline, global and regionally, etc.)
- the level and quality of communications between parts of the GCAP coalition at all levels
- the level of engagement of coalition members with GCAP activities
- the size, diversity and geographical spread of GCAP coalition
- the range of on and offline media coverage of GCAP activities

### **3.2 Media & Communications**

The media coverage of GCAP work strengthens visibility and outreach. Efforts will be made to increase it further at a global scale, especially focusing on days of action, while continuing to focus on GCAP activities throughout the year. Such external communications will be supported by a



strong internal communications strategy that allows for information sharing and support among GCAP constituents.

The aim of GCAP's online activity is to ensure an active, connected, accessible, sustainable and growing online presence, which promotes and improves collaboration amongst GCAP coalition members, helps GCAP reach new audiences and grow as a coalition, and provides individuals with opportunities to act with GCAP to end poverty and inequality. GCAP through its media, web and communications teams and task forces will advance the aim of furthering campaign objectives, policy asks and demands at global, regional and national levels.

**At the national level, GCAP's actions will:**

- Coordinate with 15 national coalitions each year to explore development of ongoing media campaign – including joint production of media content - including stories, interviews, outreach to pro bono agencies to design integrated media campaigns
- Host GCAP branded media events to focus media attention linked at least one event (per national coalition / constituency group) that has been listed as part of the Mobilization and Advocacy Calendar
- Promote the use of Op-Eds and Letters to the Editor as an ongoing form of action

**At the level of regional and constituency groups, GCAP will:**

- Build a database of GCAP contacts, partners, activity organizers, partners and other alliances;
- Develop the GCAP media contact database at a global level and support regional focal points to do so at that level
- Aggregate and manage to understand the GCAP audience better and track who the top “users” as well as create systems to reach the partners, who do not have / use computers or the internet
- Achieve interaction and increased involvement on the new whiteband.org website
- Improve media tools for key media events such as Stand Up, G20 to ensure there is a quick and efficient way of disseminating press releases to media contacts
- Represent to a Media & Communications Group with a focal point for each region

**At the global level, GCAP will:**

- Work directly with media on global – national – thematic stories to secure coverage and building relationships with key journalists and media outlets to grow understanding of and support for the call to action
- Through RSS feeds and social media, build and promote GCAP information daily to GCAP coalitions and supporters of GCAP
- Build the interactive nature of whiteband.org, in order to improve knowledge sharing and collaborative working with and amongst GCAP constituents, task forces, working groups etc.





- Coordinate media tools for key media events such as Stand Up, G20 to ensure there is a quick and efficient way of disseminating press releases to media contacts.
- Coordinate GCAP branded media events or actions (including Letters to the Editor and Op-Eds) to focus media attention in 04 or more events listed as part of the Mobilization and Advocacy Calendar each year

**Indicators that will be used to actively measure progress include:**

- No. of individuals involved in active participation campaigning against poverty at specific points in the campaign.
- No. of GCAP coalitions able to exploit online and new media channels / techniques to promote GCAP's cause at local level
- No. of media articles / mentions of GCAP's profile and activities
- No. of national coalitions and constituency groups using the GCAP website and social media / campaigning tools to promote their work and collect information about the rest of the alliance on an ongoing basis
- Instances of core messages being adopted by active coalitions, networks and partners in their campaigns and representation in local media
- Instances of media coverage influencing key decision makers towards poverty reduction policy

### **3.3 Movement Building**

GCAP will continue to reinforce the white band is the common symbol of GCAP and has been adopted worldwide as the symbol of unity of citizens from all countries and walks of life, demanding justice for all. We will reach out to more people and organizations to build mass action on poverty and inequality with National Coalitions and constituency groups as the base for action, ensuring that our activities are designed around the priorities and demands that are closest to the people.

GCAP will mobilize public support for our demands by involving millions of people worldwide and having them involved creatively to influence policy demands and signatures through the internet, the media, and people's voices. We will also build partnerships with high profile constituency groups such as The Elders to add visibility to the GCAP efforts to influence policy change at the highest levels.

**In this period, GCAP will:**

- Consolidate a cohesive plan to engage with stakeholders and build new alliances, which ensure broad based participation in GCAP amongst a range of constituency groups
- Develop a Fund Raising Strategy and Database for the Strategic Plan 2011-14; and support to various parts of GCAP ensure ongoing outreach and relationship building with resource agencies
- Develop of a Volunteers & Internship Plan for GCAP corresponding with the new Strategic Plan and support to enable GCAP to harness talent and skills at various levels



**Indicators that will be used to measure success are:**

- No. of new alliances / partners who have engaged with GCAP across levels
- Annual review of quality of relationships and proposals for strengthening / improvement undertaken each year
- Quarterly review of fund raising strategy and outcomes by the Global Foundation; Updating of Fund Raising Strategy on an annual basis
- Review of Volunteers & Internship Plan by the Global Foundation on an annual basis

### **3.4 Finance, Legal Compliance and Administration**

**In this period, GCAP will:**

- Strengthen systems of quarterly financial and narrative reporting in 2012; and effectively link them to planning processes
- Improve budgeting, coding and disbursement systems; Ensure financial accountability through timely and adequate financial reporting to internal and external stakeholders
- Define financial procedures and guidelines for GCAP as part of the Operations Manual that will be approved by the Foundation Board in 2011
- Adhere to legal requirements, including the annual external audit, with the intention of achieving a high standard of financial management and legal compliance for the GCAP Foundation Board
- Define administrative and HR processes of the Secretariat through an Operations Manual that will be approved by the Foundation Board in 2011
- Coordinate meetings of the GCAP governance structures – including the Global Council, Global Foundation and Regional Councils – and the Global / Regional Secretariats, with a focus on facilitating effective flow of information and active participation across members.

**Indicators that will be used to measure success are:**

- Quarterly financial reports submitted to the Global Foundation
- Annual audited report disseminated actively through the website and annual report
- Campaign Budget & Work Plans reviewed and developed each year
- An annual review of procedures and review of what has worked well, what has not and proposals to manage gaps in operations presented to the Global Foundation



## **PART FOUR – WAYS OF WORKING**

GCAP's strength is that it connects a wide array of people acting against poverty and inequality in different ways. While different campaigns, movements, and groups of people may not agree on all issues, they can work together on eradicating poverty and inequality. GCAP has been and will continue to be a space for a wide variety of diverse constituency and functional groups, and coalitions at all levels joining in common campaigns.

GCAP's ways of working looks at building trust as essential for working together to create change. As such, extensive consultations, planning, and regular interactions take place to facilitate the understanding of views, engagement in debate, and progress through consensus.

### **4.1 Guiding Principles**

- a) National Coalitions and constituency groups are the base for GCAP's action and co-operation, enabling effective cooperation at regional and global level.
- b) National Coalitions and constituency groups interconnect to ensure genuine, broad-based constituencies at all levels.
- c) Democratic processes are essential in all planning, consultation, decisions and actions at all levels. Principles of equal voice and participation in the process to voice concerns, ideas, views and dissent are adhered to. We must ensure transparency at all levels.
- d) This particularly demands good communications within and between coalitions and constituency groups, and between national, regional, constituency and global levels. This takes effort, time and care.
- e) Gender justice and regional representation in all GCAP structures is essential, and takes effort and means (in terms of time and money) to achieve.
- f) GCAP strives for transparency, accountability and learning at each level and between each level and to wider public and constituencies (financial and political, and in terms of process). This takes clarity in terms of roles, responsibilities and mandates. GCAP structures and systems must be flexible, light and able to act and react quickly. The real answer to this is a strongly shared GCAP purpose and vision, and strategic framework, with an inclusive and activist culture and a strong but simple decision making system.

### **4.2 Leadership Structure**

- a) GCAP National Coalitions and Constituency groups are the base of all GCAP decision-making, actions and cooperation.
- b) The GCAP Global Assembly is the ultimate political decision-maker of GCAP at the global level. The Global Assembly will include all GCAP constituents (National Coalitions, regional groups, constituency-based groups, INGOs and other civil society organizations and campaign partners) who will be able to become members of the Global Assembly. Each Global Assembly will aim to produce a Declaration / Strategic Statement highlighting its evolving policy asks.
- c) The GCAP Global Assembly elects a Global Council composed of regional and constituency group representation. The Global Council functions under a clear TOR agreed between the Global



Assembly and Global Council, with the latter empowered to make political decisions of GCAP on behalf of the former within the broad Declarations of the Global Assembly.

- d) GCAP has formed the GCAP Global Foundation which is registered as an independent legal not-for-profit organization in the Netherlands, where an international board, open financial transactions, civil society organising and no political interference is possible. The GCAP Global Foundation takes care of administrative and financial aspects of running GCAP Global secretariat, including staff hiring, overseeing its functioning and finance. The Global Council has elected the nine board members of the GCAP Global Foundation Board, of whom five as a principle are also elected members of the GCAP Global Council.
- e) The functions of the GCAP Global Council and Foundation are governed through a Memorandum of Understanding which was finalized in 2009. The Global Foundation is also responsible to submit to the GCAP Global Council on a monthly basis and the GCAP General Assembly on an annual basis a report on its decisions and activities. It is to also ensure ways of working that engage the Global Council in the work of the foundation and secure enough space needed for checks and balances.
- f) GCAP Global Foundation Board appoints a Campaign Director, endorsed by the Global Council, responsible for administering day-to-day operations of the GCAP Global Secretariat. Other secretariat staff members will be hired by the director. The Global Secretariat will consolidate a 3-year global work plan that should include elements from National Coalitions, regional structures and constituency groups.
- g) National coalitions and constituency groups may define and develop regional objectives and mechanisms to promote joint action and strategies that will complement and support the global and national policy objectives of the campaign.
- h) Regions must be left to decide the most appropriate ways of inspiring and supporting national coalitions and constituency groups, translating global policy platforms to regional contexts and co-ordinating any other regional functions. In deciding the above regions must be inclusive, transparent and accountable to national coalitions. Regional structures can support capacity building efforts of national coalitions. We need to encourage the participation of women's organisations and associations at the region level.
- i) Linkages with global objectives and activities are organized through the Global Council members from the region, or through direct communication with the global secretariat. Global Secretariat and Regional Secretariats will work in close collaboration; regional staff / focal points will be considered part of the global team while simultaneously accountable to regional councils/facilitation groups.

**Indicators that will be used to measure success are:**

- Monthly reports of meetings and action taken on decisions of the Global Council; Quarterly reports on attendance of meetings of the Global Council
- Meetings of the Global Foundation held once in four months, or more if required
- Regional / constituency group meetings held at least once in three months



- Dissemination of information regarding key decisions and outcomes through the GCAP e-groups / website

### 4.3 Learning & Accountability

The Learning and Accountability Group (LAG) is established by the Global Assembly, which is charged with the task of strengthening GCAP as a learning alliance, performing effectively its mandate and accomplishing the goals as laid out in the strategic plan and the Global Assembly Declaration.

The group is responsible to promote and evaluate transparency, accountability and learning at all levels within GCAP. This will include elements of peer level accountability, and its creation will be informed by the inherent decentralized nature of GCAP. The LAG will help produce annual reports to GCAP constituency and Global Assembly, under the legal and financial responsibility of the Global Foundation and the overall political responsibility of the Global Council and the Global Assembly.

#### **In this period, GCAP will:**

- Pilot a system of quality management in the secretariat and learning and accountability group. In 2012-2014, it will both be refined and expanded throughout the movement, and also linked to the processes of reporting and planning
- Strengthen the knowledge management systems to facilitate sharing of learning within the movement with a focus on enabling ongoing exchange of information, best practices be strengthened in this, campaigning tools and reporting systems. This includes the active use of collaborative tools, through [www.whiteband.org](http://www.whiteband.org) and [www.whitebandaction.org](http://www.whitebandaction.org) which will be made more interactive towards this objective
- Develop a proposal for the external evaluation of GCAP – corresponding with the completion of its strategic cycle for 2009-11

#### **Indicators that will be used to measure success are:**

- Terms of Reference and Composition is reviewed annually
- Report on proposals and actions taken by the LAG submitted to the Global Council annually
- Level of Linking and Learning across GCAP: ie. Exchange and use of information across GCAP constituents, including contributions made by national coalitions and constituency groups to the GCAP website and other information spaces; extent to which GCAP statements / publications are shared across members and peers within a national coalition or constituency group



## 4.4 Organogram

