


Strategic Plan 2024–2029

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The **Anti-Tribalism Movement (ATM)** is a non-profit organisation that is committed to combating tribal discrimination and promoting a fairer and more equitable society through our three strategic priorities of fostering tolerance, leadership development, and advancing social justice.



A decorative graphic consisting of large, rounded, overlapping shapes in orange and blue. The orange shape is on the right and top, while the blue shape is on the left and bottom, creating a stylized, abstract background for the text.

Our vision is of a society where people work together to resolve tribalism and inequality and promote fairer and more equitable society.

Organisational Values

This strategy has been developed in line with our fundamental principles and organisational values which we live and breathe every day, and which make the ATM unique: To deliver our priorities we commit to being:

RESPONSIVE

We will be agile in our responses to community needs and develop new services as the demand and external environment dictates.

TRANSPARENT

We will be transparent, open, honest, fair, and have integrity in everything we do.

PERSON/COMMUNITY CENTRED

We will work with beneficiaries to embrace people's power, lived-experiences, assets, and resources to achieve our goals.

COLLABORATIVE

We will work in partnership to tackle tribalism, injustice, and inequality.

Context

Our new strategy reflects our views on the challenges our organisation, community, and service users face. The strategy outlines the role we will play in leading and supporting communities and stakeholders to respond to the challenges.

The ATM has exceptional reach to BAME populations in the UK, especially those from the Horn of Africa. ATM is one of the most trusted community organisations for Horn of Africa communities, and certainly among those with the widest reach across the UK. Over the years, we have partnered with, and supported communities and organisations deliver beneficial interventions such as leadership programmes, community dialogue, advocacy, administering community grants to organisations and producing policy papers to influence policy makers.



How our strategy was developed

Our strategy grows from the lived experiences and needs of our service users. For 18 months, we have asked our service users to tell us about the challenges they face and what they want us to do. We gathered over 2000 surveys of our clients' views and needs, hosted 7 workshops of various stakeholders, and interviewed 27 community practitioners and organisations as part of this process. All of this information has helped steer the work of our staff and our trustees to produce this master plan for our future.



2000

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07

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27

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Our Strategic Goals

Three strategic priorities will underpin everything we do over the next five years. Each goal is supported by a series of outcomes and how we will achieve them.

01

Priority 1:
Fostering Tolerance

02

Priority 2:
**Leadership
Development**

03

Priority 3:
**Racial and
Economic Justice**

01. Fostering Tolerance

We have developed projects and campaigns that challenge existing stereotypes and promote understanding, tolerance and awareness of tolerant societies. Through the delivery of these, we will connect with people from different backgrounds and encouraging dialogue and interaction in safe spaces, which helps build collaboration, confidence, and trust between different communities, enabling and empowering them to address, challenge, and even overcome inequalities.

How we will do it:



Don't Judge Don't Label (DJDL)

This project targets the very first stage—prejudice—and aims to halt the progression to discrimination and hate. DJDL will help 'inoculate' minds by preventing the negative comments seeping into young people's subconscious that slowly develop our roots of prejudice against an individual or group of people. DJDL will directly support 150-200 students per year in London to bring about a cultural shift that sees people as individuals that should be judged by the content of their character and not the colour of their skin, ethnicity, faith or protected characteristics.



Culture House

The Culture House (CH) is a bold new community-initiated and led venture that will make the heritage landscape of the UK more diverse and inclusive. It will tell the story of the British Somali community, which has put down roots in the UK over the past decades but remains on the fringes of the national cultural consciousness. The core activity of CH is to preserve tangible and intangible Somali cultural assets and present them to diverse audiences in the community's authentic voice. By doing this, it will illuminate their complex and varied experiences and their evolving multi-layered identities, exploring and revealing narratives of origin, migration, and adaptation to foster dialogue and tolerance.



International Somali Awards

The International Somali Award (ISA) honours the greatest achievements of the worldwide Somali community by organising a ceremony that is innovative, unique, prestigious, and non-tribalistic. The ISA pays tribute to inspiring Somali success stories from all walks of life and recognises inspirational role models from the fields of business, social work, sports, education, entertainment etc.

02. Leadership Development

Over the next five years, one of the Anti-Tribalism Movement’s strategic priorities will be leadership development. Through our projects, we will identify, develop, and amplify future leaders with tailored tools, networks, skills, and knowledge opportunities aimed at combating social inequalities. We will hone in on participants unique lived experiences and asset-based to enrich the depth and reach of our projects.

How we will do it:



Lead and Be Led

We will directly train 30 young people per year for the next 5 years to develop their leadership skills, realise their potential through an asset-based approach, and become future leaders and ambassadors within their communities.



Community Champions

We will train and support 20 BAME women per year to undertake tailored training to strengthen the voice of disadvantaged communities in regeneration processes through empowerment, advocacy, and coalition-building.



ATM Fellowship

We will fully sponsor 5 students per year for the next five years from socially marginalised groups in Somalia to access a fully funded postgraduate or undergraduate degree at the University of Southwest State.

03. Racial and Economic Justice

There is a clear, evidence-based link between race and poverty. We will directly work with users, partners, community leaders, campaigners, and likeminded organisations to challenge racial and economic injustice. We aim to play a vital role in public policy by promoting an informed, healthy, evidence-based approach to decision-making to best respond to community needs. We will build alliances, co-produce, formulate policy papers, and develop programmes to help increase wealth and income in black and minority communities and ensure the rights and voices of marginalised people are represented.

How we will do it:



ATM Policy Papers

We will proactively work with our service users, organisations, academics, think tanks, and other institutions to co-produce solutions that address social and economic inequalities. We will undertake advocacy to present our policy paper’s recommendations for policy and decision-makers to ensure communities’ voices are heard by relevant stakeholders to allocate adequate resources to overcome social and economic injustice.

Resilient Grant

Over the next two years, we will fund four mission-aligned partner organisations to work with us to achieve racial and economic justice for our primary community. Each partner organisation will receive £50,000 from us to build their capacity, advocacy skills, systems, and broaden their networks of influences to become effective community advocates that strive to achieve social and economic justice for their community and wider society. By the end of the two years, these organisations will have increased their reach and depth of impact.



Operational Plan

Our strategy is supported by an annual operational plan which sets out the detailed work plan in support of our three key priorities. It describes the activity we will undertake, the outputs we plan to deliver but importantly how we will assess and measure the impact of our work. Our annual plan will be agile and responsive to the external environment, and we will continually assess our work, its relevance to the sector and the need to develop new services as the demand and external environment dictates.



Operational Goals

To support our strategic priorities, we aim to develop our organisational infrastructure, approaches, and capacities in a number of areas.

01 Invest in Staff.

We will invest in our people by developing fit-for-purpose skills and experience with the right expertise to deliver on our mission.

02 Secure sufficient and flexible income.

We will strengthen our financial resilience by improving our business model and diversifying our funding base, as well as improving the efficiency and effectiveness of our portfolio of projects.

03 Invest in Partnerships.

We will develop collaborative partnerships with organisations, donors and individuals in our network to achieve greater impact.

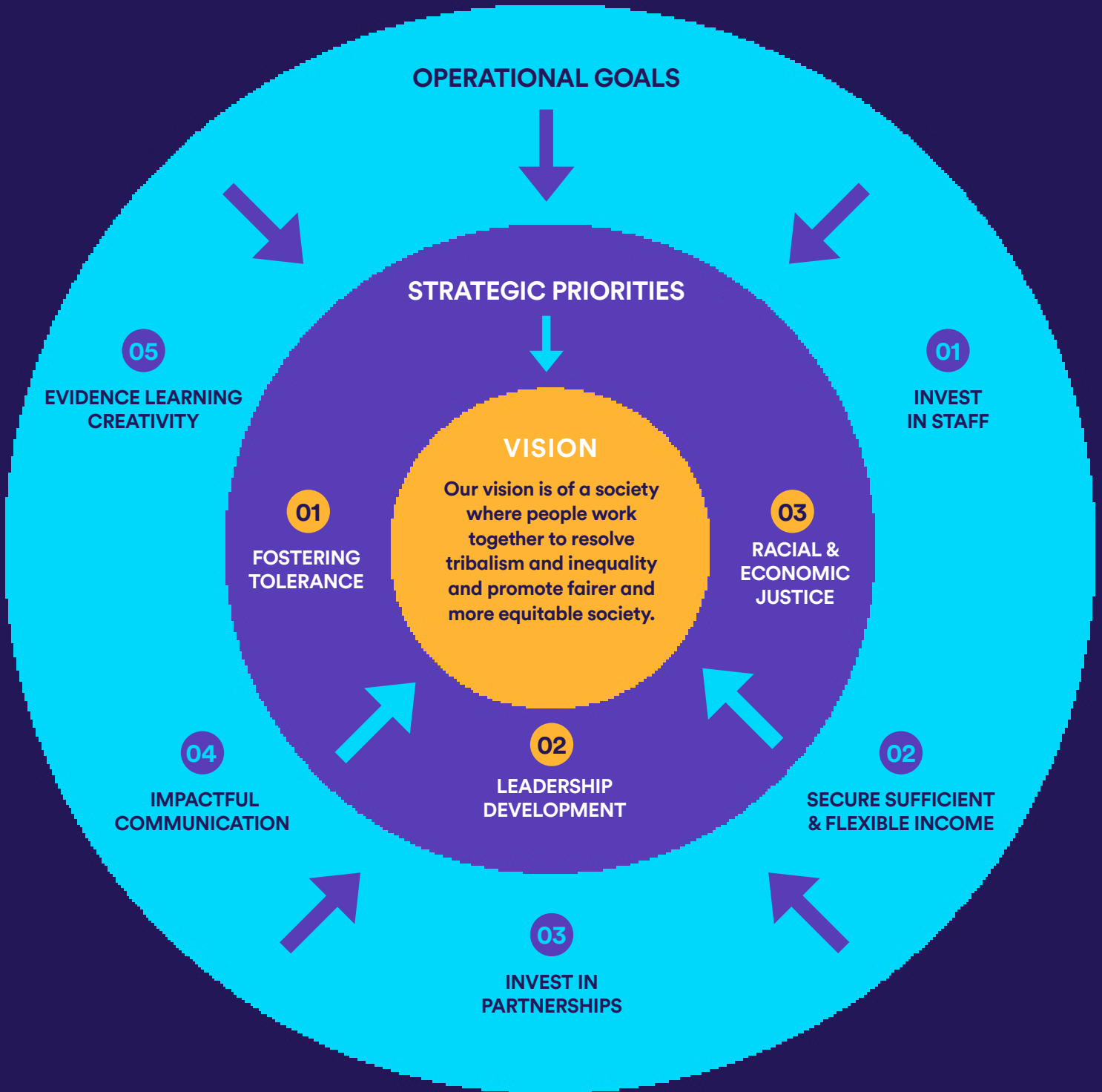
04 Impactful Communication.

We will improve our ability to influence policy and practice by enhancing our strategic engagement and communications, policy outreach, and convening power.

05 Evidence, learning and Creativity.

We will root our approach to monitoring, evaluation, and learning in a culture of evaluative thinking and knowledge-building by:

- **We will use participatory approaches to capture diverse experiences.**
- **We will create safe and reflective spaces for our team, users, and partners to learn from their practice.**
- **We will constructively challenge each other's assumptions to identify blind spots in our analysis and programming.**
- **We will be encouraging staff and partners to think logically and creatively by using the theory of change approach to test assumptions, as well as incorporating methods such as storytelling.**
- **We will streamline our systems and processes for monitoring, evaluation and learning to inform planning and programme design.**
- **We will create systems for accessing evidence of impact and lessons from practice are easy to use and facilitate cross-organisational knowledge and good practice sharing.**



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