

STRATEGY 2022–2030

OVERVIEW

Throughout the 60 years of Amnesty International's lifetime, we have seen many advances and experienced many setbacks. There have been definite improvements, but human rights today are as much under threat as they have ever been, and are still marginalised in public discourse.

This strategic plan, which takes Amnesty International UK to 2030, is the most comprehensive and forward-looking plan we have ever had.

We must do two things if we are to achieve **deep, lasting change** for human rights, and to succeed in placing human rights at the heart of our society. We must take **a long-term approach**, and we must direct a stronger **focus on the root causes** of human rights abuses.

The world in 2020 is one where

- climate change poses an existential threat
- digital technology can be as much an asset as a threat to human rights
- corporations are increasingly powerful global actors
- inequality is increasing

And, in the UK, growing numbers of people live in or precariously close to poverty, and racism, discrimination and prejudice shape much of our political narrative.

These realities have a **disproportionate impact** on the lives of vulnerable and marginalised groups – who can then become easy targets for political narratives that seek to demonise them.

In the face of these challenges, we must recognise and act on the fact that these are human rights issues – from **climate justice** to **socio-economic justice** to **anti-racism** to the use of **digital technology** – and are central to the deep and lasting change we strive to achieve.

This strategy identifies them as key themes for our work in which effective partnerships will be an essential element. At the same time, the strategy reaffirms the importance of our well-established work on **freedom of expression**, **individuals at risk**, **human rights education** and the **international human rights framework** – all of which remain central to our activities.

Key to our success is that we are a **global movement** of people, rooted in **local communities**, important and powerful in its own right. **Power will be distributed** more equally within the movement by being more **decentralised** in how we work, so that we are effective in fighting for human rights abroad and in the UK.

Finally, our movement will be more **diverse** and **inclusive** than ever. This means, among other things, that we look at all our areas of work through the prism of how they impact on particular groups of people, all of whom should be able to find a home in Amnesty International to effect the change they want to see in the world.

CONTEXT FOR THIS STRATEGY

The call to action made by our founder Peter Benenson nearly six decades ago feels as relevant today as it did in 1961.

Our visceral reaction to the injustices we see and feel in the world can turn into positive change if we organise to act together. That quest for justice binds us together into common action.

Since 1961, Amnesty International has grown from one person's call to action into a global movement of over 10 million people, working to defend and promote all the rights enshrined in the Universal Declaration of Human Rights.

Amnesty International UK is one of the largest sections in our global movement, and we play an important role in providing funding for Amnesty International's work around the world as well as campaigning for change globally and in the UK. We have a vibrant, well-established activist movement with local groups, country coordinators, youth, student and trade union networks, and thematic networks, as well as educators and ambassadors.

We have a proud track record of achieving positive human rights change, both directly in the lives of thousands of specific individuals and at a global systems level through working to bring about changes in the national and international laws which protect us all.



Amnesty International has grown and adapted over time, increasing our impact and our reach. More recently we have sought to root our work within the communities of people whose struggles are the greatest, and to take our lead from those people.

And we must continue to adapt so that we are ready and able to make the changes needed in the world we live in now. A new strategic plan requires us to reflect, build on what is working, and change what is not.

In 2021 we will be joined by our new Secretary General, Agnès Callamard. In her first speech to the Amnesty International movement she outlined the challenges we face – and listed reasons why Amnesty International is so relevant now:

‘Because these are the most difficult of times. Because we must confront what is systemic, what is historical, what is deep in the foundations of this world-order – the things that erode rights that we must overturn – poverty ... racism ... the callous North South divide ... Because no other organisation can achieve for the protection of human rights what Amnesty can.’

As an organisation we need to adapt again. We need to consider and counter the causes of human rights violations as well as the violations themselves, and begin to orient our work towards these bigger, deeper, longer-term changes.

That is why we have developed this strategy with a longer time frame, giving us the opportunity to take a longer-term approach.

Globally and in the UK specifically, we face a period of significant uncertainty. The full impacts of Brexit and the Covid-19 pandemic are as yet unknown, and the political context in the UK may change, in particular in relation to the relationship between each of the nations within the UK.

This new strategic direction was built with insight from our activists, partners, the global Amnesty International movement, our staff and Boards. We started by reviewing progress and learnings from our existing strategy. We analysed the external context, including external perspectives of the human rights environment and Amnesty International UK’s place and impact in it. We developed a new theory of change to analyse our effectiveness across all our work and to identify how we can best organise to create change for human rights.

We consulted widely with staff and activists on a first and second draft strategy and our theory of change. The feedback we received was deeply thoughtful and useful. Some, understandably, was contradictory, but most of it was consistent. We have sought to reflect that feedback and the strategy has been strengthened because of it.

We have done all this in the context of the Covid-19 crisis which is changing so much about the context for our work. The impact of the pandemic on marginalised communities is plain to see. As we develop our plans in more detail, we must continue to respond to this and contribute to a just recovery which puts human rights at the centre of the world’s response.

Developing this strategy has only been possible because of the engagement and input of our activists, partners and staff across the Amnesty International movement in the UK. We are grateful for that – and excited to share this with you all.

HOW WE DEVELOPED THIS STRATEGY AND HOW IT WILL FRAME OUR WORK

This strategy sets the direction for our work from 2022 to 2030. It states where we will focus our effort to achieve change for human rights and the changes we will make to the way we work in order to achieve that.

This is the way we believe will best deliver change for human rights over this time, grounded in our understanding of how we make change happen – our theory of change.

The strategy is organised into:

- Strategic Goals
- Priority Issues
- Cross-Cutting Themes
- Enablers

Strategic Goals

The strategic goals are derived directly from our theory of change.

They set the overall direction for our work. We will set precise outcomes and objectives for each of these priorities during 2021 so that we are ready to start delivering this strategy from January 2022. We have identified the areas of human rights in which we will focus our effort for change over this period.

Priority Issues

The strategy sets out the specific issues on which we will focus our effort to make specific human rights change over this time.

We have identified this set of issues through careful prioritisation. For this we identified over 90 potential issues, drawn from a combination of staff and activist expertise, our International Secretariat, partner analysis and the wider human rights environment.

To prioritise from this long list, we first identified those issues relevant to the draft global strategic plan. We want our work at Amnesty International UK to be an integral part of Amnesty International's global effort and to be able to benefit from, and contribute to, the value of the global movement. We therefore prioritised issues which relate directly to issues the movement will prioritise globally.

Our second filter was our theory of change. We analysed each issue on a three-point scale drawn from the theory of change and reviewed each issue based on:

- the scale of the issue
- the likelihood of Amnesty International UK being able to make significant and sustainable change on that issue in this time
- the potential for work on that issue to help build a bigger, more diverse and more inclusive movement.

From this analysis we have established our six priority issues and three cross-cutting themes.

Each of the six priority areas are relatively broad in scope at this stage. As we operationalise these we will identify overlaps and synergies between them in order to focus our work effectively. We will set specific outcomes and objectives for each goal and each issue.

Cross-Cutting Themes

The cross-cutting themes are issues which emerged strongly through the prioritisation process but are issues where it is less clear how Amnesty International UK would play a leading role overall, and where our added value to the issue may be more limited. These issues do however present major challenges to human rights and have great potential to engage people in our work. We will develop work on these issues only in direct relation to our identified top six priorities.

This categorisation defines how we will approach an issue, but not the scale of the work we will do on it. As we develop the plans to implement this strategy we may identify that the intersection of a cross-cutting theme with one of our priority issues will have great potential for change and engagement and could become one of our most visible campaigns over this time. For instance, our work to protect individuals who are persecuted because they campaign for climate justice is an intersection between climate justice and individuals at risk and could become a prominent part of our work. The same could apply to our work on tech companies and their role in freedom of expression.

Inclusion and Intersectionality; We will consider the impact on equality and justice in respect of gender, race, LGBTI identities, disability and other protected characteristics in every piece of work we do. Through the movement, we will also support and enable rightsholders to campaign on specific human rights issues which are relevant to them.

Enablers

We have identified key changes to how we need to work in order to deliver this strategy – how we will enable Amnesty International UK to achieve our strategic goals.

The Enablers Map sets the strategic direction for how and why our resources, processes, learning and development (capabilities and skills) and lived culture (people's actual experience of Amnesty International UK) will enable us to achieve our strategic goals. The map also identifies the primary stakeholders involved, and what we need to deliver for and with them to realise our strategic goals.

The map will guide the plans we develop to achieve our mission to work with individuals and communities to build a sustainable movement to defend and promote human rights in the UK and globally.

To enable the delivery of our strategic goals, we have considered:

- Our primary **stakeholders**: What we need to do for and with them to achieve our strategic goals.
- The **processes** we need to develop to deliver for and with those stakeholders.
- Where we need to **learn** skills/knowledge and **develop** capabilities in what we need to be good at.
- The **resources** we require.
- The **lived culture** that will enable us to realise our theory of change, achieve our strategic goals, and establish the ways we want to work.

OUR VISION, MISSION AND STRATEGY

Our Vision

A just world in which everyone can live a life of freedom and dignity because human rights are valued and upheld.

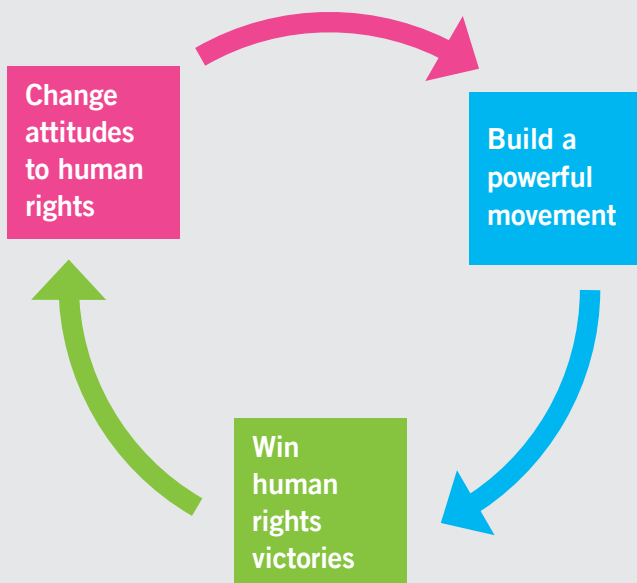
Our Mission

Our mission is to work alongside individuals and communities to build a sustainable movement to defend and promote human rights both in the UK and globally.

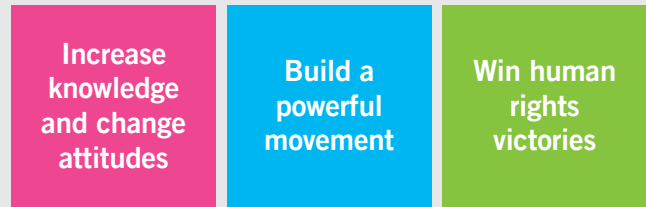
Strategic Goals 2022-2030

From our theory of change – this is how we contribute to systemic change over the period of the strategy

- 1 By 2030 human rights will be better understood, valued and defended by increasingly large sections of the public. Racist, sexist, misogynistic homophobic, transphobic and other stereotypes that facilitate human rights violations will be declining in public and political discourse.
- 2 By 2030 more people, especially people or groups who currently have less social power, have the connectedness, access, protection, resources and will to stand up for their rights and those of their communities.
- 3 By 2030, Amnesty International UK and our partners will have won key human rights victories on the way to securing long-term sustainable change for people in the UK and around the world.



Strategic Goals



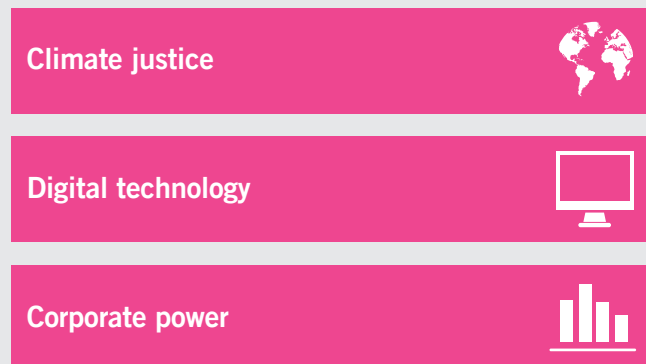
Priority Issues

We will achieve long-term Strategic Goal 3 win human rights victories, through the work we do on the specific human rights issues we will prioritise over this period. These are:



Cross-Cutting Themes

We have also identified three external challenges and opportunities, in line with the draft global strategy, which cut across all of our human rights priorities. They are factors which intersect and exacerbate all of the issues we work on. We will use these as lenses to help us achieve our strategic priorities.



OUR STRATEGIC GOALS 2022-2030

STRATEGIC GOAL 1:

Increase knowledge and change attitudes

By 2030 human rights will be better understood, valued, and defended by increasingly large sections of the public. Racist, sexist, misogynistic, homophobic, transphobic and other stereotypes that facilitate human rights violations will be declining in public and political discourse.

Our external and internal analysis in developing this strategy consistently highlights the need to address the decline in support for human rights across the public, media, and in political discourse.

Audience research by Amnesty International Sections around the world currently shows that only a minority of the population are either unquestioningly committed to or actively hostile to human rights. Large segments of society can be described as groups that 'support human rights, but...' These groups are open to the ideals of human rights but not yet convinced. And we need to convince them in order to deliver our theory of change.

Unless we proactively identify the causes (racism, xenophobia, misogyny, ableism – among others) and seek to undermine and supersede these with rights-respecting narratives; and invest in building understanding of human rights within individuals and across communities, we cannot hope to win sustainable change in our international or domestic work.

By creating popular support for human rights we will create the conditions for those in power to regard the protection and promotion of human rights as important. We need to make support for human rights a vote winner.

Positively, all of the feedback and evidence we have about our Human Rights Education work is that it can have a transformational impact on people's lives, fostering a lifelong understanding of human rights and leading to a commitment to campaigning and deeper engagement in these issues. There's a huge multiplier effect here – one committed teacher or speaker can effectively engage many hundreds more people in human rights.

Local groups, Country Coordinators and activist thematic networks also have a vital role in making this change. Rooting support for human rights within communities, making human rights real, relevant and visible to people's lives is key to this change. The role of our Ambassadors

and our relevance to popular culture through initiatives such as Football Welcomes is also key to this change.

We will take a long-term, values-based, positive approach to our strategic communications, seeking to seed and then embed new narratives about human rights, developing and delivering human rights education, strengthening our movement and proposing positive solutions to the major challenges we face.

STRATEGIC GOAL 2:

Build a powerful movement

By 2030 more people, especially people or groups who currently have less social power, have the connectedness, access, protection, resources and will to stand up for their rights and those of their communities.

Amnesty International UK is at a turning point. We need to halt the rollback of human rights at home and abroad by tackling the root causes and to do that we need to build a bigger, stronger, more diverse and inclusive movement of people and organisations.

Our greatest strength is that we are a people-powered movement and that millions of people worldwide commit their time and expertise to take action and be leaders for human rights in their communities as well as providing financial support. Amnesty International UK has a strong and committed activist movement which has potential to grow over this time. Our local groups, Country Coordinators, Youth, Student and Trade Union networks, and thematic networks work tirelessly for human rights in their communities and this strategy will seek to further support and build on that work to enable activists to work more effectively together and have even more impact within their communities and beyond.

We need to continue to engage the broader public in human rights issues and the work of Amnesty International. Our focus will be on improving the quality and depth of our engagement and to make Amnesty International a more welcoming place for all.

We will become less London-centric as an organisation. Geography should not be a barrier to leadership and participation of staff and activists based across the UK. We will develop our work with an understanding of its impact across the whole of the UK, including all nations and regions. This will inform what we work on, how we consider power and how we communicate.

This strategy will decentralise our work through the movement and across the UK. We will strengthen our nation-specific work so that we are more relevant and effective in how we influence change in each of the devolved nations and at a regional level within them.

We will increase the way in which young people can lead and participate in Amnesty International and how they are able to shape the ways in which they continue their participation throughout their lives.

Amnesty International UK is part of a global Amnesty International movement organising and mobilising around the world. We will use our understanding of the interconnectedness of different struggles to connect communities, locally, nationally and globally through solidarity.

Through this strategy we will clearly assert that our intention is to support our existing movement to grow to become a diverse, inclusive movement in which decision-making power will be distributed more evenly through the movement and specifically to activists and rightsholders. We will increasingly work with local communities as rightsholders on issues in the UK and abroad.

Our vision for the movement is that it will deliver to all aspects of the strategy, so activists in communities will work to change attitudes and behaviour, build and sustain the movement and win human rights victories. As part of how activists work we will encourage leadership from rightsholders and to help activists do that where they aren't the rightsholders themselves.

We will aim for the majority of activists' work to fit within our stated priorities and we believe that our work on economic, social and cultural rights, and anti-racism in particular, will provide an opportunity for activists to root human rights in communities in the UK.

Activists can however campaign on anything that we define as a human rights issue, as long as that campaigning is within the parameters of Amnesty International policy and values, including anti-racism – we will develop the process and will organise to enable this.

We will engage people so they join with the whole of the movement on key issues. The social values aspect of being part of Amnesty International, a sense of belonging to movement, is key. So is the fact that we must be a rights respecting movement – living human rights in how we do things as well as what we do.

STRATEGIC GOAL 3: Win human rights victories

By 2030, Amnesty International UK and our partners will have won key human rights victories on the way to securing long-term sustainable change for people in the UK and around the world.

Our analysis and evaluations make clear that while we are winning some victories in the UK and internationally, we

are struggling to usher in widespread, systemic change. In order to be ambitious in our aim to achieve change, we must prioritise action on some key drivers of human rights violations, and build sustained support and action.

We have decided to prioritise the following six issues on which to focus our effort for specific human rights change based on our analysis of:

- The scale of the issue
- The likelihood of Amnesty International UK being able to make significant and sustainable change on that issue in this time
- The potential for work on that issue to help build a bigger, more diverse and more inclusive movement.

In 2021 we will set specific target outcomes and objectives for work on these issues. We will identify our long-term goals as well as target wins that we will strive to achieve and share along the way.

PRIORITY ISSUES

PRIORITY ISSUE 1: Economic, social and cultural rights

Access to healthcare, housing, food, work, social security, social care (especially of the elderly and people with disabilities) and education has deteriorated to such an extent that millions of people across the UK are being denied their human rights. In November 2018 the United Nations Special Rapporteur on extreme poverty and human rights, Professor Philip Alston, visited the UK for a series of meetings with civil society and government in order to assess the state of economic and social rights in the UK. His report was a damning indictment of poverty in the UK and a powerful illustration of why socio-economic justice is a human rights issue.

Economic, social and cultural rights (ESCR) are often viewed as 'secondary' areas of human rights. ESCR have been tied to inequality and deprivation, with inequitable access to and enjoyment of these rights. Over the past decade in the UK, austerity has deepened ESCR challenges for many of the poorest and most vulnerable in society. Without intervention, it is likely that this overall direction will remain the same.

The Covid-19 crisis has put the right to health in the global spotlight. It has also led to a period of significant economic uncertainty. This is likely to exacerbate further inequalities within the UK as well as globally and to limit spending on areas vital for securing ESCR. The crisis has also made plain the inequalities faced by marginalised communities and, at least for now, led to a more positive public discourse on these issues.

It is important that when we are exploring campaign opportunities on these rights that we are taking into consideration the different impact that they have on specific sections of society especially marginalised people.

We will build the case for change and learn from others how they have approached these issues. We will focus on the specific aspects of ESCR which present the biggest human rights challenges and where Amnesty International UK can make the biggest impact.

This will form a key part of how we seek to improve human rights in the UK over this period and we will work with the global movement to identify where UK campaigning can impact on positive change in other countries.

PRIORITY ISSUE 2: Anti-racism

Racism is a systemic issue. Racist systems, from the immigration system to policing to healthcare and education, create and perpetuate human rights violations. Racism pervades and intersects with all other forms of discrimination.

By working on anti-racism, we will ensure that our work has understanding, expertise and credibility both in the UK and globally. We want to achieve significant public support for anti-racism, with people acting to dismantle racist structures from the immigration system to employment conditions/workers' rights. Our aim is for this to lead to greater community cohesion in the UK, with the UK public being outspoken on issues of racism domestically and around the world.

We will play a role in Amnesty International's global effort to promote anti-racism, including through influencing the movement to prioritise this work and through collaborating with Amnesty International Sections across the world.

We will raise awareness and engagement, through education and campaigning. We will use our brand, human rights campaigning expertise and resources to challenge and dismantle structures of racism.

PRIORITY ISSUE 3: Freedom of expression

Freedom of expression is central to people's ability to fight and challenge injustice and oppression.

The right to freedom of expression (FOE) is enshrined in Article 19 of the UDHR and has always been a core part of Amnesty International's work. It remains a vital way to

hold the powerful to account. FOE also underpins other human rights such as the right to freedom of thought, conscience, and religion and is often linked to freedom of association and assembly – the right to peacefully protest.

Amnesty International UK will continue to support people who speak out peacefully for themselves and for others – whether a journalist reporting on violence by security forces, a trade unionist exposing poor working conditions or an indigenous leader defending their land rights against big business. We would similarly defend the right of those who support the positions of big business, the security forces and employers to express their views peacefully.

Governments have a duty to prohibit hateful, inciteful speech but many abuse their authority to silence peaceful dissent by passing laws criminalising FOE. This is often done in the name of counterterrorism, national security or religion.

FOE is coming under increasing threat by authorities clamping down on activists, NGOs (including Amnesty International itself) and individuals helping refugees and migrants. This is also manifesting in the increased crackdown on peaceful protest around the world, including in the UK. We are currently witnessing increasing online and offline barriers to peaceful protest being erected by states and non-state actors.

We will seek to influence those in power in the UK and globally, including the Government, corporations and tech companies, to respect freedom of expression, association and assembly across all levels of society.

PRIORITY ISSUE 4: Human rights frameworks

Human rights frameworks are the bodies of law and standards that describe our human rights, support their respect, protection and fulfilment and offer access to remedy for abuses – in the UK and globally. These protections are under significant threat and such threats require us to be vigilant against attempts to dilute our rights through amendment or scrapping of existing laws and to the introduction of new laws that erode existing rights.

More positively, the time horizon of this strategic plan allows us to identify and create opportunities to build on the existing human rights framework in the UK, particularly in the area of economic, social and cultural rights.

In the next strategic period, we will actively challenge the narrative that seeks to undermine human rights protections at home and abroad.

We will work strategically to champion a robust human rights framework in the UK across devolved and central governments, addressing threats and seizing opportunities so that we defend and, where possible, expand systemic human rights protections.

We will campaign for UK foreign policy and practice to have human rights at its heart, supporting and defending the international human rights framework, ensuring access to justice for those whose rights have been violated and accountability for those responsible for abuses.

PRIORITY ISSUE 5:

Individuals and communities at risk

Throughout Amnesty International's history we have continually seen the benefits – in morale, but also in greater visibility, profile and support – for human rights defenders, individuals and their organisations that close ties to Amnesty International bring. By acting collectively to focus action on specific people who are at risk we have helped to save countless lives and improved the situation of many more.

Our work will continue to deliver powerful and meaningful solidarity and change to individuals and communities.

This a key part of the work that local groups, country coordinators and thematic networks do with great effect and this will continue to form a key part of our work. We will continue to evolve our approach to solidarity – listening and acting on meaningful action as defined by individuals and communities themselves.

We will work to protect individuals and communities in the UK and globally who face attacks, and threats or fear of violence and other violations, including through meaningful solidarity actions.

PRIORITY ISSUE 6:

Human rights crises

We can expect to see a range of threats to human rights and specific crises up to 2030, some of which will relate directly to our priorities and some which will not.

As the world's leading human rights organisation, we should and will take a stand whenever we are aware of a serious threat to human rights.

We will hold specific capacity of both staff and activists to respond quickly and decisively to raise awareness and call for effective action.

CROSS-CUTTING THEMES ACROSS ALL OUR PRIORITY ISSUES

CLIMATE JUSTICE

Climate justice is intrinsically tied to human rights, from the causes of climate injustice – the product of long-lasting systemic injustices born of colonialism – to its effects today. Climate breakdown is contributing to abuses of the rights to health, housing, adequate water and sanitation, the right to food and the right to life. Environmental activists, in particular Indigenous people, continue to be oppressed.

The scale and the disproportionate impact of climate change on the most vulnerable is what makes this a human rights issue.

Amnesty International UK has a unique role in the climate movement, which has primarily been seen as an environmental issue, to highlight the human rights impact of climate change and to place people at the forefront of climate justice.

DIGITAL TECHNOLOGY

Digital technology is a huge part of our world now in every respect. There is a huge opportunity to use tech for good: connecting people and advancing human rights, but also a huge risk that it will be abused by the powerful to restrict freedom of expression, create a surveillance society and oppress minorities.

There are huge challenges around access to digital information and how this is fragmented across the world and how digital channels are used to push disinformation.

Technology and artificial intelligence have changed our lives immeasurably and will continue to do so. While technology has, in some cases, been a mechanism to access and advance human rights, we have also seen that new technologies have not been immune from the systems and perspectives which have created them, thus perpetuating racism, misogyny and other forms of discrimination.

Legislation and regulation has been slow to catch up with new technology. In addition, the general public has not considered human rights in relation to technological developments. Amnesty International UK will need to consider how technology intersects with all human rights areas in our strategy.

CORPORATE POWER

Corporates are powerful and important actors in the human rights environment. Some corporates are more powerful and wealthier than many nation states, and many operate globally – including those based in or operating in the UK.

Corporations present both an opportunity and a threat to human rights. They must be held to account for their role in human rights abuses. We can also seek to engage them in promoting and protecting human rights through their work.

They must therefore be considered as a key component in our vision for a rights-respecting world.

HOW WE WILL ACHIEVE CHANGE

Our **theory of change** articulates how we believe we will make change happen over the next eight years. We have evaluated how we work now and looked forward to the likely context for this strategy – and from there we have identified how we need to work over this time.

ENABLERS MAP: A TOOL FOR SUCCESS

We have used a strategic planning tool, a strategy map, to illustrate how we will enable the achievement of our strategic goals, with equality, diversity and inclusion considered throughout.

The enablers strategy map gives strategic directions for how and why our **resources, learning and development** (capabilities and skills) and **processes** will enable us

to deliver for and with **primary stakeholders**, to achieve our strategic goals.

Using our theory of change and strategic goals, we have identified the primary stakeholders crucial to the delivery and purpose of our goals. Informed by analysis of our current strengths and weaknesses, and the external environment, we have identified the enablers needed to deliver for and with our primary stakeholders. Given the power of culture over strategy, we also considered the lived culture that reflects the ways we want to work.

The single **enablers strategy map** shows the enablers that are needed across our three strategic goals. It sets the strategic direction to guide the planning of our programmes of work and will help us evaluate if the implementation of our plans is heading in the direction laid out by this map.

Reading our enablers strategy map

The map is organised by the primary stakeholders relevant to achieving our strategic goals, and shows the processes, learning and development and resources needed to deliver for and with those stakeholders.

- Reading up a stakeholder column, from resources to strategic goals, should respond to the question **‘Why will we...’** (need this resource / learning / process / deliver for and with our stakeholders)? with the answer **‘So that we can...’**, with the final answer being **‘So that we can achieve our strategic goals’**.
- Reading down a stakeholder column, from strategic goals to resources, should answer the question **‘How will we...’** (achieve our goals / deliver for and with our stakeholders / realise these processes / enable this learning / resource the above)? with the answer **‘We will do this by...’**
- Some processes, learning and development, or resources are needed to deliver to more than one primary stakeholder group, so they run across multiple columns. Our **lived culture** applies to the ways we want and need to work, and the experience we want our primary stakeholders to have of Amnesty International UK, if we are to achieve our strategic goals, and so runs across all columns on the map.

See our **Enablers strategy map** Page 10

Our Mission 2022-2030: We will work with individuals and communities to build a sustainable movement to defend and promote human rights in the UK and globally

Our strategic goals **INCREASE KNOWLEDGE AND CHANGE ATTITUDES** **BUILD A POWERFUL MOVEMENT** **WIN HUMAN RIGHTS VICTORIES**

<p>Primary Stakeholders What must we do for and with them?</p>	<p>RIGHTSHOLDERS (people and communities impacted by human rights violations) will play an active role in our work; we will share power with them, and their experiences and insight will inform the change we want to see.</p>	<p>AUDIENCES INCLUDING INDIVIDUAL FINANCIAL SUPPORTERS, MEMBERS AND FUNDERS (EXISTING AND POTENTIAL)</p> <ul style="list-style-type: none"> - We will be and feel accessible and relevant to our audiences, enabling their engagement with us. - Our audiences will value human rights and be inspired by our compelling cases for change and human rights narrative. They will understand and value Amnesty International's goals, work, and impact, and be motivated to be part of the human rights change we want to see. - Funders, supporters and members will believe they can be powerful for human rights through their financial support of us; their belief will be validated through the impact we have and communicate to them. - Funders and financial supporters entrust us as careful stewards of their financial contributions and Amnesty International UK's resources. - Our base of major funders and individual financial supporters will grow and broaden. - We will increase the diversity of identities, backgrounds and culture represented in our individual financial supporter base. - The proportion and diversity of members participating in movement democracy will increase. 	<p>AMNESTY INTERNATIONAL UK STAFF, VOLUNTEERS AND GOVERNANCE MEMBERS</p> <ul style="list-style-type: none"> - Will be organised to deliver work in the most effective way possible to achieve our strategic goals and use our resources efficiently. - Amnesty International UK will be and feel welcoming, social, accessible, diverse (identity representation across protected characteristics, plus geographically, socio-economically and politically), inclusive and anti-racist. - The human rights issues that staff (and activists) work on will attract diverse people to our movement, including through partnerships. - Will feel confident in communicating our goals, work and impact in an inspiring way that will engage our audiences in valuing human rights and in achieving human rights change. - Will know how they contribute to our strategic goals and priorities. 	<p>AMNESTY INTERNATIONAL UK ACTIVISTS</p> <ul style="list-style-type: none"> - Our activist movement will be structured to optimise achievement of our strategic goals. - Our activist movement will grow; it will be and feel welcoming, social, accessible, diverse (identity representation across protected characteristics, plus geographically, socio-economically, politically), inclusive and anti-racist. The diversity of people who participate in our movement will feel the equality of voices heard and power exercised. - We will support and enable Amnesty International UK activists to organise and campaign for the human rights change they want to see. The human rights issues that activists (and staff) work on will attract diverse people to our movement, including through partnerships. A diverse activist base will organise around the human rights issues they care about. - Activists will feel confident to communicate our work in an inspiring and engaging way. - Influencers, educators and ambassadors feel part of our movement. They will be supported to communicate our work and brand to the audiences we seek to engage. - We will increase the ways in which young people can lead and participate in Amnesty International UK, and how they are able to shape the ways in which they continue their participation throughout their lives.
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<p>Processes What processes do we need?</p>	<p>CAMPAIGN PLANNING Our processes for all campaign planning (central and activist-led) will enable the active and meaningful participation of impacted individuals and communities.</p>	<p>KNOWLEDGE / CONTENT MANAGEMENT - We will have a process for gathering, using and (where appropriate) sharing data, insight, research, plans, costs, stories and our impact across the movement, including with and from the International Secretariat.</p> <p>PLANNING, PRIORITISATION, MONITORING / EVALUATION / LEARNING AND RESOURCE ALLOCATION - Our planning process will be aligned to our strategic goals, including crisis and reactive work. It will allow us to be responsive to the external world, learn from our work, and ensure resources are allocated appropriately. A monitoring and prioritisation process will enable us to respond to emerging human rights crises, and other reactive needs and opportunities. Processes for monitoring / evaluation / learning will align to the objectives for each of our strategic goals. We will be clear on the financial resources invested in each strategic goal, and the impact of that investment.</p> <p>GOVERNANCE, RISK AND COMPLIANCE</p> <ul style="list-style-type: none"> - We will monitor and manage organisational risk. We will monitor our compliance with law and regulation and address shortcomings. - Amnesty International UK Charitable Trust's grant management process will ensure regulatory compliance and enable the Trustees to fulfil their grant-making responsibilities and understand their impact. - We will optimise the organisational structure of Amnesty International UK (Section and Charitable Trust) to achieve our goals.
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<p>Learning and Development What capabilities and skills do we need to develop?</p>	<p>HUMAN RIGHTS EDUCATION - We will understand how human rights education can contribute to changing attitudes on a large scale. We will support our staff, volunteers, activists and partners to understand, value, claim and stand up for human rights and live a rights-respecting life.</p> <p>EMBEDDING ACTIVE AND MEANINGFUL PARTICIPATION</p> <ul style="list-style-type: none"> - Staff and activists will understand what it means to centre rightsholders, including partner organisations, and learn from their lived experiences. - Staff and activists will be skilled in facilitating active and meaningful involvement. We will embed this in our processes. <p>UNDERSTANDING OUR AUDIENCES AND HOW TO ENGAGE WITH THEM</p> <p>Informed by data and insight, and adapting as we learn, we will define and understand our audiences, how to reach them and how to successfully engage them in knowing and valuing human rights.</p> <p>INDIVIDUAL FINANCIAL SUPPORTER BASE</p> <ul style="list-style-type: none"> - We will define our ambitions for increasing the diverse representation amongst our financial supporter base. - We will test, learn and refine our proposition, targeting and subsequent journeys to attract and retain more, and more diverse, financial supporters, including members. <p>DIVERSITY AND DEVELOPMENT OF OUR PEOPLE</p> <ul style="list-style-type: none"> - We will understand and address the skills and diversity need and gaps in our governance and staff bodies. - Governance members, staff, volunteers and activists will be trained and supported to understand what it means to be rights-respecting, inclusive and anti-racist, and to model this behaviour. Governance members, staff, volunteers and activists will gain the confidence, capacity and agency to speak about and impact on, equity, inclusion and anti-racism. - Governance members, staff and volunteers will be supported to communicate our goals, work and impact in an inspiring and engaging way, assisted by a knowledge/content process and system - Staff will understand the entity structure of Amnesty International UK, the independence of UK Section Ltd and of UK Charitable Trust, and the implications of our structure for the delivery and resource allocation of our work. - We will train and support activists in using the activism framework to organise for human rights change, aligned to the Amnesty International movement. - We will support staff, volunteers, governance members and activists to feel confident and safe in using technology/digital solutions to collaborate and communicate. - Our staff and activists will be trained and supported in leadership and in processes for monitoring / evaluation / learning, and innovation. - Our staff and activists will be sufficiently resourced and skilled in community organising and able to support a diverse base of activists to mobilise and organise. <p>STORYTELLING - Through our movement and our partnerships, we will enable people to share their stories with us and tell them through us.</p> <ul style="list-style-type: none"> - We will communicate human rights issues, activism and impact through the power of human stories, engaging our audiences in the humanity of human rights and positively positioning those whose stories we tell.
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<p>Resources What resources do we require?</p>	<p>Our HUMAN RIGHTS PRIORITISATION FRAMEWORK will guide our decisions in responding to crises and other human rights events, whilst ensuring we maintain focus on our long-term goals.</p> <p>Our CONTENT MANAGEMENT SYSTEM will provide staff and activists with access to the content (plans, costs, stories, evidence) needed to communicate human rights issues, delivery and impact to our audiences.</p> <p>CASES FOR SUPPORT, FUNDRAISING PROPOSITION, SUPPORTER JOURNEYS AND IMPACT REPORTING will inspire, secure and retain the financial support of individuals, community groups and organisations, for our work.</p> <p>GOAL AND PROJECT-BASED RESOURCE ALLOCATION AND ORGANISATION</p> <ul style="list-style-type: none"> - Our staff resource will be aligned and flexible to deliver our strategic goals, including the human rights crises and reactive work we prioritise. - The allocation and management of our financial resources will be aligned with our strategic goals; we will know the impact of our investment. <p>INCLUSION GLOSSARY</p> <ul style="list-style-type: none"> - We will develop a glossary to standardise language and to ensure a shared understanding of what we mean by power, privilege, diversity, inclusion, accessibility, anti-racism, rights-respecting and other terms to support governance members, staff, volunteers and activists in their development and journey to be able to identify and model rights-respecting, inclusive and anti-racist behaviour. <p>Our ACTIVISM FRAMEWORK will empower our activist movement to organise, campaign and fundraise around human rights issues, supporting them in decisions on what they work on and how they work, including how to enable a diversity of activists to flourish within the movement.</p> <p>ACTIVIST JOURNEYS - We will develop, promote and refine through learning, activist development journeys, starting with first entry and enabling more and diverse activists, particularly youth, to flourish within the movement.</p>
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<p>Lived Culture How will our lived culture support us?</p>	<p>INCOME GENERATION AND FINANCIAL RESILIENCE</p> <ul style="list-style-type: none"> - We will efficiently invest in a growing and diverse funding base to secure the restricted and unrestricted funds needed to resource the work to achieve our domestic and international strategic goals. - We will be accountable to our funders and financial supporters; our plans, financial reporting and impact evaluation will meet the application and grant management standards of external funders and of Amnesty International UK Charitable Trust. - We will manage the financial resilience of Amnesty International UK. <p>DATA, RESEARCH AND ANALYSIS will inform all our work, help us understand our stakeholders and be accessible to them, inform the design of our human rights solutions, our communications and our resource allocation. Data will enable us to monitor the diversity of our governance bodies, staff base, activist movement and individual financial supporters. A MONITORING / EVALUATION / LEARNING FRAMEWORK will ensure we are monitoring and evaluating the right measures to understand our progress and impact against our strategic goals, applying our learning to adapt our plans and approaches.</p> <p>TECHNOLOGY AND DIGITAL will support and enable achievement of our strategic goals, across all our work, communications and ways of working. We will ensure our infrastructure is effective and secure.</p> <p>Our BRAND will support and enable achievement of our strategic goals and deliver for our stakeholders.</p>
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The lived culture of Amnesty International UK governance, staff, volunteers and the activist movement ('WE') will be and feel, to us and those that interact with us, that:

WE ARE RIGHTS-RESPECTING, INCLUSIVE AND ANTI-RACIST: We reflect the diverse, inclusive, anti-racist and rights-respecting world we are fighting for. We are rights-respecting in how we behave, communicate and conduct our work. We are mindful of the role our power and privilege play and commit to use these to platform other voices to be recognised and heard. The experience of people who engage with us is ethical, enabling, empowering, respectful, inclusive and anti-racist. Our work is informed by right-holders, our audiences and other stakeholders.

WE HOLD OURSELVES ACCOUNTABLE: We each hold ourselves accountable for creating and sustaining the lived culture of Amnesty International UK. We invest in, value and hold ourselves to high standards of accountability – for our behaviour and the work that we do to contribute towards the achievement of our strategic goals.

WE ARE IMPACT DRIVEN: We are impact driven and seek to win the positive human rights changes we want to see. Evidence and insight inform our decision-making and our understanding of the impact we have. All our stakeholders know their contribution to human rights change through and with us.

WE ARE INNOVATIVE AND AGILE: We are innovative and agile in how we achieve strategic change. We are a learning organisation - we try new approaches and take risks, informed by evidence and insight, in order to learn and improve.

WE RESPECT OUR PRIORITIES and the time, skill and resource it takes to achieve them. We value, support and prioritise fundraising in generating the financial resources we require to achieve our strategic goals.