



WHY WE MATTER

At this time of uncertainty in the UK and across the world, the need for an effective UN is greater than ever. UNA-UK is the only UK NGO set up to make this case to British policy-makers and the public.

WHAT WE WANT

Our vision is a world in which: people and governments recognise that national and global interests dovetail; governments work together for the good of people everywhere; and people take seriously their global responsibilities. This vision can only be realised through an effective and widely supported United Nations.

HOW WE'LL GET IT

We will work to support and improve the UN so that it can fulfill its role as *the* indispensable institution for tackling global challenges. We will demonstrate to policymakers and influencers how an effective UN can deliver wide-reaching benefits to Britain and the world. We will make the case for why the UK must lead by example on its international obligations. And we will connect people in the UK to the work and values of the UN.

We will do this through three new programmes:

➤ **Global leadership: an active and progressive UK foreign policy**

Through our advocacy work, grassroots campaigning and our parliamentary outreach, we will urge the UK Government to display leadership at the UN and develop a strategy for making it more effective. Scrutinising the UK's record is central to this work.

➤ **Global solutions: making the UN fit for the 21st century**

Making the UN fit for the 21st century requires sustained investment on many fronts – political, financial and academic. We will draw on our worldwide network of UN experts to generate ideas and action to help the UN to adapt to a rapidly changing environment, building on campaigns such as 1 for 7 Billion, which opened up the process for selecting the UN's Secretary-General.

➤ **Global citizens: empowering individuals to think and act globally**

The UN is a mystery to many in the UK. Through training and education, we will deepen understanding of the institution and empower people – and organisations – to engage with it. Through our youth programmes we will seek to nurture a new generation of global citizens, equipped with the necessary tools and impetus to tackle global problems.

Outreach is essential to the impact of our lobbying and the achievement of our policy objectives. This work will be put on an equal footing and become a programme in itself. Our aim is to provide everyone who wants to engage with UN issues with opportunities to make a meaningful and impact-enhancing contribution to our work.

To achieve maximum impact, we will focus on 1-2 campaigns each year, and set priorities based on their contribution to our vision, our potential to add value and make progress, and our capacity to deliver. We will also invest in our communications, focusing on building a more high-profile brand, a more engaging website and a stronger portfolio of events and publications that further our objectives.

WHAT WE NEED TO MAKE THIS HAPPEN

Over the next three years, UNA-UK needs to make major improvements to its funding, outreach and governance if it is to fulfill its mission and become truly sustainable.

➤ **Financial sustainability**

Our biggest challenge – and top priority – is achieving financial sustainability. For many decades, we have relied on a small number of funders, on income from membership subscriptions and on our reserves. Financial uncertainty, likely to continue for the next few years, has made the funding environment more difficult, particularly where core funding and support for advocacy is concerned. We will embark on a major fundraising drive to:

- Secure core income through grants from foundations in the UK, US and elsewhere
- Diversify our income streams, including through partnerships and in-kind support
- Develop public giving by embedding fundraising across our activities

➤ **Grassroots impact**

UNA-UK's lobbying and advocacy work can only go so far. If we are to achieve our objectives – UK action at the UN, widespread support for international cooperation and an active global citizenry, we need to reach people directly and work at the community level. Our network of members, supporters and local UNAs is therefore essential. But it needs to be strengthened.

Over the past 70 years, UNA-UK's outreach model has focused on traditional membership. This model was appropriate in the 1940s and 50s – when our membership peaked. It now needs to be transformed, as single-issue NGOs have proliferated and as new generations have developed other ways of organising, communicating and campaigning.

For UNA-UK to thrive as a people's movement, we must seize this opportunity and create a truly modern grassroots structure that is inclusive, effective, innovative and sustainable. We will:

- Launch a concerted drive to: grow a broad base of supporters; nurture a strong core of members; cultivate high-level donors; and make our outreach model financially sustainable
- Put youth at the heart of UNA-UK, through stronger Board representation and fundraising to increase our work with schools and universities
- Transform our work with local UNAs to increase community engagement and campaigning, encourage a local supporter model, and equip them with resources, and financial support where possible, linked to our major campaigns

➤ **Strong governance**

UNA-UK must strengthen its governance and improve its ability to respond to the changing operating and funding environment. Over the course of this strategic plan, we will build a Board with the necessary skills, experience, contacts and diversity to sustain UNA-UK. Over the next three years we will:

- Create a stronger Board of 10-14 Trustees, with close monitoring of skills, experience and diversity, and targets on gender, geographic spread, youth and sectoral diversity
- Create two Trustee positions elected by the whole UNA-UK membership, with a specific responsibility for membership communication and engagement
- Increase transparency, including by producing regular impact reports and by providing members with a dedicated occasion at which they can meet and question Trustees and staff