



Striving for Change

UNA-UK Strategic Plan 2011-15

1. EXECUTIVE SUMMARY

Striving for Change, UNA-UK's strategic plan for 2011-15, sets out our vision of a safer, fairer and more sustainable world.

UNA-UK is the UK's leading source of independent analysis on the United Nations and a vibrant grassroots organisation. Founded in 1945, the Association has a proud record of mobilising civil society, influencing decision-makers and educating the public in pursuit of UN ideals. We believe that the UN is an indispensable tool for the international community, and that in order for it to have an impact, it must work with those whom it serves, in the opening words of its Charter: 'we the peoples'. We have therefore sought, over the past 65 years, to encourage efforts to make the UN more effective, and to inspire people in the UK to join our peoples' movement for the UN.

This new strategic plan builds on that history and sets UNA-UK on a clear path to increasing its impact. At a time when the international community is facing a raft of challenges – political, economic, environmental and social – the need for the UN is ever more apparent, and UNA-UK has a vital role to play in shaping and generating support for its work.

In crafting the plan, UNA-UK has been ambitious yet mindful of the tough environment in which it will be operating during the next four years. If UNA-UK is to achieve the changes it seeks in the world, it is imperative that it too changes and develops, so that it is equipped to have the greatest possible impact.

Striving for Change was developed in consultation with UNA-UK's membership through a series of roadshows, meetings and consultations. It sets out our collective vision – a safer, fairer and more sustainable world – and our mission, to:

- Connect people in the UK to the work and values of the UN
- Influence decision-makers and opinion-shapers to support UN goals
- Stimulate debate and action on how to make the UN more effective

In order to maximise our impact, we recognise that we need to focus on those areas where we can add the most value. Accordingly, this plan outlines three programme areas for the organisation, each with three specific areas of focus:

A safer world: peace and security

- *Nuclear disarmament and non-proliferation*
- *UN peacekeeping, peacebuilding and conflict prevention*
- *Emerging security issues and challenges*

A fairer world: human rights and humanitarian action

- *The 'Responsibility to Protect'*
- *Effective international law*
- *Human rights for all*

A sustainable world: international development and the environment

- *Building food security*
- *A global blueprint for a low-carbon future*
- *Millennium Development Goals: 2015 and beyond*

Striving for Change sets out how we intend to achieve our objectives. We will build on our strengths by concentrating our efforts on lobbying decision-makers, providing information and analysis on UN issues, and engaging and mobilising our members and the public. This document outlines the integral role of members – and branches, regions and nations – in identifying policy priorities for UNA-UK and helping to deliver the organisation's objectives on the ground.

There is also great emphasis on attracting new members and supporters, and generating income through activities that further our objectives. If we do not expand our membership and secure funding from new sources to replace declining government support, we will not be able to create a sustainable long-term funding base. One vital step will be merging with the UNA Trust and becoming one consolidated charitable organisation – increasing our effectiveness and appeal, and safeguarding our future viability. **Striving for Change** outlines how, as a new charitable organisation, we will continue to campaign for peace, development and human rights, and serve as a critical friend of the United Nations.

UNA-UK is an organisation with an impressive history. Its continuing existence is testament to its ability to respond and adapt to an ever-changing world. This new strategic plan sets out an evolutionary agenda that seeks to ensure that UNA-UK not only survives these challenging times but grows stronger and more effective in helping to deliver a safer, fairer and more sustainable world.

2. INTRODUCTION

The United Nations Association of Great Britain and Northern Ireland (UNA-UK), a non-governmental organisation founded in 1945, has been a leading advocate for the UN in the UK.

An effective UN is in the interests of all people and states, tackling issues that no country can solve alone. Its programmes have helped to improve the lives of millions of people around the world, and its principles – enshrined in the UN Charter – serve as a guide to governments and individuals alike. But in order for it to have a lasting impact, the UN must work with those whom it serves, in the opening words of the Charter: 'we the peoples'. We have therefore sought to stimulate thought and debate on how to make the UN work better, and to inspire individuals and organisations in the UK and beyond to join our people's movement for the UN.

As the country's leading source of independent analysis on the UN, we have sought to build a better understanding of the challenges facing the world. Through our work with decision-makers, we have championed multilateral solutions to these challenges. By working with practitioners and experts, we have endeavoured to strengthen international law and cooperation. By providing education and volunteering opportunities for young people, we have helped to equip new generations of internationalists. By demonstrating why the UN matters, we have encouraged people to act on their responsibilities as global citizens. And by connecting people in the UK to the UN, we have made the case that the UN is an indispensable tool for the UK, and that support by the UK government – a key player at the UN – is necessary for international initiatives to succeed.

Sixty-five years on, UNA-UK is in a strong position to continue this work. Through greater professionalism and focus, we have bolstered our effectiveness and reputation, and attracted major institutional donors. **Striving for Change** represents the next step in our development. It consolidates the excellent work undertaken in recent years to streamline our structure and activities. We now want to build on these achievements to ensure that UNA-UK does more than just survive these times of political and economic uncertainty.

The need for the UN – and UNA-UK – has never been greater. We are an ambitious organisation with a clear purpose and the motivation and experience to capitalise on the opportunities that lie ahead. This plan sets out what we will do over the next four years to strive for change in the world, and to thrive through change within our organisation.

By 2015 we believe that UNA-UK will be stronger, more focussed and more influential. Innovative and financially stable, we will play a prominent role in UK civil society and work with NGOs and partners in government, business and key institutions for a safer, fairer and more sustainable world.

3. THE WORLD IN WHICH WE OPERATE

3.1 The state of the world in 2011-15

The next four years will be crucial for the international community. The target date for achieving the UN Millennium Development Goals is looming and many are still off track. Natural resources will become more strained, given population growth and the food and fuel crises. Complex humanitarian emergencies look set to increase whilst a robust response to climate change continues to elude us. Human rights violations and gender discrimination persist in all corners of the globe. Dozens of armed conflicts remain unresolved and international law is still selectively applied. And the full impact of the uprisings sweeping the Middle East and North Africa at the beginning of this decade is yet to be determined.

This is an increasingly interdependent world, where new institutions, companies and powerful civil society movements jostle for influence with governments. Globalisation has precipitated advances in economics and communications, but it has also led to political fragmentation and increased vulnerabilities, powerfully demonstrated by the financial crises, which have affected rich and poor alike. From cyber-security to piracy, nuclear weapons to pandemics, technological revolutions to popular uprisings, the world faces a multiplicity of challenges old and new.

3.2 Can the UN tackle these challenges?

These issues cannot be tackled in isolation or by countries acting unilaterally. The role of the UN – the only organisation with a global reach and remit – is therefore vital. In order to be effective, it must ensure its structures respond to developments, embrace new technologies and attract high-quality staff. It must build stronger partnerships with NGOs, businesses, media and individuals as well as multilateral groupings such as regional organisations and the G20. It must demonstrate, as it has by establishing UN Women, that it is capable of reform, and it must ensure that the Security Council becomes more representative of today's world. Crucially, it must better publicise its successes and prove that it can continue to deliver. In order to achieve this, it will need strong support, political and financial, from governments and civil society.

3.3 The UK context

As one of the largest contributors to the UN's regular and peacekeeping budgets, and a significant aid donor, the UK government is already a strong supporter of UN activities. Despite reduced military and economic capabilities, the UK continues to wield considerable influence in the international arena as an active operator on all continents and in all major fora, not least as a permanent member of the UN Security Council. For these reasons, it is imperative that the UK upholds its human rights and humanitarian obligations, and that it strives to champion progressive norms and support for multilateralism, and to lead by example.

UNA-UK believes that an effective UN is in the UK's national interest. Indeed, the UK government's own Strategic Defence and Security Review, carried out in 2010, emphasised the centrality of the UN to the country's safety and prosperity. Even in these challenging financial times, the UK is therefore likely to remain a driver of UN activity. It is on track to committing 0.7% of its GNI to overseas aid by 2013, and its Department for International Development was spared budget cuts in 2010. However, a review completed in 2011 of the UK's development commitments resulted in four multilateral agencies losing funding and four more put on probation. This emphasis on 'value for money' means the UN will have to work harder to deliver results and make savings. But the global economic situation is also a compelling argument for working with and through the UN: by doing so, no country need shoulder the cost of tackling challenges alone.

4. HOW WE OPERATE

In developing this strategic plan, UNA-UK has considered carefully how it can bring about political, economic and social change. Any small organisation with limited resources has to balance its aims and capacity. A clear grasp of the world in which we operate and a coherent understanding of the nature of change will help to direct our efforts towards what is most relevant and effective.

Our goals are ambitious but we work to achieve them in a realistic manner. We do this by influencing policy at the decision-making level and by nurturing support for change at the popular level, in particular through UNA-UK's members; our branches, regions and nations; and civil society partners. By building a strong grassroots constituency, we believe that over time decision-makers will be more receptive to our policy recommendations. Conversely, if through UNA-UK, our members and supporters can make their voice heard by policy-makers, it creates the conditions for grassroots growth and invigoration. UNA-UK therefore strives to influence the direction of change in the world whilst fostering a vibrant civil society response in the UK to international issues.

4.1 Our place and role in the UK

UNA-UK has a small, dedicated staff team that multiplies its effectiveness by working in concert with the organisation's membership and other partners. UNA-UK's key strengths are its:

- **Expertise** in providing analysis on the UN through a UK lens
- **Strong relationships** with the UN, UK government, experts and practitioners
- **Grassroots network**, which encompasses individual members and supporters in each of the four nations of the UK, as well as local branches, youth groups and a range of civil society partners

It is only by using all of these strengths and relationships, and by focussing our efforts towards issues where movement is possible, that we will be able to achieve our vision of a safer, fairer and more sustainable world. We plan to play to these strengths by adopting a three-pronged approach to our work: influencing decision-makers, providing information and analysis on UN issues and institutions, and engaging and educating the public.

UNA-UK's members and supporters, in particular local and youth branches, play an important role in implementing this approach. By working together, they can build a cadre of informed and active global citizens across the country, and lay the foundations for a critical mass of support for the UN's work and values in the UK.

4.2 Our place and role in the world

While UNA-UK's primary focus is the UK, our policy objectives – from nuclear disarmament to food security – require action at the international level. We will seek, therefore, to engage more effectively with civil society groups and policy-makers in other countries, as well as those focussed on regional fora such as the European Union. Our membership of the World Federation of UNAs will continue to be an important element of this work, helping us to reach out to and collaborate with the constituent parts of the UN and our UNA counterparts in nearly 100 countries. We are also exploring new ways to engage diplomatic missions in the UK in a dialogue on UN issues.

We have worked hard to increase our standing internationally and are now in a position to convene relevant parties from around the world. In 2010 and 2011, for example, UNA-UK brought together government and independent experts from China, Germany, the Middle East, Russia and the US for two high-level round-tables on nuclear disarmament and non-proliferation. By assembling the right people from these key states, UNA-UK was able to facilitate an open debate and generate fresh policy options.

This represents the heart of UNA-UK's policy work: convening relevant players at all levels and encouraging them to explore together the potential for change in policy stances.

5. WHAT WE WANT TO ACHIEVE

This section sets out UNA-UK's vision, mission and focus areas – developed collaboratively through consultations with UNA-UK members, branches and other partners and further refined following our 2011 Policy Conference in Cardiff.

5.1 Our vision

UNA-UK works for peace, development and human rights. Our vision is **a safer, fairer and more sustainable world** based on effective multilateral institutions, cooperation and the rule of law.

5.2 Our mission

An effective United Nations – equipped to put into practice the enduring values of its Charter – is central to this vision. Our mission, therefore, is to support the UN and encourage its revitalisation by:

- Connecting people in the UK to the work and values of the UN
- Influencing decision-makers and opinion-shapers to support UN goals
- Stimulating debate and action on how to make the UN more effective

5.3 Our focus areas

Over the next four years, we will focus our policy work on three programmes:

- A safer world (peace and security issues)
- A fairer world (human rights, humanitarian, social and economic issues)
- A sustainable world (international development and environmental issues)

Through these inter-related programmes, we will seek to place the UN's traditional pillars of work in a 21st Century context by integrating traditional and emerging issues. We will also embed the following themes in all three programmes to ensure that they are addressed across our work: gender, population and effective multilateral institutions.

To maximise our impact, we need to prioritise our work whilst remaining responsive to arising issues. In consultation with the UNA-UK membership, the organisation has identified three specific objectives for each programme, based on current priorities, existing and potential resources, and issues forecast to be of increasing importance in the four-year lifespan of this strategic plan. Above all, we have sought to concentrate on areas where UNA-UK can add the most value.

A safer world: peace and security

i) Nuclear disarmament and non-proliferation

UNA-UK will continue to facilitate multilateral actions that promote nuclear disarmament and non-proliferation. We will work with key partners to encourage the UK government to support international initiatives whilst reviewing the role of its own nuclear weapons in the context of global developments. In addition, UNA-UK will support UNAs in other key states in developing and sustaining their own campaigns.

ii) Keeping the peace

UNA-UK will place renewed emphasis on conflict prevention, peacekeeping and peacebuilding. We will publicise the vital role of UN peacekeepers and encourage the UK government to give political and logistical support to missions in the most vulnerable regions. We will also produce recommendations on approaches to conflict issues, including on women, peace and security and mechanisms such as an Arms Trade Treaty.

iii) Emerging security issues

UNA-UK will foster public awareness of emerging security issues, such as cyber-security and the security challenges faced by the world's poorest as a result of climate change and resource scarcity. We will seek to generate policy options to help build resilience against these threats and develop multilateral mechanisms that are capable of managing them.

A fairer world: human rights and humanitarian action

i) 'Responsibility to Protect'

UNA-UK will work to make R2P operational by: stimulating debate and research on translating the principle into practice; analysing its applicability to emerging situations; and referencing it in communications with the UK government. We will also work with partner UNAs, NGOs and the media with a view to making R2P more widely recognised and understood.

ii) Effective international laws

UNA-UK will continue to campaign for the implementation of international laws and standards. We will do this through: monitoring the performance of the UK government as well as international trends; making recommendations on strengthening the UN's human rights machinery and International Criminal Court; and building awareness of, and support for, these principles and institutions in the UK.

iii) Human rights for all

Through lobbying, partnerships and public campaigns, UNA-UK will place special emphasis on championing the rights of those who currently fall outside the scope of existing legal mechanisms, for example, the elderly and indigenous peoples. We will push for the development of laws to protect such individuals and groups. We will also campaign for creative use of existing mechanisms to help those who straddle or fall between multiple issues and provide methods for redress.

A sustainable world: international development and the environment

i) Building food security

UNA-UK will encourage the UK government to play a leading role in international efforts to achieve food security, addressing immediate challenges, such as food prices, and policies to support longer-term resilience, including on production, consumption and distribution. This will include: targeted advocacy of the UN's framework for action, raising awareness of this 'silent crisis' and support for strengthening key UN agencies.

ii) A global blueprint for a low-carbon future

UNA-UK will work to encourage the development of a robust multilateral framework to address climate change and promote sustainable development, including a binding treaty on carbon emissions and associated mechanisms. In the lead-up to key meetings such as UN Framework Convention on Climate Change (UNFCCC) conferences and the 'Rio+20' summit, we will undertake advocacy and public information work on issues such as population growth and urban planning, a 'green economy' and funding for adaptation and mitigation. We will also continue to lobby the UK government to do all it can to drive forward UNFCCC negotiations.

iii) Millennium Development Goals: 2015 and beyond

UNA-UK will continue to support efforts to achieve full delivery of the MDGs by 2015. We will also encourage the development of a global framework for addressing poverty in a strategic manner after 2015. This will entail urging the UK to take an early lead in orchestrating international dialogue, and convening policy-makers, experts and practitioners to generate ideas, including on how to strengthen and support the UN's development agencies, particularly those that scored poorly in the UK's 2011 Multilateral Aid Review.

6. HOW WE ACHIEVE OUR OBJECTIVES

In order to achieve these ambitious objectives, we will need to build on past successes and improve and innovate in the following areas:

6.1 Nurturing an engaged membership base

UNA-UK's membership is essential to the organisation's strategy of influencing decision-makers by generating a critical mass of support at the grassroots level. Over the course of this four-year plan, our members, branches, regions and nations will continue to play a vital role in helping UNA-UK to achieve its objectives, including through:

- Amplifying national advocacy efforts at the local and regional levels
- Raising the profile of UNA-UK and the UN in their communities
- Helping to identify emerging issues we should be working on
- Supporting education initiatives, such as local Model United Nations events

During the next four years, the UNA-UK staff will work closely with branches, regions and nations to ensure that our members, in particular those who have contributed to the organisation for many years, feel supported and valued, including by developing dedicated initiatives and opportunities for them. The staff will also harness the expertise of branches and regions that are thriving to formulate strategies to help those that are not. This will involve working together on identifying appropriate processes, such as: merging with other branches, setting up electronic networks, closing branches, transferring members, and helping active members without a local branch to promote a UNA-UK presence in their communities by representing UNA-UK positions as a member of other local groups (e.g. trade unions, religious groups or other NGOs).

UNA-UK will also strive to expand its membership base. This will include providing incentives for existing supporters – especially from our youth wing and Young Professionals Network, where there is the most growth potential – to become UNA-UK members, and reaching out to new groups, such as the early retired and under-18s. In connection with this, we will seek to encourage the formation of new UNA and UNA Youth branches, where demand exists. We will also work hard to make the case for the UN to the general public, with a view to encouraging people to see UNA-UK as an inclusive hub for internationally-minded individuals that is distinct from single-issue NGOs and exclusive think-tanks.

6.2 Increasing our campaigning and education work

During the next four years, UNA-UK will strive to enhance its campaigning capacity and reach, and increase the impact and visibility of its initiatives. We will:

- Create clear plans of action for each focus area, with realistic short-term objectives in support of our long-term goals
- Strengthen our educational activities by developing programmes and teaching materials for schools and producing more educational resources for people of all ages
- Play to our strengths as a convenor by creating more opportunities for informal diplomacy
- Increase our partnerships with UN agencies in the UK, civil society groups (including the global network of UNAs) and UK government departments, in order to campaign more effectively in the UK and internationally
- Make better use of interns, volunteers, advisors and the expertise within our membership to increase our ability to respond more rapidly to international developments
- Use our role as secretariat to the UN All-Party Parliamentary Group more strategically
- Increase the opportunities we provide for volunteering, and strengthen our work within UK communities, including by producing more timely and tailored resources for local groups

6.3 Raising our profile and reach

UNA-UK has worked hard to establish itself as the UK's leading source of independent analysis on the UN for policy-makers, practitioners and experts. We must now replicate this success in terms of media and public awareness. By increasing our media engagement, improving the quality and reach of our publications and overhauling the UNA-UK website, we hope to strengthen our ability to influence policy, and to generate new supporters and resources for the organisations. In

particular, UNA-UK will seek to:

- Create a compelling narrative using its history and inspiring stories from its membership
- Develop its capacity to respond to media requests
- Re-design its magazine and website to make them more engaging
- Make better use of social media to cultivate online communities in support of its work
- Produce more diverse communications tools (such as films, podcasts and events) for its members and for new audiences

6.4 Generating income and building a sustainable funding base

UNA-UK will need to ensure that it has the necessary resources to achieve its objectives. A vital first step is obtaining charitable status for UNA-UK, and then merging with our existing charitable organisation: the UNA Trust.

i) The benefits of charitable status

Becoming a charity brings many benefits to UNA-UK: we will be able to save time and money by servicing just one organisation; free up staff time to focus on our campaigning work; boost income through Gift Aid; and enhance access to funds available only to charities. Most importantly, we will be able to enjoy these benefits without changing the nature of the organisation's work and activities. Recent changes in charity law mean that we will be able to continue our campaigning work and achieve our objectives within a charitable framework. Moreover, UNA-UK branches and regions will not be affected, as they are already legally and financially autonomous. So too are UNA Scotland, Northern Ireland and Wales. Based on feedback from members, we believe that becoming a charity will likely make it easier to engage new supporters.

UNA-UK has also identified other ways to raise money through activities that further its objectives:

ii) Establishing a Model UN schools programme

During the next four years, UNA-UK will seek to launch an annual, nationwide Model UN programme for schools. We hope that this will inspire young people to learn about the UN, promote teaching on global issues, build young people's skills and connect the various excellent Model UN events that are organised throughout the country, many by UNA members. We also want to use the programme as a means to encourage under-18s membership and more UNA branches at schools, as well as generate income for further educational work.

iii) Forging more effective partnerships

By targeting like-minded non-profit, charitable and campaigning organisations, UNA-UK will strive to build a broader base of support for its objectives and also encourage institutional 'supporter' membership of UNA-UK. At present, UNA-UK has 245 such supporter members.

iv) Diversifying our funding relationships

Over the course of this strategic plan, UNA-UK will work to build relationships with more charitable foundations and government departments, to diversify our funding base and create more opportunities to influence policy decisions.

v) Charging non-members for products and services

UNA-UK will seek to reserve certain products and services for its members, for example, by creating a 'members only' section of its website, holding some events that are only open to members, and charging non-members for certain resources. The following are two proposed initiatives:

- Charging diplomatic missions for UNA-UK publications and attendance at specific events – we hope that this will not only boost income but also help us to communicate our objectives to the UK representatives of the UN's Member States and to engage in dialogue with them on a range of peace, development and human rights issues
- Providing training on UN issues to businesses and other organisations – by delivering Model UN training events to businesses and other organisations (including NGOs), UNA-UK hopes to generate funds and build awareness of the UN and global issues amongst this audience

7. INCREASING THE PROFILE OF THE UN AND UNA-UK

Public awareness of the UN is relatively low in the UK. The UN is often misrepresented in the media and there is a lack of informed debate about its strengths, limitations, weaknesses and reform initiatives. On the other hand, there exists amongst the media and general public considerable interest in the issues tackled by the UN. Following the closure of the London-based UN Information Centre, UNA-UK has absorbed much of its public information work, alongside providing sought-after critical analysis of the UN from a UK perspective. We have established our role as the UK's independent policy authority on the UN and our support is regularly sought by UN bodies, UK decision-makers and NGOs. During 2011-15, UNA-UK will seek to make more progress in media and public awareness – a stronger public profile will increase our ability to influence policy, attract supporters and generate resources.

7.1 Specific objectives

i) Tell the UNA-UK story

We will develop a clear and compelling narrative for the organisation, using stories from our membership, history and recent initiatives. This narrative will be distilled into: tailored communications tools; key messages on our policy areas and campaigns; a powerful case for supporting our work; and examples of how we have made a difference.

ii) Employ a pro-active media approach

At present, UNA-UK does not have the capacity to respond to all the media requests it receives. We will therefore seek to build a cadre of media advocates and foster better relationships with traditional and non-traditional media outlets. UNA-UK will aim to place articles more frequently and promote them more widely, including through social media and by supporting its members to work with local media. We will also work with partners on high-visibility campaigns, building on our membership of coalitions such as Stop Climate Chaos and the Robin Hood Tax Campaign.

iii) Raise awareness of the UN's work

Decision-makers with a sound grasp of international institutions are more likely to seek and find multilateral solutions. Equally, public support for the UN will help maintain government support, even in challenging economic times. UNA-UK will therefore create communications – briefings and soundbites for policy-makers and journalists – that address prevailing misconceptions about the UN and increase knowledge of its work. Our UN Forum outreach events, which we hope to hold annually, will be the centrepiece of our public engagement activities. Our inaugural Forum attracted over 1,400 people from a wide cross-section of the public, as well as 30 expert speakers including Hans Blix, Helen Clark and Mary Robinson. We hope to make future events even better by increasing opportunities for interaction and debate.

iv) Increase the impact of UNA-UK's website

UNA-UK will harness the untapped potential of una.org.uk. We will overhaul the site so that it becomes a campaigning and membership tool as well as an information resource. This will include: embedding functionality – from processing payments to taking campaign actions – across the site; fully integrating social media; producing media-rich content; and exploring new ways for people to engage with UNA-UK online.

v) Make better use of social media

Social media platforms are among the most efficient and cost-effective tools available to NGOs. Over the next four years, we aim to embrace leading social media platforms to cultivate online constituencies that support our work in the UK and internationally.

vi) Increase the impact of UNA-UK's magazine

UNA-UK's flagship magazine is the only regular UK publication dedicated to news and comment on the UN. It attracts high-level contributors, such as Ban Ki-moon, William Hague and Margaret Anstee, and is distributed in over 100 countries. We must now develop its potential as an advocacy, membership and income-generating tool. In 2011-15, UNA-UK will: refresh the magazine's design and content, develop an online version, feature more diverse contributors, showcase stories from the UNA-UK membership and provide better coverage of our work and impact. We will also explore the possibility and appropriateness of selling content and carrying advertising.

8. BUILDING A WIDE CROSS-SECTION OF SUPPORT FOR UN AND UNA-UK GOALS

UNA-UK has forged good working relationships with UK decision-makers, UN bodies, practitioners and academics. By targeting our interventions, we have contributed to issues such as banning cluster munitions and strengthening the UN Human Rights Council. We have facilitated cooperation between those working in areas such as the 'responsibility to protect' and nuclear non-proliferation, and have been successful in injecting a UN angle into existing campaigns. We have also expanded our student base and built from scratch a 3,000-strong Young Professionals Network.

During the next four years, we will maintain our targeted approach to campaigning whilst seeking to increase the impact of our initiatives. We will explore new ways to engage potential and existing supporters so that we can continue to claim leadership of a UK-wide movement. This will involve working with members, branches, regions and nations to deliver UNA-UK objectives at the local level. We will also seek to engage with a diverse range of individuals and organisations to further our vision of a safer, fairer and more sustainable world.

8.1 Specific objectives

i) Work with decision-makers to influence UK and UN policy in our focus areas

UNA-UK will increase its capacity to work on policy issues by harnessing the expertise and energy of our membership, advisers, interns and volunteers. Having tightened our policy focus, we will seek to forecast developments and create clear plans of action, ensuring that we set realistic short-term objectives in support of our long-term goals.

We will play to our strengths as a UN expert and convenor, placing more emphasis on providing opportunities for informal diplomacy and advocacy. We will continue to craft behind-the-scenes and public components for our campaigns. We will seek partnerships with more government departments, increase our work with UN agencies in the UK and strive to transform our role as secretariat to the UN All-Party Parliamentary Group so the Group becomes a genuine focal point for UN issues in Parliament.

ii) Work at the local level

UNA-UK will work with branches, regions and nations to support members in furthering the organisation's objectives in their communities. A key aspect of this will be providing more opportunities for members to share their views with the UNA-UK staff to help shape materials and initiatives. In order to attract new supporters and widen the reach of our campaigning and educational work, we will aim to publicise activities to existing NGO partners and like-minded local organisations. We will also produce 'how-to' guides and master-classes to support members in promoting UNA-UK through local media and in speaking authoritatively about the UN and its relevance to people in their communities.

iii) Support teaching about the UN

In recent years UNA-UK has revived its education work, producing two interactive teaching resources, championing citizenship education and building partnerships with schools. These initiatives have met with high demand and have been used widely, including by teachers, lecturers, NGOs, local councils and prison services.

We will build on this work by: producing new teaching materials; promoting peer learning in local and youth branches; and lobbying for the inclusion of international institutions – and the UK's role within them – in school curricula. We will also promote Model UN as an innovative training tool and encourage schools and other organisations to use it. To round off this work, we will provide information on UN careers on our website to address the large volume of queries we receive.

iv) Increase our impact through partnerships

As a small organisation, UNA-UK has much to gain from working with other NGOs, sharing expertise and supporter networks. Over the next four years, we will become a more active member of the networks and coalitions we belong to by appointing a dedicated staff focal point. We will seek to provide training on the UN for other NGOs so that they can better navigate the UN system and advocate the goals that we share. We will also seek to partner with them on UN-focussed actions, events and campaigns.

v) Increase the reach of our campaigns

While UNA-UK will continue to focus primarily on the UK, most of our policy objectives require action at the international level. We will therefore engage more with the World Federation of UNAs and

civil society in other countries to explore joint initiatives, and with diplomatic missions in the UK to communicate our views and engage them in dialogue on peace, development, human rights and UN reform issues.

vi) Build awareness of UN principles and standards in the business community

The private sector is increasingly a key player in many of the UN's spheres of interest, from environmental protection to labour rights. By engaging with businesses, in particular those who belong to the UK Network of the UN Global Compact, and developing relationships with their staff, we hope to build awareness of the UN and human rights, environmental and security issues.

9. EQUIPPING OURSELVES TO ACHIEVE OUR OBJECTIVES

In order to achieve its ambitious objectives, UNA-UK needs to operate effectively and sustainably. Over the next four years, UNA-UK will seek to make further improvements to its organisational structure and governance, and to diversify its funding base by attracting new funders, undertaking innovative income-generation initiatives and increasing our membership.

9.1 Charitable status and merger with the UNA Trust

A key step to achieving both these objectives is seeking charitable status for UNA-UK and merging UNA-UK with the UNA Trust to form a new charitable company. To date, the 'UN Association' has functioned as two related but legally-separate entities: UNA-UK (a non-charitable company limited by guarantee) and the UNA Trust (a registered charity). In practice, this means that the UNA-UK staff service two separate organisations, support two cycles of Board and committee meetings, produce two sets of annual reports and accounts, process two streams of income and have both entities separately audited.

Simplifying operations is just one compelling reason to seek charitable status. In addition to saving time and money, charitable status will:

- Create a clearer identity for the organisation
- Increase the organisation's chances of securing money from charitable foundations, donors and members of the public who prefer to give to charitable organisations
- Enable staff to devote more time to policy, campaigning and membership issues
- Increase our accountability to members by forming a new Board of Trustees with a greater proportion of directors directly elected by our membership
- Boost income through Gift Aid
- Increase transparency as detailed annual reports to the Charity Commission will be easily available from the Commission's website
- Enable UNA-UK to update its outdated governance arrangements and constitutional documents to ensure they meet statutory requirements

UNA-UK will be able to enjoy these benefits without changing the nature of the organisation's work and activities. Recent changes in charity law mean that we will be able to continue our campaigning work and achieve our objectives within a charitable framework. A substantial part of our funding currently comes from charitable sources and so is already subject to charity regulations, such as demonstrating 'public benefit'. Moreover, as UNA-UK's branches and regions in the UK, and its nations in Wales, Scotland and Northern Ireland, are legally and financially autonomous, they will not be affected by UNA-UK becoming a charity. For all these reasons, there was overwhelming support for UNA-UK seeking charitable status at our 2007 Policy Conference, when work began on this process.

A detailed proposal for merger will be developed and put to UNA-UK members and the Trustees of the UNA Trust for adoption. It is hoped that the merger will be completed and a new Board appointed within the first year of this strategic plan.

9.2 Attracting new members and supporters

The UN has a fundamental impact on everyone's lives. UNA-UK will therefore strive to broaden its appeal to a wider section of UK society. Over the next four years, the organisation will seek to cultivate a demographically diverse base, with members and supporters from a range of backgrounds attending events, engaging with UNA-UK's work and contributing to its resources. We will focus in particular on the following groups:

- *The 'retirement generation'*
As the post-war generation reaches retirement, there is a growing number of well-informed, globally-minded and relatively prosperous people with the time to dedicate to causes they believe in. These people could play a crucial role in achieving a strong and active UNA-UK presence at the local level.

By 2015 UNA-UK will:

- Target this pool of potential members through a strong package of affinity benefits.
- Identify members who are passionate about a particular issue and do not have an active branch to work with, and harness their enthusiasm so that they can support our work regionally and/or nationally.
- Encourage such members to increase their financial engagement with UNA-UK by:
 - Becoming 'Friends of UNA-UK' through monthly Direct Debit giving
 - Taking out 'gift' membership for their friends and family
 - Responding to an annual appeal
 - Leaving a legacy gift to UNA-UK
- *Young supporters*
By engaging under-18s through educational institutions, UNA-UK hopes to foster a lifelong interest in the UN, in teachers and parents as well as students. By 2015 UNA-UK will:
 - Establish a successful annual Model UN schools programme that we hope will lead to more schools setting up youth branches
 - Establish an annual UN-themed competition for under 18s
 - Provide an online portal for UN and Model UN-related resources
- *UNA Youth*
University students and young adults have the potential to be strong advocates of UNA-UK and activists for UN goals. By 2015 UNA-UK will:
 - Establish 'UNA Youth' as the new name and identity for UNYSA (UN Youth and Student Association) and all its branches
 - Develop effective systems and relationships that help the organisation to engage with youth branches and members directly
 - Nurture a strong Youth Council and work with its members to create 10 new youth branches
- *Young professionals*
Young professionals have enthusiasm, ambition and influence in the organisations they work and volunteer for. By 2015 UNA-UK will:
 - Increase the percentage of YPN members who are also members of UNA-UK from 5% to 25%, by developing strategies and initiatives to promote UNA-UK membership to YPN members, such as organising events that are only open to UNA-UK members
 - Increase the Young Professional Network (YPN) membership to at least 4,000, and aim to have a minimum of two hubs outside London

9.3 Nurturing an active and thriving network of local and youth branches

UNA-UK branches and regions can be powerful agents for change through local activism and education, and by acting as multipliers for national initiatives. Where they work best, they have developed close community links, work together with other local groups and foster lasting relationships with the UN and UNA-UK.

During the next four years, the UNA-UK staff will work closely with branches, regions and nations to ensure that our members, in particular those who have worked with us for many years, feel supported and valued. This will include developing dedicated initiatives and opportunities for them.

The staff will also harness the expertise of branches and regions to encourage those that are thriving to expand and share best practice, and to help those that are struggling. The aim is to have strong, self-sufficient branches and regions that are able to act as effective local partners. Specifically, UNA-UK will work with branches, regions and nations on:

- Reviewing the current branch/region/nation structure with a view to adopting the most appropriate and effective model for the current and foreseeable operating environment
- Assessing branch needs and identifying options for growth, merger, support or closure
- Providing better resources, such as speaker lists, for branches and regions
- Trialling the formation of 'interest branches' based around a shared concern rather than a geographic location, which would also enable those temporarily overseas to remain engaged
- Encouraging all branches, regions and nations to have an up-to-date constitution, based,

where helpful, on a model template, and to adopt their own programme of activities for each year

9.4 Generating income through initiatives that further our objectives

UNA-UK is an organisation focussed on working towards a safer, fairer and more sustainable world. We are therefore determined to ensure that our income-generation activities not only help us to build a secure financial foundation, but also to support our vision and objectives.

- *Supporter organisations*

UNA-UK has historically enjoyed the support of like-minded organisations such as NGOs and grassroots campaigns. Over the next four years, UNA-UK aims to widen its appeal to a more diverse range of like-minded organisations, to offer them the opportunity to work together and strengthen our collective legitimacy. By 2015 UNA-UK will:

- Survey current supporter organisations – which include women's networks and religious associations such as Quaker and Baha'i groups – to establish why they have chosen to become affiliated to UNA-UK and how these relationships can develop
- Target similar organisations for supporter membership, aiming to grow from 245 to 300 supporter organisations
- Seek to engage them in collaborative initiatives that further our policy objectives

- *Diplomatic missions*

Over the next four years, UNA-UK aims to undertake a diplomatic-engagement drive to encourage dialogue with missions on peace, development and human rights, and help give our advocacy efforts an international dimension whilst generating income for the organisation. By 2015 UNA-UK aims to:

- Encourage at least 25 diplomatic missions to pay to receive UNA-UK publications and attend targeted UNA-UK events
- Host an annual event for diplomatic missions and support other suitable events
- Promote individual UNA-UK membership to the staff of these missions

- *Private sector income*

Recognising that the private sector is an increasingly important actor in the international sphere, the UN established the 'UN Global Compact' in 2000 – a voluntary corporate citizenship initiative designed to raise awareness of UN principles and standards. Over 250 corporate organisations in the UK have signed up to the Compact. UNA-UK will seek to engage with these companies to influence their views and policies through initiatives such as Model UN training events, which will also generate income and help us to promote membership to their employees.

By 2015 UNA-UK will:

- Provide Model UN-themed training events to businesses and organisations from other sectors (the aim is to deliver at least 12 of these per annum by 2015).
- Promote individual UNA-UK membership to their staff, including through existing contacts from within the UNA-UK membership, Young Professionals Network and UNA Youth.
- Work with the UK Network of the UN Global Compact to further the Compact's principles.
- Work with supportive and engaged corporates to attract significant income for event sponsorship, project funding and advertising.

10. ORGANISATIONAL MANAGEMENT

10.1 Our people

People are the key to UNA-UK's success. The branch volunteer, the individual donor, the student

activist, the engaged young professional, the expert advisor, the dedicated Board member, the enthusiastic intern and the hardworking staffer – all that we achieve is accomplished through the people who share UNA-UK's values.

This strategic plan aims to equip all those who support UNA-UK with a shared vision and better understanding of the organisation's work. **Striving for Change** is intended to serve as our guide and reference point over the next four years. The small staff team will aim to have **focus** and **ambition** in all that it does, working together with all those who make up UNA-UK to deliver the organisation's objectives.

As UNA-UK's resources grow, it hopes to expand its team with increasing emphasis on policy and communications. UNA-UK will also continue its vibrant intern and volunteer programme, which provides valuable training experiences whilst making a significant contribution to its work.

10.2 Developing policy priorities and positions

UNA-UK's overall policy priorities for the next four years are set out in this strategic plan. They have been developed in consultation with the membership, agreed by the UNA-UK Board of Directors and adopted at our 2011 Policy Conference.

Each year, these broad priorities will be distilled in a strategic manner into specific objectives within an operational plan. The Board will be responsible for adopting and reviewing these plans, drawing on the following to help steer policy matters: the outcomes of policy conferences; suggestions from the UNA-UK membership through our policy channels; and input from our Policy Advisory Group and external partners, such as NGOs and academic experts. The UNA-UK membership will be able to hold the Board to account on these plans at UNA-UK's Annual General Meetings.

i) Policy conferences

UNA-UK holds policy conferences, normally every two years, at which individual members and those representing branches, regions and nations come together to debate issues of concern to the UN and identify emerging developments. The conferences are organised by a committee (the Procedure Committee) elected from and by UNA-UK members. The agenda for these meetings is constructed from policy positions put forward by UNA-UK's membership constituencies. A policy statement containing the issues adopted is produced after each conference.

In 2011 as in recent years, the UNA-UK Board put its draft policy priorities to the policy conference for discussion and endorsement. At the event, the focus areas listed in section 5 of this plan were amended and then formally adopted by the UNA membership as the priorities for UNA-UK for the next four years.

During the life-cycle of this plan, the UNA-UK Board and staff will work closely with the Procedure Committee to increase member input into all aspects of policy conferences. This will include:

- Reviewing and refining the format and structure of policy conference to provide more time for debating policy, and to determine what additional elements (e.g. workshops, socialising) would be the most useful and interesting for participants
- Drafting a new set of policy conference standing orders, to be developed and refined over time
- Enabling members to take over the policy and organising processes for policy conferences
- Devising channels for policy conference outcomes and other membership policy positions and suggestions to be discussed and acted on, including through the Policy Advisory Group
- Determining appropriate levels of budgetary and logistical support to be provided by the staff

In addition, the Board will report on actions taken with regard to policy conference outcomes at Annual General Meetings, so that members can hold the Board to account

ii) Policy Advisory Group

One new channel for policy review involving the membership will be the Policy Advisory Group. The Chair of the Policy Conference will be a member of the Group, which will consist of UN experts, including from within the UNA-UK membership. The Group will advise the Board and staff on policy matters and act as a sounding board for policy positions and suggestions from the wider membership and branches.

iii) Other policy channels

The UNA-UK Board and staff will also refine the ways in which members can provide suggestions and feedback on policy issues between policy conferences to help UNA-UK to react more quickly and effectively to developments. And members, branches, regions and nations will be actively encouraged to work in partnership with each other to take forward the issues raised at policy conferences.

10.3 Annual operational plans

Prior to the start of each financial year (July – June) the Board will set an annual operational plan with targets and indicators, which will articulate specific objectives in relation to the four-year plan for the organisation to work towards over the next 12 months. These operational plans will be accompanied by annual budgets. Staff performance appraisals will also take place before the beginning of each year, so that individual objectives can be aligned with the organisation's annual objectives. Staff appraisals will use the 360-degree methodology and an appraisal of Board performance will also be introduced.

10.4 Monitoring & evaluation framework

UNA-UK strives to be a learning organisation. This means that it is committed to reviewing its operations to continue to develop and improve. Our monitoring and evaluation (M&E) framework describes how we will gather and record data, and use it to analyse our performance. We will review our activities, measure their outcomes and assess their impact.

By assessing its effectiveness UNA-UK can ensure that it adopts plans based on what it has learnt. The organisation is more likely to achieve its objectives if it knows whether it should carry on doing things in the same way, do them differently, or not do them at all. It is also increasingly important to report on impact rather than simply record activities. An M&E system will enable UNA-UK to demonstrate its value to funders, members and supporters.

Our M&E framework starts with planning over a four-year period, from which annual plans are drawn down. This cycle will enable UNA-UK to set longer-term objectives and review its work over longer- and shorter-term cycles. The strategic plan will be evaluated at the end of its four-year duration. There will be a mid-term review to allow for adjustments, and the annual operational plans will also be kept under review.

Each year UNA-UK will produce reports for donors/funders and the Board and staff will undertake a frank internal learning review on what the organisation could do better. UNA-UK members will have the opportunity to do the same at our Annual General Meetings, where they will be able to hold the Board to account on the year's performance and discuss plans for the year ahead

10.5 Our social and environmental responsibilities

UNA-UK strives to be a leading NGO where social and environmental responsibilities are concerned. In order to achieve this, UNA-UK will:

- Develop an environmental policy aimed at minimising environmental impact
- Put in place up-to-date 'human resources' policies that meet or exceed industry best practice.
- Create policies on advertising and engaging with corporate entities
- Develop a process for making careful procurement decisions so that UNA-UK avoids supporting organisations that clearly breach human rights and anti-corruption standards

10.6 Resourcing

UNA-UK has a sound resource base upon which to build a diverse and sustainable funding model. The organisation starts the lifespan of this strategic plan with some strong income streams in place. Funding secured through the Joseph Rowntree Charitable Trust and the Ferguson Trust has given UNA-UK financial security for certain aspects of programme work for part of the period covered by this plan. The assets of the UNA Trust also provide a firm footing for the organisation. In addition, UNA-UK derives limited income from its membership and by sub-letting parts of its office space. While not guaranteed, this income allows the UNA-UK Board to make assumptions about the organisation's financial viability and the potential to generate revenue.

During 2011-15 the UNA-UK Board and staff will continue to explore new sources and methods for income generation, and seek to expand existing revenue streams that are yet to be fully developed. The external operating environment is challenging but UNA-UK is well placed to invest in income generation and to build on its reputation and existing work to open up new sources of finance. In 2011-15 UNA-UK's resourcing plans will focus on five areas:

i) Members and supporters

- Promoting new types of membership
- Conducting an annual appeal to members and supporters
- Developing incentives to encourage existing supporters who are not members (particularly in our youth wing and Young Professionals Network) into membership
- Encouraging monthly/regular giving and legacy bequests
- Increasing the uptake of Gift Aid
- Trialling fundraising events and charging for selected UNA-UK events
- Building on the contacts of members and supporters to recruit others and raise funds

ii) Premises

- Consolidating UNA-UK's use of office facilities and achieving a commercial return on surplus office space

iii) Trusts and foundations

- Developing policy programmes for large-scale funding submissions, and making specific project and general appeals to funders

iv) Government

- Maintaining good working relationships to achieve in-kind and financial support
- Building on current levels of support from the UK Foreign & Commonwealth Office and developing relationships with other government departments, in particular the UK Department for International Development

v) Corporate and other organisations

- Delivering paid-for Model UN events to corporate and other organisations
- Building on relations with those organisations to promote individual employee membership of UNA-UK, access advertising and sponsorship revenues, such as 'charity-of-the-year' and similar support

UNA-UK will produce a four-year indicative budget to support this strategic plan, alongside detailed annual budgets to accompany our yearly operational plan. Running a successful non-profit organisation requires a creative approach to income generation and a careful approach to expenditure. Although UNA-UK has recently been through a process of rationalising expenditure and is already a lean organisation, it will remain mindful of the need to seek value for money.

11. CONCLUSION

Striving for Change is a visionary and ambitious document, intended to inspire all those within the organisation and to serve as a practical guide. It sets out UNA-UK's policy and outreach objectives, and the ways in which we – members and supporters, Board and staff – will work to achieve them.

The plan equips UNA-UK with a direction, purpose and platform from which to build a stable funding base and work towards a safer, fairer and more sustainable world. By delivering this plan, UNA-UK hopes to develop into an organisation that celebrates the achievements of the last 65 years but is firmly focussed on addressing the needs of the next 65 years.

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