

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



Our three programmes in 2019-21:

- **Global governance transformed: making multilateralism fit for the 21st century** – through Together First, we will inspire and support a global people's movement for greater global cooperation and more effective, inclusive global institutions
- **Global Britain in practice: campaigning for a principled, multilateral British foreign policy** – we will advocate for greater priority, ambition, action and creativity by the UK in tackling global challenges and strengthening global institutions
- **Global citizens inspired: boosting public engagement with global issues** – we will use outreach and communications to increase understanding and involvement in these activities, with a particular focus on the UN's 75th anniversary in 2020

1. OVERVIEW

- 1.1 The 2019-21 strategic plan of the United Nations Association – UK (UNA-UK) builds on our 2016-19 strategy, adapting our mission to support global citizens for global solutions to the turbulent geopolitical context and responding to the call to conscience that this context has provoked in all those committed to peace, sustainable development and human rights for all.
- 1.2 Founded in 1945, UNA-UK is the foremost advocate for the UN in the UK, and for UK action on peace, sustainable development and human rights. We believe that the UN is an indispensable tool for building a safer, fairer and more sustainable world. In this period of growing instability and interdependence, the need for collective action is greater than at any other time since it was founded. The UN's success, however, depends heavily on states' willingness to work together. The increasingly fractious geopolitical environment has led to a failure to address pressing challenges, from mass displacement to climate change. It has also led to increasing pressures on hard-won international agreements and institutions, including the UN, which is now experiencing a serious financial crisis, as well as frequent deadlock in the Security Council.
- 1.3 As a permanent member of the Security Council and a large multilateral aid donor, the UK has been an important global player with a strong track record in providing leadership at the UN. However, there is frequently a gap between UK rhetoric and policy, and both have been at odds with international norms and obligations on several occasions in recent years. The 2016 referendum on membership of the European Union and its aftermath have also raised questions, within and outside the country, on the future direction of British foreign policy.
- 1.4 Our 2016-19 strategic plan was developed prior to many significant developments that have taken place since 2015, which have made the domestic and global context harder to predict. And yet the vision we set out in 2016 – for greater global cooperation – seems more pertinent. Three years on, the headwinds facing multilateralism are even stronger. The risks we face, meanwhile, have grown more urgent and complex: from catastrophic climate change to the threats to democracy and civic space the world over.
- 1.5 As the only UK charity devoted to building support for the United Nations and multilateralism more generally, UNA-UK has found its work is more relevant and sought-after than at any point in the last decades. We have used the past three years to strengthen our organisation, and to establish ourselves as a civil society movement with international as well as British relevance.
- 1.6 Today, our starting point for action remains the UK. We exist to make the case for an effective United Nations, and for values-based multilateralism, to British policy-makers and the public. But if we are to tackle global catastrophic risks, if we are to seize the only option available to us – transforming our societies and economies – then we must dramatically scale-up our work across borders, sectors and generations, and we must set our horizons beyond UK foreign policy to the international stage.

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



1.7 Our recent partnership with Global Challenges Foundation will help UNA-UK focus its energy on making the UN fit for the 21st century, and building the truly global partnership we need for the future. In 2019-21, we will channel this work through our “Together First” campaign, as a vehicle to make global governance more inclusive, transparent, accountable and effective in building a safer, fairer and sustainable world. Alongside this, we will continue to advocate for UK action to address global challenges and strengthen global governance, and to build public understanding and engagement with these issues.

1.8 Our three programmes in 2019-21 will be:

- **Global governance transformed: making multilateralism fit for the 21st century** – through Together First, we will inspire and support a global people’s movement for greater global cooperation and more effective, inclusive global institutions
- **Global Britain in practice: campaigning for a principled, multilateral British foreign policy** – we will advocate for greater priority, ambition, action and creativity by the UK in tackling global challenges and strengthening global institutions
- **Global citizens inspired: boosting public engagement with global issues** – we will use outreach and communications to increase understanding and involvement in these activities, with a particular focus on the UN’s 75th anniversary in 2020

1.9 We have identified the key ingredients required to achieve this mission: fundraising, communications and impact assessment. UNA-UK will seek progress by:

- Harnessing the outreach opportunities of Together First and the UN’s 75th anniversary to galvanise a well-connected, inclusive and active community of motivated individuals and organisations – in the UK and internationally.
- Leverage the financial planning and security developed over the period of the last strategic plan to build sustainability for the next 5-10 years.
- Enhancing communications to establish UNA-UK as a go-to resource for international, as well as UK audiences.
- Improving our monitoring, evaluation and impact reporting to better assess, refine and target our efforts, and communicate our successes.

1.10 We will also do more to ensure that we “walk the talk”, and that our governance, operations and resources reflect our core values. In 2019-21, this will include:

- Equality and diversity
 - UNA-UK staff will not organise, support or participate in all male panels
 - UNA-UK staff will strive to ensure UNA-UK publications and events reflect diversity in all its forms and champion lesser-heard voices
- UNA-UK encourages volunteers to help the organisation deliver its objectives. Over the next two years we will develop and implement a new volunteering policy that clarifies the role of volunteers within the charity.
- Pledging to become a net-carbon-zero charity. Building on our Environmental Policy, develop plans that include but not limited to:
 - Moving to sustainable cloud-based servers
 - Scrutiny of environmental impact of products/services used
 - Minimising carbon footprint of staff travel
 - Identifying the most sustainable forms of carbon offsetting
 - Moving to primarily online membership services
 - Transforming our premises to become more energy efficient
 - Staff awareness campaigns on issues like single-use plastics
 - impact assessments of events and outputs

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



2. OUR VISION, MISSION AND OBJECTIVES

At this time of global uncertainty, the need for effective international cooperation is greater than ever. UNA-UK will focus on making this case through our “Together First” Campaign. We will:

- Seek to achieve global governance transformations and shape global governance processes, with particular emphasis on the UN’s 75th anniversary
- Build and maintain a smart coalition for campaigning and advocacy to turn Together First into a sustainable tool for transforming our global system
- Improve our planning, monitoring and evaluation so we can measure the impact of our campaign

Our vision

- 2.1 We believe that inclusive, equitable and forward-looking partnerships at all levels – across borders, sectors and generations – are essential to tackling the challenges we face, and to harness the opportunities generated by the need to build sustainable societies and economies.
- 2.2 We believe this vision is best achieved by transforming our global governance system – with the UN at its heart – so it becomes more inclusive, transparent, accountable and effective. This includes moving away from state-centric institutions and processes, towards multi-stakeholder frameworks and partnerships, where stakeholders play a meaningful role in decision-making and implementation.

Our objectives

- 2.3 In 2019-21, we will focus primarily on our work to strengthen and transform the UN so that it can fulfill its role as *the* indispensable institution for tackling global challenges. Using Together First as a vehicle, we will communicate – to governments and the public – the extent to which national and global interests have converged, and the need for international cooperation to address global problems.
- 2.4 We will also 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 and beyond to the work and values of the UN – to support a new generation globally-minded citizens and a global movement for multilateralism.
- 2.5 Internationally, we will work in partnership with the Together First network of XXX across the world, using the UN’s 75th anniversary in 2020 as our major inflection point. In the UK, we will focus our efforts on refreshing UK commitment to the UN and multilateralism at key opportunities for foreign policy development e.g. changes in Government, elections, parliamentary inquiries and changes in documents such as the National Security Strategy.

Our programmes

Global governance transformed: making multilateralism fit for the 21st century

- 2.6 Making global governance fit for the 21st century requires sustained investment on many fronts – political, financial and academic. UNA-UK’s interest in the health of the UN system is principled but based on impact and realism – and on our experience of leading a successful international reform initiative. We look at the system as a whole and carry out research to identify practical reforms that will equip it to meet the growing demands of a complex world.

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



- 2.7 From strengthening the General Assembly to increasing civil society participation and identifying the most transformative next steps for implementing the Sustainable Development Goals, we will draw on our worldwide network of UN experts and practitioners, to generate ideas and action to help the UN to adapt to a rapidly changing environment.
- 2.8 To achieve this, we will build up and leverage the Together First campaign to inspire a global movement for greater cooperation and more effective, inclusive global governance.

Global Britain in practice: campaigning for a principled, multilateral British foreign policy

- 2.9 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. This builds, for example, on our successful efforts to secure a change in UK policy on cluster munitions, which paved the way for the international convention.
- 2.10 Scrutinising the UK's record is central to this work. Building on our arms control and human rights advocacy, we will monitor the extent to which the UK is meeting its international obligations, highlighting mismatches between UK policy and UN best practice. These gaps can undermine the UN's work and lower adherence to international law. They can also affect the protections enjoyed by people in the UK, as well as the UK's standing on the world stage.

Global citizens inspired: boosting public engagement with global issues

- 2.11 The UN is a mystery to many in the UK and beyond. Through strategic communications, we will deepen understanding of the institution and empower people – and organisations – to engage with it. For example, we will relaunch our successful UN teaching packs as a resource to help schools, journalists, businesses and others to understand the purpose and work of the UN in simple and clear terms. As the go-to organisation for UN issues in the UK, we aim to assist the public, media, government and partner organisations with their questions. We will create and provide relevant material on many UN issues and will signpost the work of others that can help where we can't. In this manner we will convert this interest to an impact-enhancing contribution to our work.
- 2.12 Through outreach and events, we will continue to build and mobilise our supporter-base, working in partnership with UK coalitions, and through the growing Together First network, for which UNA-UK provides the Secretariat. We will place particular emphasis on activities to mark the UN's 75th anniversary in the UK, and to use opportunity for global civil society coordination and collaboration.

Our theory of change

- 2.13 The goals reflected in our programmes are important ends in themselves. They are also inter-related. Informed and empowered global citizens are more likely to put pressure on the government to provide vision and leadership, at home and on the international stage. This in turn contributes to the UN system, which benefits the lives of all people, everywhere.
- 2.14 We have different ways of working towards these goals. In the UK, our advocacy work resembles that of lobbying organisations, as we seek to influence decision-makers and policy-shapers through our formal routes (e.g. consultations) and informal routes (e.g. our parliamentary and our media work). Our outreach activities encompass education, training and capacity-building – equipping individuals and organisations to understand the UN, engage with it and contribute to its goals. Our communications and campaigning connect these two strands, from supporting better reporting on the UN to building community activism. Crucially it is the combination of these short-term 'wins' and long-term goals that amount to something greater than the sum of their parts.

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



2.15 Internationally, we apply elements of the above, as well as our dedicated Theory of Change for our Together First campaign. This is predicated on identifying the barriers to global governance reform, and seeking ways to overcome them, for instance, by pursuing pragmatic and feasible solutions in tandem with targeted advocacy. More information on this can be found at Together First's website: www.Together1st.org

Our members, supporters and partners

2.16 UNA-UK derives great strength from its members and supporters, and the wider network of individuals and organisations with whom we work. From local UNAs to the UN All-Party Parliamentary Group, from our NGO partners to the UN itself, there are many who share our vision of principled global action. Harnessing the expertise and engagement of these constituencies, and bringing them together, is essential if we are to realise our aims.

2.17 Our network of UN experts and practitioners will support the evaluation, as well as the delivery, of our work. Comprising former diplomats, parliamentarians, UN staff, academics, journalists and NGOs, our advisers add rigour to our work and provide external scrutiny. Over the next two years, we will strengthen our advisory network to suit the specific needs of our Together First campaign, bringing in new experience and specialist knowledge from all regions as well as review all our honorary and advisory positions with a view to making this network as active and diverse as possible.

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan
October 2019 to September 2021



3. Key Ingredient one: Fundraising

UNA-UK will build on progress made in 2016-19 to achieve a greater degree of financial stability. This will mean further work to diversify our income streams and reduce our reliance on one-off grants and reserves. By June 2021, we aim to raise £290k annually by:

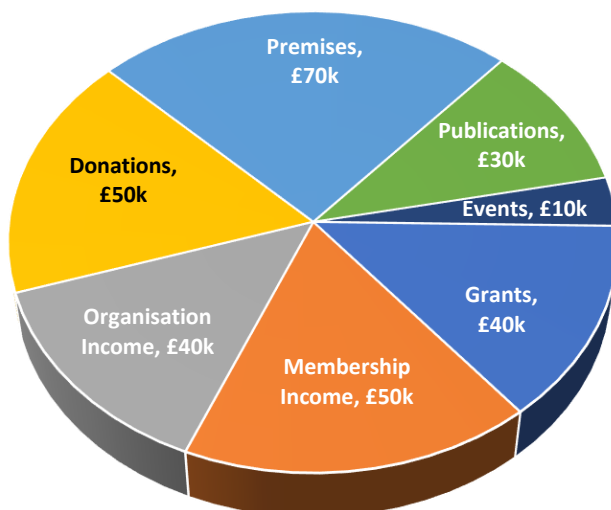
- Securing grant commitments that cover staff and office overheads to at least £40k per year
- Improve income from our premises to £70k per year
- Improve membership structure and maintain annual fee income of £50k per year
- Launch corporate partnership programme to raise up to £40k per year
- improve donations from appeals, event ticketing and crowd funding and raise up to £60k per year
- Continue to raise £30k per year from our publications

Moving towards sustainability

3.1 The period 2016-19 saw UNA-UK make great strides forward in addressing its funding challenge. During this period, the Association secured its biggest-ever single grant, as well as smaller grants from a broader range of organisations; leveraged greater income from premises, publications and events; moved from successive deficits and reliance on reserves going back many years to reporting small surpluses; crafted detailed financial contingency plans and carried out further cost-cutting measures.

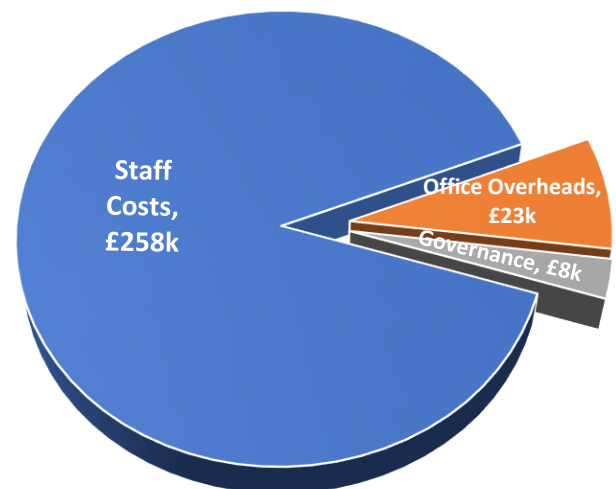
3.2 This puts UNA-UK in a strong position to make further progress on financial sustainability as sustainable grant funding remains challenging and likely to continue in the UK over the next two years. We will continue our fundraising drive to ensure by June 2021 UNA-UK overheads are covered by sustainable unrestricted income. The KPI target of £290k set for June 2021 is an increase of 47% from the target of £155k set for June 2019.

KPI Target by June 2021



TOTAL INCOME (INCL GRANTS) TARGET - £290k

2018-19 Audited Accounts



TOTAL OVERHEADS - £289k

Nb. This chart excludes legacies due to unpredictability.

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



We are aiming to:

- **Raise £40k annually in grants towards staff and office overheads.** We will continue to reach out to Trusts and Foundations to fund our work and ensure the funding received also covers the related project staff and office overheads.
- **Raise up to £90k annually (£50k from individual membership and £40k from corporate members) by increasing partnerships** achieve a more diverse membership base and additional income opportunities. We will develop a tiered corporate membership structure which will enable us to build partnerships with more corporate firms in a way that they contribute to our work, act as another channel for us to increase awareness of UNA-UK and our work, and a consistent income stream. We will also look to develop more partnerships with academic institutions and schools. This will enable us to reach a younger demographic and establish relationships academic institutions that may contribute to our work as well as providing income through a partnership package...
- **Develop public giving and raise up to £60k annually** including from events to increase regular unrestricted income, including by:
 - Holding annual appeals and finding innovative ways to conduct them
 - Offering people who are interested in our work but not in traditional membership the opportunity to make regular, as well as one-off, donations
 - Building fundraising into our public events, from ticketing to collections
 - Cultivating relationships with high-net worth individuals within our networks
 - Organising fundraising events
 - Reviewing membership fees to move towards a financially sustainable model
 - Devising a multi-stage legacy campaign that builds on pledges from our most committed supporters and then reaches out in stages to new audiences
- **Raise up to £70k annually from our premises** by continuing to raise standards and seek opportunities to maximise regular unrestricted income.

3.3 As UNA-UK strives to be a learning organisation, how we approach and implement the above will be regularly reviewed and adjusted on the basis of expert advice, research and lessons learned from past fundraising efforts. We will also ensure that our communications reinforce our fundraising by demonstrating the importance of our work in building support for the UN from the UK Government and public. And although UNA-UK is already a very lean operation, with 90% of our expenditure directly attributable to charitable activity, we will continue to make cost savings wherever we can.



4. Key ingredient two: outreach

UNA-UK will overhaul its outreach model and seek to become a broad, vibrant and effective people's movement for the UN. During the next two years we will:

- Invest the resources we have raised to date to explore how we can strengthen existing and develop new outreach programmes
- Work with local UNAs to increase the impact of our campaigning
- Make our outreach model more financially sustainable

The chance to build a bridge from the people to power

4.1 Many of the threats to multilateralism come from a critique of “political elites” who have no interest in the views of the wider public. Our network of members, supporters and local UNAs provides an essential role in creating a bridge between those in power and the public, providing legitimacy for our work and strengthening the case for multilateralism. But the bridge needs to be strengthened.

4.2 For UNA-UK to thrive as a people's movement, we must seize this opportunity to create a truly modern grassroots structure that is:

Broad – we will move away from preaching to the converted to reaching the public.

Effective – we will stop looking inwards and focus on campaigning and outreach.

Innovative – we will combine the best aspects of our past with best practice.

Open to all – we will cater to all interested in us, with or without financial commitment.

Sustainable – we will embed fundraising into our outreach and cultivate a donor base.

4.3 Over the course of this strategic plan, we will seek to invest the resources we have raised to date to explore how we can enhance our existing outreach programmes and to determine which new programmes are the most promising for us to develop further, with a view to the Board reviewing our progress in 2021.

A sustainable, growing constituency

4.4 In 2019-21, we will streamline the types of memberships on offer, creating a more consolidated and clear membership structure. We will also strive to diversify our membership base to ensure we are more representative of UK society and so our membership base has greater longevity. As a result, this should also enable us to diversify our financial support through our membership types. We will:

- **Grow our base.** Supporters are the fastest-growing part of our network. They make up the bulk of those who participate in our events and campaigns and while joining is free, it serves as a gateway to deeper levels of commitment. We will:
 - Seek to have at least 25,000 supporters by 2021, including through “local supporters” who can help to reinvigorate our local campaigning
 - Run some re-engagement campaigns to convert supporters into subscription paying members
 - Work more closely with the younger demographics, who may not currently be able to become a member, but encourage engagement with our work and our organization

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

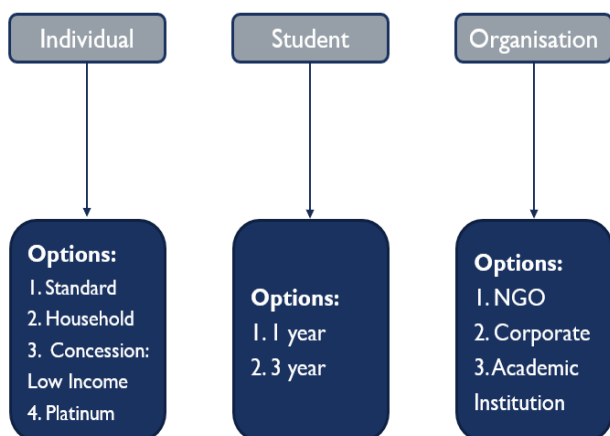
October 2019 to September 2021



- **Nurture a strong core of dedicated campaigners.** Members are UNA-UK advocates who demonstrate their long-standing commitment through regular subscriptions. At present, many don't otherwise interact with UNA-UK. We will:
 - Streamline our membership structure (see chart below) and administration, work to make it financially sustainable, including through reviewing fees annually and introduce new membership types to attract organisations and individuals that have not previously been involved with UNA-UK's work.
 - We will conduct regular surveys of members which will help our understanding of member motivations. Feedback from the surveys will be analysed and help us inform our future strategy.
 - We will use feedback from the members conference to provide events that enable them to exchange ideas and campaign on issues they are passionate about
 - Encourage members to become UNA champions in their communities by joining their local, student or affiliate UNAs
 - Focus on campaigns in our membership engagement, with a view to increasing participation in actions

Our streamlined membership structure:

I am looking for a membership for...



Annual fee per membership option

INDIVIDUAL	
Standard	= £50 (increase of £10)
Household	= £120
Concession: Low income & over 70	= £25
Platinum	= £250
STUDENT	
1 year	= £20 (increase of £5)
3 year	= £50
ORGANISATION	
NGO	= £150
Corporate	= from £1,500 - £10,000
Academic Institution	= £300

- **Cultivate high-level donors.** There are individuals within our network who may have the ability and inclination to support us in a more substantive way. There are also individuals outside our network who may be interested in providing additional financial support. Over the next two years we will explore:
 - a tailored programme to identify high-level donors within our network and nurture our relationships with them through involving them in projects, bespoke communications and a more comprehensive membership package
 - a strategy to identify relevant high-level donors outside of our existing network, through the use of fundraising platforms, the networks of our members and corporate members.

Local UNAs

4.5 Local UNAs make a unique contribution to our mission by extending our reach into communities. These groups are largely run by a small core of dedicated members, who serve as powerful local activists and UN champions. In 2019-21, we will strengthen our approach to grassroots campaigning by transforming the way our local UNAs operate and connect with each other. We will achieve this by:

- Using the 75th anniversary of the UN as a focal point for outreach and campaigning activities, and empowering local UNAs to play a key role in UK commemorations
- Re-engaging our local UNAs through a new advocacy and campaigning handbook with the aim of providing a structured yet flexible approach to extending our reach on a grassroots level
- Supporting our branches with briefings, materials, training and finance on our priority campaigns
- Raising the visibility of local UNA events, campaigns and activities through our social media, website and the introduction of a quarterly local UNA newsletter which spotlights the work of particularly active branches through a 'UNA Campaigners in Action' section
- Streamlining UNA-UK and local UNA campaigns to encourage local UNAs to take regular action and to capture the impact of our advocacy moments on a grassroots level
- Growing, and working to launch, branches where there is appetite, and helping regions, where they exist, to be networkers and conveners for the branches and members that they serve. This will include targeted outreach to ensure local UNAs are reflective and inclusive of our supporters and members base
- Continuing dedicated Board-level support for local UNAs through two trustees elected by the whole UNA-UK membership who will work with us to establish a consistent and improved approach to communicating and engaging with local UNAs
- Supporting the establishment of issue-focused UNA networks, based on interests, such as climate and oceans, arms exports, nuclear disarmament and – above all – support for our Together First Campaign. This will enable members to connect beyond their local communities and amplify our campaigns through the digital space. We will explore tools, such as online forums, to accommodate this process.

Youth – putting young people at the heart of UNA-UK

4.6 For many years, UNA-UK has operated different models to engage young people. We are delighted that these efforts have resulted in a presence at 45 universities across the UK, a strong portfolio of ready-to-use education materials and teaching about the UN at schools around the country. UNA-UK must do more to embed youth into our structures and adapt our outreach methods to engage them. We will explore different avenues to sustain and develop our youth engagement:

- Supporting university groups with outreach, resources and materials, such as Freshers Packs on our priority campaigns to encourage students to join UNA-UK and take campaign actions with us
- Similarly to local UNAs, we will raise the visibility of student UNA events, campaigns and activities through our social media, website and through the introduction of a quarterly local UNA newsletter which spotlights the work of particularly active students and student UNAs through a 'UNA Campaigners in Action' section
- Connecting like-minded young people at universities and young professionals interested in international affairs through advocacy moments, networking opportunities and events
- Improving our communication and engagement with young people through the digital space with the development of a webinar series which will seek to broaden our reach and create an inclusive community of young grassroots campaigners
- Encouraging strong youth attendance at UNA-UK events to represent the demographic changes in our supporter base. Social inclusion and participation will remain a cornerstone of our youth engagement by offering student bursaries

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



Higher education institutions

4.7 IN 2019-21, we will explore broadening our engagement with higher education institutions beyond students and work with faculties in these institutions to help promote our work and campaigns amongst students and lecturers, and further encourage student membership. We will innovate our approach through projects such:

- Develop a specific academic institution membership to enable greater relationships to be built with high education faculties and research hubs that can contribute to our campaigns and research
- Place a greater focus on student membership through the development of a 3-year student membership, allowing students to remain a member of UNA-UK for the entirety of their time at university. The aim of this is to allow us to achieve a higher conversion rate of student members into full paying members when they complete their studies.
- Develop our teach-in concept to be appropriate for higher education institutions to increase awareness, engagement and interactivity with our work from higher education institutions and students.

Schools

4.8 The period of 2019-2021 is key to reinvigorating our efforts and engagement with schools across the UK. Our main challenge is to reach schools wider than just London and surrounding areas, as well as funding to allow us to work on our resources for schools. We will:

- Encourage schools, where possible, to become an organisational (academic institution) member. For schools that are more disadvantaged, develop relationships here to ensure they are able to participate in our work and ensure we are providing access to less-advantaged children.
- Explore digital tools such as GCSE Bitesize to help us engage with schools and sixth forms, and raise awareness of UN issues
- Encourage local champions through our local UNA network to reach schools across the UK and develop a group of members that can assist with going into schools and helping to assist with delivering resources

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



5. Key ingredient three: communications

Our mission relies on effective communications. From succinct recommendations to Government action to teaching materials for primary schools, we need to make complex issues accessible and to ensure that our calls to action are engaging. Having established UNA-UK as the go-to resource for UK and global stakeholders invested and interested in the UN and International Affairs, n 2019-2021, we will cement our place by:

- Refreshing our website and make it an integral part of our campaigning
- Working to build a stronger brand and raise its visibility with journalists and peers
-

UNA-UK website: showcasing our expertise

5.1 Our website is our most important outreach tool. It enables our key messages to reach a wide audience: it is a platform through which members and supporters can share information, and is a crucial resource for the UK public to learn about the UN. Over the next two years we will work to improve the accessibility and content priority in order to promote the site as a vital platform for stakeholders interested in the UN and international affairs: including our members, UK policy makers, journalists, experts and the general public.

5.2 The site has been developing in recent years. But technology and users move quickly, necessitating regular upgrades to our platform, design and content. By investing in staff training and targeted improvements an overhaul, we will deliver a simpler, more effective way simpler, faster way for users to engage with UNA-UK. By streamlining design, creating more intelligent search functions and by prioritising content, we With the latest digital campaigning tools and cutting edge design, it will enhance user- experience, make us truly mobile and – crucially – provide new ways for our growing audience to get involved, from taking action to sharing ideas, and sharing campaign updates and expert analysis. We will:

- Increase investment to ensure the site evolves at the same rate as others with similar levels of traffic, upgrading our platform to ensure a faster, secure website and an excellent mobile experience.
- Ensure the design and structure reflects UNA-UK's new vision and outreach focus - especially highlighting the breadth of our policy work from government recommendations to briefings. We will create a more effective informational hierarchy to allow visitors to more readily find relevant information
- Develop up to three new channels of original content on website to diversify content and increase engagement, subsequently to be shared across social media, to serve as a platform for general UN/International Affairs news.
 - A new up to bi-monthly "staff pick" book review website column that will review fiction/non-fiction related to UNA-UK issues: global risks, solutions, activism, UN etc.
 - A regular roundup of UN/International relations news that will provide brief summaries and links to articles across a range of news sources.
 - A monthly blog update of local UNA news, to be hosted either as a blog feed in members area of website or live RSS feed on homepage.

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



Strategic Social Media

5.3 The mission of UNA-UK's social media is to increase awareness of and active engagement with the organisation, its campaigns, policy work and members' activities. Over the next two years the goal will be to implement a social media strategy that clearly and effectively communicates the impact of UNA-UK's work locally and globally in campaigns and policy and increasing awareness of and active engagement with the organisation

Our social media work is an extension of our organisation's mission: making the case for an effective United Nations and working to build support for the UN amongst policymakers, opinion-formers and the public. While this core mission underlines the remit of our social media posting, we also aim to highlight the diverse array of work UNA-UK produces and is involved in by acting as a relevant source of information, linking to topical information regarding the UN and wider international relations issues.

Our main goals for the next two years:

- Maintain and grow following – implement regular posting schedule with a tailored spread of content that shares a balanced spread of diversified original UNA-UK content, from campaign actions to policy recommendations, as well as engaging and relevant external content.
- Develop and implement comprehensive style guide - ensuring consistency in tone and style across all media strengthens brand and identity.
- Monitor analytics and adapt strategy – by accumulating and analysing social media analytics we will identify areas of effectiveness and weakness and periodically review and update strategies in order to maximise successful engagement.

Integrated communications channels

5.4 In order to increase engagement and develop the strength and depth of UNA-UK's presence online, we will ensure that Twitter and Facebook are effectively used a springboard to a more dynamic UNA-UK website, as well as Together First updates and advocacy. We will strengthen online branding through developing a comprehensive style guide and by creating integrated comms channels online across our website and social media. By creating coherent and connected communications we will develop UNA-UK as a place that consistently helps to demystify the UN and the information around it.

In the next two years we will:

- Begin developing a catalogue of infographics that break down key facts about the UN, to be used across UNA-UK/Together First.
- Diversify our content with quotes gifs and interactive threads
- Develop existing style guide for both UNA-UK and Together First, ensuring that across online publications we write in an accessible way, and that any dense terms/acronyms are explained. The first step will be to collate glossary for Together First website that can then be used on UNA-UK site.

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



Telling our story

5.3 We have a dedicated media focal point and develop targeted communication plans for every new programme and activity. By reliably providing accurate information to key media figures we have made ourselves an invaluable resource. We are frequently journalists' first phonecall for UN related issues. We now need to look beyond being a resource and move to agenda setting, working with editors and peers to ensure that our analysis, and not just our facts, make the papers. We have set the following objectives for the next three years:

- **A stronger brand** – we will develop simple messages that convey UNA-UK's mission and purpose, to be incorporated and adapted across all UNA-UK communications
- **Deeper media relationships** – we will pivot our media relations with the objective of having fewer but deeper interactions with influential individuals in the media
- **More engagement with media** – we will improve our media monitoring and react more quickly to relevant issues via social media

5.4 To achieve these objectives, UNA-UK will seek guidance from peers and experts by:

- Augmenting the UNA-UK Board/advisory panels with the Together First Focus Group and advisory group, a gender balanced group representing all regions of the world and reaching out across all the Major Groups that comprise civil society
- Reaching out to partner NGOs that are prominent in the media
- Consulting stakeholders and partners on the effectiveness of our communications - particularly as we develop the global coalition of stakeholders and partners that comprise Together First.

Authoritative, outcome-focussed publications

5.5 Our publications serve as our calling card. They also give us an authoritative voice on UN issues. With no other dedicated UN publications in the UK, and with little quality debate in the media, we fill a gap: giving UN officials a platform; providing compelling and digestible information to policy-makers, campaigners and the public; and producing unique materials, from our flagship magazine to policy papers and major reports that provide succinct analysis from experts and practitioners in one volume. We are one of the few organisations that regularly features heads of government, UN officials, NGO leaders, community activists, academics and commentators on the same pages.

5.6 Over the next two years, we will:

- Continue to develop our magazine as the authoritative source of commentary on UN issues, with a focus on widening its reach, profile and e-distribution
- Release two to three major reports on UN-related issues per year and increase the revenue derived
- Produce timely policy papers on our priorities that drive and respond to developments
- Explore potential partnerships and models which could maximise the quality and reach of UNA-UK publications, e.g. with NGOs, universities and contributing authors. This can include through continuation of our exciting collaborations with Leeds and Glasgow Universities, and exploring other opportunities.
- Produce four reports linked to the Together First process, and the Together First web portal: the world's home for global governance reform

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



Events that inspire

5.7 There is low awareness of the work of the UN in the UK. At the same time, there is growing interest in the impact that global issues can have on our lives, from climate change to displacement. Schools want to teach these issues; local councils want to know how to respond; businesses are interested in CSR programmes. Events offer a route for UNA-UK to showcase these issues, make space for UN voices and bring together different constituencies. They also serve to raise our profile and funding for our work. During 2019-21, we will continue to offer a strong portfolio of events, which will include large outreach events, expert roundtables, parliamentary briefings, campaigning conferences and networking opportunities. The Together First Campaign will influence events so as to amplify the voices of civil society organisations, providing a platform for them to have input into how the UN approaches global issues.

5.8 All public events will have the following broad objectives:

- Engage UK citizens and/or policymakers with the work and value of the United Nations
- Raise public and political awareness about UNA-UK objectives and campaigns
- Present a diverse and inclusive range of perspectives, ensuring that ethnicities, genders and youth are consistently and adequately represented
- Recruit new supporters and convert existing supporters to members
- Seek opportunities to attract income for UNA-UK
- Provide opportunities for interaction and follow-up

5.9 The critical basis for all UNA-UK events is to consider where UNA-UK can add value. Our public events will generally not be focused on very narrow policy issues or themes where dedicated organisations clearly “own” the public space. Instead, our events will have a UN angle that cannot be provided by any other UK-based organisation, e.g.:

- The provision of speakers with direct experience in the UN system
- Debates and discussions on the role of the UN and UK in solving global crises
- Opportunities for members of the public to pose questions to UN experts
- Interaction between UK policymakers and UN agencies
- Cooperation and coordination between UN agencies and civil society

5.10 Our events will also reflect our values: we will strive for 50-50 gender parity across all our events and will also give thought to diversity, inclusivity and championing less-heard voices. UNA-UK will not organise any events which feature an all-male panel and UNA-UK staff will not participate in any all male events.

6. Living our values: GOVERNANCE

UNA-UK will continue to strengthen its governance. This section is structured according to Charity Commission guidelines (CC10) on the hallmarks of a good charity and sets out how we will continue to improve governance by:

- Ensuring the UNA-UK Board and Finance & Governance Committee have the necessary skills and expertise to fulfill individual Trustee/Director responsibilities
- Ensure the Board, with support from its Committee, is able to maintain a good level of financial oversight and can challenge the Executive
- Ensuring the Board and its Committee reflects our values, in that it is diverse and include review of targets for the Board composition such as 50/50 gender balance, ethnicity, age, etc

UNA-UK will continue to strengthen its governance. This section is structured according to Charity Commission guidelines (CC10) on the hallmarks of a good charity and sets out how we will continue to improve governance by:

- Ensuring the UNA-UK Board and Finance & Governance Committee have the necessary skills and expertise to fulfill individual Trustee/Director responsibilities
- Ensure the Board, with support from its Committee, is able to maintain a good level of financial oversight and can challenge the Executive
- Ensuring the Board and its Committee reflects our values, in that it is diverse and include review of targets for the Board composition such as 50/50 gender balance, ethnicity, age, etc

A clear purpose

6.1 This strategic plan sets out defined and targeted purpose for UNA-UK over the next two years, which sees the organisation continue with its original and unique mission: making the case for an effective UN to British policy-makers, influencers and the public, whilst also contributing to collective, international efforts to address global risks and improve global governance. The plan also sets a clear direction for UNA-UK that is both necessary and exciting: policy priorities based on defined criteria; outreach activities that are focused on the UK public as the charity's stakeholders; fundraising embedded throughout our activities; and a governance structure that is fit for purpose.

Fit for purpose: sound governance

6.2 UNA-UK will continue to strengthen its governance structure to ensure legal and financial oversight, as well as flexibility to respond to our changing operating and funding environment. Over the course of this strategic plan, we will aim to ensure the Board continues to have the necessary skills, experience, contacts and diversity to sustain UNA-UK and to hold the Executive to account.

An effective Board

6.3 UNA-UK needs Trustees who provide more than just oversight. Their advice and hands-on support minimises risks to the charity, reduces expenditure on external consultants and ensures staff time is focused on programme delivery.

6.4 UNA-UK will continue to ensure our Board composition is in accordance with our Governance Document (UNA-UK Article of Association) and include the following basis:

- There will be a maximum of 14 Trustees. Positions will be filled through a mixture of election, recruitment and

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



appointment. They will be advertised within and outside UNA-UK's networks, with scope for appointments for specialist skill gaps and major donors

- All Trustees will be required to be (or become) members of UNA-UK, and members with relevant skills will be encouraged to put themselves forward for election or recruitment
- The mix of skills and perspectives will be monitored closely, including: gender balance, geographic diversity and diversity of sector/experience.

Financially sound and prudent

- Over the course of the last strategic plan, the Board and staff worked to develop stronger financial oversight and management, including by: launching a successful fundraising and income diversification drive; creating clear, timed contingency plans to mitigate the risk of insufficient resources; and establishing a Finance & Governance sub-committee (F&GC) through merger its management and finance and audit committees. The Committee will continue to provide advice and "in house" auditing functions, make recommendations to the Board, and monitor and challenge the Executive to ensure effective systems, policies and procedures are in place to safeguard the charity's assets, use its resources efficiently and deliver against objectives.

Accountable and transparent

6.6 Performance, accountability and transparency are key to the effective delivery of the strategic plan. This means improving our operations and information available to Trustees and to our stakeholders: the UK public. We will continue to work with and improve the following:

- An annual meeting where members can meet Trustees and staff, and ask questions about the charity
- Quarterly finance and performance review, with external input where appropriate
- The production of regular impact reports to be posted online
- Regular review of strategic and operational risks to enhance prevention and response
- Regular reviews of new and changes to UNA-UK's policies to minimise reputational risk and to better deal with inappropriate conduct
- A review of our staffing structure and succession plans to build resilience

Learning and improving

6.7 UNA-UK is always seeking to improve its performance, and to learn new and better ways of delivering its mission. Our objectives are long-term. So too is our approach – shifting opinion and behaviour. We therefore face evaluation challenges shared by similar organisations: timeframe (our impact will often be discernible over time); attribution (we need to partner to achieve our goals); soft outcomes; and a changing policy environment.

6.8 We have worked hard to overcome these challenges, by learning from our experience, studying others and seeking external advice. We have:

- Created key performance indicators that set clear objectives and targets – breaking down our long-term aims into target audiences, activities, milestones, programme budgets, staff leads and tailored metrics.
- Reviewed all UNA-UK processes and created a staff and an organizational handbook.
- Procured the support of an external HR company, as well as pro bono legal support from a major law firm
- Ensure consistent thorough review processes, consisting of:
 - Quarterly reports to the Board, presented with outcomes, outputs, impacts and simple charts and narrative
 - Individual and team operational plan assessments at the mid-year point
 - A collective and reflective year-end learning review focussed on team performance
 - Monthly progress reviews at line-management meetings

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



6.9 Over the next two years, we will build on the above, seeking support from the Board, F&GC and external experts as needed. Particular emphasis will be placed on:

- Impact reporting – working with external experts to apply a proven impact reporting tool to UNA-UK’s monitoring, evaluation and learning
- Succession planning
- Regular review of organisational policies to minimise risk and ensure the charity is statutorily compliant
- Regular review of internal systems, procedures and processes
- Ongoing learning, for example, by conducting assessments after all major activities

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



7. Living our values: resources

UNA-UK's top priority is sustainability. We will harness our existing resources to build a truly sustainable organisation. We will:

- Review and update our human resources policies
- Invest in our premises to improve our working environment and maximise revenue
- Seek new ways to improve on, and innovate in, our Sustainability Policy

Our team

7.1 Staff are UNA-UK's most valuable resource. In recent years, we have done much to improve staff and volunteer management and well-being, through the introduction of regular performance reviews and team learning sessions, as well as improvements to our facilities. All staff members are involved in strategic and operational planning, and have personal development plans. All volunteers have dedicated staff mentors and are given clear instructions about the ongoing projects in which they are involved. This has enabled all team members to see a clear link between their tasks and UNA-UK's goals. Over the next two years, we will continue to invest in our staff by:

- Striving for greater wellbeing, including through flexible and remote working
- Creating staff development plans to match the lifespan of the strategic plan, and providing more opportunities for staff development through joint training, flexibility in considering short-term placements and unpaid leave for progression
- Review and improve volunteers' experience with UNA-UK, by setting clear expectations and processes, not offering unpaid internships, and monitoring legislation and best practice regarding volunteers to ensure UNA-UK is not engaging in exploitative practices. This will include giving volunteers a flexible approach to working in terms of donated time and supporting their development. Projects that the volunteers undertake will be of a supportive nature and will not displace work of staff members.

Our premises and our planet

7.2 We will strive to minimise the environmental impact of our activities and our premises, in line with our Sustainability Policy. Over the next two years UNA-UK will seek to improve the quality of its premises to increase the safety and well-being of those based at 3 Whitehall Court and to ensure we comply with necessary building and employment regulations. We will also invest in our premises to maximise the level of licence income and fulfil our vision of creating a central London hub for organisations that share our values. Furthermore, we will modify our premises to reduce our carbon output and demonstrate a practical commitment to the environment, including:

- Introducing an enhanced access control system for the main entrance and meeting rooms to monitor security and improve fire safety of those using the premises
- Delivery of an IT/telecommunications upgrade and premises refurbishment to create a more modern and flexible workspace.
- Renovate the UNA-UK office space to improve the way in which information is recorded and stored, including a new 'paperless' scheme of working, creating a more open and organised working environment
- Begin the installation of LED lighting across the premises as an ecological solution to reducing long-term running costs and improving light quality
- Pledging to become a net-carbon-zero office and producing a plan of action and timescale to facilitate this. Elements of this plan will include but not be limited to:
 - Moving to a cloud-based servers that use renewable energy to reduce our energy consumption
 - Increasing the proportion of fair trade and environmentally friendly products/services
 - Regular reviews of service contracts, with scrutiny of suppliers' environmental policies

Our world. Our future.

United Nations Association - UK (UNA-UK) Strategic Plan

October 2019 to September 2021



- Minimising carbon footprint of staff travel
- Identifying the most sustainable forms of carbon offsetting
- Remaining transparent throughout the process through reporting externally on progress
- Moving to primarily online membership services
- Transforming our premises to become more energy efficient

UNA-UK is an organisation with an impressive history, founded seven decades ago to serve as a bridge between the UN and people in the UK. At a time when multiple crises are converging, when the UN is stretched to breaking point, when states are shirking their global responsibilities, and when people are growing more frustrated with political leaders and institutions, UNA-UK is needed more than ever.

This strategic plan seeks to equip us to fulfil our mission – making the case for an effective UN, for international cooperation and for global citizenship – to policy-makers and the public in the UK and beyond.