

UNA-UK 2023 - 2025 Strategic Plan

Founded in 1945, United Nations Association - UK is a charity that builds movements to transform the UN and inspire UK action for global cooperation. This strategic plan outlines UNA-UK's (1) Purpose; (2) Context; (3) Theory of Change; (4) Delivery; and (5) Strategic Objectives.

1. Purpose

1.1 Vision

A global community united in its pursuit of equality, sustainability, and peace.

1.2 Mission

To build movements for UN systemic transformation and to advocate for UK action for global cooperation.

1.3 Values

1. Accountability. Decisions that affect us all should not be taken behind closed doors. We practice self-reflection, expect transparency, and challenge inequality.
2. Intersectionality. We recognise the interconnected nature of oppression and challenge the structures that drive injustice.
3. Solidarity. We find power in community around the world and amplify the work of grassroots changemakers.
4. Boldness. Disruptive, constructive, creative. We do what it takes to speak truth to power.

2. Context

UNA-UK has a dynamic history, beginning with its establishment in 1945 on the heels of World War II. With grassroots activism at its heart, UNA-UK captured the public's aspiration for a united and peaceful global community in tandem with the establishment of the United Nations.

Over the decades, UNA-UK's identity has shifted and adapted, always evolving with the times. But what has remained unchanged is a dedication to the principles of the UN's Charter and a global reputation of excellence due to highly impactful work.

This strategic document marks a new chapter of UNA-UK. UNA-UK's leadership has changed with the onboarding of a new CEO and Board Chair in 2022. There are many different paths UNA-UK can take, and many different opinions about where priorities should lie. On the back of a pandemic that rocked workplace norms and societal wellbeing, an opportunity to innovate is ahead of us. Despite widespread buy in, progress toward the Sustainable Development Goals is backsliding and the world is on course to blow past the 1.5°C agreement as set out in the Paris Agreement. Russia, a permanent member of the UN's Security Council, has torn up the rulebook and invaded a sovereign country in the most significant conflict in Europe since the second World War. The potential for escalation is significant, with an additional knock on effect of weakening the UN Charter.

The political landscape of the UK and multilateralism has likewise changed over the past several years. The UK has been struggling to find its place in the world on the back of Brexit, operating both a cold

shoulder policy toward global challenges, despite its actions leading to the Taliban takeover of Afghanistan, as well as seizing onto areas where they can stand out as trailblazers, like cybersecurity. Domestic tensions are adding strain to the average person's basic rights and wellbeing such as austerity policies, a challenge to the right to protest, or an underfunded NHS, which point to the necessity of values-driven policymaking where people, not profit or power, are prioritised both at home and abroad.

The UN, too, has challenges ahead. Amidst a growing number of authoritarian regimes and an increased comfort with militarism as a solution to conflict, the role of diplomacy has been questioned in recent years with many citing a crisis of confidence in the UN. Global military spending hit £2 trillion prior to the war in Ukraine and a global arms race has picked up momentum. However, ending global violence means facilitating global dialogue, and the UN remains unique in its convening capacity. Still an inspirational and aspirational institution for many, the UN can continue to be so for generations to come if it embraces transformation and champions transparency and accountability. For all its flaws, the UN is the best placed institution to facilitate peace. However, in order to stay relevant, it must rise to the many challenges it faces and embrace transformation.

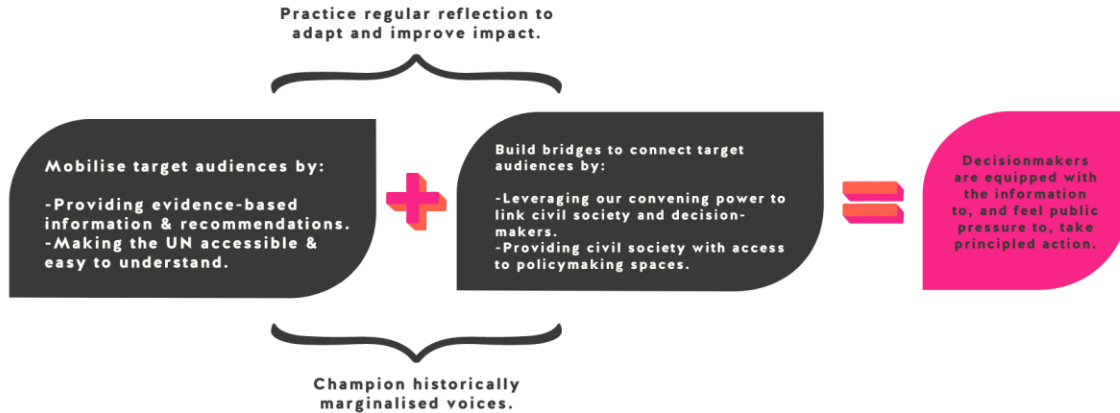
Amid these dynamics, UNA-UK stands as a clear beacon for values-driven policymaking, informed both by the principles found in the UN Charter and by the Charity's own organisational values of boldness, accountability, intersectionality, and solidarity. We champion a UK Government that will consistently support human rights and peace in multilateral spaces and practice policy coherence at home, and we champion a UN that holds itself accountable and acts as a facilitator of global collaboration and peace. With a history of high impact campaigns like Together First and 1 for 7 Billion, there is no organisation better placed than UNA-UK to do this work.

As UNA-UK looks ahead to the coming years and beyond, this strategic plan is largely designed to refine UNA-UK's systems and internal processes in order to maximise our ability to deliver high impact work against our mission. This is a living document, and elements of it will adapt alongside changes to the political and multilateral landscape, as well as UNA-UK's resourcing and priorities.

3. Theory of Change



Theory of Change



4. Delivery

4.1 UNA-UK Programmes

UNA-UK's work can be categorised into two main programmes which reflect the two aspects of UNA-UK's mission: building movements for UN systemic transformation and advocating for UK action for global cooperation.

4.1.1 UN Transformation: Building the UN We Need to Achieve Equality, Sustainability, and Peace

The first half of our mission focuses on building movements for UN systemic transformation. From the local to the global, our campaigns build consensus for systemic change across the UN.

4.1.2 UK Action: Values-Driven Foreign Policy and International Leadership

The second half of our mission focuses on UK action for global cooperation. The UK is a key player in influencing UN priorities as well as setting a global standard for values-based policymaking. UNA-UK expects the UK to uphold international standards for equality, sustainability, and peace.

4.2 How we work: UNA-UK pursues our strategic objectives through analysis, campaigning, and community-building.

Campaigns

UNA-UK identifies opportunities to influence policy based on our policy priorities, expertise, networks, political circumstances, and availability of funding, and designs multi-year campaigns to deliver impact. Our campaign methodology has our communities of stakeholders at its heart, bringing their ideas, knowledge, and mobilizing potential to bear on our programme of work. Given the magnitude of the global challenges we face, going at it alone is not an option. For this reason, we stand with partner organisations as well as national and global coalitions to pursue shared goals, adding value by including

our UN expertise and strong relationships with the diplomatic community. The catalytic impact of UNA-UK's convening power is significant. Details about how campaign objectives tie into UNA-UK's mission and vision can be found in the concept notes developed for each campaign.

Analysis

Through UNA-UK's research and analysis we identify key opportunities to shape policy-making at the UN and in the UK. Our advocacy efforts seek to influence policy-shapers by strategically equipping decision-makers, organisations, and individuals with timely, accessible, and expert analysis. We encourage the UK to lead by example and establish a joined up approach to foreign policy, with human rights and human security at its core, whereby the UK not only upholds its own international obligations but actively champions and expands norms and standards. At a time when the UN and wider multilateral system face a crisis in legitimacy and effectiveness, we seek to encourage the UK to champion global governance reform to make a UN that is more transparent, accessible, and effective in tackling crises and building a sustainable future.

Community Building

We think globally and act locally. UNA-UK is a people's movement with grassroots engagement serving as a fundamental cornerstone. We engage with people from all walks of life to inspire a vision of principled global action. We build networks of global citizens and grassroots advocates who take action individually, collectively, and alongside UNA-UK toward equality, sustainability, and peace. We identify our role within each community - whether that be by inspiring others to take action, promoting their work, or accepting their support – to ensure every relationship we foster is constructive towards making positive change and fulfilling our mission.

4.3 Criteria for Prioritisation

Given the broad scope of the mission and vision, there is a wide range of issues UNA-UK could justify involvement with. We use the following criteria to ensure that the work UNA-UK takes on will result in the highest possible impact. In instances where we feel strongly about an issue but do not adopt it as one of UNA-UK's own priorities, we look to partner organisations as sources of expertise and amplify their work and voices.

Relevance with vision:	Does this policy issue fall under UNA-UK's remit to focus on equality, sustainability, and peace?
Staff expertise:	What in-house knowledge already exists?
Staff capacity:	Given ongoing workloads, are we realistically able to achieve our strategic objectives each year?
Staff resources:	What resources are required to focus meaningfully on each policy priority area? Does UNA-UK currently have access to all necessary resources?
Relationships with funders:	Does UNA-UK have historical relationships with funders on certain policy issues? What kinds of policy issues are funders currently looking to support?
Relationships with policymakers:	Does UNA-UK have existing relationships with policymakers on certain policy issues?
Historical impact:	On which policy issues has our impact historically been highest?
Benchmarking:	Are we the best placed organisation to address any particular policy issue?

Self-reflection:	Are we taking up space from another organisation that is better placed to speak to any particular policy issue?
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5. Strategic Objectives

5.1 The Impact We Want to Have: Programme Objectives

UNA-UK has a long legacy of high impact work and a reputation of excellence within UN and foreign policy circles. The strategic objectives found under 5.1 will refine our focus and scope of work to ensure coherence and further excellence.

5.1.1 Goal: Increase the impact of UNA-UK's work.

This goal focuses on building clear systems and work plans so that UNA-UK can: 1. Plan high-quality, timely, and strategic responses to key political moments; and 2. Draw public attention to our commentary and work.

5.1.2 Goal: Clarify & revitalise relationships with the wider UNA-UK community.

UNA-UK has a proud legacy of grassroots engagement and UK mobilisation. In order to reach new demographics, including young people roughly defined as 35 and under, the following objectives are set out so that this strategic period is focused on clarifying and revitalising UNA-UK's approach to grassroots engagement.

5.2 How We Achieve Impact: Organisational Objectives

In order to achieve the above, the following internally focused objectives are set in order to ensure UNA-UK is a sustainable and efficient organisation with sufficient resources to carry out its charitable mission.

5.2.1 Goal: Improve UNA-UK branding and communications.

5.2.2 GOAL: Improve organisational effectiveness to better deliver on campaign, policy, and outreach work.

5.2.3 GOAL: Develop organisational culture to align UNA-UK with its mission, vision, and values and to ensure staff are supported by UNA-UK.

5.2.4 GOAL: Improve financial sustainability so UNA-UK can successfully achieve its objectives.

6. Monitoring and Evaluation

UNA-UK measures its impact using the Transformational Index (TI), a tool developed in 2019 and 2020 through team workshops led by a leading consultant specialising in charity monitoring, evaluation, and learning. The TI is widely used by not-for-profit organisations and our Index has been tailored to report on progress towards this Strategic Plan. The Index is structured by five measures which, taken together, demonstrate progress towards our mission: (1) diversity (2) wins board (3) active supporters, (4) campaign milestones, and (5) reflection and adaptation. A quarterly Index is generated for each board meeting, culminating with an annual summary in UNA-UK's Annual Report which is shared with the board. A public facing impact report is subsequently published each year.