



United
Nations
Association
of Australia

STRATEGIC PLAN 2018–2023



“ The international community is facing enormous challenges that can only be addressed by a strong and effective multilateral system, of which the United Nations remains the fundamental pillar.”

– UN SECRETARY-GENERAL, ANTONIO GUTERRES, 2017

UNITED NATIONS ASSOCIATION OF AUSTRALIA

STRATEGIC PLAN 2018–2023

> OUR GEOPOLITICAL CONTEXT

The United Nations is the preeminent legitimate international organisation established to preserve the rules-based international order.

The next five years will be crucial for Australia and the international community. In an increasingly complex world peace and security will remain fragile, challenged by a multitude of conflicts; climate change; the threat of interstate, cyber and nuclear wars; the continuing reality of terrorism and international crime; and the mass displacement and movement of millions of people. Ensuring human rights for all, and achieving the UN's Sustainable Development Goals (SDGs) by 2030 will be an enormous challenge for Australia and the world.

In this environment, an effective and agile United Nations will be vital for the future of Australia and our planet.



**SUSTAINABLE
DEVELOPMENT GOALS**

17 GOALS TO TRANSFORM OUR WORLD

Support and donate at www.unaa.org.au

WE THINK GLOBALLY WE PLAN NATIONALLY WE ACT LOCALLY

► WHO WE ARE

Established in 1946, we are an Australian not-for-profit uniquely placed to champion the critical work of the United Nations.

Members and partners in our network are committed to making a contribution to the United Nations both at home and abroad.

We are a proud member of the World Federation of United Nations Associations (WFUNA).

► OUR VISION...

...a future where the United Nations is more effective because more Australians are engaged global citizens, dedicated to achieving the purpose of the UN Charter and the Universal Declaration of Human Rights.

► OUR MISSION

We inform, inspire and engage all Australians about the critical work, goals and values of the United Nations to create a safer, fairer and more sustainable world.

WE DO THIS THROUGH:



Innovative programs, projects and events



Awareness-raising through education



Professional knowledge sharing, networking and training



Partnering with organisations to promote and improve the UN



Research and policy development

THE UNAA IS A PROUD MEMBER OF THE WORLD FEDERATION OF UNITED NATIONS ASSOCIATIONS



World Federation of United Nations Associations

OUR VALUE PROPOSITION

> THE DIFFERENCE WE MAKE



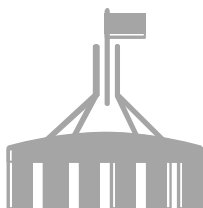
OUR MEMBERS, NETWORKS AND PARTNERS ARE EMPOWERED TO DRIVE CHANGE.

We share knowledge about the UN, we seek opportunities to contribute and engage, and we partner with professional and community networks.



THE AUSTRALIAN COMMUNITY IS MORE AWARE AND SUPPORTIVE OF THE UN, ITS VITAL WORK, AND THE SUSTAINABLE DEVELOPMENT GOALS (SDGS).

Through our national and international programs, events, education and research efforts we promote UN initiatives to enhance peace and security; promote human rights; address inequality; mitigate the impact of climate change; and achieve the SDGs.



THE AUSTRALIAN GOVERNMENT AND WFUNA ARE BETTER INFORMED FROM OUR RESEARCH AND INPUT INTO POLICY DEVELOPMENT.

We provide the Australian Government and WFUNA with sound advice on policies and programs that strengthen the effectiveness of the UN system.

we
inform

we
inspire

we
engage



> THE OUTCOMES WE SEEK

1

A stronger United Nations that is more effective, proactive and appreciated.

2

Enhanced Australian awareness, support and commitment to the critical role of the United Nations as the central pillar of the rules-based international order.

3

A positive Australian contribution through the UN to strengthen the multilateral system and thereby enhance Australia's security, sustainability and prosperity.



United Nations Association of Australia

OUR FIVE STRATEGIC PRIORITIES

Over the next five years and within available resources the UNAA will strive to implement the following five priorities:



1

Deliver high quality national programs and events

2

Develop and implement a credible international program as a member of the World Federation of United Nations Associations (WFUNA)

3

Conduct education and undertake research to inform Australians about the United Nations and to provide timely policy advice to the Australian Government and WFUNA

4

Sustainably grow the UNAA's reach and resources through strong partnerships, a network of valued and committed volunteers and interns, and dedicated professional staff

5

Ensure good governance, a collaborative culture, effective communications, and streamlined administration across the UNAA

GOAL ONE

DELIVER HIGH QUALITY NATIONAL PROGRAMS AND EVENTS

OUR KEY CHALLENGES

OUR GOALS

IMPLEMENTATION

1.1

To deliver high quality national programs

- > Be recognised as a centre of excellence for our existing national programs: peace and security; human rights; climate change; and the SDGs
- > Ensure gender and indigenous equality throughout our programs
- > Establish other relevant high quality programs

- > Progressively transition all national programs to self-funding social enterprises managed by professional staff
- > Maximise partnership with Government, other relevant organisations and the business community
- > Resource and grow our national programs

1.2

Develop and provide niche training

- > Develop a national training program to fill gaps and prepare personnel to work with and in the UN system

- > Design and conduct specific fee-paying courses

1.3

Develop a 'UN speakers series' throughout Australia

- > Enhance knowledge of contemporary challenges and reforms in the UN system

- > Host and facilitate public seminars with visiting UN dignitaries and other subject matter experts
- > Appoint UNAA Goodwill Ambassadors and spokespersons on specific thematic issues

1.4

To increase our existing national presence and content quality to inform and attract public interest and support

- > Ensure common nationwide messaging for major activities and events
- > Defragment and grow our social media audience by 15% per annum
- > Extend our reach across regional Australia

- > Develop a nationally coordinated approach with Divisions, Young Professionals, National Programs, Academic Network, Status of Women's Network, and UN Youth Australia.
- > Appoint and optimise use of our Goodwill Ambassadors

GOAL TWO

DEVELOP AND IMPLEMENT A CREDIBLE INTERNATIONAL PROGRAM AS A MEMBER OF THE WORLD FEDERATION OF UNITED NATIONS ASSOCIATIONS (WFUNA)

OUR KEY CHALLENGES

OUR GOALS

IMPLEMENTATION

2.1

To be a highly regarded member of the World Federation of United Nations Associations (WFUNA)

> Be an influential contributing member of WFUNA

> Contribute to, promote and where possible participate in WFUNA programs and activities

> Conduct UN training courses and study tours

2.2

To participate and contribute to UN international forums and events

> Be able to provide a credible Australian NGO perspective on key UN policies and issues

> Secure membership of the UN Economic and Social Council (ECOSOC)

> Attend and contribute to important international UN activities on a case-by-case basis, with priority on achievement of the SDGs

2.3

To strengthen relations with countries through participation in mutually beneficial UN activities

> Collaborate globally with other UN Associations, UN agencies and other pro-UN organisations

> Join and contribute to UN fora, such as the International Forum for the Challenges of Peace Operations

> Actively seek opportunities to represent Australia, including through Track 2 diplomatic negotiations

2.4

To partner with countries to establish and/or strengthen UN Associations and progress important issues with the UN

> Prioritise our efforts in the Indo-Pacific on specific issues of mutual concern

> Strengthen our partnership with UNA-New Zealand and seek opportunities to work jointly

> Establish partnership projects with Indo-Pacific countries and other WFUNA partners

> Develop a robust Pacific Partnership Program to assist smaller nations in the South Pacific



CONDUCT EDUCATION AND UNDERTAKE RESEARCH TO INFORM AUSTRALIANS ABOUT THE UNITED NATIONS AND TO PROVIDE TIMELY POLICY ADVICE TO THE AUSTRALIAN GOVERNMENT AND WFUNA

OUR KEY CHALLENGES	OUR GOALS	IMPLEMENTATION
<p>3.1</p> <p>To provide quality education about the UN</p>	<ul style="list-style-type: none">> Increase knowledge of the UN system through education departments, secondary schools> Extend the successful Model UN Conference (MUNC) program in Australian schools> Develop and conduct model UN parliaments in tertiary institutions	<ul style="list-style-type: none">> UNAA Divisions to establish strong linkages with Education Ministers and Departments> UNAA Divisions to extend the MUNC program in partnership with UN Youth Australia> UNAA Divisions to extend their reach through Universities and TAFEs
<p>3.2</p> <p>To be the 'go to' organisation in Australia on matters concerning the UN, and Australia's UN involvement</p>	<ul style="list-style-type: none">> Be a 'research-led' organisation to enhance our reputation and impact through the provision of timely and well-founded reports and advice> Provide quality research and timely policy advice> Provide informative background and policy papers on key UN initiatives> Provide timely media releases on important UN issues> Partner with relevant organisations to produce reports> Convene roundtables on topical issues	<ul style="list-style-type: none">> Strengthen our Academic Network to provide research and policy advice> Work towards establishing a UN Centre of Excellence between the UNAA and a major Australian University> Help strengthen the Federal UN Parliamentary Group> Ensure liaison with Federal and State/Territory parliaments, governments, departments and agencies> Work closely with the UN Information Centre, UNHCR Regional Office, and other local UN bodies> Collaborate with WFUNA to produce relevant information and position papers> Appoint and utilise our Goodwill Ambassadors to promote the UN's position
<p>3.3</p> <p>To be agile and able to respond quickly to opportunities</p>	<ul style="list-style-type: none">> Redirect resources and effort to deal with emerging/critical issues	<ul style="list-style-type: none">> Issue timely policy statements and media releases on critical and emerging issues
<p>3.4</p> <p>To record the history and achievements of the UNAA</p>	<ul style="list-style-type: none">> Assemble records to publish an oral and written record of the UNAA	<ul style="list-style-type: none">> Establish a National Board Sub-committee to progress the UNAA History Project

GOAL FOUR

SUSTAINABLY GROW THE UNAA'S REACH AND RESOURCES THROUGH STRONG PARTNERSHIPS, A NETWORK OF VALUED AND COMMITTED VOLUNTEERS AND INTERNS, AND DEDICATED PROFESSIONAL STAFF

OUR KEY CHALLENGES

OUR GOALS

IMPLEMENTATION

4.1

To strengthen our partnerships, membership and supporter base

> Grow our individual annual paid membership base by at least 20% annually

> Adopt a single convenient digital membership platform
> Establish a UN Alumni
> Extend and grow partnerships with relevant NGOs, business and the education sector

4.2

To attract, nurture and recognise our volunteers and interns

> Recognise that the organisation is historically a volunteer-based organisation

> Engage valuable volunteers and interns and acknowledge their contributions

4.3

To help develop our professional staff, directors and volunteers

> Encourage and enable professional development within resource constraints

> Include professional development in the annual budget forecast

4.4

To raise sufficient funds, sponsorship and in-kind support to achieve our priorities

> Progressively diversify and increase annual operating revenue to at least \$5m
> Attract and retain more donors

> Develop and implement a national fundraising plan
> Continue using an auspicing partnership until direct-listed Type 1 DGR status is achieved
> Develop our fundraising culture

4.5

To maintain and increase funding grants from government (Federal, State/Territory and Local) and foundations

> Deliver strategically aligned high-quality programs and activities

> Submit professional grant applications and fully acquit funds



**ENSURE GOOD GOVERNANCE,
EFFECTIVE COMMUNICATIONS,
STREAMLINED ADMINISTRATION
AND COLLABORATIVE
FUNDRAISING**

OUR KEY CHALLENGES	OUR GOALS	IMPLEMENTATION
<p>5.1</p> <p>To ensure National Board members fully understand their responsibilities and are able to make decisions that promote and protect the UNAA's reputation</p>	<ul style="list-style-type: none">> National Board members are fully committed to effectively govern the UNAA and achieve our priorities	<ul style="list-style-type: none">> Ensure succession planning to identify Directors with the necessary skills and commitment, ensuring gender balance> Convene the National Board at least four times per annum (in addition to the AGM)> Establish National Board Sub-committees to monitor progress and ensure good governance
<p>5.2</p> <p>To ensure the UNAA is properly resourced in priority areas that support impact and is properly structured to fulfil its mission</p>	<ul style="list-style-type: none">> Review and transition the UNAA's operating model to optimise national effectiveness and teamwork to achieve our charitable purpose> Demonstrate efficiency and economies of scale	<ul style="list-style-type: none">> Reduce duplication and unnecessary overheads by adopting common systems> Employ professional staff with delegated authority> By 2020, produce a single UN AA Annual Report that highlights the work of the entire UNAA> By 2020, adopt a common financial system aligned with the Australian financial year; a single CRM database; common insurance policies; a single national newsletter; a single UNAA website; and optimised social media reach
<p>5.3</p> <p>To ensure that National Board members fulfil their fiduciary responsibilities and are compliant with legislative requirements</p>	<ul style="list-style-type: none">> Operate transparently and lawfully	<ul style="list-style-type: none">> The National Board monitors progress through its Sub-committees
<p>5.4</p> <p>To evaluate our performance and progress</p>	<ul style="list-style-type: none">> Monitor and evaluate our performance	<ul style="list-style-type: none">> Collaboratively design, develop and implement a robust reporting regime that allows the organisation to monitor and evaluate its performance> The UNAA National Board monitors progress against this Strategic Plan and reviews the Plan annually

OUR UNAA NETWORK

The UNAA comprises a broad network of volunteers, interns and professional staff across Australia and with international linkages through WFUNA.



United Nations Association of Australia

UNAA National Office

Suite 206, Griffin Centre, 20 Genge St, Canberra City, ACT 2601
admin@unaa.org.au | www.unaa.org.au

Support and donate at www.unaa.org.au



We acknowledge the traditional indigenous owners of country throughout Australia and we pay our respect to them, their culture and their Elders past, present and future.

RECOGNISING THE SUPPORT OF



Australian Government

Department of Foreign Affairs and Trade