

Compendium of membership feedback on draft UNA-UK Strategic Plan 2011-15

On 29 July 2011, the UNA-UK Chairman wrote to all UNA-UK members inviting feedback on the draft UNA-UK strategic plan for 2011-15. The message was accompanied by a short document containing 'frequently asked questions' on the plan based on issues that members had raised with Head Office, including at the 2011 Policy Conference. The draft plan was made available on the UNA-UK website, along with an updated explanatory note on UNA-UK's policy-making processes. Paper copies of these documents were available on request.

The UNA-UK Board would like to thank all the members who took this opportunity to provide feedback, comments and suggestions, not only on the draft plan but on UNA-UK's wider work and direction. Both the content and tone of the plan have been revised as a result of the feedback received.

The final draft of the plan, which is available on www.una.org.uk/generalmeeting (hard copies can be requested from Hayley Richardson on 020 7766 3454 or richardson.una.org.uk), incorporates these revisions and is now ready to be put to the membership for adoption at the UNA-UK General Meeting on 24 November 2011.

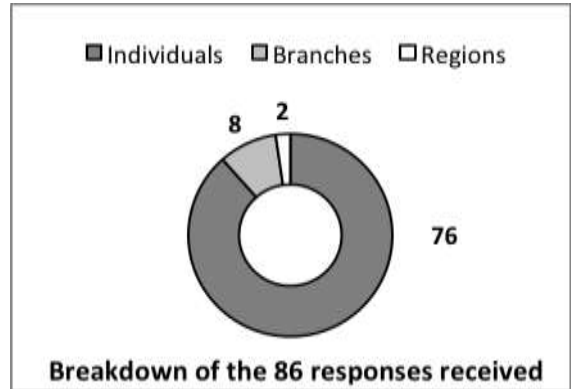
This feedback compendium contains:

- 1) A summary of the feedback received and revisions made to the draft plan as a result – this was presented to the UNA-UK Board at its meeting on 29 September 2011, at which further revisions were made.
- 2) A list of recommendations made by the UNA-UK staff to the Board ahead of its meeting on 29 September 2011. One of these recommendations – which was approved by the Board – was to publish a compendium of feedback received.
- 3) The feedback received. Submissions have not been edited but names and specific or personal comments (unless made on behalf of a branch or region) have been removed to respect the privacy of submitters. Explanatory notes have also been inserted where appropriate and are clearly marked as such.

As with all documents posted on www.una.org.uk/generalmeeting, hard copies are available on request from Hayley Richardson on 020 7766 3454 or richardson@una.org.uk.

SECTION 1: Summary of feedback

At its meeting on 29 September 2011, the UNA-UK Board noted that 86 responses has been received in relation to the request for feedback on the draft strategic plan. The majority of submitters were individual members (see chart adjacent). Two regions – London & South-East and North-East – provided feedback, along with a small number of branches. UNA Scotland had provided extensive feedback on an earlier draft of the plan.



About a quarter of the responses – 21 in total – contained a general endorsement of the plan, with little or no other feedback. The five topics that attracted the most comments were: charitable status, membership recruitment, youth, branches and media work.

Charitable status

This topic received by far most comments, with 40% of respondents raising it. The vast majority of them (91%) expressed support for the proposals. Some concerns were also raised, including by those who otherwise endorsed the move. These centred primarily on two issues: the effect on UNA-UK's ability to campaign and the implications of charitable status for branches, regions and nations.

A few members asked for more information about the process. Those who contacted UNA-UK by phone were largely satisfied with the answers provided. One query that surfaced a number of times related to the language used in the draft plan on reducing the 'staff and financial burden' of servicing two organisations, which some members had interpreted as implying future redundancies. It is evident that additional information on charitable status needs to be supplied to the membership ahead of the General Meeting ([see the information note on charitable status available on www.una.org.uk/generalmeeting](http://www.una.org.uk/generalmeeting))

Membership recruitment/youth

Recruiting new members, in particular younger members, also attracted a significant number of comments. Many members endorsed the emphasis placed on targeting new categories and groups for membership, especially younger members and schools. The importance of bringing UNA Youth and young professional members into UNA-UK membership was expressed several times. It is important to note, however, that some members feel sidelined by the perceived emphasis on youth in UNA-UK plans and communications.

On membership more generally, a number of respondents used this opportunity to make comments about the obstacles that UNA-UK faces – nationally and locally – in terms of recruiting and retaining members. The difficulty of involving new members in branch activities was alluded to several times. Some members provided feedback on what had and had not worked at a local level – a useful outcome of this exercise.

Branches

Although most of the submissions were from individual members, many have (or have had) some involvement with a branch or region and provided feedback on the challenges faced by branches. With a few notable exceptions, the picture painted by the submissions is of a small cohort of long-serving members struggling to keep their branch going. The main

challenges outlined were difficulties in: attracting new members, retaining existing ones, finding volunteers willing to take over from aging or ailing officers and sourcing speakers. Though few in number, submissions from members attached to thriving branches contained many excellent ideas and examples of what can work at a local level, demonstrating the value of sharing best practice and expertise across branches.

A number of members raised queries about how the proposed review of the branch structure would be carried out, by whom and using what criteria (e.g. one branch member pointed out that size should not necessarily be the determining factor). Others were worried by what they saw as an increased reporting burden on branches, having inferred from the draft plan that they would be required to adopt their own annual operational plans and appraisal system. It is clear that both issues need to be explained more clearly.

Plans to raise UNA-UK's profile

Media and public outreach proposals were universally endorsed, with many members providing creative ideas. Several also took the opportunity to give feedback on New World.

Notable omissions

It is interesting to note that the following issues attracted very few comments:

- Policy conference: in light of the debate at the 2011 Conference, it was interesting that very few respondents raised this topic. Those who did said they were reassured by the amendments that had been made to this section of the plan.
- Regions/nations: hardly any submissions referred to the role or work of regions (or nations), with the notable exception of London & South-East Region, whose submission was endorsed and referred to by several members.
- Diplomatic/corporate engagement: the clarifications made to the proposals appear to have satisfied the majority of respondents, with several expressing 'relief'.

Other comments

Many members provided useful suggestions concerning the tone of the document, language used, and emphasis on certain issues. These have been incorporated into the draft and are listed in the next section. Other members took this feedback opportunity to engage with the policy content of the plan, which was largely commended, or to provide specific suggestions on initiatives that are too detailed to be included in the plan but will be useful in other contexts.

SECTION 2: Revisions/recommendations

Revisions made to draft plan as a result of feedback received

- More emphasis on the UN Charter and its principles
- More emphasis on our role as a 'critical friend' of the UN
- More emphasis on holding the UK government to account in terms of its international obligations, and on encouraging it to lead by example
- More emphasis on the plan as a joint venture between members, Board and staff
- More emphasis on the value of members of all ages and the importance of reaching out to the general public as well as particular groups
- Clearer language in the sections on charitable status
- Clearer language in the sections on branches, to emphasise that the Board will work with branches, regions and nations on identifying appropriate options for the future
- Three bullet points on 'our mission', which many people felt were too similar, made more distinct. Third bullet now relates to our role in stimulating debate and action on the UN and how it can be made more effective
- More references to partners and partnerships (e.g. with like-minded NGOs, other UNAs and UN agencies in the UK)
- Language tightened on policy conferences, Policy Advisory Group and policy priorities, mostly to remove jargon
- References inserted, where appropriate, to 'regions and nations'
- Title of schools Model UN initiative changed from 'tournament' to 'programme'
- Language inserted stressing that branches will not be required to adopt annual plans or carry out 360-degree reviews
- Language inserted to stress that UNA-UK plans to make attendance at some events conditional on membership, not membership conditional on attendance at events.

Other suggested actions

This exercise generated valuable comments on the draft plan and excellent suggestions on a range of issues. It is important for these to be captured and developed. The following actions are therefore proposed:

- Releasing a compendium of feedback received on the UNA-UK website (with hard copies available on request)
- Producing an information note on the charity merger to further clarify the process
- Making it clear in future membership communications that shorter versions of this document will be produced for public consumption
- Ensuring that the feedback received, especially on the proposed branch review, is taken into account in future initiatives
- Promoting the 'Inspire' campaign, which aims at celebrating the achievements of members who are active in their branches, regions or nations

SECTION 3: Feedback received

General comments

Thank you! What more can we say...
only to affirm all that is proposed, but
perhaps to underline and stress as on page
4: UNA work with youth - obviously our
future leaders. so no doubt know that each

Dear UNA-UK staff!
I was impressed with the UNA-UK strategic
plan and the hard work which had obviously
been necessitated to achieve this and the
only items which gave me some cause for
concern now appear to have been amended.

"The Branch agrees that the Plan is a great improvement on the previous draft and is glad that views made known at conference have been taken on board".

May I offer my
congratulations to all the
people who have had a
hand in producing any
part of the draft. Its
quite wonderful.

We welcome this latest version of the Strategic Plan, which is progressive and pro-active. In addition to peace-keeping, we are glad to see the inclusion of peace-building and arms control. The Plan seeks to resolve a number of important matters of principle, e.g. charitable status, to establish more focussed policies recognising that UNA-UK cannot be all things to all people. Nevertheless it does appear to be very ambitious for what the leadership admit is an organisation with a very small staff.

"The Plan itself is very long and I recommend needs streamlining".

I approve the aims and focus of the new strategic plan. It endorses and extends the many improvements and initiatives in UNA during the time of Lord Hannay and Sam Daws.

I would like to offer my support for the proposals that are being put forward for the new strategic plan.

For all these reasons, I am delighted to read your draft strategic plan, and fully endorse it all in its main lines and aims. It is hard to know how, further, to comment on it - there is much detail, carefully worked out among members and staff, so make a few comments, below, relating to particular statements or goals.

Frequently asked questions – UNA-UK draft strategic plan

* This is so good. I agree with it entirely

"Unfortunately I may not be alone in not recognising " the third sector" for instance is it Non governmental organisations or Business?"

"Thank you – and others – for all the hard work you have done on the new UNA strategic plan which should attract our total support. However, because it (understandably and rightly) is so wide in its remit, I think that, because of this, it is vulnerable to receiving muted and cosmetic responses from all the many various government/NGO areas which are addressed".

"To conclude, it is an ambitious plan, but I feel it is in danger of losing sight of the core objective of UNA-UK, that is, to be a leading advocate for the UN in the UK. And I fear it is probably overly-optimistic of the outcomes".

Thank you for sending me the copy which I have read with feelings of encouragement and gratitude to all the people who have given time & thought & commitment to the work of drafting the plan. Well done. I do hope that it will be broadly acceptable to the membership and that the planned programme will have full support.

3.1. Comments on the title of the plan and introduction

“‘Striving for change, thriving for change’ represents the next step in our development – a positive way of expression any dynamic organisation. ‘Thrive through change in the organisation’ – an important process to be recognised”.

“We have some concern with the title. We wonder whether ‘change’ is becoming the kind of routine jargon one associates with elections - often associated with ‘new beginnings’! Do we need a title which shows that UNA-UK is trying to improve but that it can build from a substantial existing base of achievement and commitment. The word ‘striving’, too, makes some of us think of an unfortunate person endeavouring to climb out of a swamp!

Having ‘knocked’ the suggested title, however, we have to admit to not being able immediately to come up with a better one! Perhaps ‘building on’ and ‘progress’ might be candidate words”.

While there are many laudable aims in the above document there is, I consider, a measure of ambiguity in the focus of its argument. Perhaps this is inevitable given the complexity of its subject matter. At times it seems that the emphasis of its proposals is directed at ‘change’ within the organisation itself; at others the emphasis seems to fall on meeting that which is likely to occur internationally. Insofar as it is the former the title, I feel, is potentially misleading and, perhaps, even indirectly slighting of what has already been achieved by UNA(UK). Hence, with respect, I wonder if **STRIVING FOR ENHANCEMENT** is not a more apt one. Certainly this is very much the implication of the last two sentences of **2. INTRODUCTION:** [para.4]

“It was felt that enough emphasis is not given to the role of the United Nations Association as “critical friend” of the United Nations”.

“My only thought is that the strategic plan should include regular reflection on the practices in the United Kingdom are at least up to the standards that we expect from the rest of the world, and that we should press for our shortcomings to be rectified”.

“The vision, three supporting programme areas, each with three specific areas of focus and the subsequent supporting materials are all clear and helpful”.

The Charter of the United Nations is the most significant document at our disposal and it is seldom referred to.

When Parliament is sitting on U.N. Day the Speaker should be asked to read the Charter to the House. The U.N. flag should be flown at Westminster and all public buildings throughout the kingdom. Mayors and Chairmen should be asked to open their meetings with a recitation of the charter, and school assemblies be reminded of the obligations the charter invokes.

3.2. Comments on charitable status

I have studied Striving for Change
applaud the dedication and wish you
its implementation. Particularly in negotiations
the Charity Commission! I have tangled
in recognition

We approve the new strategic plan
for UNA-UK and, in particular, the seeking
of charitable status of UNA-UK. May it work
2576 11 1419 omnibus, International on suitable issues?

I am delighted that UNA and trust will be merged. Don't forget "Gift Aid.

I have read the document enclosed in the Chairman's letter of 4th August 2011 and am happy with the Plan as proposed.

I particularly approve of the move to seek charitable status and merge with UNA Trust and hope the attempt will be successful.

"Also, in principle I am in favour of amalgamations as they save money and effort and the resulting organisation has the potential for a greater impact. Best wishes for the merger and for acquisition of charitable status throughout".

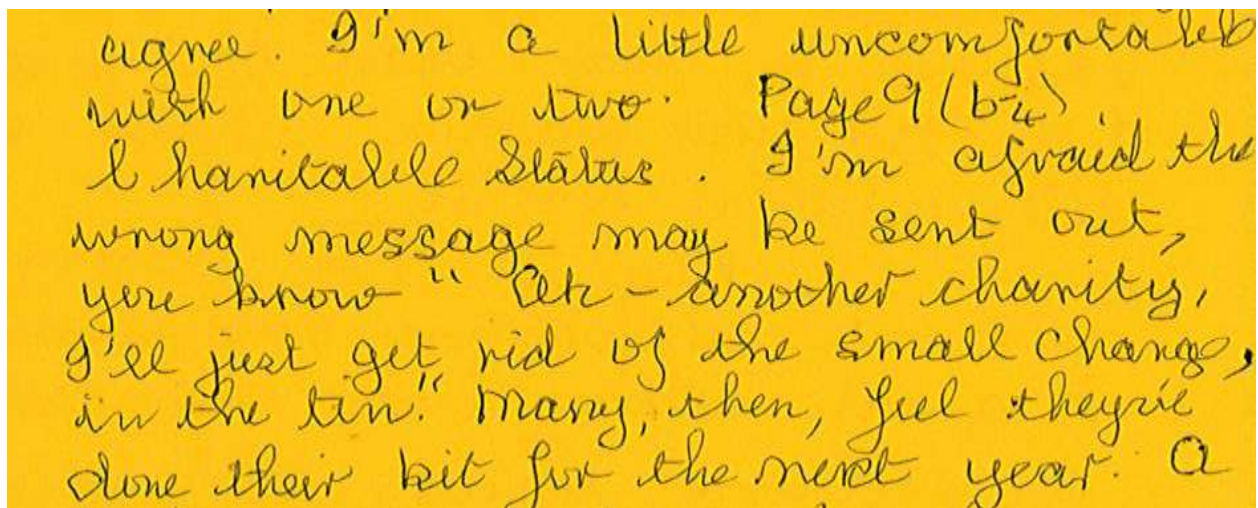
"I very much hope that it will be possible to achieve charitable status, I wish it had happened long ago".

"Although last in my points I wished to raise this to me this is the bedrock for everything else leading to efficient money raising, effective organisation for example both at national and local level".

My only reservations concern charitable status. Financially it makes sense but I do wonder about the [non-financial] costs, e.g. loss of critical stance and campaigning potential when pressure is being put on national government to work more multinationally, for example".

"It is difficult to imagine which UNA-UK staff member(s) could be released as a result of merger – the staffing level is already very slim".

Explanatory note: A few people expressed concern as they interpreted the wording in the draft strategic plan as implying staff redundancies. In fact, we hope to free up staff time as a result of merging UNA-UK and the UNA Trust, enabling us to dedicate more time to policy, membership, campaigning and outreach work. We apologise for any confusion.



agree. I'm a little uncomfortable
with one or two. Page 9 (b/c),
Charitable Status. I'm afraid the
wrong message may be sent out,
you know "Oh - another charity,
I'll just get rid of the small change,
in the tin." Many, then, feel they've
done their bit for the next year. A

"The Plan says that these are legally & financially autonomous yet branches have to conform to the requirements of UNA-UK's Objects and Rules etc. Does this mean that donations to branches will not qualify for Gift Aid when UNA-UK becomes a charity?"

Explanatory note: According to UNA-UK's current and proposed future rules, branches, regions and nations must support UNA-UK's objects and be formally recognised by the Board of Directors in order to use the UNA name and logo and receive support from UNA-UK.

Branches, regions and nations are legally and financially autonomous in that UNA-UK is not responsible for any activities or money expended or liability incurred by these groups unless they are acting with the written authority of the Board of Directors.

Charitable status would not apply to branches, regions and nations on an individual basis, meaning that they would be able to engage in party political activities.

If approved, the proposed new governing documents for UNA-UK would reduce the burden on branches, regions and nations in terms of reporting to UNA-UK.

"Yes, I think it would be a good thing to merge UNA and the UNA Trust - as you say the Charity law has changed. Obviously it would be administratively more convenient to streamline everything - also the general public is generally more willing to support 'Charity' than a political organisation. I assume that you have investigated and that the political work - in which I was always interested - will go on."

Explanatory note: UNA-UK has had extensive pro bono legal advice and the Board of Directors is satisfied that UNA-UK will be able to enjoy the benefits of charitable status 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. Please see the information note on charitable status (available from www.una.org.uk/generalmeeting) for further clarification.

3.3. Comments on membership

“In a nutshell, by strengthening the UNA-UK's ties with UNYSAs and schools, the UNA-UK will grow a larger and more involved membership base”.

My main comment at present based on my experience in the former NW Region is that young people do not maintain their interest after leaving University, College etc. but they have to earn a living and running a Branch or a Region is left these days to the same old dedicated people who grow older and run out of innovative ideas and energy. This is a problem that needs to be solved.

“Glad to see that more YPN members will be encouraged to join UNA. At the moment, I'm happy that UNA funds are supporting the future generation, but they are a drain on our resources (eg my subs!) You're good to try targeting the baby boomers, but personally, (being one of them) I think that there isn't that much mileage in it”

Young Professionals: We knew of the thriving YP network and regarded this as a “jewel in the crown” for UNA-UK. We were surprised, however, to learn from the Plan that only a very small proportion of the present 3,000 members are paid-up members of UNA-UK and wonder how the “non-members” can be regarded as part of UNA-UK

“Young Professionals Network - I think that the target of achieving 25% membership of UNA-UK by 2015 is far too modest. If those in YPN are not members who is paying to support their involvement? Answer: The actual UNA-UK members many of whom are retired and earning far less than the YPN supporters. I have grown rather fed up with seeing pictures in “New World” of YPN supporters enjoying some free high-powered “jolly” in London at my expense! How much money have they ever raised for UNA-UK? I think that the target membership of UNA-UK should be 75% not 25%!”

Explanatory note: At roughly one sixth of UNA-UK's income, membership subscriptions are used to support the servicing of members and the production of New World magazine. Other funding is used for initiatives related to the Young Professionals Network.

“I think it's a good idea to change the name of UNYSA to UNA Youth. It's less of a mouthful”.

“I like the idea of interest branches, for those who want to participate”.

“One of the biggest problems is finding speakers - in a very active Branch such as we used to be our Programme Chair used to go to Conference and get speakers from there. We have tried having discussions on various topics at our Saturday lunches but people prefer speakers”.

Regarding the Finchley Branch - getting new members to attend meetings is not easy -

But ÷ Our two coffee mornings are always well attended - as are the Church Service and the Flag Day.

Section 9.3 summarises the need for a strong and vibrant branch network and there is much logic in the proposals relating to the future of the branch network and the need to improve the membership base through broadening our contact with other like minded organisations. We would ask the question "how strong are the current branch resources and will branches be able to review their objectives effectively in practice?"

"There is a need for people within branches to become ambassadors and to speak in schools, churches, mosques, temples and synagogues, and in rotary, TU and other professional bodies".

"How HQ decides to deal with HR issues, is their choice, if my branch does a 360 degree appraisal, I think a number will stand down!"

"A small branch doing what it can to promote the UN is surely better than no action. The rationale for reducing the size of the national branch network is unclear".

In principle, we would not disagree with the objectives expressed. Indeed, on our own initiative, we have recently merged two branches to form the present Wirral Branch. We have to recognise, however, that the objectives and achievements of our branch depend on the enthusiasm of a small percentage of the local membership, which for the main part appears to be apathetic. Under the objectives of the Plan, we would probably be designated as a branch for closure but we do not know how typical this is of local branches outside the south east of the country and those without an active University in its locality.

Sadly, I have to take issue with paragraph 3 of 6.1: **Nurturing an engaged membership base** which strikes me as tactless and even tendentious. The *size* of a Branch is by no means reliably indicative of its 'thriving' nature and the suggestion that it might otherwise be either closed or merged with another branch, contradicts a later claim that acknowledges the relative 'independence' of branches. Moreover what if there is no other branch in the area? This is very likely to be the case in rural areas and where too public transport is sparse. Such implications of either closure or transferral are, frankly, demoralising.

Explanatory note: A significant number of comments received from members detailed the difficulties facing their local branches, with many commenting on how hard it was to sustain a programme of activities and to find members willing to attend meetings or take over from long-standing branch officers. UNA-UK intends to work with branches that have asked for help, as well as neighbouring branches and regions and nations, on identifying the best solutions for the future of these branches. The size of the branch will by no means be the only factor in these conversations.

“Local net working is vital and there is an obvious need for young blood. Therefore both the proposal to establish a schools tournament and the creating of a model UNA-UK will provide good learning experiences (and be more positive/beneficial than Dragon's Den?)”

“A MUN tournament would send the wrong signal when non-competitive county or regional MUNs, for example, could bring together a wide range of participants and have the same learning achievements”.

In the plan it is stated that great emphasis is to be placed on bringing new members and supporters into the organisation and the role of members and branches in identifying policy priorities for UNA-UK. I was pleased to read this because when trying to enlist new members on one occasion (with the help of existing literature!) I was told that our organisation was too elitist and that we concentrated too much on the youth and young professionals, and that although established professionals and the actively retired were encouraged there seemed to be a strata of society which was missing. Perhaps there could be greater emphasis placed on 'ordinary' members therefore.

- Charging non-members for services – UNA-UK will increasingly reserve more for its members, for example, by creating a 'members only' section on our website and making attendance at events conditional on membership.

Not
* practical

We will also apply this to our diplomatic engagement by charging missions, who cannot become supporter members of UNA-UK, for publications and specific events. We hope that this will not only boost income but also help us to communicate our views on peace, development and human rights issues.

account.

2. The Board will review the feedback received and make any necessary revisions.
3. A revised draft will be made available to members before a General Meeting of UNA-UK the Company is held in November 2011, at which the plan will be formally adopted.

Please contact Hayley Richardson on richardson@una.org.uk or 020 7766 3454 if you have any questions.

Frequently asked questions – UNA-UK draft strategic plan

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* E.G. Enforcement of this would preclude older members such as myself. I have been a member for years but can no longer participate in events/meetings.

Explanatory note: A few people expressed concern as they interpreted this passage to mean that membership of the Association would be made conditional on attending our events. This is not the case. UNA-UK plans to make certain events open to members only (i.e. attendance is conditional on paying UNA-UK a subscription). We apologise for any confusion.

3.4. Comments on publicity and outreach

Firstly PUBLICITY - It seems to me as a 'late comer' to be a member of UNA and completely unaware of the existence of such an organisation. That publicity of our policies using the media in which ever way we can is vital. Of course like most people I had heard about the UN. But for the most part of my life it was just another 'political organisation' which occasionally made the news but not important enough for me to get really interested in. By this means also I believe more young people will be encouraged to seek out local branches and with right programmes (see RESOURCES) would then hopefully attend regularly and become active members willing to serve on the committee.

So that end, members must get press, radio & T.V. coverage on events that are held & organised by U.N.A. They must respond to "what in programmes" and give opinions on international affairs in the name of U.N.A. They must send in reports to the T.V. ~~and~~ radio, and press both locally and nationally. Hold information stalls at events which are organised in their own or other organisations. Branches &

"I am extremely relieved to see 7.1 IV) in this current draft as many people have said to be (especially in the UNA youth) that UNA-UK websites need a boost".

"I think that the focus on schools is an excellent one. Could there be a schools membership fee category, of course not too onerous, but which would fund some selective activities catering for their needs, as well as the UN Model".

"The idea to engage with civil society in other countries is a good one as is that of engaging with business over corporate responsibility".

"The Young Professionals Group and the schools' MUNs are a clever strategy as is the attempt, as I read it, to develop MUNs as a training and bonding exercise for businesses and organisations. Corporate membership is a worthwhile objective; what do we offer in return?"

"Is it part of the UNA-UK mandate to take action at the international level by engaging directly with civil society groups and policy-makers in other countries? I believe UNA-UK should work through WFUNA for such action".

3.5. Comments on income-generation activities

"I like the proposal to charge non members for products & having a member only section on the website. It may encourage some to join, just to see what they are missing!"

2. Charging non-members for publications is I feel risky and could be self-defeating.

"Much happier to see Diplomatic Mission Membership dropped & diplomats encouraged to join individually".

Are there grounds for charging non-members and not charging members for U.N.A products and services? Would charges be more than cost price?

The second is a matter of policy. It seems to me that it would be a very backward step to charge people for our literature. Would anyone buy it? I accept that if many hours of research has gone in to a big report, with heavy printing costs, there might be a case for charging for certain items.

Explanatory note: Current proposals, as outlined in the draft strategic plan, are to phase in 'standard' and 'member discount' rates for attending events. Charging for publications is still being explored. It may be that UNA-UK simply makes access to certain publications (e.g. New World online) conditional on membership, or that external organisations are charged the postal costs of receiving bulk quantities of publications.

3.6. Comments on policy priorities and policy-making processes

It is good to note, therefore, that in the Strategic plan it is intended that Policy conferences and forums are to continue on a regular basis to debate issues of concern to the UN and to identify emerging developments.

"I have received and studied the latest draft of the new strategic plan. I support the plan in its revised form, and am particularly pleased to note that regular policy conferences are to be retained, and will be interested to hear details of their new format".

"I'm pleased to see that Conference is going to continue, it should help HQ if they don't have to devote so many people hours to it, and don't see why members can't organise it".

"I disagree that policy conference should be maintained. The reality of policy conference whether in the current or new format is that it is the least strategic way possible of devising policy and, in all likelihood, any new system for policy development will continue to bear the burden of ad-hoc interest groups and off the cuff political positioning rather than strategic, evidence-based development of targeted issues. Additionally, there is significant risk that a conference organised by the local membership will come across as amateurish and badly organised, and the reality of our branch network is that probably only 1 region - London - has the capacity to organise an event such as policy conference off its own back. Furthermore, the issue about the maintenance or otherwise of policy conference should have been put to a vote of the members as a whole: the majority of UNA members have already made their views on the issue known by voting with their feet and not attending conference year in, year out. It is a mistake to let those who shout the loudest dictate the manner in which UNA spends its time and resources, when the membership as a whole have not had a formal say on this issue. Instead, the strategic plan has caved to the complaints without the matter being vote on by the members as a whole. "

in the 'real world'. So I believe resources should be made available for programmes which will encourage members to learn more about the work of the UN and its organisation Providing members with opportunities to discuss and debate the many issues facing our world which in my life time seems to have become a much a smaller place.

"Much expertise exists in the form of volunteers in UNA branches. The highlighted 'Expertise' will only be achieved if respective experts are clearly and accurately identified".

"The policy staff should seek expert views from UN experts as and when they need it: there is no need to establish a committee for them to do that. The policy committee currently brings nothing to the table that the staff cannot already do perfectly well on their own and, in fact, is an unnecessary burden on the staff's precious time".

"It would be helpful to know what action UNA-UK are taking to lobby and support the Palestinian request for Statehood".

"What is needed is a political equivalent to the Marshall Plan - a concerted effort to persuade people that democracy works albeit in a less well defined way than say dictatorship, and a real effort to show people at a low level how it works e.g. in small associations".

"I wonder if you have done a survey of the issues that the membership wish you to pursue rather than simply asking them to approve proposals. Such a survey might be useful to give you a steer since not everyone in the UNA feeds through the existing system of local groups etc".

Explanatory note: At present, UNA-UK's policy priorities are generated through membership input, primarily through policy conferences, as well as by the Board of Directors, working in concert with the staff, relevant committees, partner organisations and key stakeholders, including at the UN. In addition to the process for agreeing priorities in this strategic plan (detailed below), UNA-UK also has channels for ongoing membership input on policy issues, aimed at individual members as well as those belonging to branches, regions and nations. One of the objectives contained in this draft strategic plan is to improve the methods by which individual members can send us their views on a range of issues.

Steps for generated the policy content of this draft strategic plan

1. Following the Board's decision in 2010 to embark on a strategic planning process, seven regional 'roadshows' were conducted around the UK in early 2011. These events included brainstorming sessions and discussions on UNA-UK's vision, mission and policy priorities.
2. Input was sought from the UNA-UK Board and various stakeholders, including our youth members, advisory panel and key partners in the UN, government, Parliament and NGOs. The resulting drafts were reviewed and amended by the UNA-UK Board.
3. A working document was published in June 2011 and made available to members and branches participating in UNA-UK's Policy Conference on 18 June 2011. At the conference, it was discussed with those present, and the policy priorities listed were amended and then endorsed.
4. After the conference, a new draft was produced in the light of feedback received at the event, and subsequently approved by the Board.
5. On 29 July 2011, the latest draft was circulated to all members of UNA-UK for comment. The feedback was presented to the Board, discussed and incorporated into this new draft.

3.7. Comments on monitoring, evaluation and funding

As with all organisations there needs to be key areas kept in mind, namely:

Transparency
Accountability

This should come from aims and objectives and also: who, what, where, when, why and how.

Engagement and feedback from the membership is vital in all of the above areas, and I feel that the involvement of the community is crucial.

Evaluation and continual progression will benefit focus areas and lead to improvement. Clear communication and education are vital components for success.

"Might we submit that if something is worth doing, if you can specify a worthwhile project, then it may be hard work but it shouldn't be too difficult to obtain funding. There is a whole tranche of international organisations and Foundations that fund projects (eg the World Bank, FAO, UNEP, the Ford Foundation)".

"I think you should consider increasing the number of directly elected members to include the Chair and the Vice-Chair of the Board of Directors. Indirectly elected members should not exceed or be able to out vote (in numerical terms) the number of directly elected members".

"There should also be an emergency mechanism - outside of the annual AGM - by which the Board can be called to account. This provision used to exist in the old object and rules of

UNA. Whilst it is unlikely ever to be activated, good governance requires appropriate constitutional safeguards to be put in place".

Explanatory note: The draft Articles of Association for the proposed new charitable organisation include provisions for up to 17 directors:

- *nine directors directly elected by the UNA-UK membership (four directors representing England, Wales, Scotland and Northern Ireland; three elected by the membership; one elected by UNA Youth and one elected at policy conferences)*
- *three ex officio (the Chair of the Board, Executive Director and Chair of the Management & Finance Committee)*
- *up to five further directors appointed by the Board*

This gives nine directly elected directors and up to eight non-elected.

Under the proposed new Articles & Rules, members will continue to be able to hold the Board to account at General Meetings of the Company.