

UNITED NATIONS ASSOCIATION-- NATIONAL CAPITAL AREA

STRATEGIC PLAN FOR 2014-2016

[Supporting the work of the United Nation for global peace, sustainable development, human rights, and economic growth and opportunity, for all]

Independently incorporated in 1953, the **United Nations Association of the National Capital Area** (UNA-NCA) is the largest and most active of 120 chapters of UNA-USA, a program of the UN Foundation. Serving the District of Columbia, Maryland, and Northern Virginia, UNA-NCA strives for:

- *Growing public awareness and understanding* of the vital work of the United Nations;
- *Constructive US leadership* in strengthening and improving the UN; and
- *Informed and engaged present and future leaders* in the international and local community committed to creating a better world through global multilateral cooperation.

In the interconnected global community in which we all live, the United Nations has never been more important—and effective US participation in the United Nations more essential. The challenges of climate change, communicable disease, terrorism, poverty, nuclear proliferation, economic stagnation, income inequality and migration do not recognize sovereign borders.

By its peacekeeping operations, the United Nations combats the malignancy of proliferating terrorism, helps to manage ethnic conflict, and promotes peace and security. *Through its specialized agencies and programs*, the UN ensures safe air travel, protects against pandemics, promotes efficient and open communications, fosters fair trade and entrepreneurial protection, advocates for democratic self-government and human rights, encourages gender equality, and advances the rule of law, justice, and access to economic opportunity through sustainable development.

Whether providing humanitarian aid to millions of Syrian refugees or destroying its government's chemical weapons, inspecting Iran's nuclear program, or fighting terrorists in Mali and the Eastern Congo, the United Nations is in the news every day, actively engaged in facing the most intractable challenges we face globally. While far from perfect, the perfect cannot be the enemy of the good. As a global institution that engages all of the world's sovereign nations, the United Nations is the bridge between unconstrained nationalism and global cooperation, between ethnic conflict and the power of diversity. Its success will determine whether we leave a better world to our children-- there are no guarantees.

As the world's largest economy and sole superpower, the US faces challenges at home—slow job growth, deteriorating infrastructure, accumulating debt, middle class stagnation, and political dysfunction. We are coming to the realization that we cannot be the world's policeman. Intervention abroad wins us few friends and too often mires us in endless conflicts. With strong US leadership and

technical and financial support, the United Nations can step into the breach more effectively and perform many of the peacekeeping, conflict resolution, and sustainable development tasks more efficiently and with less cost to the US in blood, treasure, and international stature. Now is the time to seize upon this potential. The UNA-NCA is uniquely positioned in the Nation's capital to work for a more effective US-UN relationship.

UNA-NCA completed a very successful year in 2013. The highlights include:

- ***Diversified membership***, 57% of whom are students or young professionals under the age of 40, participating in our career development, Graduate Fellows and issue-related programs, preparing to carry the torch of global cooperation through the United Nations into the next generation.
- ***Strengthened finances*** with the elimination of an annual operating deficit.
- ***Educated 2,400 middle and high school students*** in 84 DC-area schools in the skills of diplomacy, negotiation and advocacy addressing issues such as human trafficking, cyber security, and the conflict in Syria in our year-long Global Classrooms program, culminating in the Model UN Spring Conference at the U.S. Department of State.
- ***Advocated for human rights***, recognizing individual and institutional achievements at our Human Rights Awards Reception on Capitol Hill.
- ***Mobilized constituent support for the United Nations in Congress***, taking advantage of our proximity to the Capitol and Executive Branch leadership.
- ***Presented dozens of substantive programs*** on UN-related issues including the Responsibility to Protect in Syria, youth access to justice, social entrepreneurship, gender equality, Iran's nuclear program, the cyber security threat, rare earth elements, the Woodrow Wilson legacy, climate change and sustainable development.
- ***Studied specific areas of United Nations concentration*** in UNA-NCA Committees on Sustainable Development, Peace and Security, Human Rights, Advocacy, Africa, Asia-Pacific, Women's Issues, and International Law.
- ***Partnered with the American Society of International Law, President Woodrow Wilson House, American Foreign Service Association, US Institute of Peace, Pulitzer Center on Crisis Prevention, Pan American Health Organization, World Food Program USA and a consortium of local universities.***
- ***Expanded and energized our Advisory Council*** of experts and global and local leaders of national and international non-profit organizations, academic institutions and government to provide program support and address the Secretary General's request for advice in setting the Post-2015 Development Agenda.
- ***Organized a conference of 80 leading thinkers*** in the region to create a partnership to address the United Nation's Post-2015 Development Goals globally and locally, resulting in a report of recommendations that will be provided to the Secretary General through UNA-USA in 2014.
- ***Prepared a new UNA-NCA Strategic Plan***, approved as modified by the Board on March 5, 2014, that will guide our program and operations for 2014-16.

The successes of UNA-NCA are attributable to the dedication of a small staff and an enthusiastic and hardworking cadre of volunteers and supporters. This Strategic Plan provides a roadmap that will enable UNA-NCA to prioritize the activities that advance our core mission, to increase our financial and staffing capacity to respond to unmet demand for the UN-related programs we uniquely provide, to promote synergies among the students, young professionals, and experienced leaders who constitute our membership, to achieve greater efficiencies and coordination among the many program activities we offer, and to expand our reach through partnerships with other internationally-focused organizations in the national capital area that share common objectives.

The last strategic plan was prepared eight years ago and political and economic conditions have changed significantly since then. A strategic planning committee was formed in 2012, and, under the guidance of Governance Committee co-chair, Melissa Wolfe, the committee (1) conducted a survey of all members and lapsed members and donors, (2) organized focus groups to examine specific issues in depth, (3) conducted individual interviews of key supporters and stakeholders, (4) researched philanthropic trends, community conditions, and the work of organizations with overlapping or similar missions, and, perhaps most importantly, (5) organized an all-day retreat with Board and Advisory Committee members and stakeholders. With the aid of an experienced facilitator, the retreat sparked with energy and enthusiasm for the UNA-NCA mission. Attendees representing a diverse multigenerational group of supporters and interests brainstormed together, coming up with thoughtful thematic and specific programmatic recommendations. Drawing upon the rich feedback received through these endeavors, the Strategic Planning Committee recommended four organizational priorities for 2014-16, which were discussed by the Board and approved at its November 2013 meeting. Task forces were established to focus on the four priorities which the committee then organized into a Strategic Plan that was reviewed and approved by the Board on March 5, 2014 with certain revisions.

As a threshold matter, the Board decided that the **UNA-NCA Mission and Vision Statements** should be updated to reflect the new strategic thrust of the organization. As a mission-driven organization, we have adopted the following statement:

“Serving the District of Columbia, Maryland, and Northern Virginia, the mission of the United Nations Association of the National Capital Area is to:

- Increase **public understanding** and support of the United Nations,
- Encourage **constructive US leadership** in strengthening the United Nations, and
- Prepare **present and future leaders** to work for a better world, both globally and locally.”

Our **Vision Statement** articulates where we would like to be if we are effective in pursuing our mission. As stewards of our local community, our nation, and our interconnected world, we need to **think globally and act locally**” The Board-approved Vision Statement is:

- A *public* fully aware of the benefits of global cooperation through the United Nations in partnership with civil society and the private sector,
- *Tomorrow's leaders* well-prepared to work through the United Nations for a better world, and
- *Opinion-makers and policy-makers* fully informed and committed to US leadership to improve the effectiveness of the United Nations.

With Board approval of our **Mission and Vision Statements**, we have established the following four organizational priorities that will guide the work of UNA-NCA in advancing our mission over the next three years. The Strategic Plan sets forth a road map for the achievement of these four priorities. They are

1. *Build Support for the United Nations and Connect the National Capital Area's Residents and Organizations to the Work of the United Nations*

With the merger of UNA-USA into the UN Foundation and its relocation to Washington, DC, there is an opportunity to work closely and synergistically with the national organization, including the Better World Campaign, in bringing together national and local leaders, experienced experts, students and young professionals, to advance the goals of the UN Charter. This also presents an opportunity to redefine and strengthen our advocacy programs.

Building upon our successful October 2013 conference of global and community leaders to address the post-2015 Development Agenda, which was part of a UNA-USA nation-wide project, UNA-NCA has made working on these UN goals an overarching theme that will bring cohesion to our program activities and engage global and local leaders and future leaders in addressing these UN objectives globally and in our region. Our program and event planning will focus on such UN Development Goals as eradicating extreme poverty, combating human rights abuses and supporting effective democratic institutions, promoting gender equality, providing universal quality education, standing for justice and the rule of law, facilitating the peaceful resolution of conflicts, providing access to health care, sanitation, and good nutrition, and creating equal opportunity for good jobs and economic growth through sustainable development. To this end, in 2014 we will undertake a comprehensive review of our communications activities and capacity.

2. *Enhance Membership and Intergenerational Engagement*

One of UNA-NCA's unique assets is its multi-generational membership and programs. Yet, we can more fully achieve the potential of this benefit by creating intergenerational professional development, leadership preparation, and career guidance programs and better integrating our Global Classrooms and Young Professionals with other NCA programs that draw upon seasoned, experienced experts and community leaders.

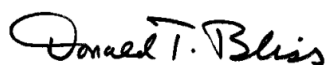
3. *Build a Comprehensive Partnership Network*

UNA-NCA has partnerships with several organizations that enable us to address issues of mutual concern while broadening our membership and increasing public awareness of the vital role of the UN in many international issues. Given the increasing number of organizations in the region with international concerns, there is great need to expand significantly our partnership network, especially with the business community, think tanks, academic institutions, professional associations, and non-profits. The emphasis on universality in the emerging Post 2015 UN development agenda leads us also to underscore new partnerships.

4. Creating an Increasingly Efficient, Integrated and Financially Stable Organization

The success of UNA-NCA is primarily attributable to the energy of a strong cadre of passionate volunteers, a small but overworked staff, and committed Board and Advisory Council members, donors, and stakeholders. We run more on enthusiasm than dollars. Yet, in today's fast-changing nonprofit environment, there is an urgent need to place the organization on a firm financial footing and to strengthen our governing practices and procedures. We further need to channel this volunteer enthusiasm into a disciplined, mission-driven organization that is uniquely positioned in the National Capital Area to achieve our discrete, timely and critical objectives. This Strategic Plan shows the way.

UNA-NCA is most grateful for the thoughtful advice of hundreds of members, donors, supporters and stakeholders who have contributed to this plan. We are especially grateful for the leadership of the strategic planning committee, including Karen Mulhauser, A. Edward Elmendorf, Melissa Wolfe (co-chair), Stephen Moseley, Ken Lemberg, Matthew Quallen, Jessica Muller, Kasara Davidson, Tom Bradley, Natasha Ghent Rodriguez, Sandy Coburn, Jesse Nickelson and David Scotton, supported by Executive Director, Paula Boland, Deputy Executive Director, Colleen Teixeira Moffat, and Global Education Director, Emily Brock.



Ambassador Donald T. Bliss (Retired)
President, UNA-NCA