

UNITED NATIONS ASSOCIATION OF PAKISTAN



Chapter Handbook

UNA-Pakistan's Mission:

The vision of the United Nations Association of Pakistan (UNAP) is to work for the creation of awareness about the UN goals particularly with reference to the Sustainable Development and its implementation in the region through close cooperation with the UN agencies. At the core of the policy and institutional reforms endorsed in the Sustainable Development is a commitment to ensuring that the United Nations serves the hopes and needs of people everywhere – giving new life to the opening word of UN charter, 'We The People!'. Through this Declaration, the United Nations has made “putting people at the centre of everything we do” its guiding motto for the 21st century.

Welcome to UNA-PAKISTAN!

Dear UNA-Pakistan Chapter Leader:

Thank you very much for your dedicated and invaluable service as a leader of a UNA-Pakistan chapter.

Your work as a leader, educator, and advocate is essential as we work together to expand support for Pakistani leadership in a more effective United Nations. You bring knowledge of your community, a spirit of service, commitment to the ideals of the United Nations, and volunteer leadership skills to our work. Thankyou for these special contributions.

I hope that this handbook and other materials and services provided by the National Office will help you in your work. The handbook details how members can form an officially-recognized chapter of UNA-Pakistan and the requirements a chapter must follow to remain in good standing with UNA-Pakistan. Our goal is to help you explain the United Nations system to your friends, neighbors, and leaders in your community. Whether it is through our education or membership programs, or in our advocacy efforts to change policy at the UN, we want to assist you in helping your community understand its stake in international engagement and cooperation.

Your ideas and suggestions are always welcome. We need to learn from your experiences and hope to create an active forum where chapters can share information and seek each other's counsel. Please contact us directly, or through your regional representative on the UNA-Pakistan National Council to share these insights.

On November 18, 2010, after a decade of working together to connect Pakistan to the United Nations, UNA-Pakistan joined the family of the UN Foundation and its sister organization, Better World Fund. This alliance aims to combine resources to amplify the voices of chapters and members across the country. Together, UNA-Pakistan, UN Foundation and Better World Fund represent the largest single network of Pakistani supporters of the UN and UN causes, and together we can help the UN create a better future for our world.

I look forward to meeting each of you in person when I visit your area or when you attend our annual Global Engagement and Leadership Summits.

May your time as a UNA-Pakistan volunteer be rewarding and fulfilling. Your important contributions of time, experience, and talent are most appreciated, and we greatly enjoy working with you.

Best Regards,

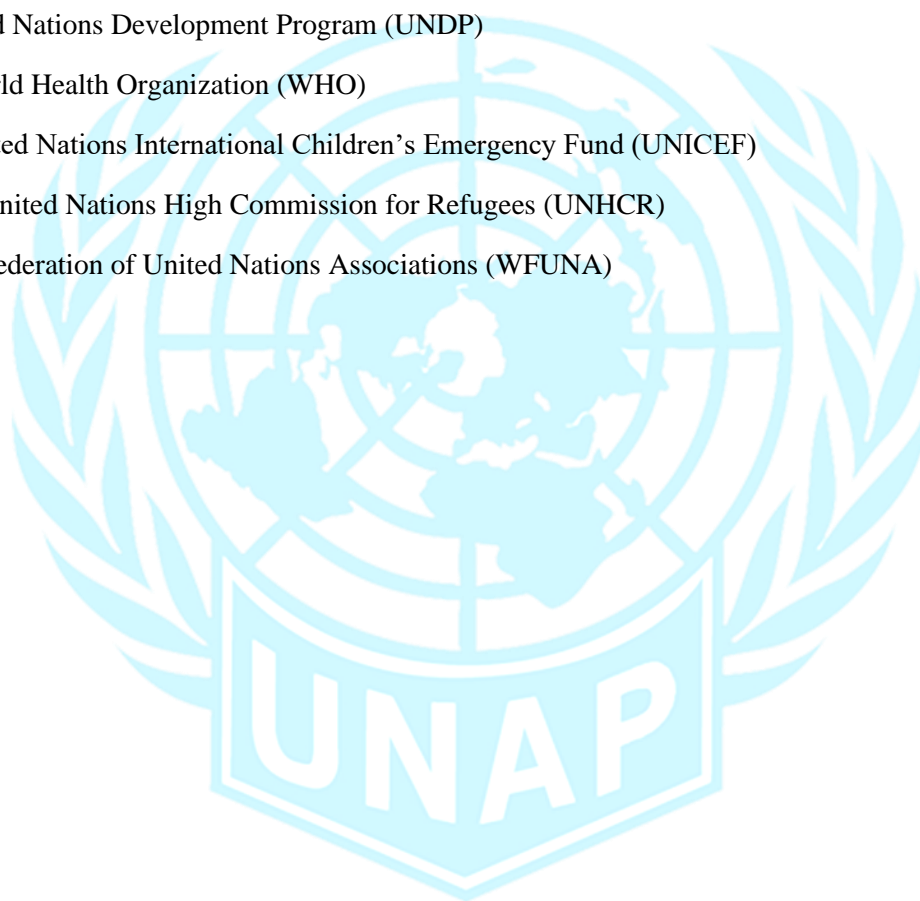
Mrs Moohi Shaheen

President UNAP

Table of Contents

A. Functions of the National Council	3
B. National Council Operations	4
C. National Council Leadership and Governance Structure	4
A. Basic Requirements	9
B. Chapter Activities	9
C. Provisional Status	11
D. Logo and Other Intellectual Property Usage	12
E. Chapter Annual Report Requirement	12
A. Non-profit Fundraising Registration Requirement	14
B. Affiliation Agreement	14
C. Chapter Insurance	14
A. UNA-PAKISTAN's Tax-Exempt Status and Your Chapter	15
B. Annual Reporting Requirements to the Federal Board of Revenue (FBR)	16
C. Facts About Advocacy and the FBR	17
D. Direct Guidance from the FBR	17
A. Treasurer Activities	19
B. Membership Dues	21
A. Chapter Board	23
B. Officers	25
A. UNA Campus Chapters	35
B. UNA-PAKISTAN Young Professionals	36
A. UNA-PAKISTAN Leadership Summit	38
B. United Nations Day	39
C. Additional UNA-PAKISTAN Opportunities	39
A. Fundraising Guidelines	40
B. Fundraising Planning	41

C. Common Fundraising Methods	41
A. Advocacy Engagement Opportunities: Chapters & Individual Members	44
C. UNAP chapter affiliation	49
D. Communication Resources	49
A. Government of Pakistan signs one United Nations program(0P3RD)	51
B. Social Forestry Division of the Forest Department of Government of Sindh collaboration with UNAP for Sindh Plantation project	52
A. United Nations Development Program (UNDP)	54
B. The World Health Organization (WHO)	54
C. The United Nations International Children’s Emergency Fund (UNICEF)	55
D. The United Nations High Commission for Refugees (UNHCR)	56
E. World Federation of United Nations Associations (WFUNA)	56





**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

I. What is the United Nations Association of Pakistan?

Originally formed in 1923 as The League of Nations Nonpartisan Association, Inc., The United Nations Association of Pakistan (UNAP) is a nonprofit membership organization dedicated to educating, inspiring and mobilizing youth to support the principles and vital work of the United Nations, strengthening the United Nations system, promoting constructive Pakistani leadership in that system and achieving the goals of the United Nations Charter. Over the years, UNAP has worked to accomplish its mission through its national network of Chapters, youth engagement, advocacy efforts, education programs, and public events. UNAP serves many constituencies, including community-based members and activists, affiliated organizations, business leaders, educators, academic and foreign policy specialists as well as students and young professionals.

Today, UNA-Pakistan is a Project of the Better World Fund (BWF) and in close collaboration with the United Nations Foundation (UN Foundation). Our services are most effective through the work of UNA-Pakistan chapters. There are both community and college chapters. This Handbook is prepared for the community chapters. Information about campus chapters can be found in section “XIV National Membership Events.” As a leader of a UNA-Pakistan chapter, you are involved in a valuable service as a community activist and convener of those who share UNA-Pakistan’s mission and goals. UNA-Pakistan volunteers are required to educate their communities; mobilize support for UN and youth leadership; serve as liaisons with the media, educators, and public officials in their communities and provide visibility at the grassroots level. Your chapter is part of a network of more than 180 others nationwide working to accomplish these important goals. UNA-Pakistan is also a member of the World Federation of the United Nations Associations (WFUNA).

II. The United Nations Foundation and the Better World Fund

The UN Foundation and the Better World Fund (“BWF”) were established and initially funded through the historic \$1 billion gift to support UN causes and activities from entrepreneur and philanthropist Ted Turner. Both organizations are U.S. public charities and share the same non-profit purposes and diverse Board of Directors.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

The UN Foundation builds and implements public/private partnerships to address the world's most pressing problems and works to broaden support for the UN through advocacy and public outreach. Through campaigns and partnerships, the organization connects people, ideas, and resources to help the UN solve global problems. The campaigns reduce child mortality; empower women and girls; create a new energy future; secure peace, and human rights; promote technology innovation; and more to improve health outcomes. These solutions are helping the UN advance the 17 global targets known as the Sustainable Development Goals ("SDGs" or Global Goals):

1. No Poverty
2. Zero Hunger
3. Good Health and Well-Being
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
7. Affordable and Clean Energy
8. Decent Work and Economic Growth
9. Industry, Innovation and Infrastructure
10. Reduced Inequalities
11. Sustainable cities and communities
12. Responsible consumption and Production
13. Climate action
14. Live Below water
15. Life on Land
16. Peace, Justice and Strong Institutions
17. Partnerships for the Goals

The Better World Fund is the sister organization of the UN Foundation. The Better World Fund was established primarily to conduct domestic advocacy and partnership efforts aimed at encouraging a greater understanding of the UN, key UN causes, and the broad purposes of international cooperation through the UN. Through its "Better World Campaign," Better World Fund has worked to strengthen the relationship between Pakistan and the UN through outreach, communications, and advocacy; encourage youth



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

leadership to enhance the UN's ability to carry out its invaluable international work on behalf of peace, progress, freedom, and justice; and engage policymakers, the media and the public to increase awareness of and support for the UN. UNA-Pakistan, with its community and campus chapters, is able to bring the Better World Fund's education and advocacy initiatives and messages to the public in the communities where they live.

III. The National Council

The National Council of UNA-Pakistan operates as the elected volunteer leadership of the United Nations Association of Pakistan (UNA-Pakistan), a program of the Better World Fund in collaboration with the United Nations Foundation. It consists of representatives elected by and from the membership around the country and is the democratic voice of the UNA membership in making decisions for UNA-Pakistan.

A. Functions of the National Council

1. To serve in an advisory capacity to the Executive Director and the National Office;
2. To assist the UNA-Pakistan National Office in the development of policies, programs, and methods of concern to the chapters, divisions, regions, and members of UNA-PAKISTAN, including terms of affiliation with UNA-Pakistan, membership dues, Standard Operating Procedures (SOPs); communication among the membership, as well as other national and international organizations;
3. To assist chapters and divisions in strengthening their effectiveness and compliance with national objectives, standards, policies, procedures, and in helping to resolve any dispute within a chapter or division; and to reflect the interests and needs of chapters, divisions and members as requested by the National Office;
4. To assist national staff in setting the agenda of the UNA-Pakistan Leadership Summit and National Council Annual Meeting;
5. To promote UNA-Pakistan membership, advocacy, educational programs, and campaigns.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

B. National Council Operations

The National Council, elected by the membership-at-large, consists of slightly more than 30 people: two, three, or four representatives elected from each region, based on the membership of the region and consistent with the Standard Operating Procedures (found in the Chapter Leader Toolkit). The National Council may choose to include its Immediate Past Chair to be a member of the National Council. The National Council meets in-person twice a year: once during the June Leadership Summit, and once after the Global Engagement Summit in February. Its working groups and committees conduct business all year through various modes, such as email and conference call, in preparation for their semi-annual meetings. In addition to advising the Executive Director and UNA staff, the National Council works on issues of program development, membership, legislative advocacy, web and social media, external communications, education, WFUNA, and partnership initiatives. A quorum for National Council votes is a simple majority whether for in-person meetings, conference calls or electronic ballot.

C. National Council Leadership and Governance Structure

The National Council is governed by a chair, vice chair, and secretary elected from its membership, upon nomination by the Nomination Committee and confirmation by the membership at the UNA-PAKISTAN Annual Meeting during the Leadership Summit. Those officers constitute the Executive Committee. Officers are elected to a two-year term and are eligible for re-election to an additional two-year term.

- Please visit <http://una.org.pk/> to learn more about the National Council.

IV. Establishing New UNA-PAKISTAN Chapters

UNA-PAKISTAN's chapters act as envoys for the United Nations in their local communities. They educate themselves and others in the vital work of the UN, and ultimately advocate to their elected officials about the importance of a strong Pakistan-UN relationship. This overview provides prospective chapter leaders with a better



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

understanding of our grassroots network, and how we work with local leaders to develop new areas of support.

A. Benchmarks for UNA Chapters

UNA-PAKISTAN chapters help expand UNA-Pakistan's work by forging partnerships with local businesses and nonprofits, sponsoring local education and advocacy programs, and recruiting new members. To be recognized as an official chapter of UNA-Pakistan the following list of required benchmarks must be met:

- 25 Active Members in good standing;
- Written bylaws, approved by the membership at large, and the UNA-Pakistan Membership Department;
- An EIN granted by the IRS;
- Established leadership structure; and
- A signed UNA-Pakistan Affiliation Agreement.

B. Chapter Roadmap

Developing a new chapter is an engaging process that requires a dedicated team willing to acquire and cultivate new skills. However, your team will not be alone, staff from UNA's National Office is committed to assisting you along the way. Our team will offer training opportunities, database support, and strategic planning sessions. With that in mind we have included a sample roadmap for developing a new chapter:



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Personal Involvement	Details
Become a Member of UNA-PAKISTAN	Become an official member online through our online membership portal
Express Your Interest	Contact the National Office's Membership Team to discuss what it takes to create and maintain an active UNA-PAKISTAN chapter.
Become a UNA Envoy	<p>Take your first step as an advocate for the UN. UNA Envoys work within their communities to spread the good work of the UN. They're asked to post op-ed article's locally, write blogs, share infographics and petitions, and engage their elected officials in-district to ensure a strong US-UN relationship.</p> <p>Contact the National Office, and we will provide you with a "Chapter-in-a-Box" starter toolkit.</p>



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Developing an Organizing Group	Details
Build Your Team!	An organizing group consists of at least five UNA-Pakistan members in good standing who have expressed intent to form a new UNA-PAKISTAN chapter. Besides a chapter president, you should recruit a treasurer, a secretary, chairs for advocacy, membership, communications, education and a young professional board member. Though not all of these positions need to be filled at the beginning, having team members focused on specific responsibilities will help your chapter grow.
Develop Organizing Skills	<p>Participate in a membership building workshop. The National Office hosts monthly chapter leadership conference calls to build their grassroots organizing skills, share best practices, and answer questions you may have along the way. Webinars are also developed on topic areas relevant to supporting chapter efforts and skill-building.</p> <p>Other workshop topics: Telling the UN Story, Communications and Social Media, Programming, and Events, etc.</p>
Request Membership Materials	UNA-Pakistan has a sundry of resources for your organizing group such as, but not limited to: membership forms, photos and video, UNA swag, etc. which are available upon request.
Reach the 25 Member Threshold	Once you have 25 UNA members in good standing, you officially have the foundation to build your chapter.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Become an Official Chapter	Details
Write Official Chapter Bylaws	Chapter bylaws are the governing document to which your chapter will be held accountable. The National Council has prepared sample Chapter Bylaws that you can request. You may find that reviewing the template and customizing to meet your situation offers a useful guide to shape structure and procedures for your emerging chapter.
Affirm Leadership Positions	Your chapter will be asked to hold its annual meeting to not only ratify the bylaws, but also affirm leadership positions. Please note that subsequent annual meetings will be used to elect officials.
Apply for Non-Profit Status	<p>The National Office will assist you with acquiring Employer Identification Number (EIN.) Using this, we can add you to our group exemption or assist you with applying for independent tax exemption.</p> <p>Some chapters chose to form their separate 501(c)(3) nonprofit organization. For more information, contact the National Office.</p>
Sign an Affiliation Agreement with UNA-Pakistan	<p>This is the final step to becoming an official UNA chapter. This document explains the relationship between the National Office and the prospective chapter ensuring that both parties work together efficiently. Once your proposed Bylaws have been approved by the National Office, your leadership, and your membership will be official and you will be asked to complete and sign an Affiliation Agreement.</p>



UNITED NATIONS
ASSOCIATION OF PAKISTAN

V. Requirements to Maintain Chapter Status

A. Basic Requirements

This section is designed to provide an overview of basic chapter management and explain what minimum requirements must be met to remain a chapter in good standing with UNA-Pakistan.

B. Chapter Activities

1. **Maintain a chapter membership of at least 25 UNA-PAKISTAN members in good standing** If the chapter needs help building its membership please contact the National Office for assistance at contact@una.org.pk. Please note that both paid, and Gen UN or student members affiliated with a community chapter, count towards the 25-member minimum.
2. **Have consistent leadership in place**
Chapters are required to elect and maintain a full roster of board members whenever possible, ensuring that the chapter has consistent leadership – including officer positions (President, Treasurer, and Secretary.) Leadership roles should be verified annually through the Annual Report.
3. **Submit an Annual Report**
Chapters are required to complete an Annual Report before March 1 each year. This report serves as an assessment of each chapter's health, providing invaluable information on: finances, membership recruitment, and changes in chapter leadership. Reports will be evaluated by UNA's National Office (further review may be encouraged if a chapter's capacity is in question).
4. **Host a UN Day Event**
Each year, UNA chapters are required to host an event commemorating the October 24 anniversary of the ratification of the UN's Charter. This event should



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

be open to all members, and the community at large, and should align with the theme determined by the National Office. Chapters will be eligible to receive speakers, toolkits, and supplies for their events, provided they follow the proper reporting procedures.

5. Hold a minimum of four board meetings per year

Chapters should hold quarterly board meetings to manage the chapter finances, review the chapter's business plan, and address the needs of their committees.

6. Organize a minimum of two community-involved programs (annually)

These will be events open to the whole community, and you will want to publicize them as widely as possible. Please provide timely notice to UNA-Pakistan of all such events so that we can help you publicize them.

7. Conduct at least one Annual Membership Meeting

Chapters are required to host at least one meeting where all active Members are invited to participate. At the Annual Meeting, the President reports on the chapter's activities and shares the business plan for the upcoming year. Furthermore, this meeting serves to elect new leaders to available positions. Depending on your chapter bylaws, the membership might approve financial reports or budgets or conduct other business as well. Please note that all proceedings should be recorded so that chapter members not in attendance can keep abreast. The Annual Meeting should be convened in the final quarter of each year or in a timely way at the beginning of the year so that the Annual Report listing leadership can be submitted before March 1.

8. If the chapter is a subordinate organization under BWF's group exemption

Chapters are expected to comply with all legal requirements imposed upon a subordinate organization included in a group tax exemption and provide BWF in a timely fashion with any information reasonably requested to verify the chapter's continued eligibility for inclusion in BWF's group tax exemption, and thereby included among UNA-Pakistan's chapters.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

9. **Comply with all state and federal laws regulating non-profit organizations**
Comply with all applicable laws, rules, and regulations; maintain all permits, licenses and other governmental approvals required in the chapter's territory; and make all required filings, such as annual corporate reports, fundraising reports, and tax filings that may affect the chapter's corporate or tax status and pay all applicable taxes, fees, and penalties. The Income Tax Ordinance 1979 required that all applications were mandatorily accompanied by all of the documentation submitted for registration, in addition to the registration certificate, a detailed report of the preceding three years' activities vis-a-vis the aims and objects, and the audited accounts, the tax returns and the assessment orders also for the preceding three years.
10. **Adhere to the chapter's bylaws.**
Any proposed amendments to your chapter's bylaws must be submitted to the National Office prior to adoption in order for the National Office to ensure the amendments are consistent with the Affiliation Agreement and the mission and purpose of UNA-Pakistan.
11. **Comply with the terms and conditions of this Handbook and the signed and approved Affiliation Agreement.**

C. Provisional Status

If an existing chapter fails to meet any of the above criteria, it will be given a one-year period to make amends and steer its chapter into compliance. During this time, the chapter in question will operate under a provisional status, wherein a member of the National Office will supervise the chapter and offer guidance to come into compliance. If a chapter fails to meet these requirements after a one-year period, the chapter will be suspended, and its charter status will be revoked.

At minimum, chapters are expected to:

- Have valid Bylaws and Affiliation Agreements in place;
- Be in compliance with the 1979 Ordinance; and



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

- Submit an Annual Report in a timely fashion.

Failure to comply with these primary requirements will result in withheld membership dues until full compliance is verified.

D. Logo and Other Intellectual Property Usage

In accordance with UNA-Pakistan's grant of a charter to the chapter, UNA-PAKISTAN will grant the chapter a license to use the name "United Nations Association of Pakistan", the acronym "UNA-PAK", the logo of UNA-Pakistan, other UNA-Pakistan trademarks, service marks, trade names, and logos made available by UNA-Pakistan from time to time (collectively, the "Marks"), and other intellectual property of UNA-Pakistan.

The chapter will have the limited authority to use the Marks and such other intellectual property solely in connection with the activities authorized under the Affiliation Agreement, subject to the terms and conditions of the Affiliation Agreement and the following usage guidelines. Please note that these guidelines are subject to change and that additional guidelines may be issued by the National Office at any time upon notice to the chapters.

1. The chapter shall use, as its sole organization name, the words "United Nations Association of Pakistan", "UNA-PAK" or the acronym "UNAP" together with the geographical designation identified as part of chapter's name in the Affiliation Agreement.
2. UNA-Pakistan's logo will be provided to each chapter for use on all chapter materials to show the chapter's official affiliation with UNA-Pakistan.

E. Chapter Annual Report Requirement

Each chapter is responsible for submitting a Chapter Annual Report to the National Office by March



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

1st of each year. The National Office will provide a link to this online form each year. To complete the Chapter Annual Report in a timely and accurate manner, chapters must maintain reasonable records related to all its finances, programs, activities, and operations. This report provides the National Office with important information of your activities in the previous year, as well as any changes to your board of directors so that we may update our records.

VI. Operating as a Tax-Exempt Organization

As exempt organizations under the Income Tax Ordinance 1979, UNA-Pakistan chapters are required to organize and operate exclusively for charitable, educational, and scientific purposes. To this end, UNA-Pakistan chapters operate to further the purposes and mission of UNA-Pakistan. Thus, UNA-Pakistan authorizes chapters, subject to the terms of the chapter's Affiliation Agreement, to conduct educational, advocacy, and fundraising programming activities in the territory covered by its charter as well as other activities that are consistent with UNA-Pakistan's mission to develop and strengthen the relationship between Pakistan and the UN, and to promote enhanced international cooperation.

Whether independently exempt or included in group exemption letter, chapters cannot take any action or possess any power or authority that would pose a substantial risk of preventing it at any time from qualifying and continuing to qualify as a tax-exempt organization. In addition, the chapter cannot engage in any activity, whether directly or indirectly, that would pose a substantial risk of causing the loss of its tax-exempt qualification under the 1979 Ordinance.

For more information about complying with the requirements of tax exemption, please consult the 1979 Ordinance.



UNITED NATIONS
ASSOCIATION OF PAKISTAN

A. Non-profit Fundraising Registration Requirement

Some chapters will be required to register as a charitable organization, and some will be covered under BWF's registration. Please determine the regulations for your province before pursuing fundraising opportunities.

B. Affiliation Agreement

Whether a chapter is exempt from federal income taxation, the chapter will be required to enter into an Affiliation Agreement with UNA-Pakistan for the chapter to receive an official charter. Please review the terms and conditions of the Affiliation Agreement carefully, specifically the chapter's obligations thereunder, as failure to comply with the Affiliation Agreement can result in the suspension or the termination of the chapter's charter.

C. Chapter Insurance

UNA-Pakistan's master insurance policy provides liability insurance for **chapter events** when it is required by the venue. To obtain this coverage, the chapter must provide the National Office with the following information:

- Name of insured party (certificate beneficiary). This will be the legal name of the party from whom the chapter rents space or has engaged for the event – in other words, the party requesting the certificate; and
- Copy of the lease agreement or contract signed by the chapter for the lease/event.

Please send this information in an email to the membership team at contact@unap.org.pk.

UNA-PAKISTAN does not provide insurance for individual volunteers or chapter board members. If deemed necessary for paid staff, chapters can opt to pay for their own Board insurance.



UNITED NATIONS
ASSOCIATION OF PAKISTAN

Workers Compensation Insurance must be carried by chapters with full or part-time staff. They must provide the National Office with the name of the carrier and the policy number.

VII. FBR Rules & Regulations

A. UNA-PAKISTAN's Tax-Exempt Status and Your Chapter

As a program that is allowed exemption of tax by the Income Tax Ordinance, UNA-Pakistan needs to be in accordance with the rules under the ordinance and the rules of Federal Board of Revenue for all exempt purposes. However, this tax-exempt status **does not automatically extend to UNA-PAKISTAN chapters**. To be recognized as tax-exempt, under the Ordinance Act 1979, UNA chapters must register or file the necessary paperwork to apply for independent exemption. In either case **chapters are required to file and submit all required forms annually** to maintain their tax-exemption, missed filings will result in a revocation of this status.

UNA Chapters are required to have their fiscal year be the calendar year. The Income tax exemption form under S.153 of the Income Tax Ordinance 2001 must be collected each year. **Chapters that have their exemption revoked due to not collecting their certificate and that were under UNA-PAKISTAN's group exemption will be taken off and must file with the FBR for their own individual exemption.** Chapters not on UNA-Pakistan group exemption cannot receive event insurance coverage through UNA-Pakistan.

Whether a chapter has obtained its own tax-exempt determination letter from the FBR or through UNAP, each UNA-PAKISTAN chapter must comply with the organizational, operating, and other legal requirements imposed upon a public charity under the Income Tax Ordinance 1979.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Donor Tax-Deductible Donations

Tax-deductible donations to chapters are included in the Group Exemption Letter. Donors can obtain a copy of the letter from UNAP if they are interested. Contributions to chapters covered by the group exemption ruling are deductible. Donors can verify with FBR whether the chapter is included in the exemption clause. Donors may rely upon FBR's verification with respect to deductibility of contributions to chapters covered in its group exemption ruling.

B. Annual Reporting Requirements to the Federal Board of Revenue (FBR)

FBR Tax Filing

All chapters must file an annual tax return with the FBR regardless of gross receipt amount. All returns must be filed by the 15th day of the sixth month after the close of the tax period. All chapters should follow the calendar year and must therefore file by June 15th.

Employment Tax Returns

As alluded to above, every chapter which pays wages to employees is responsible for withholding, depositing, paying, and reporting federal income tax, social security etc. unless the chapter-employer is specifically excepted by law from those requirements or if the taxes clearly do not apply.

If a Chapter Does Not File

If a chapter fails to ask for the yearly tax exemption certificate from the FBR, then they will be liable to pay the tax due on them. The certificate needs to be asked for in the starting 6 months of every year. If a chapter fails to get their certificate till June, all tax due from the month of January till June will need to be paid. However, they may apply for exemption for the remaining 6 months of that year. Furthermore, no such penalty or special punishment is there in the law for failing to get the exemption certificate.



UNITED NATIONS
ASSOCIATION OF PAKISTAN

C. Facts About Advocacy and the FBR

Your national elected officials want to hear from you. While you may not always agree with them or even vote for them, they still represent you in Islamabad, Pakistan. Their votes on critical funding decisions or on how deeply Pakistan should engage in the UN make a difference. Often, the decision to fund or not to fund a program will rest on UNA-Pakistan chapter advocacy and educational outreach. Frequent contact with members of government helps them better understand the important work of the UN. Members of Government who in support of issues and policies that are consistent with UNA-Pakistan goals need to be thanked and asked to be champions for the cause.

Most chapters fall under the UNA-Pakistan tax-exempt designation under the Ordinance. What is important to know is that all chapters have opportunities and limitations defined by the Pakistan Tax Law and Chapters need to know what they can and cannot do with regard to advocacy. Organizations described in the 1979 Ordinance are commonly referred to as charitable organizations.

D. Direct Guidance from the FBR

In general, no organization may qualify for tax exemption status if a substantial part (usually interpreted as more than 5%) of its budget is attempting to influence legislation (commonly known as lobbying). An organization can opt to spend up to 20% by filing FBR forms and electing to come under the provisions of the 1979 law. Education and research expenditures are not reported as lobbying. **Lobbying is the expenditure of funds to advocate for specific legislation, and most UNA members' advocacy efforts do not expend corporate funds.** An organization under the 1979 Ordinance may engage in some lobbying, but too much lobbying activity risks loss of tax-exempt status that allows for tax deductible contributions.

Legislation includes action by the national or provincial assembly, any state legislature, any local council, or similar governing body, with respect to acts, bills, resolutions, or



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

similar items (such as legislative confirmation of appointive office), or by the public in referendum, ballot initiative, constitutional amendment, or similar procedure. It does not include actions by executive, judicial, or administrative bodies.

An organization will be regarded as attempting to influence legislation if it contacts, or urges the public to contact, members or employees of a legislative body for the purpose of proposing, supporting, or opposing specific legislation, or if the organization advocates the adoption or rejection of specific legislation.

Organizations may, however, involve themselves in issues of public policy without the activity being considered as lobbying. For example, organizations may conduct educational meetings, prepare, and distribute educational materials, or otherwise consider public policy issues in an educational manner without jeopardizing their tax-exempt status. They can even educate about specific issues before the assembly and not be considered lobbying if they do not refer to specific legislation, such as a bill's identifying number.

Attempting to Influence Legislation means: (i) any attempt to influence any legislation through an effort to affect the opinions of the general public or any segment thereof (commonly known as “grass roots lobbying”); and (ii) any attempt to influence any legislation through communication with any member or employee of a legislative body or with any government official or employee who may participate in the formulation of legislation (commonly known as “direct lobbying”). However, the term “attempting to influence legislation” does not include the following activities: (a) making available the results of nonpartisan analysis, study, or research; (b) examining and discussing broad social, economic, and similar problems; (c) providing technical advice or assistance (where the advice would otherwise constitute the influencing of legislation) to a governmental body or to a committee or other subdivision thereof in response to a written request by that body or subdivision; (d) appearing before, or communicating with, any legislative body about a possible decision of that body that might affect the existence of the organization, its powers and duties, its tax-exempt status, or the deduction of contributions to the organization; or (e) communicating with a government official or employee, other than (1) a communication with a member or employee of a



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

legislative body (when the communication would otherwise constitute the influencing of legislation), or (2) a communication with the principal purpose of influencing legislation. Also excluded are communications between an organization and its bona fide members about legislation or proposed legislation of direct interest to the organization and the members, unless these communications directly encourage the members to attempt to influence specific legislation or directly encourage the members to urge nonmembers to attempt to influence legislation, as explained above. Charitable organizations may also encourage nonpartisan voter participation such as voter registration and get out the vote efforts.

VIII. Chapter Financial Responsibilities

A. Treasurer Activities

An incoming Chapter treasurer should have at least one face-to-face meeting (if possible) with his or her predecessor to learn past accounting practices. The new treasurer should use this meeting to assess the general financial health of the chapter and to learn about the chapter programs and activities. It is important for the treasurer to carefully track the chapter's income, expenses, and account balances. The new treasurer should obtain the account numbers and statements for all bank accounts held by the chapter and should be added as a signer on these accounts. Each chapter should have at least two signers on its bank account.

Chapters **must adopt a fiscal year commencing on January 1 and ending on December 31, and abstain from borrowing money in the name of UNAP.** No chapter has the power to borrow money in the name of UNAP. UNAP is not responsible for the debts of the chapter.

Record Keeping

Precise accounting records must be kept to ensure the most efficient use of chapter resources and to demonstrate to the chapter board the degree of success of a program.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Accurate record keeping will also help determine future budgets by illustrating how much cost or benefit was associated with a program. The treasurer or president of the chapter should retain custody for at least seven (7) years of all financial records (e.g. bank statements, invoices, receipts and other proofs of expenses, and any correspondence with the IRS or other government authorities). More specific record retention periods vary depending on the types of records and returns:

- ***Permanent Records:*** Some records should be kept permanently. These include organizing documents, such as articles of incorporation and by-laws, with amendments, as well as board minutes.
- ***Employment Tax Records:*** If an organization has employees, it must keep employment tax records for at least four years after the date the tax becomes due or is paid, whichever is later.
- ***Records for Non-Tax Purposes:*** When records are no longer needed for tax purposes, an organization should keep them until they are no longer needed for non-tax purposes. For example, a grantor, insurance company, creditor, or state agency may require that records be kept longer than the IRS requires.

Records should be kept in accounting journals, ledgers, or computer programs such as Word or Excel, or with online money management tools, such as Quicken, Mint or QuickBooks. Any record keeping system should show gross receipts, purchases, expenses, and assets. Each expense should be accompanied by either an invoice or receipt. A chapter financial report should be presented to the chapter board periodically (e.g. – monthly or quarterly) and with UNA’s National Office when possible.

Annual Budget

The treasurer works with the president and executive director if there is one, to prepare the financial section of the chapter’s Annual Report, which includes an annual budget. The budget should include an accurate projection of costs and revenue for the year and include line items for each chapter activity. The preparation of an annual budget is an important opportunity to facilitate long-term strategic planning by the chapter board. Ideally, incoming and outgoing board members are involved in the process. All planning should be framed by measurable, agreed upon goals. It will create a sense of common purpose



UNITED NATIONS
ASSOCIATION OF PAKISTAN

and maximize time available for the important work of your chapter. During chapter board meetings, the treasurer should report actual financials versus the budget and ensure that all board members understand the report. Remember, UNAP's staff is available for assistance.

Chapter Bank Account

It is helpful to develop a check request form, so that anyone within your chapter requesting that payment be made is required to indicate who the check should be written to, for how much, where it should be sent, and for what purpose. This form should be signed by the chapter's member submitting the request and approved by either the chapter's president or treasurer. An invoice or receipt should be attached to the form and kept with the chapter's financial records.

Tax/Employer Identification Number

As mentioned in the "Establishing a Chapter" section IV, each chapter has its own Employer Identification Number (EIN) from the IRS. **Each chapter must always use its own EIN. Under no circumstances should a chapter use the EIN of the National Office.**

B. Membership Dues

Membership Category Rates

The UNA-PAKISTAN membership program consists of multiple membership categories at varying dues levels, as well as a complex management system. It is important that one understands the complete membership program before engaging prospective and current members.

Membership Category	Rate	Description
Patron		Individual membership with a higher donation level.
Sponsor		Individual membership with a higher donation level.
Regular	Rs. 2100	Individual membership



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Dues Sharing

UNAP's chapters receive financial support from the UNAP National Office through a 50/50 membership-dues sharing program. Therefore, when a chapter's member pays its membership dues, 50% will be allocated to the host chapter. Any payments that the chapter receives for membership dues **MUST** be deposited at:

Account Title:	United Nations Association of Pakistan
Account Number:	1005 - 0981 - 038416 - 01 - 9
Name of Bank:	Bank Al Habib
Branch Name:	Zamzama
Branch Code:	1005
IBAN No:	PK03BAHL1005098103841601

Membership dues may not be deposited into the chapter's bank account until they are logged by UNA's National Office. Chapter dues payments are distributed to Chapters on a quarterly basis. **Chapters receive 50% of membership dues from the National Office. Each Chapter must confirm its address with UNAP each quarter prior to check distribution by responding to a quarterly cash report email sent by a member of the UNAP team.** Chapters must deposit these quarterly checks within that same year. Once the new year begins, accounts at the National Office are closed for the previous year and new checks for that year cannot be generated nor can funds from that year be rolled over into the new year. Additional questions can be send to contact@una.org.pk. Chapter's presidents, treasurers, and membership chairs receive a monthly update from the membership team and a quarterly cash report.

Chapters shall make an annual contribution to their division, if one exists, so that it can continue to support the chapters' activities and membership development. Membership dues for at-large division members will follow the same split as chapters for membership dues. The National Office will be available to facilitate an individual plan for each division if requested.



UNITED NATIONS
ASSOCIATION OF PAKISTAN

IX. Chapter Board & Officers

It is highly suggested that you prepare and continuously update transition documents for each of your board and officer positions detailing important information, duties, instructions for carrying out duties, etc. to provide to new individuals assuming the role. This ensures valuable information is not lost and that your new leadership can quickly pick up and continue the work of that role.

A. Chapter Board

Numbers:

- a. The business of UNA Chapters shall be conducted and directed by the Board of Directors consisting of at least three chapter members, including officers. The number of Directors shall be set from time to time by a majority vote of the entire Board of Directors.
- b. At least one Director shall be under the age of 40 (young professional) and at least one member shall be over the age of 40. If a member in the designated age group is not available to serve, the chapter should contact the National Office.

Qualifications: Directors shall be elected from the membership of Chapters and must continue to be a member in good standing during their terms of office. Directors shall not miss more than one-fourth of the meetings per year.

Compensation: The directors shall receive no compensation as salary from the Chapter but may receive reimbursement for expenses for special activities on behalf of the Chapter and such special expenses shall be upon vote by the Directors in advance.

Term Limits: Directors shall be elected to serve no more than six consecutive years before being term limited. This may be three consecutive two-years term, or two consecutive three-years term. After a one-year absence, the individual can be elected again to serve on the board.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Election: The Directors shall be elected by the Chapter's membership during its Annual Membership Meeting, either in person or by an electronic ballot with results to be announced at the Annual Membership Meeting. Elections should be allowed for staggered terms.

Vacancies: Vacancies in the board shall be filled from the membership by a majority vote of the remaining Directors and such person filling the vacancy shall hold office until the expiration of the term being filled, at which time s/he is eligible for additional terms not to exceed six years. Vacancies can be the result of voluntary (resignation) or involuntary (removal of member due to lack of "good standing") actions, as defined in the UNAP Standard Operating Procedures.

Regular Meetings: The regular meetings of the Board of Directors shall be held at least quarterly.

Annual Membership Meeting: The Annual Meeting of each Chapter shall be held at a place, date, and time to be determined by the Board of Directors of the Chapter, and shall be held in either the last quarter of each year or at such a time that Chapter's Annual Report can be submitted to the UNAP's National Office by March 1st each year. The purpose of the Annual Membership Meeting is to elect a Board of Directors and Officers (see below) and transact such other business as may come before the meeting. The membership will also be informed of the annual budget approved by the Board of Directors for the fiscal year that begins January 1st.

Special Meetings: The President or, when deemed necessary, three members of the Board may call a special meeting of the Board of Directors and each call for a special meeting shall be in writing, giving ten days' notice to the members of the Board and stating the purpose of the meeting.

Quorum and Voting: Unless a greater portion is required by applicable state law, the Chapter's Articles of Incorporation or these by laws, a majority of the Board of Directors shall constitute a quorum at any meeting of the Board of Directors. Each Director shall be



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

entitled to one (1) vote and the vote of a majority of the Directors present in person or by phone or electronic means at which a quorum is present, shall be the act of the Board of Directors unless a greater number is required by applicable state law. If less than a quorum is present at a meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice other than announcement at the meeting, until a quorum shall be present. There shall be no voting by proxy. Board members participating by phone can be counted as part of the quorum and their votes will be counted. Board meetings can be conducted by phone if a quorum is participating.

Powers and Duties of Directors:

- a. The Directors shall have the power to conduct and direct the business of the Chapter.
- b. The Directors shall maintain a complete record of all business transactions, minutes, and acts, and present a full statement at the regular Annual Meeting of the members, showing in detail the condition of the affairs of Chapters.
- c. The Board of Directors shall have the authority to create and fill the office and the position of an executive secretary or executive director if the chapter chooses to hire staff.
- d. The Board of Directors approve the annual budget and reports the budget to the Membership at the Annual Meeting or at such time that the Chapters Annual Report can be forwarded to UNAP by the end of February.

B. Officers

The Officers shall be elected by the Chapter's membership during the Annual Membership Meeting. The Officers shall be elected for two or three-year terms, and each shall hold such office until their successors are elected. The Officers shall be members of the Board of Directors and no Officer shall serve on the Board in the same position for more than six consecutive years. After one-year absence from the position, s/he may again be elected to serve.

Officers: Officers of Chapters shall be the President, Secretary, Treasurer, and other officers as may be deemed necessary or desirable by the Board of Directors or law. Other



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

suggested positions are chairs for advocacy, membership, communications, education, and young professionals.

Compensation: The Officers shall receive no compensation as salary from the Chapter but may receive reimbursement for expenses for special activities on behalf of the Chapters and such special expenses shall be upon vote by the Directors.

Powers and Duties of Officers:

- a. The **President** facilitates the work of the Chapter, creating the chapter's annual business plan, and is responsible for adjusting programmatic goals in collaboration with the Board of Directors. The President presides at all Chapter meetings; appoints all Chapter committee chairs with the consent and approval of the Officers; presents the report covering the activities of the Chapter in the previous year at the Chapter's Annual Membership Meeting; enforces Chapter guidelines; ensures that all books and records are properly kept and that all meetings are appropriately called; and ensures that all required reporting (such as the Annual Report and budget to UNAP) is completed and sent to the National Office by March 1st.
- b. The **Secretary** serves all notices required by the Chapter's Handbook. The Secretary also records accurate minutes of all meetings of the Chapter, which should include election results and assignments to specific duties; works with the President to prepare the Chapter's Annual Report; and performs all the customary duties of a secretary.
- c. The **Treasurer** is responsible for maintaining all financial records for the Chapter, including providing oversight for all banking, events, and fundraising activities. The Treasurer ensures financial compliance with all applicable laws and provides information to the President and the UNAP National Office membership team on all financial matters of Chapters. He/she works with the President to prepare the financial section of the Chapter's Annual Report. The Treasurer also works with the Finance and Budget Committee if the Chapter has established such a committee.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

During Chapter Board meetings, the Treasurer reports actual financials versus the budget and ensures that all Board members understand the report. The Treasurer keeps regular contact with the National Office to ensure compliance with internal and Federal compliance standards.

Specifically, the Treasurer is expected to file an annual 990 not later than May 15th of each year (noting that a chapter's fiscal year ends on 12/31.)

It is the Treasurer's responsibility to know what forms must be filed with the appropriate State and Federal entities and what information is required by the National Office to avoid fines, the revocation of the Chapter's 501 (c)(3) status and/or, as appropriate, its registration as a charitable organization for fundraising purposes.

Additional Officers/Positions: In addition to the three required Officers, the Board may appoint additional Officers or Board positions may include:

- a. **President-Elect:** If a Chapter chooses to elect a President Elect, this person serves as a future president in training. He/she observes all workings of the Chapter, assists in special projects such as strategic planning, preparing the annual reports, and research. Chapters should have strong succession plans to ensure stability during leadership changes.
- b. **Vice President(s):** Chapters may choose to elect one or more Vice-Presidents to help the President facilitate the work of the chapter or assume functions of committees' leadership. However, in that case, a Senior Vice-President is identified to serve in the President's absence, removal, or following his/her resignation.
- c. **Membership Chair:** Chapters may elect or appoint The Membership Chair or VP who is responsible for managing the Chapter's membership records and developing a membership growth strategy. Specific responsibilities include: contacting current, lapsed, and prospective members as well as welcoming new members. Each chapter should develop a membership committee to assist the chair



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

in membership development. The Membership Chair may also be called the Vice President for Membership.

- d. **Advocacy Chair:** Chapters may elect or appoint an Advocacy Chair or VP who serves as a liaison between the Chapter and both, the Advocacy Committee of the National Council and the UNAP's National Office. The Advocacy Chair is responsible for promoting participation in the action alert system and advocacy events, such as Day on Capitol Hill and in-District advocacy activities. The chair should maintain and develop personal relationships with local congressional representatives and/or their relevant staff members (through letters, telephone calls, emails, and personal visits) and keep up to date on their positions on UN-related issues. The Advocacy Chair may also be called the Vice President for Advocacy.
- e. **Young Professionals (YP) Chair:** Chapters may elect or appoint a Young Professional Chair or VP who is responsible for managing and developing a successful YP program that encourages members to become engaged with the United Nations through professional development and other opportunities. UNAP's Young Professionals are individuals who are 26 to 39 years of age.
- f. **Education Chair:** Chapters may nominate an Education Chair or VP who will liaise with UNAP.
Education Committee, both locally and nationally, and develop strategies to scale Model UN (mini-simulations) into locally-based middle and high schools and in other ways organize educational programs for Members, partners, and prospective Members.
- g. **Communications Chair:** Chapters may elect or appoint a Communications Chair or VP who will oversee all aspects of communication made to the public and the chapter membership. This includes all online and social media presence as well as regular communication to the chapter's membership and the general public. Communications Chairs are encouraged to work alongside the President and Membership Chair to assist with retention efforts, in addition to highlighting the efforts of the chapter throughout the year and regularly updating the National Office about upcoming advocacy activities, programs and events. They may also



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

want to recruit team members dedicated to external and internal communications. This will also help with editing and proofreading all social media posts and other external communications. Please remember that UNAP is nonpartisan.

Note: These committee leadership positions can be called committee “Chairs” or “Vice Presidents”. In this case, a Senior Vice-President, or President Elect, is identified to serve in the President’s absence.

Removal from Office:

- a. **Voluntary:** An Officer or Board member may announce his or her resignation at any Board of Directors’ Meeting or in writing to the Board. The resignation becomes effective after the following Board of Directors Meeting or at a later date indicated by the person resigning.
- b. **Involuntary:** If an Officer or Board member is to be removed from office involuntarily it shall be by a 2/3 affirmative vote at a Board of Directors meeting with a majority of the Board members present. All members of the Board shall receive at least ten days’ notice prior to the meeting at which the removal vote occurs.

X. Membership Building and Chapter Activities

As mentioned in Section XI, membership consists of multiple membership categories at varying dues levels, as well as a complex management system. It is important that one understands the complete membership program before engaging prospective and current members. Chapters are responsible for collecting membership dues and properly submitting them to UNA-PAKISTAN (see Section XI: Chapter Financial Responsibilities, Membership Dues).

Membership Category	Rate	Description
Patron		Individual membership with a higher donation level.
Sponsor		Individual membership with a higher donation level.
Student	2100 Rs	25 years or younger, covers most student members.

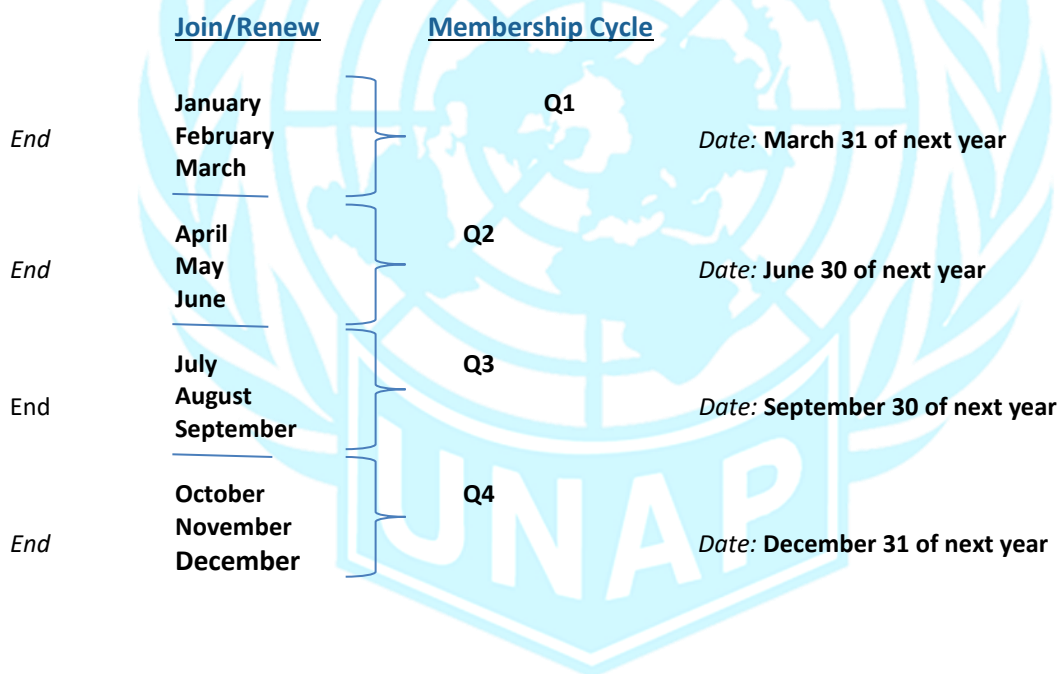


UNITED NATIONS
ASSOCIATION OF PAKISTAN

Membership Expiration Cycle

UNA-PAKISTAN membership expiration dates are organized in quarterly, rather than monthly, cycles. For example, if someone joins on January 31, 2017, his/her membership will expire on March 31, 2018 (rather than January 31, 2018) since she/he was assigned to the Q1 cycle. Because this cycle can sometimes be difficult to understand or communicate to members, please refer to the following guide.

Members are placed into one quarterly cycle depending on when they join or renew.



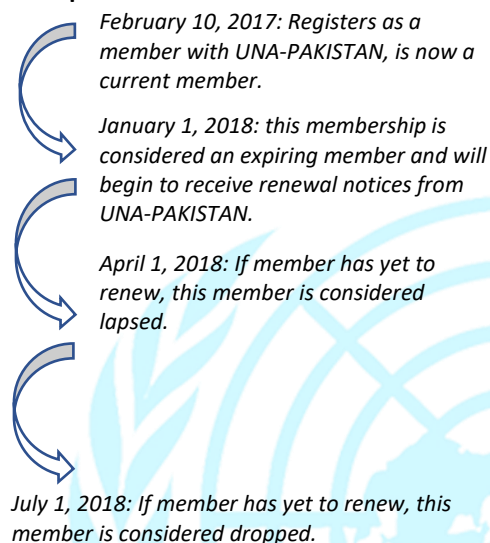
Membership Terminology

Retaining UNA-PAKISTAN members is a critical factor of success for UNA-PAKISTAN. To this end, the National Office runs a comprehensive renewal program consisting of direct mail and email communications designed to have members renew before their membership expires. Below are the key terms we use to describe the active or inactive status of a member.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Example:



Current Member	A paid member in who has not gone beyond his/her four cycles/ quarters of membership.
Expiring	In the last quarter of membership, a member is called an expiring member and will begin to receive renewal notices.
Lapsed	If an expiring member does not renew his/her membership after their fourth quarter, the member is considered lapsed for the next quarter.
Active Member	All current, expiring, and lapsed members in the system.
Dropped	Following the lapsed cycle, if a member does not renew, s/he will be dropped from membership.

UNA Headquarters Renewal Membership Campaign:

<i>Timeline</i>	<i>Communication Type</i>
<i>1 Month Prior To Quarterly Expiration</i>	Two renewal notices sent: one via direct mail, another sent via email.
<i>Month of Quarterly Expiration</i>	Three renewal notices sent: two via email, one via direct mail.
<i>1 Month After Quarterly Expiration</i>	One renewal notice sent via direct mail, informing the expired member that they have been dropped but still has the opportunity to renew.

XI. Prospective & Current Member Engagement

Members are the most important part of UNA-Pakistan, and building membership is the most important responsibility of our chapters.



UNITED NATIONS ASSOCIATION OF PAKISTAN

Members bring a broad range of backgrounds, experiences, and leadership skills to help build the chapter and ensure the succession of chapter board members and committee positions. Members also help provide the financial means to strengthen chapter activities and programs. Building chapter membership is key to creating a sustainable and truly effective organization.

Purpose of UNA-Pakistan Membership

There are many reasons for one to become a UNA-Pakistan member. Here are a few to share:

- UNA Chapter is a forum to voice your support for Pakistan's engagement at the UN, with a current focus in making the Sustainable Development Goals (SDGs) a success.
- UNA-Pakistan is a network of more than 120 UNA-Pakistan chapters and divisions and 70 campus chapters throughout the country comprised of people passionate about the mission of the United Nations.
- The opportunity to participate in educational and advocacy events, as well as to meet with elected leaders to increase knowledge of how the UN makes the world a safer place and improves the lives of people everywhere. Key annual events include the Annual Leadership Summit, October UN Day, and Global Engagement Summit at the UN.
- Monthly nationwide conference calls with UN Experts on Issues such as Global Health, Empowering Women and Girls, and Sustainable Development.
- Engagement with UN Foundation Campaigns for global health, adolescent girls, the environment, and more.

Recruit New Members

Prospective members can be recruited in various ways. Here are a few to consider:



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

- Non-member chapter program/event attendees
- Colleagues at internships and jobs
- Like-minded friends and family
- Acquaintances met at a UN, international or related event
- Social media followers
- Lapsed UNA-PAKISTAN members
- Contacts made at organization fairs
- Individual members of partner organizations

Interacting with Potential Members

There are many ways to engage prospective members. Use these examples to start:

- Give personal testimony: in-person, via email, via LinkedIn, etc. – talk about it as much as possible
- Send program invitations to your prospects
- Create a “Bring a Guest” day for all members
- Promote membership/events in related or partner organization communications (on their social media sites, newsletters, etc.)
- Take advantage of speaking opportunities and promote membership
- Provide membership information at ALL programs, such as UN Day, Human Rights Day, and International Women’s Day. And don’t forget to have a sign-in sheet so you can follow-up with a membership ask.
- Include membership join links in all communications
- Offer reduced new member rate when non-members attend a UNA Chapter event
- After events – post information in blogs, photos, etc. include a JOIN link
- Cross-promote events with similar local organizations.
- Ask those same organizations to post a link to your chapter’s website or to unaPakistan.org as well as follow your chapter on social media.
- Ask area libraries, community centers, universities, cafes and local businesses (such as fair-trade partners) if they will display UNA-PAKISTAN posters or post cards.
- Explore videotaping or live-streaming your events (using tools like Facebook Live) so more people can participate.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Note: Recruitment postcards and one-page electronic membership forms are available upon request. All prospective members are encouraged to join UNA-PAKISTAN and chapters online at <http://una.org.pk/registration-form-students/>.

Engage New Members – It’s an Ongoing Relationship

Once you have successfully recruited new members, make sure you acknowledge and keep them engaged.

- Assign new member champions/ambassadors
- Greet and welcome new members at programs
- Send new members welcome communications or call them
- Publish new member names, titles, and organizations in Chapter newsletters or on the chapter website
- Invite new member to next Chapter meeting
- Publicly recognize new members at chapter meetings

Engage Current Members – Don’t Lose Them

And let’s not forget about your current membership. They too need attention.

Invite members to volunteer on committees, events, and programs

- Recognize great work
- Keep it fun - hold a drawing at each chapter meeting for special prizes
- Survey your membership to stay on top of their needs and expectations
- Encourage them to apply for special UNA member opportunities such as becoming a CSW delegate or the UN Youth Observer.
- Nominate members for UNA’s national awards given during the annual Leadership Summit.
- Consider profiling members on your Chapter’s website, on social media, or suggesting they be featured in UNA-Pakistan’s national newsletter, UNA Today.
- Also, occasionally reach out to your lapsed and expired members with action alerts such as joining a group in-district meeting with your Congressional representatives.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

- Plan side activities for your group attending UNA's Global Engagement or Leadership Summits.

XII. National Membership Programs

A. UNA Campus Chapters

UNAP members, whether as National Members, Members of Community Chapters or Campus Chapters participate with a free membership rate.

The Better World Fund and its programs, UNA-Pakistan and the Better World Campaign, represent the single largest network of advocates and supporters of the United Nations in the world. UNA- Pakistan's youth network is dedicated to advocating on behalf of the United Nations with membership in community chapters, but significantly on college campuses nationwide. As of March 2018, there are 99 UNA Campus Chapters.

- Email at contact@una.org.pk with any questions.

Productive Collaborations with UNA Community and College Chapters

UNA campus and community chapter collaboration is appreciated and encouraged. While different in their structure, leadership, and membership, college and community chapters share many goals and interests in common. For advice on working with a campus chapter in your community, email at contact@una.org.pk. Campus chapters have separate handbooks which will be provided to you upon making of a chapter.

Programming Ideas

- Co-sponsor a refugee family or school through UNAP events and programs with a college chapter.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

- College chapters often have very creative ways to fundraise on their campuses.
- Volunteer as a speaker or panelist. UNA college chapters are often looking for speakers or panelists for events they are hosting that will not cost chapter funds.
- Host an Executive Council retreat. Getting the various members of college and community chapter leadership together can foster brainstorming and collaborations.
- Co-host a speaker or event for UN Day. Combining resources can make the event bigger and better.
- Holding a place for a Campus Chapter representative on the Community Chapter Board of Directors.

Starting a New UNA College Chapter

If you have contacts with a local college or university in your community that does not have a UNA chapter, please send contact information to contact@una.org.pk, who can work with the students to start a new UNA Chapter. You may want to send a letter of introduction.

B. UNA-PAKISTAN Young Professionals

UNA-Pakistan Young Professionals (UNA-YP) is a program that engages UNA members, typically between 26 and 40 years old, in discussions of international affairs, emphasizing the importance of multilateral cooperation and the United Nations. UNA-YP distinguishes itself from other young professional programs for international affairs, by focusing on supporting the United Nations through community education and by outreach to Congressional representatives. UNA-YP members work with UNA-Pakistan chapters and benefit from learning by managing local events, soliciting speakers, designing fundraising initiatives, introducing chapters to emerging new technologies and social media, and recruiting and engaging volunteer teams.

UNA Young Professionals work locally to promote and implement education projects, advocate for a strong U.S.-UN relationship, and participate in professional development opportunities.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Why Build a Young Professionals' (YPs') Program?

Young Professionals are the lifeblood of a growing UNA chapter. They can also be an important linkage between college and community chapters. Engaging YPs builds a leadership pipeline for your Chapter and ensures its sustainability and relevance.

Leadership Structure

There are different ways to structure your YP Program, including:

- Invite a Young Professionals' Representative to serve on your Executive Council or Board of Directors
- Start a Young Professionals Committee that reports to a member of your Executive Council or Events Chair

National Office Resources

The UNA-Pakistan National Office is dedicated to the support and growth of our YP members. The National Office provides a variety of [virtual resources](#) to connect with YPs, including:

- UNA Young Professionals Facebook Group
- National Leadership Roles

XIII. Reporting

Reporting Cycle

The following outlines how UNA-Pakistan National Office staff reports out chapter membership and dues revenue.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Reporting Cycle for UNA Chapters	Type of Report
Monthly Chapter Membership Report	<p>Content: a list of paid, active members and recently lapsed members, includes contact information.</p> <p>Delivery: on or before the 15th of each month</p>
Quarterly Chapter Cash Report (Financial Update)	<p>Content: quarterly update on the financial status of the chapter, includes figures on membership payments and donations.</p> <p>Delivery: every quarter at the end of March, June, September, and December</p>
Reporting Cycle for GenUN Chapters	Type of Report
Monthly Chapter Membership Report	<p>Content: current list of all members in the community chapter. Only individuals with birthdates provided will be pulled in to this report.</p> <p>Delivery: once a month</p>

XIV. National Membership Events

A. UNA-PAKISTAN Leadership Summit

Each year, UNA-Pakistan gathers 200 top college campus and community chapter leaders in Karachi, for three days of trainings, workshops, sharing of best practices and networking in preparation to meet with members of respective assembly on critical humanitarian, peacekeeping and other global issues. The Leadership Summit features leaders and experts from the United Nations, the Pakistani government, and other



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

international organizations as supporters and presenters. UNA-Pakistan sends its delegates and members to these summits in order to gain awareness and experience.

The Leadership Summit typically occurs the second weekend in June, but keep watch for early bird registration rates in February.

B. United Nations Day

Every October, United Nations Association chapters around the world engage their communities by hosting events to celebrate the founding of the United Nations and elevate awareness of global issues.

The anniversary of the entry into force of the United Nations Charter on October 24, 1945 has been celebrated as United Nations Day since 1948. It has traditionally been marked throughout the world by meetings, discussions, and exhibits on the achievements and goals of the organization. In 1971, the General Assembly recommended that Member States observe it as a public holiday.

UNA-Pakistan chapters nationwide are expected to hold events to commemorate UN Day. As part of this work, UNA-Pakistan creates a dedicated section of our website to serve as a community organizer's tool for coordinating UN Day programs locally. Some chapters convene more than one event during the month of October allowing each committee to organize an event for relevant constituencies.

C. Additional UNA-PAKISTAN Opportunities

In addition to these opportunities to schedule Chapter events, chapters may want to plan events on other anniversaries such as the December 10 anniversary of the Universal



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Declaration of Human Rights (Human Rights Day), September 21, the International Day of Peace, March 8 International Women's Day, and other notable UN observances.

- UN Youth Observer position
- UN CSW Delegates

XV. Chapter Fundraising Guidelines

Fundraising provides a great opportunity to finance local Chapter programs and activities and to build a more sustainable, effective chapter. In addition, you can help raise funds to support UNA-Pakistan's efforts in outreach, advocacy, and education.

A. Fundraising Guidelines

- You don't get money unless you ask for it!
- Your fundraising purpose must be absolutely clear.
- Any money raised in the name of UNAP is to be used either in support of your chapter operations, the United Nations or UN agency activities, or donated to UNAP.
- Be sure that all chapter activities further the organization's tax-exempt purpose and comply with the laws of Pakistan, the state of the chapter's organization; or any other jurisdiction where the chapter conducts activities.
- No part of the assets or net earnings of the chapter can be used, nor can the chapter be organized or operated, for purposes that are not exclusively charitable or educational.
- THANK your donors promptly, tell them how their funds will be used, and let them know how much you appreciate their generosity and support! In thanking your donors, indicate the amount of the contribution for their tax purposes.
- Unless the chapter receives prior written approval from the National Office to the contrary, chapter fundraising must be limited to causes directly related to the mission of UNAP, which may include fundraising for the UN and UN agencies.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

B. Fundraising Planning

Before you embark on fundraising activities, make sure to develop a plan and timetable.

- Identify what you need funding for and how much needs to be raised.
- Determine how much time is needed to meet your goal.
- Identify and research potential funders.
 - What do you know about the individual or the company (e.g. products or services, annual budget, net worth, etc.)?
 - Visit the company's or individual's website.
 - Understand their business (products or services, annual budget, etc.)
 - Look at their interests checking social media sites.
 - Determine if there are philanthropic interests or if they have a foundation.
- Develop a strategy to meet with and talk to each potential funder.
 - Who can get a meeting?
 - Who is the right person to make the ask?
 - What is the ask?
 - What are the talking points?
 - What will be our leave behinds (e.g. flyer, brochure, etc.)?

Remember-patience, persistence, consistency, and organization are the keys to success!

C. Common Fundraising Methods

Annual Appeals: Perhaps the easiest technique is an annual appeal to members and friends. An annual appeal can be at year-end, or around an anniversary or special “day” (e.g. UN Day, Earth Day, World Malaria Day). These are often enhanced if you ask donors to match their funds toward a challenge grant.

Major Gifts: Some chapters receive large donations from individuals to help fund special projects. Chapters should create a well-defined case statement of need and a budget for special projects before soliciting major gifts.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Events: Funds can be raised by charging entrance fees to some chapter events, and some chapters hold special fundraising events that range from cultural events, dinners and award ceremonies to black-tie events. Get creative with the event! Remember: If food or services are provided, the portion of the contribution that is tax deductible is reduced by the amount of the cost of the service.

Silent Auction: Funds can be raised by collecting donated items or experiences from venues, organizations, companies, etc. and selling them via a silent bid auction event. Examples of donations include spa packages, sporting event tickets, cruises, dinners at restaurants, autographed apparel, electronic goods (game consoles, televisions, laptops, tablets), clothing and accessories, etc. You will need to determine the value of the donated item and determine the starting bid amount and bidding increments. You are encouraged to consult with your tax advisor regarding any deductibility and/or claim responsibilities for donated items. In addition, look for a space that might be free of charge (town hall, office space, or campus space) to cut costs!

In-Kind Contribution: Chapters can solicit in-kind contributions from businesses and individuals, including: accounting services, refreshments, meeting space, copying services, transportation, hotel rooms, printing, entertainment, office space, and office equipment. Some donors might request a letter for the in-kind amount for tax filing. Note, however, that regardless of who receives an in-kind contribution, these contributions usually are not fully tax-deductible. Donors of in-kind contributions should be encouraged to consult with their own tax advisors as to deductibility.

Tributes/Memorials: An event or ongoing program may be geared to raising funds by paying tribute to or memorializing a beloved chapter member or other individuals. Such projects include memorial funds, named scholarships, and other special events.

Bequests: Contributions may be left to a chapter in a will or estate plan. Chapters may want to set up a “legacy circle” or other formal way to ask members to include UNAP in their wills.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Foundations: Chapters have a special opportunity to obtain funding from local and regional foundations restricting their giving to a geographic area. These foundations are only accessible to chapters– not the National Office. Proposals to national foundations are also a possibility, but before approaching a national foundation, please contact the National Office membership team.

Corporations: As with some foundations, many corporations are interested in projects that make their hometown a better place. Corporations are more inclined to give contributions or support sponsorships if there are tangible benefits that give corporation exposure to the public (e.g. logo on printed materials, opportunity for corporate executives to welcome guests, corporate giveaways, etc.). The potential for developing support from small businesses, especially for in-kind contributions, is enormous. When approaching a national corporation, please check with the National Office first to see if there is any history of giving to UNA-PAKISTAN, or if UNAP is currently making a solicitation. As with foundation proposals, the National Office staff would like to explore possibilities for joint national-chapter proposals.

Here are a couple of ideas on how a company may participate in a match:

- For every 10 hours, an employee volunteers with a nonprofit, their employer will provide a grant of PKR 15000 to the organization (e.g. PKR 1500 per hour).
- A company may match employee donations up to X amount of dollars.

Fund Matching: You might enter into a partnership where a corporation, organization, individual donor, etc. is willing to match the final amount of funds you raise at an event, for a campaign, etc.

XVI. Advocacy

UNAP has a long and successful history of engaging policymakers in pursuit of a more dynamic PAKISTAN - UN relationship, and we want to help you carry on this legacy. Each year the Advocacy Committee of the National Council and the UNAP staff draft an advocacy agenda which covers the core issues that chapters should be advocating for, but isn't wholly inclusive of everything the UN does. The UN operates in almost every



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

country in the world and on almost any issue you can imagine. From the 17 2030 Goals [Sustainable Development Goals] to the International Civil Aviation Organization, there are myriad reasons why you and the members of your chapter joined UNA-PAKISTAN, and we want to help you translate them for your representatives. Chapters should not advocate for issues that are not related to the UN. If you are unsure whether an issue pertains to the UN, please email the National Office at contact@una.org.pk.

What follows is basic information about what UNA chapters can legally do to advocate for the UN.

A. Advocacy Engagement Opportunities: Chapters & Individual Members

Write a Letter or Send an E-mail to your Member of Congress

UNAP will send you alerts via email to let you know when important votes or hearings will occur. The advocacy alert system will allow you to send an email to your Members of Congress at the click of a button; showing them that their constituents care about the UN. The UNAP Advocacy Toolkit will provide templates.

Arrange a Meeting with Your Congressional Representatives, or their staff

Do meet your representatives in their respective offices. The UNAP office can help you arrange such a meeting. Please give staff two weeks' notice of your plans and we will contact the congressional office for you.

Arrange a Call or Meeting with the District Office of your Congressional Representatives

The easiest way to meet your representatives is in their district offices. Find the relevant contact information for the local offices of your members of Congress. The UNAP Advocacy Toolkit will provide tips and a sample meeting agenda.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Remember, while there are limitations on how much of an organization's budget can be spent on lobbying, there is **NO** limitation on the lobbying done by individual citizens and constituents. It is a First Amendment right and one of the privileges and responsibilities of living in a democracy to be able to exercise the right to meet with elected officials, tell them how we want them to vote and then let them know on election-day if we thought they did a good job. UNA members can write letters to the editor, call in to radio talk shows and in other ways express themselves as individuals (not as UNA representatives without permission) and advance the legislative agenda.

Invite your Congressional Representative to Participate in an Exchange or Local Event

Local chapter events are a great way to show your Senator and Representative that the UN matters in their district and how easy it is to get engaged. Invite your Members of Congress to chapter events, host a dinner in their honor, and invite them to become UNAP members.

They have busy schedules, but often meet with their constituents in their communities on weekends and during Congressional recesses. Sometimes they will send staff members to speak with you, as staff plays a critical role in advising them. Get to know their staff and include them in further communications you have with your representative. This will add a personal touch and will help you influence your representative's opinions.

Making an Appointment with Your Representative

Whether in any other city or your hometown, scheduling an appointment with your elected officials requires the same process. While you might prefer to meet with them when legislation is pending and Congress is in session, it may be easier to meet with them during local office hours.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Scheduling

Find your representative's relevant contact information, office hours, and calendar. Many members have scheduling forms on their websites, but if you cannot find a form, draft a letter requesting a meeting and include the following:

- purpose of the meeting;
- why the issue is important;
- who is going to be attending the meeting; and
- suggested dates and times for the meeting and your contact information along with a statement that you will be calling to follow up.

Fax or e-mail your letter to the member's office. Sending the request electronically ensures that the letter is received quickly.

Call to Confirm with the Scheduler

When you call your federal legislator's office, ask to speak with the scheduler. Have your letter available and refer to it along with the date that it was sent.

- When you speak to the scheduler, introduce yourself and explain that you are a constituent and that you have sent a written meeting request.
- If you or someone in your group knows the legislator personally, make sure that the scheduler is aware of the relationship.
- Once you have a meeting scheduled, be certain to call the day before to confirm the appointment. This is particularly important for Washington, DC meetings.

Tips on Meeting with Elected Officials and Staff Members

- Come prepared with the UNAP advocacy agenda and other background materials, including the UNA-Pakistan briefing book. Bring a copy for your representative or staff.
- Always watch your time. Meetings range in length. Some meetings may be as short as five to ten minutes. Make your presentation with supporting facts as quickly and concisely as possible to allow time for questions and answers. You can ask at the beginning how much time is available for the meeting.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

- Start by introducing yourself and your local UNAP chapter, and tell your representative that you want his/her support for the UN.
- Remember to not only engage the member, but to also allow the member to ask questions. It should be a dialogue, not a monologue.
- If you do not know the answer to a question, simply say so. Tell the member that you will find the information and send it as soon as possible. UNAP can help – write to contact@una.org.pk. Always remember to follow up and become a reliable resource.
- Listen intently to what the member says and be prepared for possible negative responses.

Becoming defensive in a meeting will lead to a negative experience instead of an open dialogue.

- As the meeting draws to a close, thank the member for his/her time. Briefly summarize what was said in the meeting and restate any follow-up information you will be sending.
- Provide follow-up information within a day of the meeting, along with a thank you note to the staff person or representative that you met with.

Please let UNAP know if you have had meetings with your members of assembly and how they went. Were you able to be persuasive? Did you get a commitment?

Staff Input

Take a moment to check in with your representative or staff member to ask for his or her feedback.

XVII. Communication Resources and Membership Toolkits

Your chapter's success is closely linked to how well you communicate with your members and the general public. Two messages are important: emphasizing that your



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

chapter is part of a national nonpartisan movement supporting the United Nations and that the UN is important to your local community.

Your communications chair should focus on both internal and external communications as well as outreach to traditional media and a social media presence. A local team of communications volunteers should be recruited to help the chair reach your audience. UNA-Pakistan has a number of tools ready to use. Since the communications sent by your chapter represents the public voice of UNA-Pakistan, it is critical that the president as well as the advocacy and membership chairs are involved in the planning. A process for reviewing and proofreading communications should be in place as well. Your communications team is also encouraged to join the national UNA-Pakistan Communications Committee which organizes monthly conference calls and maintains an online discussion group. As previously mentioned, chapters have limited permission to use UNA-Pakistan's logo; make sure to refer to the most recent branding guidelines.

Internal Communications Tasks:

- Chapter Emails/Newsletters
- New Members' Welcome Message
- Lapsed Members' Reminder Messages
- Local Advocacy Alerts
- Regular Updates to National Office about local activities
- Encouraging members to follow the chapter on their personal social media accounts.
- Posting open volunteer positions on chapter website and social media accounts as well as on public online websites like VolunteerMatch.org.
- Photographing or videotaping/live-streaming local events
- Adding advocacy social media actions to local events.

External Communications Tasks

Facebook

The UNA-PAKISTAN Facebook page empowers members to engage with their association and each other around events, articles, updates, discussion topics, and more.



UNITED NATIONS ASSOCIATION OF PAKISTAN

Chapters are encouraged to link to the Facebook page (www.facebook.com/UNAPAKISTAN) on their websites, publications, and member emails. We strongly encourage chapters to also have local Facebook pages. If you are interested in creating one for your chapter, please contact the National Office first, to make sure you are using the correct logos and information. This is important for national branding purposes. With over 200 chapters it is difficult to maintain a national identity, and we must work together to ensure that we do. Below are some general guidelines.

- Maintaining chapter website and/or posting updates on unaPakistan.org.
- Other social media presence as approved by local board.
- Maintaining chapter website and/or posting updates on unaPakistan.org.
- Informing local media of your chapter's activities by sending press releases and posting events on local community calendars.
- Building cross-promotion initiatives with similar local organizations, libraries, and other community centers.
- Writing opinion pieces for local media outlets. Templates are available in the various UNA-Pakistan toolkits.

C. UNAP chapter affiliation

Chapter shall represent UNAP as a UNAP Chapter in the particular institution, pursuant to and in accordance with UNAP's mission and purposes as set forth in UNAP's governing documents, as may be amended from time to time by UNAP. UNAP specifically authorizes the Chapter, subject to Chapter's obligations under Section 3 of this memorandum, hereof, to conduct educational, advocacy, and fundraising programming and other such activities within its Jurisdiction that are consistent with UNAP's mission to develop and strengthen the relationship between the Pakistan and the UN and to promote Pakistani leadership to enhance international cooperation.

D. Communication Resources

Chapter Leader Updates

The UNA-Pakistan Chapter Leader Update is a twice monthly email publication sent to all current chapter board members, with valuable information about UNA-PAKISTAN



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

and chapter management, announcements, and activities. This is the most important communication tool that the National Office Membership Department uses. Please make sure to alert the Membership Department if there are any changes in your current board roster.

UNA-Pakistan Communications Committee

Any chapter communications volunteer can join this national committee which organizes monthly conference calls as well as an online discussion forum. Contact the National Office to join.

UNA Today

The UNA Today is an electronic monthly publication of UNA-Pakistan. The newsletter provides a rich variety of timely articles and provocative op-eds on what is happening at UNA-Pakistan and at the UN Foundation, including highlights of current UNA and UN Foundation activities; important national advocacy alerts and agendas; general UNA member news; and other notable program work.

UNA-PAKISTAN Calendar

UNA-Pakistan includes all local chapter events that are taking place around the country in its online Calendar. Please send us all chapter events! Please check out our online calendar for all national and local UNA events

<https://www.un.org/en/sections/observances/international-days/>.

UNA Pakistan Photo Library <http://una.org.pk/gallery/>



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

XVIII. Partnerships

A. Government of Pakistan signs one United Nations program(0P3RD)

The Government of Pakistan and the United Nations in Pakistan signed the UN Sustainable Development Framework (UNSDF), also known as the One Programme III (OPIII) 2018-2022 at a ceremony held in the Economic Affairs Division (EAD).

Secretary EAD and United Nations Resident Coordinator signed the document along with other UN agencies working in Pakistan, said a press release. Syed Ghazanfar Abbas Jillani, Secretary EAD remarked that the signing is an important milestone for the Government of Pakistan as it reinforces 70 years of trusted partnership with the UN.

Pakistan is amongst the first countries that adopted the SDGs as National Development Goals and one of the few countries that is investing its own resources to achieve the SDGs. We are confident that the new 5-year programme will create impactful results for the people of Pakistan, he added.

The 5-year partnership framework sets out the direction of the UN's support to the Government of Pakistan to achieve the 17 Goals of the 2030 Agenda for Sustainable Development.

The UNSDF/OPIII sets-out 10 key outcomes in areas in which the UN can leverage its strong comparative advantage in support of Pakistan's commitment to the SDGs; inclusive and sustainable economic growth; decent work for all; improved health coverage and equitable WASH services; better nutrition; lasting food security and sustainable agriculture practices; greater resilience; quality education and learning; gender equality and dignity for all; strengthened governance; and more effective social protection.

Strong partnerships and country-ownership are the twin pillars of the UNSDF/OPIII. The programme is aligned both with the SDGs and the aspirations of Pakistan's Vision 2025. It commits the UN to greater inter-agency collaboration while working closer than ever with our partners-federal, provincial and local governments, the private sector, civil



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

society, donors and the international community – to deliver a more prosperous, inclusive and equitable future for Pakistan’ said Neil Buhne, UN Resident Coordinator.

Since 2009, the UN has contributed over \$2.3 billion to support the Government of Pakistan to tackle its development challenges that has benefitted millions of Pakistanis throughout the country.

**B. Social Forestry Division of the Forest Department of Government of Sindh
collaboration with UNAP for Sindh Plantation project**

UNAP is planning a project of plantation and forestation in the province of Sindh. It will be a contribution to SDG 13 (Climate Action) which aims to conserve and restore the use of terrestrial ecosystems such as forests, wetlands, drylands and mountains by 2020. Halting deforestation is also vital to mitigating the impact of climate change. It calls for action to reduce the high level of air pollution in the cities and villages.

Please visit <http://una.org.pk/sindh-plantation-project/> to learn more.

XIX. Global Engagement Opportunities

Enhanced by the strategic alliance between the UNA-Pakistan and the UN Foundation, UNA-Pakistan is better able to engage members in advocacy and global action through the innovative campaigns of the UN Foundation.

Carrying out an ongoing member campaign in your UNA chapter is a fundamental method to advocate for and support the work of the UN. The campaign adds value to the group and to the community at large. Each campaign that is adopted allows chapter leaders and members to work in a hands-on capacity with the UN to change the lives of many people around the world, thus shaping the world envisioned in the UN Charter.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

Find below a list of opportunities for engaging members in the goal of taking the UN's best programs to scale. Additional details can be found online at the sites listed below.





**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

A. United Nations Development Program (UNDP)

UNDP is working with the Government of Pakistan, civil society, national partners and the people of Pakistan to help find solutions to persistent development challenges. We work to build lasting institutional capacity, provide technical expertise to improve development outcomes, and help link the Government and people of Pakistan to innovative global solutions in areas such as improved data quality and collection, better environmental management, climate change finance and adaptation, strong and accountable governance mechanisms and capacities to respond effectively to conflict and disasters.

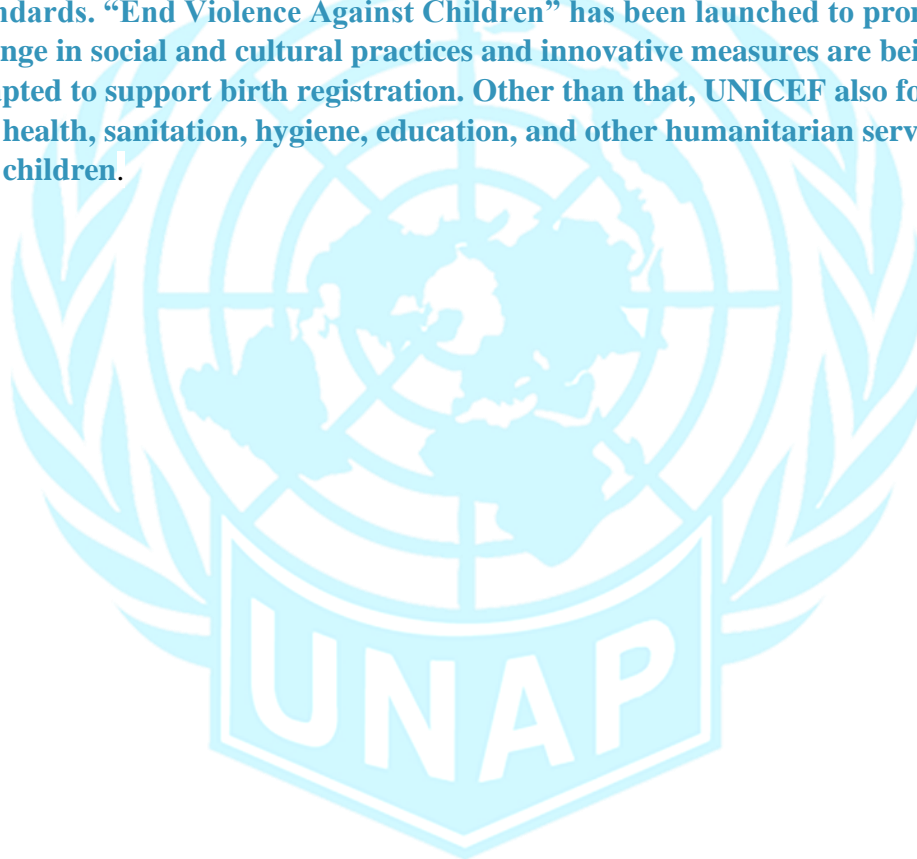
B. The World Health Organization (WHO)

The WHO strategy is to improve the development of health policy, planning, regulation and financing, leading to more equitable, responsive and fair financing of a decentralized health system. WHO works to improve governance through enhanced capacity in policy analysis and development as well as strategic planning, legislative and regulatory support. Human resources are a priority, with support provided to Human Resources for Health (HRH) policy and strategies and training health managers. Information management through strengthening the Health Management Information System (HMIS) provides a foundation for appropriate policy development. WHO also contributes supporting capacity in the development of appropriate technology, e.g. vaccine development Supporting the improvement of surveillance, early warning and health laboratories for quality control and surveillance, as well as capacity building for communicable diseases is a critical part of WHO work. Polio eradication and Acute Flaccid Paralysis (AFP) surveillance are the highest priority for WHO. There are also a number of other communicable diseases which form the body of work for WHO in Pakistan. WHO supports efforts to promote and assist safe motherhood, and making pregnancy safer through family planning, child spacing, prevention and control of sexually transmitted infections. At the technical level, this includes strengthening the nutritional programme and provision of emergency obstetric care. The training of maternal health personal remains a priority. At the district level, WHO supports the referral system as part of the district essential health services package. Technical support to the expansion of the Child Survival programme is also provided.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

C. The United Nations International Children’s Emergency Fund (UNICEF)
UNICEF strengthens the protective environment for children across the four priority areas of: policy and legislative reform; institutional capacity strengthening; social and cultural behavior change; and emergency preparedness and response. It supports establishment and revision of appropriate legislative frameworks on child-related laws and policies in conjunction with the Convention on the Rights of the Child and other relevant international standards. “End Violence Against Children” has been launched to promote change in social and cultural practices and innovative measures are being adapted to support birth registration. Other than that, UNICEF also focuses on the health, sanitation, hygiene, education, and other humanitarian services for the children.





**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

D. The United Nations High Commission for Refugees (UNHCR)

Pakistan hosts 1.5 million Afghan refugees and has been the world's largest refugee hosting country for more than three decades. UNHCR, together with the Government of Pakistan (GoP), facilitates the voluntary and dignified return of refugees to Afghanistan, assisting in their initial return, and supporting their longer-term reintegration. For those Afghans who cannot return sooner, UNHCR works to ensure that their basic protection needs are met and that they enjoy access to basic services while in exile. The Pakistan Federal Cabinet on 25 July 2013 endorsed a new policy on Afghan refugees, including extension of their registration status until the end of 2015, within the framework of the regional Solutions Strategy for Afghan Refugees. UNHCR assists Pakistan in its consideration of refugee legislation. UNHCR conducts refugee status determination on behalf of the GoP. There are currently more than 5,000 individually recognized refugees (Afghans and other nationalities). UNHCR often seeks third-country resettlement as a solution for the most vulnerable refugees. UNHCR is actively engaged in the Refugee Affected and Hosting Areas (RAHA) initiative that provides support to the hosting areas inhabited by refugees to mitigate the impact of an additional population living alongside the local community. The initiative creates and supports basic services through development interventions for Afghan refugees and Pakistani communities. With synergies between community-based assistance and RAHA interventions, and with increased cooperation with UN sister agencies, UNHCR aims to enhance the capacities of the Government and local communities to gradually mainstream refugees into national and local public services.

E. World Federation of United Nations Associations (WFUNA)

UNA-PAKISTAN is affiliated with the World Federation of United Nations Associations, which began in 1946 as a public movement for the UN. WFUNA is a global nonprofit organization representing and coordinating a membership of over 100 national United Nations Associations (UNAs) and their thousands of constituents. Guided by their vision of a United Nations that is a powerful force in meeting common global challenges and opportunities, WFUNA works to strengthen and improve the United Nations. They achieve this through the engagement of people who share a global mindset and support international cooperation – global citizens.



**UNITED NATIONS
ASSOCIATION OF PAKISTAN**

XX. Conclusion

Thank you for being a member of the United Nations Association of Pakistan and for leading your chapter. You are part of a select group of community activists, business leaders, educators, academic and foreign policy specialists who are all dedicated to educating, inspiring, and mobilizing Pakistanis to support the principles and vital work of the United Nations, strengthening the United Nations system, promoting constructive Pakistani leadership in that system and achieving the goals of the United Nations Charter.

- **For general member inquiries can contact the Membership Team at +92 21 35169421 or via email at contact@una.org.pk.**