

RESULTS UK Strategic Plan, 2017-2019

Ending poverty: progress, partnerships, and opportunities

Executive Summary

RESULTS vision is *a world free from extreme poverty by 2030*, and our mission is to *create the public and political will to end poverty by enabling people to exercise their own personal and political power for change*.

This bold ambition must be backed up with concrete action. RESULTS UK will create changes in development spending by directing funds to programmes and organisations with the highest impact (**more and better funding**), it will shape development policy to ensure no one is left behind (**policy change**), and it will create champions for international development at every level of society in the UK and globally (**political will**). We will do this by using a unique mix of **policy advocacy**, **parliamentary advocacy** and **grassroots advocacy**. We will work on the multiple axes of **health**, **education**, **economic opportunities**, and on **unlocking the voices** of people as powerful agents of change both here and abroad through our international partnerships. Framed around our six goals to change the world, we will find the neglected issue areas within each of these where we have identified how RESULTS UK work will have exceptional impact.

As we strive toward changing the world, it is equally critical that we constantly improve the way we work internally as an organisation. Framed around our four goals to change the way we work, RESULTS UK will continue to invest in its staff to ensure RESULTS UK is a great place to work. Throughout this period, we will continue to build our operational capacity, to embed quality and continuous improvement in the way we work and continue to develop our ability to build positive brand awareness, backed up by an income and growth strategy that develops a diverse portfolio of long term, quality relationships with donors.

Goals to Change our World

1. **Tuberculosis** – Ensuring all people with TB are treated with tools that work
2. **Nutrition** – Ensuring the right nutrition at the right time for all
3. **Child Health** – Equitable access to immunisation for all
4. **Education** – Inclusive, equitable education for all
5. **Economic Opportunity** - Maximising the potential of new ways to help people escape poverty
6. **Citizen voice** - Strengthening people's power to affect change, globally and in the UK

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Goals to Change the Way we Work

1. **Investing in people:** To ensure RESULTS UK is a great place to work and become a recognised employer of choice in our sector
2. **Income and growth strategy:** To ensure sustainable income to realise our vision by building on a diverse portfolio of long-term quality relationships
3. **Brand and communications:** Develop our capacity to build positive brand awareness and leverage support for fundraising, advocacy and campaigning
4. **Building our operational effectiveness:** To embed quality and continuous improvement in the way we work, ensuring that processes and systems evolve and remain fit for purpose as the organisation grows

The Opportunities

The world is an increasingly uncertain place. As of 2017, with the Brexit vote and US Presidential election it is clear that instability in global politics is set to continue for the near future. There is a continuing focus on getting results from aid as a framing for development, together with an increasing focus on fragile and conflict states and areas experiencing humanitarian crises. At the same time, the impact of climate change continues to become more evident, extreme weather events are becoming more common, bringing more extreme drought, hurricanes and typhoons more often to some of the poorest areas of the world and changing patterns of food production and disease prevalence. All of this is within a context of a changing development landscape, with economic growth altering the opportunities within many countries and leading to a change in development assistance at the same time as increasing inequality of outcomes for many of the poorest.

However, in this context of political change we are also seeing unprecedented global co-operation with the adoption of both the Sustainable Development Goals and the Paris Agreement on Climate Change in 2015. The UK also remains the only G7 country to reach the 0.7% GNI as overseas aid commitment. In 2016 despite public pressure to renege on this target and a change in political leadership, we saw cross party and high-level UK political commitment to maintaining UK aid levels. As the UK Government seeks to find a new place in the international landscape following the Brexit vote we are faced with many opportunities to ensure that our role in helping the poorest people around the world in some of the most effective ways is central to that agenda.

Over the last year, the UK Government has led the world in action to tackle antimicrobial resistance, driving it up the agenda of the G7 and the G20. They have made large financial commitments to the Global Fund to Fight AIDS, TB and Malaria and they continue to play a leading role in strengthening global commitment to tackling malnutrition through their championing of Nutrition for Growth. These openings, along with others, provide RESULTS UK with many opportunities over 2017-2019 to continue to obtain the financial and political commitments in health, education and economic opportunities to help build a world free from poverty.

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How we have Impact

We are proud of the name of our organisation because it says, in one word, what we are ultimately about: we want to see **results** for the world's poorest and most marginalised people. From 2017-2019 RESULTS UK will create changes in development spending by directing funds to programmes and organisations with the highest impact (**more and better funding**). It will shape development policy to ensure no one is left behind (**policy change**), and it will create champions for international development at every level of society in the UK and around the world (**political will**). We will do this by using a unique mix of **policy advocacy, parliamentary advocacy** and **grassroots advocacy**, integrated together into well thought through impactful advocacy strategies.

Our staff with organisational development roles – fundraising, finance, and administrative – provide the support without which our advocacy could not happen. Grant applications and management through to donor reporting and financial control are at the heart of our ability to win and develop our advocacy portfolio as we grow.

We strive to conduct research and analysis to develop well thought through and evidenced policy positions. RESULTS UK is already seen as a leader in the civil society sector on many of our issues by creating well-respected policy analysis. In addition, we lead many of the UK coalitions we are active in and play an active role in many global civil society coalitions. Over this period, we will continue to build on this and conduct high quality research to create the evidence base to inform organisational positioning and create new advocates on our issues across government and civil society.

Our work directly with parliamentarians is an important way for us to 'create the public and political will' to end 'extreme poverty'. We will expand the network of parliamentarians we work with, to include representatives from different political parties and people from different backgrounds, to enable our messages to reach the people and places where the decisions are being made in line with the growth of the rest of the organisation. We also continue to support the engagement of parliamentarians around the world on our issues, through supporting the successful growth and work of the Global TB Caucus, the development of an international parliamentary group on nutrition and our continued work with the One Last Push platform pledging support for polio eradication.

To fulfil our impact in the world we also aim to fulfil the second half of our mission statement, '...to empower individuals to exercise their personal and political power for change.' Both our grassroots network in the UK and work through the TB Europe Coalition are essential to reaching not only our poverty alleviation targets but also speak directly to this aim. To that end, we will expand our grassroots network to more cities, towns, and constituencies around the country, aiming for a growth in active participation in line with the growth of the rest of the organisation, while also increasing our engagement with civil society organisations in developing countries, including in Eastern Europe and central Asia, across all of our issues. We will share skills, increase knowledge and learn from their experiences to strengthen all of our abilities to exercise our power to create change.

Lastly, and by no means least, we are now more publicly visible than ever before, with growing visibility across media channels and in various high-level fora. We will pursue a strategy of growing that public leadership further, primarily through using the media and high level speaking opportunities to improve the visibility of our issues and our brand.

Impact in the World

Our work over this strategic period will ensure progress toward our six goals to change the world. However, none of these will be achieved without equal progress on three areas that underpin the majority of our work streams.

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Firstly, none of these impacts can be sustained should UK aid funding falter. We will defend the need for 0.7% of GNI on ODA to be enshrined in law, and increase the quality of that spending in line with our mission. In addition to this, none of our goals to change the world will be possible without an increased focus on the changing aid landscape. Secondly, over this period we will scale up our work on how donor transition and withdrawal should be staged and managed to ensure sustainable and continued access to services for the poorest. Finally, we will continue to support efforts to ensure financing for health is maintained and support the global momentum toward universal health coverage and the strengthening of health systems.

1. Tuberculosis

Data released in 2016 showed that global actions and investments are falling well short of those needed to address the global TB epidemic. In 2015, there were an estimated 10.4 million new TB cases worldwide with an additional estimated 480 000 new cases of multidrug-resistant TB. It is critical now more than ever before to both scale up investment in TB (both for treatment and new tools) and in generating the high-level political commitment to turn the tide against the disease.

Throughout this strategic period we will maximise the opportunity of the global interest in antimicrobial resistance to ensure that TB is at the centre of any global response. This presents a once in a generation opportunity to get the resources in place to create much needed new TB tools (including drugs, vaccines and diagnostics). We will also advocate for the disbursement of the full UK pledge to the Global Fund, new commitments to product development partnerships and other mechanisms to ensure the fight against TB is fully funded.

We will also work in partnership to generate high-level political commitments at the first UN High Level Meeting on TB. While also increasing our work with the Global Fund to ensure their investments are sustained in the long term even as the Global Fund withdraws support from middle-income countries.

2. Nutrition

All countries are affected by malnutrition; it significantly threatens the survival and potential of millions of people, disproportionately affects women and children, and means countries lose trillions in human potential and GDP. Nutrition has slowly been rising up the global agenda with the Global Goals, World Health Assembly nutrition targets, and Decade of Action providing clear time-bound targets to be reached by 2025/2030. However, resources and efforts on the ground to tackle the growing burden of malnutrition have been slow and uneven, and do not match the political ambition.

Over this strategic period, we will continue to seize global and domestic opportunities to build the political will to scale up investments for nutrition, and ensure accountability for existing and new commitments to tackle malnutrition. We will also seek to demonstrate the delivery of maximum nutrition impact through better policies and programmes, such as through integration across a range of development sectors, targeting the most vulnerable, and scaling up evidence-based solutions for nutrition.

3. Child Health

Child health covers an array of different sectors and approaches. Within this strategic period, RESULTS UK will focus our work on increasing overall investment in these interventions but more specifically on ensuring equitable access to immunisation for all. Many believe that immunisation has been successful and that the job is done. However, 1.5 million children still die every year from vaccine preventable diseases, only 5% of children in Gavi-supported countries receive all of the recommended vaccinations, and polio is still a threat in several countries. In this context, there is much more that needs to be done.

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Over this strategic period, we will focus our efforts on increasing awareness of inequitable access to immunisation within the UK Government through working with parliamentarians and civil servants. We will also scale up our advocacy toward Gavi to ensure their investments are equitable and sustainable in the long run. This is particularly important, as many countries, who account for a large proportion of unimmunised children, are likely to graduate from Gavi support over this period without a change in the current eligibility criteria.

The other major opportunity in this strategic period is in the eradication of polio, of which the UK Government is a leading supporter. If we successfully eradicate polio in this Parliament, this will not only be a significant victory against the disease, but will also generate much-needed enthusiasm and momentum on global public health, with complimentary benefits for many other areas of our work. Given the potential of this, we will also work to ensure that the wind down of the Global Polio Eradication Initiative does not negatively affect routine immunisation rates and health systems.

4. Education

On inclusive, equitable education for all, RESULTS UK would like to see a political landscape, both domestically and overseas, capable of unlocking the finance for the full achievement of Global Goal 4.1, “By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and Goal-4 effective learning outcomes”. By 2030, we want to see good quality, free education being provided to the 125 million out-of-school children who are the hardest to reach. We will campaign for a strong replenishment of the GPE (Global Partnership for Education). We will advocate not only for the UK Government to make an ambitious financial commitment, but also to play a leading role in encouraging other donor countries to increase commitments. Over this period, we will also look at wider challenges to the provision of free, equitable quality education through DFID investments.

RESULTS UK will also work to encourage DFID to implement fully the ‘Leave No One Behind’ agenda throughout its education work, to ensure the full inclusion of all marginalised groups in education.

5. Economic Opportunity

As globalisation and digital changes continue apace, there are a growing number of tools and opportunities to find new ways to provide economic opportunities and help people escape poverty. Over the past few years, there has been a growing emphasis on increasing the access of the poorest people and communities to financial systems as a stepping-stone to increase opportunity and financial security. This includes changes to banking, and the use of different types of financial services (such as insurance and savings) to help people manage risk and provide a safety net in the face of adversity.

With the increasing changes being wrought by climate change, more and more smallholder farmers are faced with adversity caused by extreme weather on a more frequent basis. Extreme weather events were almost twice as common over the past ten years as they were during the 1980s. There is an urgent need to better support them in building their resilience to climate impacts to protect their livelihoods in the face of these changes. Insurance can play a valuable role in this, yet there is a vast gap in coverage across the developing world. Only around 100 million poor and vulnerable people in Africa, Asia and Latin America are covered, directly or indirectly, by insurance that protects them against climate risks.

Over this strategic period RESULTS UK will continue to build our work on climate risk insurance, in which we have developed a unique place in the sector, through working with allies across the UK and internationally. We will also explore other opportunities for advancing aspects of this agenda through developing new relationships to ensure the poorest are able to access the best tools to escape poverty.

6. Citizen Voice

People's personal and political power for change adds up to civil society's 'voice' on the issues that affect their lives. It is both a good in itself, and an enabler of their access to health, education and economic opportunities. Without impassioned citizens speaking out in the debate, sustainable change is unlikely, and changes achieved are prone to backsliding.

We will enable this voice in various ways, such as running southern advocacy training, supporting regional and national networks of people prepared to step forward as active agents for change and continual working in partnership with southern advocates to ensure that the voices of people affected by our issues are heard. In the UK, our grassroots network is our foundation. Developing such active civil society networks is absolutely necessary if we are to deliver the aspirations of the Global Goals to end extreme poverty by 2030. We will do this by recruiting new campaigners to our cause, unlocking their capacity to act as leaders and organisers, enabling them to reflect on their own stories and motivation, develop their skills, confidence and knowledge to take action and to lead others around them.

Goals to Change the Way we Work

With such high ambitions for changing the world, it is critical that we maintain a similar focus on strengthening our operational capacity and the way we work. Our efforts over this period are structured under our four **goals to change the way we work**.

1. Investing in People

The majority of expenditure in advocacy is on staff time. Any plan for growth and development of the organisation ultimately hinges on raising resources for increased staffing, with associated activity costs.

Given the major grants secured and likely to be renewed for this strategic period, RESULTS global health work will not need specific additional support (beyond renewal of existing funding) in order to achieve our impact goals, although more funding is always welcome and increases capacity and impact.

We are looking to focus on increasing the staffing in five areas (funding dependent), as follows:

- 1) Communication: To increase our ability to speak out publicly, including in the media, and to build the RESULTS brand over this strategic period
- 2) Grassroots: To gain dedicated funding to increase the capacity of our grassroots campaigning work
- 3) Office Management: To bring together and streamline our administrative support and organisational development functions including Fundraising, Finance, and Communication
- 4) Education: To increase our capacity to undertake advocacy on education
- 5) Economic Opportunities: To fund additional ongoing work on climate risk insurance, building on our significant recent work to raise the profile of this issue

RESULTS uses sector salary surveys from NCVO to benchmark our salaries, which reveals that RESULTS pays below the sector average and steps have been taken to increase salaries to address the situation. This affects both retention and recruitment, and is a threat to the organisation's long-term health.

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During this strategic period, we will aim to rebase staff salaries to a level substantially closer to sector averages.

2. Income and Growth Strategy

During this strategic period, we will aim to diversify our funding base, seeking new donors with the opportunity to widen our range of issue areas, and we will grow our unrestricted funding base. This reduces RESULTS dependence on a small number of major donors while meeting our impact and organisational objectives.

3. Brand and Communications

As a member of a global family, RESULTS UK shares a brand identity with six other organisations¹. Until recently (2008) there were no common brand guidelines, but branding guidelines remain loosely defined and enforced. Coupled with a generally low communications capacity, this has resulted in a fragmentation of RESULTS' brand and communications strategy globally. Given the audience we look to influence, our UK branding and marketing strategy must take the global audience, and the work of our partners, into account.

We will set these main goals during this strategic period:

1. We will work with our global RESULTS family to standardise and make fit-for-purpose our global branding and identity. This will involve finding new and clearer ways of describing what we do and how we do it, as well as ensuring our visual identity supports this.
2. We will continue to embed evidence-based guidance and best practice in our public communications, in order to strengthen the hand of the kind of people RESULTS looks to reach and convert into high-powered advocates.
3. We will develop a brand and communications strategy that guides all our UK-facing work, including advocacy, marketing and fundraising, and our online and social media presence.
4. We will continue to grow our media presence by using our ED and other staff as spokespersons for international development, putting them forward for public speaking engagements and creating media opportunities, with a measure of success being the number and quality of media and appearances generated.

4. Building our Operational Effectiveness

We have grown dramatically over the last seven years. It is clear that we need to increase our administrative capacity.

We have not added substantial dedicated staffing despite almost quadrupling in income since 2010. Staff feedback consistently highlights that all staff, particularly the Executive Director and Management Team, are caught up in administrative tasks. While some of this can be addressed by 'working smarter' and using timesaving tools, there is no substitute for dedicated staff.

In addition, we have not made any major changes to the finance systems that support our work since at least 2008. Our income has increased in value terms by over 500% in this time, with corresponding increases in complexity of managing a larger number of diverse funding sources. We will deploy new tools to allow for easier grant and expenses administration, while also increasing management oversight and control systems.

¹ US, Canada, Mexico, Japan, South Korea, and Australia