

Annex 6

Operating Principles Template

TOOLS FOR CHAPTER 4 OF THE GUIDE: STRUCTURE, GOVERNANCE AND LEADERSHIP

Template for establishing a coalition's operating principles

I. MISSION: An effective mission statement contains a compelling description of the coalition's purpose and the strategies it will employ to accomplish it.*

II. NAME: What name should the coalition adopt to clearly communicate what it is trying to do?

The coalition's name is the _____

III. STATUS AND LIMITATIONS: What is the coalition's structure and intent?

Example: In order to achieve its mission, this entity is organized as a voluntary coalition.

Members of the coalition will uphold the mission and abide by its operating principles.

IV. MEMBERSHIP: Who is eligible to be a member of the coalition? What groups should be involved in order to successfully achieve its mission?

Example: The coalition is led by its members. Members can include public, private and not-for-profit groups, and citizens, volunteers and educators. Membership is open to any organization and/or individual who subscribes and commits to the coalition's mission. Interested parties will be discussed, reviewed and approved by existing members.

Each member is permitted to have up to two representatives serving on the coalition.

* See, for example, Francis Pandolfi, "How to Create an Effective Non-Profit Mission Statement", Harvard Business Review, March 14, 2011, <https://hbr.org/2011/03/how-nonprofit-misuse-their-mis>.

V. ROLES AND RESPONSIBILITIES: What is expected of coalition members?

Example: Members are expected to: _____

- Regularly attend meetings, or send an appropriate delegate (no more than two representatives), and participate in working groups;
- Actively collaborate on and help execute a strategic plan that includes strategy, key messages, measures of success and tactics;
- Receive and acknowledge all communications;
- Make decisions as a group;
- Serve as a spokesperson of the coalition when appropriate;
- Utilize, if appropriate, their separate organizational channels to help promote the mission of the coalition and to disseminate relevant information and tools; and
- Allow their organization's name and logo to be referenced in coalition materials, if approved by the necessary parties of their organization.

VI. DECISION-MAKING PROCESS: How will the coalition make decisions?

Example: Whenever possible, decisions will be made by consensus, in order to encourage the opinions of everyone to be heard and discussed. The majority decision will be followed, provided there is no major objection.

VII. ADMINISTRATION: How will the coalition stay organized and on-track? Who will organize and manage meetings, record minutes, etc.?

Example: The activities of the coalition will be administered by

Coalition working groups will meet monthly, or as needed, either through videoconference or teleconference. The coalition as a whole will meet in-person quarterly. An administrative team member will participate in every meeting to facilitate, record minutes and co-ordinate next steps and future plans.

VIII. COALITION FUNDING: How will the coalition's activities be funded? What are coalition members expected to contribute? Could coalition members be possible beneficiaries of coalition funds?

IX. EXTERNAL COMMUNICATIONS: What guidelines or review process should be established to ensure that external communications related to the coalition are consistent and approved by all members?

Example: Any communication referencing the coalition, its membership or its work, must be reviewed and approved collectively by all members.