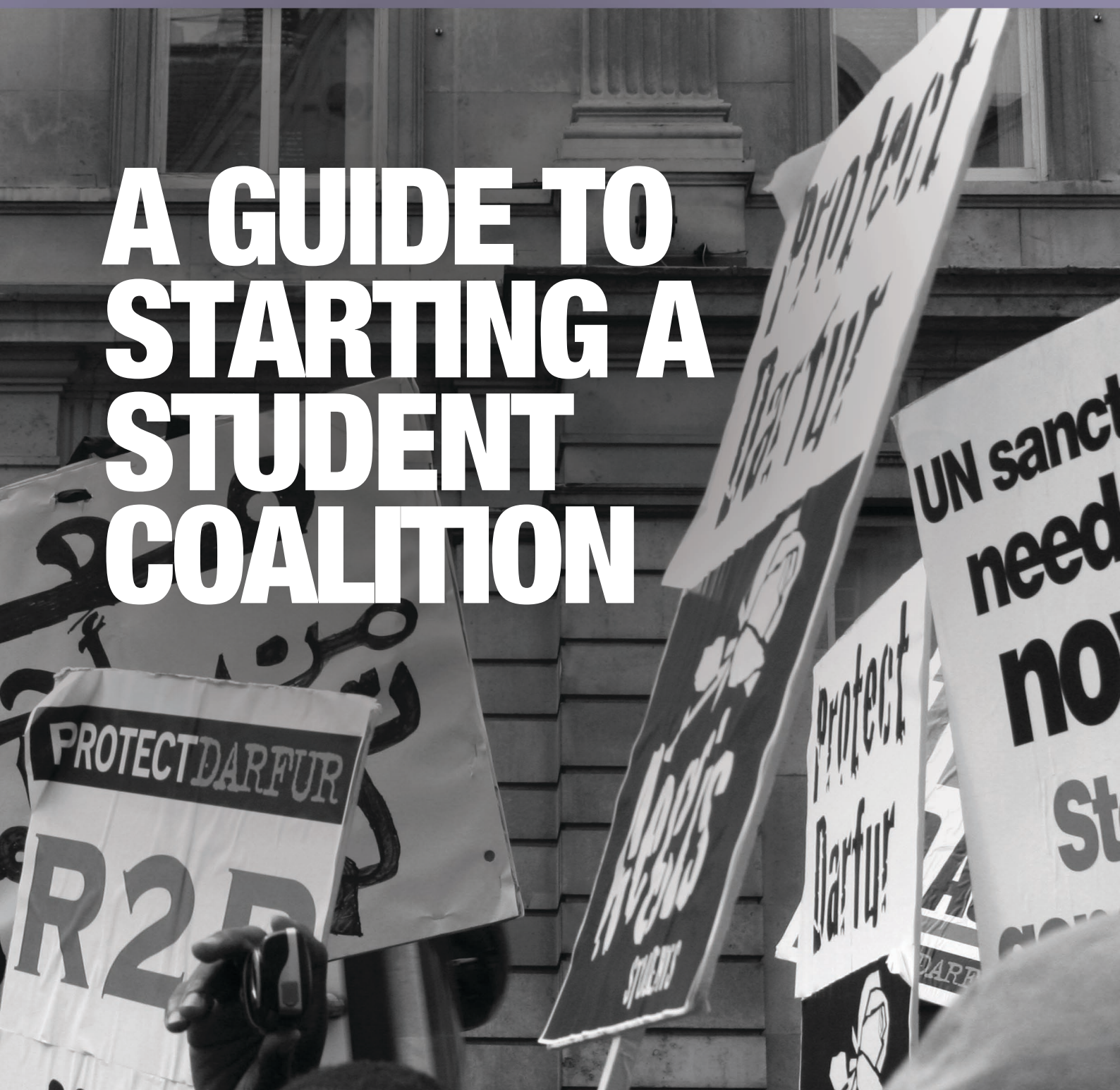


# A GUIDE TO STARTING A STUDENT COALITION



FOR THE RESPONSIBILITY  
TO PROTECT (R2P)

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Compiled 2010

Responsibility to Protect  
Student Coalition



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## Introduction

# To the R2P-Engaged

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By supporting and promoting the implementation of Responsibility to Protect (R2P), student coalitions have the potential to make a valuable contribution to the prevention of, and response to, genocide and mass atrocity crimes. In his 2009 report to the General Assembly, United Nations Secretary-General Ban Ki-moon recognised the importance of grassroots organisations to integrating R2P principles into domestic societies, as a reflection of not only global, but local values and standards. While R2P is conceived as a framework that deals with the responsibilities of states and the international community, it is local and national domestic constituencies that are integral in calling for and supporting national and international action. It is, therefore, *our* responsibility to protect.

This Guide is designed to assist passionate and enthusiastic students who want to establish a R2P student coalition. The information contained within is modeled from the experiences of the Brisbane-based Responsibility to Protect Student Coalition (R2P-SC) which was founded in 2009. The Guide aims to provide students with comprehensive guidelines on various facets of how to create and run a coalition. Student organisations have the potential to engage vast networks of peers in both a social and academic environment for the benefit R2P; local networks which might not otherwise be reached by broader national or global initiatives. It is for this reason that R2P Student Coalitions should be congratulated and their members' passions applauded. Best of luck and keep up the enthusiasm!

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## Chapter 1

# Laying the Groundwork

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### 1.1 Before You Begin

Before you establish a student coalition, check that there are no groups at where you intend to setup the organisation (e.g. your university, school or city/region) who are already involved in this specific issue. If there is a similar group, but you have envisaged a different type of organisation and still wish to setup a student coalition, ensure that your group will be distinguishable from the existing organisation. Two groups with similar aims competing for the same audience, networks, funds and membership will make it challenging for both organisations.

### 1.2 Find Some Interested People

The first thing to do is to find a small cohort of people interested in becoming more engaged with R2P and would like to be involved in starting-up a student coalition. You could ask friends with similar interests or students enrolled in courses at your academic institution that overlap with R2P subject matter like political science, international relations, law, humanitarian affairs, or development studies (this list is by no means exhaustive). You could even advertise an informal meeting for interested students at your university or school through social media and networking platforms such as Facebook to gather some interest.

### 1.3 Understand R2P

Anyone interested in establishing an R2P student coalition should familiarize themselves with R2P and the aims and values it promotes. It might thus be useful to read some foundational R2P documents, some current academic perspectives and explore your own national government's stance on the topic prior to starting a coalition. The following resources may be of useful in this regard:

#### *Foundational Documents*

- [World Summit Outcome Document 2005](#) (see paragraphs 138-140)
- Edward Luck, Special Advisor to the Secretary-General on R2P's [Policy Brief](#) (August 2008)
- Secretary-General's [Report on Implementing R2P](#) (January 2009)
- Secretary-General's [Report on Early Warning and R2P](#) (July 2010)

#### *History and Development*

- International Commission on Intervention and State Sovereignty Report: [“The Responsibility to Protect”](#) Report (2001)
- Secretary General's High Level Panel Report: [“A More Secure World: Our Shared Responsibility”](#) (2004) (see paragraphs 199-203)
- Secretary General's Report: [“In Larger Freedom”](#) (2005) (see paragraph 135)

### *National Positions*

- General Assembly Dialogues on R2P:
  - [Verbatim Records](#) 21 July 2009
  - [Verbatim Records](#) 23 July 2009
  - [Verbatim Records](#) 24 July 2009 (10am)
  - [Verbatim Records](#) 24 July 2009 (3pm)
  - [Verbatim Records](#) 28 July 2009 (10am)
  - [Verbatim Records](#) 28 July 2009 (3pm)
- International Coalition for RtoP [Report on the General Assembly Informal Dialogue on R2P and Early Warning](#) (August 2010)

### *Academic Publications*

- [Global R2P Journal](#)
- Alex J. Bellamy; [“The Responsibility to Protect: The Global Effort to End Mass Atrocities”](#) (2008)
- Gareth Evans; [“The Responsibility to Protect: Ending Mass Atrocity Crimes Once and For All”](#) (2008)

## 1.4 Draft a Framework

To clarify what you intend to accomplish with your coalition, it is recommended that you draft a Framework Document. Frameworks establish the organisation’s basic aims and objectives, and should include a mission statement which describes the overall purpose of the student coalition. The Framework should also set out strategies for achieving each of the coalition’s objectives. It should be the coalition’s guiding document.

An example of a mission statement might be as follows:

*“The Responsibility to Protect Student Coalition (R2P-SC) is an affiliate student organisation of the Asia-Pacific Centre for the Responsibility to Protect that seeks to advance support for and promote the Responsibility to Protect (R2P) through education and awareness raising, encouraging meaningful and creative dialogue and the creation of networks of R2P interested students and peoples.”*

The R2P-SC has three established pillars: Education, Outreach and Advocacy, and Social and Networking. The following is an example of one objective and a strategy for achieving it under the Education pillar:

*“Objective: To facilitate meaningful and creative dialogue on R2P and its implementation.”*

*“Strategy: Facilitate and organise sessions designed to inform and stimulate discussion on R2P relevant concepts and issues by organizing case studies, roundtable discussions and panel debates and engaging academics, R2P relevant professionals and university staff to lead the educational activities.”*

## 1.5 The Constitution

To formalise the coalition as an organisational entity, it is important for it to have an established Constitution. The Constitution will be the Coalition's core foundational document, and must be adopted by the members (see 5.1). It will officially set out the purpose of the coalition, spell out procedures for meetings and the Annual General Meeting, specify eligibility criteria and any requirements for registration and termination of membership, outline the powers, functions, and managerial process for the Executive and delineate financial guidelines for the coalition. The Responsibility to Protect Student Coalition (R2P-SC) has provided a copy of its Constitution as a model for your assistance.

Note that your local school or university institution may have rules and regulations that your Constitution must meet if you wish to register as a formal student coalition.

## 1.6 Identifying Partners

Identifying partner organisations to form connections with is an important means through which you can expand your coalition's membership base, share knowledge and explore opportunities to coordinate larger events and access greater pools of resources. Friendship affiliations with other similar university student groups are a good place to start and may provide avenues for the hosting of joint events. Joint events are beneficial since they expose another organisation's members to yours and vice versa. It also provides opportunities to explore different perspectives on R2P which, given the variety of areas with potential linkages to mass atrocity prevention, should be an initiative that is actively pursued. For example, the Responsibility to Protect Student Coalition (R2P-SC) has forged close links with the Asia-Pacific Centre for the Responsibility to Protect, the United Nations Student Association (UQ) and the Justice and the Law Society (UQ).

Furthermore, you should forge links with other organisations external to your immediate environment such as non-governmental organisations, research centers or national United Nations associations. If you are a university-based coalition, establishing links with local high schools is an excellent way to promote R2P to younger students through mentoring, outreach and advocacy. This promotes the implementation of R2P in its most fundamental form: grassroots student organisations teaching younger generations about important genocide and mass atrocity prevention norms and values embedded within the R2P framework.

## 1.7 Designing a Logo

Once you have laid the foundations for the coalition, you should consider designing a unique logo to represent it. It can be used on all of your correspondence with members and will become a means through which your coalition can be identified. A number of different design programs such as Adobe Photoshop or Illustrator can be used to create logos. You must however ensure that your coalition does not use an image which is copyrighted by another individual or organisation without permission from the copyright owner.

If your coalition wishes to become formally affiliated with the Responsibility to Protect Student Coalition (R2P-SC) and become part of the broader Asia-Pacific Network of R2P Students and Coalitions, it may be possible to use a modified version of the R2P-SC's logo. This logo,

featured in this Guide, also incorporates the graphic of the Asia-Pacific Centre for the Responsibility to Protect's logo, which denotes the Coalition's affiliation with this important research and advocacy centre. The use of similar and readily identifiable logos for the entire regional network of affiliated R2P organisations and student coalitions will enable us to unite to broaden our engagement, consolidate our awareness raising efforts and essentially "brand" our efforts to support and implement R2P.

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## Social Media & Communication

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### 2.1 Importance of Effective Communication

Effective communication is the cornerstone of any effective organisation, especially for a student coalition that seeks to educate about and support the implementation of R2P. Such communication can be maintained with members through the maintenance and utilisation of email lists and mail servers. Social media tools are also effective means of engagement and for expanding your coalition's membership base. Some of these communication platforms are addressed below.

### 2.2 Facebook

Facebook is an excellent, easy-to-use platform for engaging people interested in R2P. Indeed, the R2P-SC began as a mere Facebook group that fostered greater student awareness and led to the formal establishment of the Coalition. This online networking platform is recommended for student coalitions because it enables users to cultivate real-time online relationships with their networks and is equipped with a variety of useful functions.

Setting up a Facebook group for an R2P-SC is a simple process. First, you must have your own Facebook account. If you do not have a Facebook account, you can create one via the Facebook homepage ([www.facebook.com](http://www.facebook.com)) and simply follow the instructions. Once you have become a member, you are now ready to set-up your coalition Facebook group.

To create a Group, go to your Facebook home page. On the left dashboard, click on the link "create group" and follow the instructions. Be sure to fiddle with the settings to suit your group's needs.

Once your coalition group has been created, you are now ready to start promoting it. Inviting like-minded friends, classmates, and colleagues would be an excellent start. You may also consider advertising the coalition Facebook page through other allied groups on Facebook, promoting it through word-of-mouth or other marketing means. Note that those who have joined your group will now appear as members of your group in your group page.

Once you have a group, you will now be able to:

**Create events** – to create an event, simply click on the "create group event" option on the left-hand dashboard of your Facebook group homepage and follow the instructions. Those who you have invited to the event will automatically receive an invitation asking them to RSVP. The event will then automatically appear on their home pages as a personal reminder. Note that the event page will contain the event's details as you have listed them. This is of course an excellent way to gauge interest for an event you are hosting depending on wall comments and how invitees have RSVPed.

**Message all members** – to message all of a group's members, simply click on the "message all members" option on the left-hand dashboard of your group homepage. This

function is particularly useful since it automatically sends any message to all your group's members without having to type individual addresses in an email. The members can also reply to the message as added functionality.

**Post on your wall** – you can furthermore communicate with your members through the group Wall. On the Wall, you can post comments, links, videos, photos, and other things which will enable you to interact with your members online by providing them with such information. Members can also post items and comment on your Wall depending on your group page's settings.

The above are some of the important tools you can use to communicate through a Facebook group. Note though that you need not use Facebook as your online social networking medium. Although Facebook is highly functional, you should also consider utilising the most pervasive online social networking medium used primarily by your target audience (e.g. students or young people) in your community.

### 2.3 Email

Email is both an efficient and inexpensive tool for maintaining communication with your executive and members. Internally, email is useful for passing around information and documentation between your executive, and externally: email can be used to communicate with members about activities, opportunities, and general messages such as informing them about special R2P-related days or with external entities such as organisations you wish to collaborate with.

Setting up an email account is easy. You first need to determine which email provider you wish to have the account with, and then follow the instructions on their website. A recommended host is Gmail ([www.gmail.com](http://www.gmail.com)) which provides free email account service for those who sign up. Gmail is recommended due to its file sharing (Google Docs) and chat capabilities available between Gmail users. Google Docs allows users to upload documents on their account for online editing and enables them to share any of their documents to other Gmail friends. Google chat allows users to chat within Gmail and is similar to Windows Live Messenger, although without the variety of functions available to Windows Live but it still remains useful. When setting up email accounts, you should always have a central coalition email address to centralise the flow of information.

### 2.4 Mail Server (Mail Chimp)

MailChimp ([www.mailchimp.com](http://www.mailchimp.com)) is an American-based email marketing tool. It's useful for sending out creative, professional emails to large groups of subscribers. And best of all, it's free (at least for a starter account)! To sign up for a MailChimp account, visit the website and click 'sign up free' in the top right-hand corner. Fill in the details for the account. Once you have a username, it's easy to get started. MailChimp has lots of useful tutorials on how to create and save email templates using your Student Coalition logo or any other graphics you might think appropriate. It is also easy to upload contacts if they are stored in an excel document. You can segment your contact list, for example, into 'financial members' and 'all subscribers' also, depending on the needs of your Student Coalition. Another great thing about MailChimp is the ability to see the success of your email campaign based on 'opened', 'bounced', 'clicked' etc.

statistics. MailChimp is only one of many email marketing tools that you can use but we have found it useful to date!

## 2.5 Blogspot / Website

Having a blog or website is a great way to communicate with your members and to get your group exposure. One simple and easy way to set up a website is via a blog. A blog is great because it is free and not only can it function like a website, but you can also update it with pictures, videos, or written material as often as you like. In addition to this, readers can interact with your posts by commenting and ‘sharing’ via Twitter, Facebook and email with the click of a button, giving you even more exposure. Having a blog that is regularly updated also has an advantage over a website as it is more likely that people will check your page regularly for updates, and therefore you can generate more interest in your group.

Another great thing about a blog is that you can buy the url address of your choice, if you choose to do so, while still being hosted by the blogging site which you choose.

There are a number of different blogging sites you can use. Some of the most popular are Blogger, Tumblr and Wordpress. We have chosen to use ‘Blogger’ as it is powered by Google and linked to our Gmail account, and is also very easy to use. For a guide to setting up and using a blog via blogger.com, please refer to the ‘Guide to Blogging’ compiled by the Responsibility to Protect Student Coalition (R2P-SC).

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## Chapter 3

# The Basics of a Student Coalition

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### 3.1 Steering Committee / Executive Roles

#### *The President*

The President is responsible for coordinating the coalition's overall activities and administration. The role involves being a spokesperson for the coalition, calling and chairing meetings, and ensuring that communication with coalition members is carried out.

#### *The Vice-President*

The Vice-President acts as the President's deputy and delegate and assists the President with the coordination of the coalition's activities and meetings.

#### *The Secretary*

The Secretary's primary task is to maintain the membership register and be responsible for communications with coalition members. The Secretary is responsible for arranging venues, compiling agendas and taking minutes of all coalition meetings. The Secretary should bring important correspondence to the attention of club members and meetings and should answer letters on the direction of the membership.

#### *The Treasurer*

The Treasurer is responsible for keeping and maintaining all coalition financial records, holding cheque and deposit books, petty cash tins. The Treasurer keeps the coalition informed of its financial position and carries out financial transactions as directed by the coalition management. The Treasurer must ensure that all payments made are legitimate and have been authorised by the coalition. Amongst other things, the Treasurer should prepare budgets for income and projected spending, keep a current list of all financial members, be responsible for the coalition's bank account, give a financial report at the Annual General Meeting and keep and label all receipts. Further duties include preparing a financial statement of all major transactions for the annual audit.

#### *Sub-Committees and Other Positions*

The above positions are by no means exhaustive and you are encouraged to create other positions should the need arise. Other positions that might be useful are Careers Officer, Fundraising/Sponsorship Officer, Education Officer, Social and Networking Officer, Outreach and Advocacy Officer and so on.

### 3.2 University / School Affiliation

Some universities or schools have a Clubs and Society Union which registers and supervises student organisations that wish to operate at those educational institutions. Some Unions will assist student organisations by providing financial assistance, running training workshops for office bearers, assisting with fundraising activities and in auditing clubs' end of financial year

statements. In return for such assistance, these types of Unions usually have guidelines and requirements for official affiliation such as a minimum number of student members, the adoption of a standard form constitution and the accepting of certain responsibilities and duties. It is important that you enquire with your educational institution to see whether there are any such official affiliation requirements that must be fulfilled prior to your operating as a student organisation from that campus.

Alternatively or in addition, coalitions may wish to investigate the benefits of being registered in their home country as a non-government organisation. Registering the coalition as an NGO may enable the coalition to receiving government funding; however there may also be more stringent requirements (such as taking out public liability insurance, see 3.3).

### 3.3 Financial Matters

While student coalitions can charge and collect membership fees, it was the experience of the Responsibility to Protect Student Coalition (R2P-SC) that this aspect of coalition membership was best left until after an initial Annual General Meeting was held (see Chapter 5). The initial months following the Coalition's establishment were used to consolidate our membership base through running free events open to the public and marketed towards university students based at the University of Queensland. This approach enabled the coalition to acquire a loyal membership group that were willing to support the coalition by becoming financial members once an inaugural AGM was held where the constitution was adopted and the officer bearers were democratically elected. The adoption of the constitution at the AGM also enabled the members to agree on the means by which the financial accounts of the coalition would be handled – a wise precursor to the collection of membership monies.

Following the inaugural AGM it is advisable to open a bank account in the coalition's name and to appoint a minimum of two signatories to the account. All monies collected should be deposited directly into the coalition's account and all expenditures, so far as reasonably possible, should be paid for by cheque. This enables the income and expenditure of coalition funds to be easily traceable which is important when the Treasurer is compiling financial statements and when the accounts are being audited.

Additionally, the R2P-SC was able to become affiliated with the University of Queensland Union (UQU). The UQU provides public liability insurance for affiliated student organisations and as such it was not necessary for the Coalition to take out insurance. Coalitions should enquire with their educational institution as to whether public liability insurance is required to run activities both on and off campus.

Further, the UQU has a standing arrangement whereby it organises and pays for an auditor to audit all of the clubs' financial statements. If your educational institution does not have a similar arrangement with clubs and societies, it is advisable to appoint and cover the costs of a registered auditor auditing the financial books of the coalition at the end of the financial year. Generally only incorporated entities are legally required to have their books audited, but even if your coalition does not have to be audited, it is a good idea to have an audit to provide some reassurance that your accounts are complete and accurate. This is especially important if you're fund-raising or receiving government grants since this makes the coalition transparent and accountable to its members. However, if arranging an audit of the coalition's books is not

financially feasible, other mechanisms should be instituted to ensure that the coalition's members are satisfied the accounts are being handled transparently and fairly. One example might be for the treasurer to prepare the financial records at the end of the financial year and present them at the Annual General Meeting for inspection by members, should the members wish to view them. Other measures that promote accountability and transparency of financial affairs could similarly be implemented.

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## Organising Events

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### 4.1 Identify Your Audience

Before you host an event, it is important to identify your target audience. In doing so, it would also be useful to identify the demographics (e.g. age, income, male/female) and psychographics (what is important to them, how they spend their time, what media they use) of the target group. For example, your demographic may be male and female students aged 17 to 27, on a student income, and the psychographics of this may be: they spend time on campus studying, they have interests in international relations and related fields, they wish to expand their knowledge and career opportunities and they use social media networks such as Facebook and Twitter (identify which are relevant). Once you know this information, you can then tailor events to suit your audience. For example, what does your audience wish to learn more about? What kind of events are they interested in (e.g. educational, social, networking, career oriented, research oriented, debates, or interactive workshops)? Do they feel that there is a practical or academic gap in their education which the student coalition could help to fill?

A way to find interested individuals is to approach students from relevant degrees such as Peace and Conflict Studies, Humanities, Development Studies, Political Science, International Relations, Law and equivalent Post-Graduate degrees. There are a number of ways to do this. One great way is to attend lectures in these fields and pass out flyers and give a brief presentation on the Coalition and the event you will be holding. It is a good idea to ask permission from the lecturers in these classes beforehand on whether they would allow you to give a short 2-3 minute presentation to their class about your coalition, its aims, and the activities you would like to run. You may also wish to work with academic networks to promote the coalition including endorsement from academics and lecturers in relevant courses. In addition, you may also want to create materials and develop activities to promote the coalition including flyers, media releases, and lecture presentations.

### 4.2 Structure Events to Meet Goals in Your Framework Document

Facilitate and organise sessions designed to inform and stimulate discussion on R2P-relevant concepts and issues. For example, the Responsibility to Protect Student Coalition (R2P-SC) has three key pillars: education, outreach and advocacy and social networking. The Coalition's events are tailored to meet the specific objectives set out for each of the pillars which are contained in the Framework Document.

#### *4.2.1 Education*

Some examples of educational activities you may want to organise are case studies, roundtable discussions, panel debates, seminars workshops or mock simulations (such as Model United Nations Security Council simulations). When organising such events, it is a good idea to ask R2P-relevant professionals, academics and university staff to be involved in the facilitation of the activities or to present aspects of their research as part of the case studies or seminars. Additionally, your coalition may wish to focus particularly on specific areas and skills that are

not taught in university courses; for instance, drafting funding proposals for on-the-ground-in-conflict-zone-equipment procurement, examining how to construct a national action plan on R2P and looking into the developmental and procedural timeline of peacekeeping deployments and activities. Organise workshops and discussions to identify R2P issues in need of advocacy activities, write letters to political leaders, establish and sign public petitions to encourage your government to support R2P and consider the possibility of obtaining public media exposure. Coalitions may also wish to organise essay competitions on R2P with prizes being publication on the coalition's website or in affiliated organisation's publications, or even monetary prizes where funding for such initiatives can be obtained (see Chapter 6).

#### *4.2.2 Outreach and Advocacy*

Outreach and advocacy campaigns are often some of the most interactive and engaging activities the coalition will run. They encourage active involvement with the implementation of R2P and can take place through a variety of modes. One example might be to host an event for younger students or high-school students that challenge them to engage with R2P in a unique way; for instance by hosting a mock Security Council debate on how to respond to an imminent R2P situation. Coalitions may also wish to run campaigns that encourage members to engage with or promote a particular message to national politicians. For example, the Responsibility to Protect Student Coalition (R2P-SC) ran a 'Security Council Bid' campaign in the lead up to the 2010 Australian national election where over 100 pre-printed signed post cards were collected within one hour with messages that urged the then Foreign Affairs and Shadow Foreign Affairs Ministers from the two major Australian political parties to continue to support Australia's bid to be on the Security Council in 2013-2014. The cards were then sent in packages with letters to the respective Ministers. Outreach and advocacy activities may encompass a vast range of activities that in some ways further disseminate R2P norms and spread support for R2P while seeking to engage persons outside the Coalition's immediate member base.

#### *4.2.3 Social Networking*

Social activities can provide Coalition members with a fun, supportive and social environment with a view to creating a cohesive and engaged membership base. Coalitions may wish to conduct periodic events designed to facilitate social interaction between R2P interested students, such as picnics, cocktail nights and outings to culturally relevant displays, presentations and events.

Creating and sustaining networks among the coalition and relevant professional organisations can enhance professional opportunities available to your coalition's members. You may want to host activities designed to connect the Student Coalition membership with potential employers such as organising speed networking events, cocktail nights with field professionals and careers fairs. Coalitions could also provide services that enhance the professional experience of their members by organising presentations and skill-enhancing workshops run by professionals from relevant non-governmental organisations, government departments and United Nations agencies. You may also wish to consider providing certificates of participation for R2P intensive workshops and academic credited activities (insofar as your educational institutions permits).

### 4.3 Event Planning and Tips

When planning an event there are a number of things that need to be taken into consideration. For example, you need to decide on and then book or hire an appropriate venue (such as a room at your university) and ensure that this venue will have everything you need (e.g. chairs, tables, a lectern). You may also need to organize food and refreshments, and identify the technical equipment your event will require, such as a microphone, a computer, and a digital projector or DVD player. Ensure that all the equipment you need are at the venue and are functional, and that you know how to use the equipment before you hold the event.

When you first start you may want to begin with some simple, casual events. For example, you may want to organise an event in the form of a 'roundtable discussion' or a 'meet and greet and intro to R2P', on your campus to provide interested students with the opportunity to get to know each other and the Steering Committee/Executive in an informal, social environment. Alternatively, you might want to start off with a more formal event, such as a lecture. The most appropriate type of events should be assessed in relation to the level of interest you have had in the coalition, as well as any information you have about the types of engagement your members seek.

Another essential part of event planning is advertising, which is the primary tool that brings people to your events. Before you have an event, you may want to create materials to promote the event including flyers, media releases, lecture presentations or through your blog or Facebook group via online messaging. You can also advertise on Twitter or other social media networks, through email, or of course by distributing flyers throughout your university. You could also ask if your faculty or lecturers would be happy to send out your flyer via email to students, or to advertise it on the faculty or university websites, and you can also ask other student groups or relevant organisations if they will help you to advertise the event by emailing and messaging their members. You may even want to get local media involved for example if there is a local radio station or a student run radio station you could set up an interview or have them advertise it for you.

Here are some general steps to event planning for formal events such as debates or lectures:

1. Draft a strict event timeline. Put together a 30-minute by 30-minute program of the event itself and delegate all tasks clearly.
2. Create and maintain relationships early with other student groups, lecturers, interested groups and journalists/media contacts.
3. Identify a primary, secondary and tertiary target audience. Really 'understand' them - where they spend time, how they interact with media, what is important to them - and use this info to decide where and how you will 'talk' to them when advertising. Your primary audience may be International Relations and Peace and Conflict Studies students, your secondary audience may be Law students, and your tertiary audience may be lecturers, post-graduate students or other students at your university, or interested members of the public. How will your event cater for these different audiences?
4. Do a SWOT analysis (i.e. what are the event's *Strengths*, what are its *Weaknesses*, what *Opportunities* are there currently that the event could use (e.g. are there other student groups such as a United Nations Student Association or a Law and Justice society you

could collaborate with), and what is happening currently that could *Threaten* the success of the event (e.g. when the event is planned, will there be other events going on at this time, or are there a lot of lectures on at this time which will prevent students from attending). Use this 'brainstorm' to help define your event strategically.

5. Have a single-minded purpose for the event - a vision and a mission. For example for a social event the purpose may be “*to provide Coalition members with a fun, supportive and welcoming social environment with a view to creating a cohesive and engaged membership base*” which may also meet a goal in your Framework Document.
6. Don't be afraid to ask for help – for example from lecturers, other student groups and relevant organisations, your student union, your university faculty, or the R2P-SC.
7. Never assume anything – for example, don't assume that the room you book will have a lectern, a microphone or a digital projector. Be proactive and check these sorts of issues before your event to ensure that everything will run smoothly.
8. Depending on your target audience, try to avoid arranging events around difficult times of the educational calendar; for example, during exam times or university or school holidays. This will ensure that you can best focus your energies and resource on events that will be well-attended by members.
9. Try to arrange the events at frequent intervals throughout semester so there is a constant, yet not overbearing, stream of activities and campaigns for your members to be involved in.

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## **Holding an Initial Annual General Meeting (AGM)**

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### 5.1 Why Hold an AGM?

Prior to holding an initial AGM, your coalition would have been operating as a self-established student organisation. Holding an AGM provides the opportunity for your Coalition to formally establish itself in accordance with the wishes of its members in a fair and democratic way. The inaugural AGM will allow the Coalition's members to do a number of things including:

- Adopting a constitution to guide the future operations of the coalition;
- Democratically electing officer bearers to the positions of President, Vice-President, Secretary, Treasurer as well as any other positions or sub-committee positions should you deem them appropriate;
- Begin to charge and collect membership fees and maintain a formal register of financial members (see above in 3.3);
- Appoint signatories to a bank account (see above in 3.3);
- Appoint an auditor (see above in 3.3).

### 5.2 How Do I Run an AGM?

AGMs are usually run to comply with procedural rules and guidelines stipulated in the coalition's Constitution. Clauses 15, 16 and 17 in the R2P-SC Constitution, which is provided as a model, stipulate some of these rules and procedures.

The R2P-SC is also currently in the process of formulating a detailed 'Guide to Running an AGM' which will be available shortly. If you would like a copy of the Guide, please feel free to contact the coalition to request one.



## Fundraising & Sponsorship

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### 6.1 Sometimes, You Don't Need Cash!

When you are starting out, it may not be feasible to run events that require the coalition to incur financial costs. Hosting educational events on-campus at universities and schools with guest speakers or student involvement is a great way to provide free, informative and fun events for members. Should you wish to provide things such as food and refreshments for such events, you may want to consider approaching local businesses for donations such as excess goods, baking or volunteering to provide snacks or suggesting that members bring a plate of food to share. Alternatively, founding coalition members may choose to self-fund some initial events of the coalition and arrange to reimburse themselves later on once the coalition is more financially robust.

### 6.2 Benefits of External Funding

Funds do not necessarily run a club, people do; but it is funds that allow clubs to organise professional events. When you formalise as an organisation, you may include a small membership fee to obtain base-funding to cover for the expenses of running activities for your membership. Beyond this, fundraising activities are usually the best solution for obtaining further immediate funding whereas sponsorship proposals can provide large long-term pools of funds. You can also consider applying for grants from your university, from philanthropic organisations, or from businesses with grant programs. These, however, tend to be one-off sources of financing.

### 6.3 Fundraising

Before commencing costly fundraising initiatives, as a start-up organisation, you should be thinking of ways to fundraise without the need for prior financial commitment. One way to do this is to find local businesses that might be willing to donate goods for you to sell such as baked goods from local bakeries.

Fundraising can be a fun process that accrues financial benefits. The first thing to remember about fundraising is that usually, simple activities work best. Simple fundraising activities such as selling homemade food (e.g. brownies or perhaps special delicacies) or ordering fundraising goods such as special fundraising boxes from confectionary companies can accrue monetary benefits for your organisation. Just ensure that you have the market to sell the goods you are using to fundraise; otherwise, you may end up accruing more expenses than revenues. Because of this risk, more elaborate fundraising events such as performances, markets or fetes, should be planned carefully beforehand and weighed up to ensure that it will be profitable endeavour.

### 6.4 Sponsorship

Finding sponsorship is a fantastic way to obtain substantial funding but is usually a time-consuming endeavour and should only be considered once the organisation has formalised and

reinforced itself as a durable entity. To undertake a sponsorship process, you must first have a clear goal in mind as to the purpose for which the sponsorship will be sought and of any potential market of sponsors for you to approach. Good sponsors tend to be ones that relate to the interests and goals of your organisation so make sure to target these.

Once you have thought of the above, construct a sponsorship proposal containing all information that will be relevant to obtaining the sponsorship and support for your coalition. For example, identify your aims and goals. Why are you seeking sponsorship? What benefits can you offer to the organisation providing you sponsorship (these need not be monetary, but can be immaterial or moral things such as networking or a good cause)? What is the amount of sponsorship sought? What is the quality of your organising committee? What past achievements would lead the organisation to realise that sponsoring your coalition will be a noteworthy cause?

Once you have completed the generic proposal, you must consider which organisations you hope to seek sponsorship from and tailor your proposal to the individual demands and characteristics of the organisation. Note that obtaining corporate sponsorship can have both positive and negative effects (e.g. funding versus added responsibility in regards to maintaining contractual obligations) on your coalition so these should be considered well prior to embarking with this endeavour.

Perseverance in seeking sponsorship is important. Obtaining sponsorship is not an easy task, but there are many opportunities for success. If you do manage to find an organisation interested in sponsoring your coalition, you must ensure to maintain contact with this organisation, negotiate, and if the sponsorship is finalised - fulfil any of the agreements you have made to each other (e.g. if you have agreed to advertise their organisation in your newsletters in exchange for sponsorship, then you must ensure that you indeed advertise them). You should also maintain an active relationship with these sponsors after the sponsorship as good business practice, for instance, by providing them with updates of how your coalition is performing. This is particularly important if you wish to seek further funding from this organisation in the future.

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## Evaluating Goals & Strategic Vision Consolidation: Where to Next?

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After operating for a year, you should consider evaluating how the coalition has performed. Begin by identifying areas of success and improvement, and by thinking of some potential goals for the future. To assist you with this, it is useful to establish a set of benchmarks at the beginning of each year, and then compare how well you have fulfilled those objectives afterwards. The objectives contained in the coalition's Framework Document are useful benchmarks in this regard. You should analyse *why* certain things were successful, and why others required improvement. Identifying successes can help you recognize good ideas to build upon for future activities, and identifying areas of improvement will allow you to tread more carefully around areas that had not done so well in the past. For the latter, you should consider whether the areas that needed improvement could become more effective if improved, or whether other better alternatives are available.

You should also consider where you sit in regards to your long-term objectives. Have you stepped closer to them or are you failing to achieve anything? The purpose is not to feel as if the organisation is in a bad or good position, but instead to identify how best to recalibrate the organisation to be on track with its objectives for the following year.

The coalition may also wish to look at the level and trend of membership growth, as a crude measure of how well the coalition is expanding. However, for a more detailed analysis, you should estimate how much of the club is active, and any causes for activity and inactivity. If there is expansion, you should begin to think about what shape you would like the organisation to take when it expands as this will generally mean taking on more resources, organisational needs, and more intensive activities. You should develop a rough framework for any such expansion to ensure that the organisation does not over-expand beyond its organisational capacities, that the services provided meet with expansion, and that the organisation does not go off-track from its objectives in the process of enlargement. At the end of the year, you should also consider thinking about future goals in consideration of past experiences. This should form a rough outline of any activities you would like to achieve for the following year.

Lastly, you should aim to build-up the leadership and organisational skills of your membership to ensure that the executive continues to have strong individuals to manage it for the future. This allows your organisation to survive the constant outflow of people by ensuring that newer generations can take their place. If you are moving on from the organisation, you should consider if there are enough potential leaders to replace you to maintain it. If not, you should think about committing yourself to developing potential leaders to ensure the organisation's perpetuation.

## Keep in Touch! Creating Networks of R2P Student Coalitions

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The R2P Student Coalition (R2P-SC) has a vision of establishing and maintaining a strong network of Student Coalitions throughout the Asia-Pacific region. Developing such a network of interested and passionate students is an effective way of building mutually beneficial relationships, sharing knowledge, deepening engagement with R2P and exposing members to an extended pool of valuable resources and opportunities. It will also help to strengthen the dissemination of genocide and mass atrocity prevention values and assist in raising awareness about and implementing R2P. Various types of Student Coalition networks could be formed:

**Local networks** among Coalitions at different universities and schools within one district, city or region of a particular country might wish to establish links in order to support one another and to run collaborative activities to aid the dissemination of R2P locally.

**National networks** of R2P Coalitions between universities, schools and interested groups across the country also have the potential to facilitate engagement with a broader constituent base, aid collaborative action on R2P and build a base from which to advocate for political initiatives on R2P.

**Regional networks** that link coalitions across the Asia-Pacific region also have the potential to forge valuable relationships and unite to embed R2P values and norms within our region as a catalyst and precursor to widespread public support for national commitments and global action on the prevention of and response to R2P crimes.

The Asia-Pacific region is the only region (as far as is known) to have established a region-wide Student Coalition that seeks to promote and advance support for the implementation of R2P. Once you establish your coalition, we would love to have you as part of our growing, vibrant and leading network of passionate students who believe in the importance of upholding *our* responsibility to protect.

## Contact Details

For more information, assistance or to become part of the broader R2P network, please contact the R2P Student Coalition based in Brisbane, Australia:

*Website:* [www.r2pstudentcoalition.com](http://www.r2pstudentcoalition.com)

*Email:* [r2pstudentcoalition@gmail.com](mailto:r2pstudentcoalition@gmail.com)

*Facebook:* <http://www.facebook.com/#!/group.php?gid=108477614285>

*Skype Name:* r2pstudentcoalition

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