FILLED-IN EXAMPLE

Network Program Charter

Westhaven Literacy Federation, National Member Engagement Path, version 1.0 (a fictional federation)

1. The program

Program name
National Member Engagement Path

Network and secretariat
Westhaven Literacy Federation, secretariat

Members taking part
30 national member associations

Program owner at the secretariat
Marta Kowalska, Network Programs Lead

Forum that decides together
Program Council: 7 members, elected for 2 years

How that forum decides
By consent; if blocked, a two-thirds vote

Start date
1 January 2027

Charter version and date
1.0, 4 December 2026

2. Tight on the what, loose on the how

What every member does the same way, so the network can see itself, and what each member decides. Keep the left column short.

Area	Common to every member (tight)	Each member decides (loose)
The path	4 stages, 3 themes, 6 areas; one master version	National examples in each cell, its own wording
Indicators	6 core indicators, each defined once	Up to 3 national indicators of its own
Rhythm	One quarterly cycle, the same dates for all	Its own work plan inside each quarter
Data	The data-sharing rules on page 2	What it publishes about itself, and when
Methods	The safeguarding minimum standard	Activities, tools, partners, the order of the work

3. Decision rights matrix

For each decision, write what the secretariat decides, what is decided together and what each member decides. Leave a cell empty when that party has no say.

Decision	Secretariat decides	Decided together	Each member decides
Framework	Drafts the path and keeps the master version	Program Council approves it and every change, once a year	Adds national examples to each cell
Indicators	Definitions, data checks and the network report	The 6 core indicators	Up to 3 national indicators of its own
Tools and methods	Offers a shared toolkit	-	Its own activities, tools and partners
Language	The master text, in English	A glossary of 40 key terms	Its translation, reviewed by a member with the same language
Timelines	Publishes the network calendar	The quarterly cycle and the annual meeting	Its own work plan inside each quarter
Data sharing	Protects the data; shares only totals	The data-sharing rules	Owns its data; agrees to be named or not
Recognition	Confirms evidence; issues badges and certificates	The criteria for each badge	Whether to publish its badges

Two rules: "decided together" always names a forum and how it decides (consensus, consent or a vote), and every row leaves members something to decide. With an empty member column, members will treat the program as the secretariat's, not theirs.

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4. The shared rhythm

When	What happens	Who
Month 1 of each quarter	Work on the next step, each member in its own way	Members
Month 2	Peer circles of 4 to 6 members meet online	Members, hosting in turn
Month 3	Position, evidence and core indicators updated	Member focal points
Two weeks after the quarter	The network picture is shared with every member	Secretariat
Once a year (May)	Members' meeting: framework changes and recognition	All members, Program Council

5. Languages

Working language of the master text
English

Languages of the translations
French, Spanish, Polish, Portuguese, Arabic

Who translates
Each member, or members sharing a language

Who reviews each translation
A second member with the same language

Glossary of key terms kept by
Secretariat; the Program Council approves it

Translations updated
Within 4 weeks of a framework change

6. Data-sharing rules

Data about a member	The member sees	The secretariat sees	Other members see	Public
Its position on the path	All	All	Named only with consent; else in totals	Only what it publishes
Core indicators	All	All	Network totals	Network totals
Evidence and documents	All	All	No	No
Review notes	All	All	No	No

Results never decide membership or funding without a separate agreement, and no member is ranked publicly against another.

7. Peer learning and recognition

Peer circles: size and how members are matched
4 to 6 members, mixed stages, close time zones

Who hosts
A member at stage 3 or 4 in the circle's area

What earns recognition
Each step up the path; hosting a circle

Who confirms it
Secretariat, from the evidence

8. Changing this charter, and sign-off

One change window a year, at the members' meeting. Changes start with the next quarter, never in the middle of a cycle.

For the secretariat (name, role)
Marta Kowalska, Network Programs Lead

Date
4 December 2026

For the members' forum (name, role)
Ana Petrovic, Program Council chair

Date
4 December 2026

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