- The Call to Action
- Goals for the Subgroup on Protecting Education from Attack

Education Cannot Wait: Protecting Children and Youth's Right to a Quality Education in Humanitarian Emergencies and Conflict Situations

Forty two percent of the world's out of school children currently live in conflict-affected contexts, and enrolment rates in secondary schools are nearly one-third lower in conflict-affected countries compared with other developing countries[1]. In addition, millions of children and youth have had their education disrupted by disasters from natural hazards. As a result, generations of young people are denied their rights to achieve their full potential and are trapped in situations of poverty, discrimination and conflict.

The UN General Assembly resolution on '*the right to education in emergency situations*' emphasizes the obligation to secure education for all children regardless of context[2]. The UN Secretary General's Education Initiative, **Education First**, also upholds the right to education in conflict and humanitarian emergencies, reinforcing the GA resolution.

We are committed to protect and uphold the rights of all children and youth to an education in situations of conflict and emergencies, with particular emphasis on marginalized groups including refugees, internally displaced populations, girls, ethnic minorities and children and youth with disabilities. Access to quality education and learning – be it through formal schooling or alternative education opportunities – helps build resilience for children and youth and provides them with stability, structure, and hope for the future. Moreover, safe education spaces provide protection from exploitation and harm, especially for girls. The provision of equitable quality education is an important condition for countries to recover from crisis; and children, youth, parents and communities in crisis situations consistently list education as a high priority.

To ensure the right to education in crisis-affected contexts, three key barriers need to be addressed:

1. **Education in emergencies is under-financed,** *accounting for less than two percent of humanitarian aid:* Education is not recognized as a humanitarian priority. No other sector consistently ranks as the least-funded sector or has a smaller share of humanitarian appeals funded.

2. **Attacks on schools, children and teachers are widespread:** More than thirty countries around the world have been affected by widespread attacks on schools[3].Schools are bombed, looted and occupied by armed groups or used for political purposes. For many learners and their teachers, it is dangerous to travel to and attend school. Attacks against schools, students and teachers are gross violations of human rights and international humanitarian law, amounting to war crimes.[4]

3. **Education sector plans and budgets are 'emergency blind':** Few Education Sector Plans and budgets address disaster risk reduction and emergency preparedness, response and recovery. This lack of plans, capacity and resources makes it harder for schools to keep children and youth safe and continue to hold classes when a crisis strikes, to inform communities of risks and actions to take, and for education systems to recover after a crisis.

---

1 EFA Global Monitoring Report 2011, p. 15
2 UN General Assembly Resolution on the right to education in emergency situations, A/RES/64/290 (2010)
3 For more information on attacks on education, see the Global Coalition to Protect Education from Attack, http://www.protectingeducation.org/problem
4 During situations of armed conflict, attacks on education may violate international humanitarian and criminal law and constitute war crimes (or crimes against humanity during war or peacetime) as set out in the 1907 Hague Regulations, the 1949 Geneva Conventions and their Additional Protocols, the Rome Statute of the International Criminal Court, and customary international humanitarian law.

A Call to Action:

The organizing partners for this event reaffirm their commitment to protect and uphold all children and youth's right to a quality education in humanitarian emergencies and conflict situations, and call on all governments, donors, humanitarian agencies, and all concerned individuals and institutions to take coordinated action on the GA Resolution and Education First. These actions will include:

Increase levels of humanitarian aid to education and improve its delivery mechanisms

→ Elevate education in emergencies so that it receives equal status as other priorities in government and donor humanitarian policy;

→ Integrate education as a key component in all Humanitarian Action Plans, whether led by the United Nations or by a government;

→ Include education in all consolidated appeals processes (CAPs), Flash Appeals and national strategies to respond to emergencies;

→ Ensure that education needs are adequately financed in every humanitarian response, and increase overall humanitarian budget allocations for education to *at least* 4 percent;

→ Activate the Education Cluster alongside other clusters in emergencies and ensure it is fully resourced to do its job;

→ Promote the use of pooled financing mechanisms to deliver quick results in response to humanitarian emergencies and conflict situations.

Keep education safe from attacks

→ Enforce the provisions of International Humanitarian Law, International Human Rights conventions and customary law that protect schools and civilian populations from attack;

→ Respect provisions of the UN Security Council Resolution 1998, and act upon reported 'attacks on schools and hospitals' through the UN Security Council-mandated Monitoring and Reporting Mechanism (MRM), so that victims of attacks receive tangible support;

→ Ensure safe passage to and from school, designate schools as conflict-free zones respected by all parties, and take measures to restrict military use of schools;

→ Adopt and support community-owned protective measures to reduce the incidence of attacks on education by local actors, armed groups and armed forces;

→ Prioritize education within the Global Protection Cluster and ensure that its importance is addressed concretely in policy discussions of UN organs dealing with protection issues.

Integrate emergency prevention, preparedness, response and recovery in education sector plans and budgets

→ Include conflict and disaster risk and impacts on the education system as part of all sector assessments, and integrate education in emergency related indicators into Education Monitoring and Information Systems (EMIS);

→ Integrate emergency preparedness, response and recovery into sector plans at all levels (national and sub-national);

→ Build national capacity to coordinate and manage education in emergency response and recovery;

→ Ensure appropriate line-items in sector budgets and incorporate flexible financing mechanisms that allow for government and donor education funding to be reallocated for emergency response and recovery;

→ Ensure that disaster risk and safety considerations in education policy and planning are guided by the Inter-Agency Network for Education in Emergencies (INEE) "*Minimum standards for education: preparedness, response, recovery*".

Children and youth do not forfeit their right to education in situations of conflict or when emergencies strike. This right must be upheld and protected at all times. We—all of us—are responsible.

Education Cannot Wait

EDUCATION CANNOT WAIT SUBGROUP 2: KEEP EDUCATION SAFE FROM ATTACK

Goal	Objectives	Indicators	Commitments by States[1]	Strategies
National governments, development partners, militaries and armed groups treat learning environments as safe spaces and protect schools, universities, students, and educators from attack.	National governments and development partners support and implement protection measures that: -Ensure safe passage of students and education personnel to and from learning environments; -Support community-owned protection measures; and - designate and treat learning environments as conflict and violence free zones.	Number of conflict-affected countries in which protection measures against attacks on education are included in education sector plans (particularly measures that ensure safe passage to and from schools; support community owned protection measures; and treat learning environments as conflict free zones).	States commit to including support for protections against attacks in education sector plans and advocate on this issue at relevant high level meetings.	Ensure that the issue of protecting education from attack is infused into all advocacy related to education in emergencies that the other sub-groups and the larger working group are engaged in. The sub-group will develop advocacy messages/documents for this purpose and seek to build and evidence base of effective measures.
	States and non-state armed groups restrict the military use of schools and universities.	Number of countries with prohibitions or restrictions on military use of schools and/or universities in domestic legislation or in national military rules of engagement or other policies.[2] Number of countries willing to support/sponsor the Lucens Draft Guidelines on Restricting Military Use of Education Institutions. Number of non-state armed groups committing to prohibiting or restricting the	States commit to including prohibitions or restrictions of military use of schools in their legislation or military policy. States commit to sponsoring the Lucens Draft Guidelines on Restricting the Military Use of Education Institutions	Ensure that the issue of restricting the military use of education institutions is infused into all advocacy related to education in emergencies that the other sub-groups and the larger working group are engaged in. GCPEA has developed an advocacy strategy on this issue. GCPEA will share it with the sub-group and the sub-group will support it when

---

[1] In September, Education Cannot Wait will host an event where they might call on states to make commitments to realizing the goals of Education Cannot Wait. If they do, these are the types of commitments that could be included.
[2] GCPEA is tracking this information.

	military use of education institutions, including by signing Geneva Call's Deed of Commitment for Protecting Children from the Effects of Armed Conflict. [3]		possible.
International and domestic law, norms, standards, policies, and mechanisms that protect education, including the UN-mandated Monitoring and Reporting Mechanism (MRM) on children and armed conflict, are adhered to and strengthened if necessary.	Number of times submissions to treaty bodies regarding attacks on education or military use of schools are incorporated into the concluding observations of the treaty bodies.[4] Number of states that introduce domestic legislation and policies that protect education from attack and implement and/or strengthen existing legislation and policy that protects education from attack.	States agree to abide by and implement international law prohibiting attacks on education. States commit to introduce domestic legislation and policies that protect education from attack and implement and strengthen existing legislation and policy that protects education from attack.	The subgroup will support GCPEA's preparation of submissions to treaty bodies when possible. The sub-group will support BEC in its advocacy with the US government when possible. UNICEF Protection will suggest ways to support the MRM. When there are specific country-focused events the larger working group is engaged in, the sub-group will develop advocacy messages targeted to the country.

[3] Geneva Call works with non-state armed groups and the Deed of Commitment for Protecting Children from the Effects of Armed Conflict includes a commitment not to use schools for military purposes. http://www.genevacall.org/resources/deed-of-commitment/f-deed-of-commitment/CANSA_DoC_EN.pdf

[4] As part of its work on restricting the military use of education institutions, GCPEA will be making submissions to treaty bodies examining states in which military use of education institutions is a concern. The submissions will call on the treaty body to demand in its concluding observations that the state prohibits or restricts this practice. We may be able to add submissions on attacks on schools as well and call for the treaty body to mention this in their concluding observations. GCPEA will keep track of when the treaty body mentions the issue of military use and attacks on education in the concluding observations.

STRUCTURE OF THE COALITION:
ROLES AND RESPONSIBILITIES OF THE STEERING COMMITTEE AND THE SECRETARIAT

- Current Management Structure with Track Changes Showing Proposed Management Structure
- Proposed New Management Structure (Track Changes Accepted)

Global Coalition to Protect Education from Attack (GCPEA)

Management and Decision-making Structure, Roles, and Responsibilities

[This is a tracked changes version of the previous management and decision making structure so that you can see what changes are being proposed. The next document is a clean version of the proposed new structure).

The Steering Committee: GCPEA is guided by a Steering Committee made up of representatives from the following eight organizations, appointed for a minimum term of one-year (Council for Assisting Refugee Academics, Education Above All, Human Rights Watch, Save the Children, Institute of International Education, UNESCO, UNHCR, and UNICEF). Each representative will identify an alternate from their organization to serve in their stead if need be.

- **Roles and Responsibilities of the Steering Committee Members and the Tides Advisory Board Members (taken from the Project Advisory Board Member Responsibilities Form)**

  - Developing project mission and programs
  - Strategic thinking and planning
  - Fundraising, or assuring financial resources to carry out project mission
  - Approving the annual budget
  - Ambassadorship
  - Supporting the project director in fulfilling project goals
  - Annually providing a confidential evaluation of the project director to Tides HR Department.

Officers

The Steering Committee will be led by a Chair and two Vice-Chairs, elected by majority vote of the Steering Committee. Their terms of office will be for one calendar year. They will be eligible for re-election.

Decision making

Decision-making is by consensus of Steering Committee members or by mutual agreement to submit a particular issue to majority vote.

Roles and Responsibilities of the GCPEA Chair

i. Preside over all meetings of the Steering Committee and of the Management Committee.
ii. In consultation with Steering Committee Members and the Secretariat, set the dates, times, and locations of meetings of the Management Committee, and face to face and teleconference meetings of the Steering Committee,
iii. Provide executive leadership of the Coalition, issuing such instructions and directives to officers, committees, and employees of the Coalition as may be necessary to ensure the efficient functioning of the organization.
iv. Appoint members to committees and designate committee chairs and vice chairs, subject to confirmation by a majority vote of the Management Committee and Steering Committee.
v. Approve all formal communications and statements of policy issued in the name of the Coalition.

~~vi.~~iii.   Assure that all members of the Steering Committee and ~~M~~Management Committee and the Director are properly informed concerning activities of the Coalition.

~~vii.   Implement the fiscal policies of the Coalition, including but not limited to, authorization of the expenditure of funds.~~

~~viii.~~iv.   Following discussions with the Director, recommend, for Management Committee action, contractual terms and conditions for the Director's employment.

~~ix.~~v.   Support the Director in ~~In cooperation with the Director,~~ recruiting required staff and consultants in accordance with established policies for such recruitment as well as executing her role as Director.~~.~~

vi.   Exercise such authority as may be vested in the Chair by law, by constitution, and or by delegation of the Steering Committee or the Management Committee.

vii.   Fulfill the following roles and responsibilities of the Tides Advisory Board Chair:

- *Sign new Project Supplemental Personnel Policy and sign subsequent changes to the policy.*
- *Sign Project Benefit Elections Forms*
- *Represent the AB by signing Tides Forms for Project Director Oversight*
  - *Sign Hiring Authorization Requests and Project Director Job Offers*
  - *Sign Project Director status changes including involuntary furlough and termination*
  - *Sign adjustments to Project Director salary including increases, decreases, and bonuses*
  - *Sign the Project Director's annual performance review*
- *Review your Project's financial statements at least annually*
- *Meet with the Project Director and a member of Tides governance department at least annually*

- **Roles and Responsibilities of GCPEA Vice Chairs**
  - i.   Represent GCPEA in absence of the Chair
  - ii.   Serve as acting Chair in the event that the Chair is unable to fulfill her duties
  - iii.   Serve as a member of the Management Committee

The Management Committee: ~~This committee has delegated executive roles and responsibility and oversees the daily operations of the Coalition in accordance with principles and approaches endorsed by the Steering Committee.~~

There are five members of the Management Committee:

1. Chairperson – Zama Coursen-Neff (Human Rights Watch)
2. Vice-Chairperson – Emily Echessa (Save the Children)
3. Margaret Sinclair (Education Above All)
4. Daniela Kaisth (IEE)
5. GCPEA Director is ex officio – Diya Nijhowne

Roles and Responsibilities of the Management Committee:

1. Exercise general managerial responsibilities over the work of the Director~~Coalition~~.
2. ~~Contribute to policy development of the Coalition, drafting policy proposals for review by the Steering Committee in its face to face and teleconference meetings.~~
3. Provide financial oversight of the Coalition by reviewing the operational budget on an annual basis and approving modifications to the line items in the budget between 5% and 10%. The annual operating plan

---

Formatted: Font: 10 pt

Formatted: Indent: Left: 0.25", No bullets or numbering

Formatted: Font: +Body (Calibri), 10 pt, Not Italic, Font color: Auto

Formatted: Font: 10 pt

Formatted: Font: Bold

Comment [HG1]: Do we need this – Jim is not a member of the Management Committee

Formatted: Font: Bold, Not Italic

must be approved by the Steering Committee. ~~Ensure that the Coalition's operations are in accordance with the approved budget of the Coalition and approve any amendments thereto which might be proposed.~~

4. ~~Confirm appointments of Working Group members.~~

~~5.~~2. Contract for the professional services of a Director and delegate to the Director such duties, responsibilities, and authority as shall be deemed appropriate.

6. ~~Oversee the coordination by the Secretariat of the work of the various Working Groups and officers of the Coalition.~~

7. ~~Review reports of working groups and officers, and implement their recommendations when appropriate.~~

8. ~~Guide the Secretariat regarding the dates and sites for face to face meetings and events of the Coalition, and authorize the Director to enter into contracts with convention hotels and convention centres.~~

9. ~~Propose the general policies for publications of the Coalition and its website, for approval by the Steering Committee.~~

~~10.~~ Perform all other duties and assume all other responsibilities as directed by the Steering Committee, and ensure that all Coalition actions are in line with legal requirements.

Decision Making of the Management Committee

The Management Committee shall endeavour to reach consensus on all issues before it. Every effort shall be made to consult with all members of the ~~Management Committee~~ Steering Committee prior to decisions being made, except for routine ~~administrative~~ decisions made within the ambit of the duties delegated to the Management Committee. ~~Major decisions of the Management Committee must be approved and adopted by the entire Steering Committee at its next scheduled meeting~~. Minutes from the Management Committee will be circulated to the Steering Committee.

GCPEA Structure

Steering Committee

Management Committee

Secretariat

Working Groups

MEMBERS & AFFILIATES
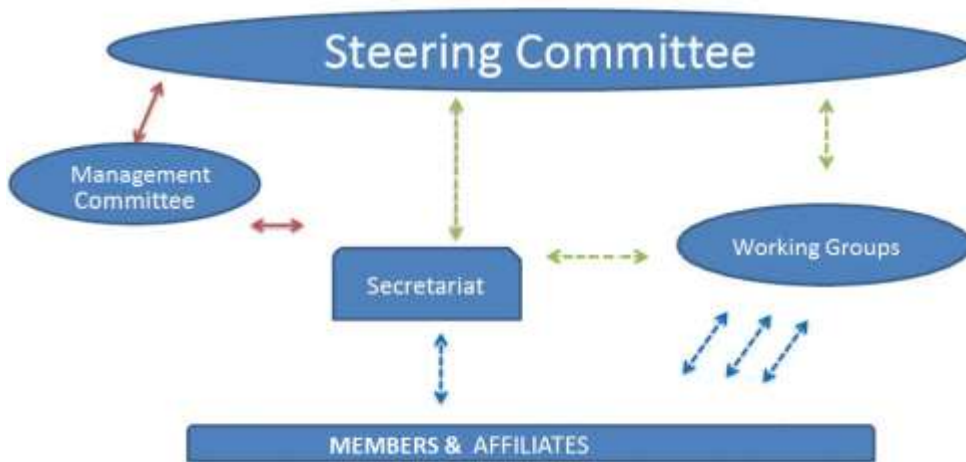
Management Committee and Working Group Structure

	Theme/Activity/Project
Management (Executive)	Fund Raising / Management / Secretariat support/ Staff / Budget/ Coordination

Working Groups

Monitoring & Reporting	Aligned to Strategy	EuA-2013 / H.E. M&R? / CAAC MRM /
Field-based Prog Measures		Roundtable 2011 / Good Practice Guide /
Norms & Accountability		Military Use and Occupation
Ad-Hoc WGs		Higher Education / Interactive Map / Ad Hoc projects as needed

Delegations

Delegation of day to day management powers:

In the case of delegation of the day to day management of the Coalition to the director, who may hire additional staff to the Secretariat:

1. The power delegated to the director shall be to manage the Coalition by implementing the policy and strategy adopted by and within a budget approved by the Steering Committee and (if applicable) to advise the Steering Committee, the Management Committee and any working groups , in relation to such policy, strategy and budget;
2. The Steering Committee shall provide the director with a description of his or her role and the extent of his or her authority; and
3. The director must report regularly to the Steering Committee on the activities undertaken in managing the Coalition and provide them regularly with management accounts which are sufficient to explain the financial position of the Coalition.

~~Financial~~ **Delegations to the Director**

- The director has authority to spend GCPEA funds as set out in the approved annual budget, including approving invoices, purchasing contracts and contracts for consultants.
- Any modification of any line item in the annual budget beyond 5% must be approved by the Management Committee and any modification beyond 10% must be approved by the Steering Committee.
- The director has authority to make staffing changes within the agreed staffing budget.
- ~~The Steering Committee will discuss each fiscal decision of the coalition undertaken. It is suggested that the "Management Committee" act as the approving mechanism for operational matters.~~
- ~~The Steering Committee retains decision making on setting the broad budget parameters for the Coalition.~~
- The director has authority to approve ordinary communications in the name of the Coalition but the newsletter must be approved by the Chair of the Steering Committee and publications must be approved by the Steering Committee as well as content on the website if the content has not previously been approved. The Steering Committee must also approve the operational plan of the Coalition.

    Delegations to the Management Committee

- The Management Committee is delegated authority by the Steering Committee to approve financial allocations within the broad parameters approved by the Steering Committee.
- The delegation is given only to formalize budget expenditure on work identified and agreed by the Steering Committee in its forward plan.

- If a proposed project budget exceeds the ceiling originally set the decision must be referred to the full Steering Committee.
- The Management Committee is delegated authority to approve modification of any line item in the annual budget from 5% to 10%. Any modification beyond this must be approved by the Steering Committee.
- The Management Committee is delegated authority to approve modification of the annual operating plan provided that the modification does not result in over a 10% change in a line item in the annual budget. The Steering Committee must approve the operating plan annually.

- ~~The Management Committee is delegated authority to approve individual invoices/ purchasing and contracts for consults, within the set limits.~~
- ~~The Chair has the approval to vary line items within an approved budget up to +/ 5% with the rider that such decision is made within overall budget approvals and in line with any donor / funders' contract requirements.~~
- ~~The Director is delegated authority to approve purchases and expenditure up to the set limit but cannot approve appointment of consultants or employees.~~
- ~~These delegations are given with the rider that decisions made must be within the specific project or activity budget as approved.~~
- ~~Financial Delegations limits are as follows:~~

	Annual Budget setting - linked to activity/ strategy plans and donor / funder contracts	Project/ Initiative / Activity	Limit and/ or Variation	Single purchase / expense Threshold
Steering Committee	Approve	Approve budget *Approve Variation*	>70,000 +/-10%	>10,000
Management Committee	Review	Approve	<70,000	<10,000 goods & services <25,000 – consultant contracts
Chair		*Approve Variation*	+/- 5%	<5,000
Director	Develop	Review		<2,000
Working Group		Develop		

A Framework Approach to Decision-making – Domains

Formatted: Font: Not Bold

Formatted: Font: Not Bold

Formatted: Font: Not Bold

Formatted: Font: Not Bold

Formatted: Indent: Left: 0.5", No bullets or numbering

Comment [HG2]: I recommend eliminating the box designating financial delegation limits below as well as the decision making tables below.

	Domains					
Impact	**Performance**	**Cost**	**Schedule**	**Support Sustainability**	**Political (Impact)**	**Community**
Extreme	Performance degradation is such that the project is unviable. Significant re-design is required	Estimated budget has increased significantly (>30%). Additional resources required to complete tasks	Schedule hopelessly lost with no chance of recovery. Contract cancellation probable or will be seriously considered	Project essentially unsupportable and requires a significant input of resources to meet requirements	Potential for major embarrassment. May impede reputation of Organisation	Community reaction and concern significant and may lead to project cancellation or major change
Very High	Performance degradation has substantial impacts on the outcome and will severely degrade capability if not corrected	Estimated budget costs increased substantially >15-<30% and not manageable within current budget	Major delay to delivery of milestones. Reprogramming of baseline schedule is definitely required	System or segment of the project delivery is significantly compromised	Significant political concern – exposure to strong political pressure or opposition	Community reaction may impact on success of the project
Medium	Performance degradation has noticeable effect on outcome and maybe at the limit of acceptability	Estimated budget increased noticeably >5-<15% and maybe manageable within current contingency	Some slippage in delivery major milestones. May require baseline schedule reprogramming	System or segment of the project delivery is noticeably compromised	Differing positions and unclear if agency position is broadly supported	Community reaction concern evident all or most are capable of management by action
Low	Minor reduction in performance but tolerable	Estimated budget increased slightly <5% but manageable within contingency	Some delay in minor milestones require adjustment to minor milestone timetable	Minor impact on System or segment of the project	May impact on specific political system or situations	Community recognises issues but does not react
Negligible	Negligible impact on performance anticipated	Estimated budget costs not exceeded	Minor adjustments but no change to milestones. Accepted dates for major tasks not affected	Negligible impact on system or segment of project	Unlikely to impact politically	Little or no community issues or reaction

IMPACT	Decision making group				
Extreme	Management Comm	Management Comm	Management Comm	Steering Committee	Steering Committee
Very High	Staff – Subcommittee	Management Comm	Management Comm	Steering Committee	Steering Committee
Medium	Staff – Subcommittee	Staff – Subcommittee	Chair- Staff	Management Comm	Steering Committee
Low	Staff – Subcommittee	Staff – Subcommittee	Chair- Staff	Management Comm	Management Comm
Negligible	Staff – Subcommittee	Staff – Subcommittee	Staff – Subcommittee	Chair- Staff	Chair- Staff
LIKELIHOOD	Unlikely to Occur	May Occur in exceptional Circumstances	May Occur	Will probably occur	It is expected to or has Occurred

Decision-making delegations:

- Decision making responsibility outlined in terms of impact and likelihood – allows for issues to move upwards if circumstances change.

Global Coalition to Protect Education from Attack (GCPEA)

Proposed New Management and Decision-making Structure, Roles, and Responsibilities

The Steering Committee: GCPEA is guided by a Steering Committee made up of representatives from the following eight organizations, appointed for a minimum term of one-year (Council for Assisting Refugee Academics, Education Above All, Human Rights Watch, Save the Children, Institute of International Education, UNESCO, UNHCR, and UNICEF). Each representative will identify an alternate from their organization to serve in their stead if need be.

Roles and Responsibilities of the Steering Committee Members and the Tides Advisory Board Members (taken from the Project Advisory Board Member Responsibilities Form)

- Developing project mission and programs
- Strategic thinking and planning
- Fundraising, or assuring financial resources to carry out project mission
- Approving the annual budget
- Ambassadorship
- Supporting the project director in fulfilling project goals
- Annually providing a confidential evaluation of the project director to Tides HR Department.

Officers

The Steering Committee will be led by a Chair and two Vice-Chairs, elected by majority vote of the Steering Committee. Their terms of office will be for one calendar year. They will be eligible for re-election.

Decision making

Decision-making is by consensus of Steering Committee members or by mutual agreement to submit a particular issue to majority vote.

Roles and Responsibilities of the GCPEA Chair

- Preside over all meetings of the Steering Committee and of the Management Committee.
- In consultation with Steering Committee Members and the Secretariat, set the dates, times, and locations of meetings of the Management Committee, and face to face and teleconference meetings of the Steering Committee,
- Assure that all members of the Steering Committee and Management Committee and the Director are properly informed concerning activities of the Coalition.
- Following discussions with the Director, recommend, for Management Committee action, contractual terms and conditions for the Director's employment.
- Support the Director in recruiting required staff and consultants in accordance with established policies for such recruitment as well as executing her role as Director.
- Exercise such authority as may be vested in the Chair by law, by constitution, and or by delegation of the Steering Committee or the Management Committee.
- Fulfill the following roles and responsibilities of the Tides Advisory Board Chair:

- *Sign new Project Supplemental Personnel Policy and sign subsequent changes to the policy.*
- *Sign Project Benefit Elections Forms*
- *Represent the AB by signing Tides Forms for Project Director Oversight*
  - *Sign Hiring Authorization Requests and Project Director Job Offers*
  - *Sign Project Director status changes including involuntary furlough and termination*
  - *Sign adjustments to Project Director salary including increases, decreases, and bonuses*
  - *Sign the Project Director's annual performance review*
- *Review your Project's financial statements at least annually*
- *Meet with the Project Director and a member of Tides governance department at least annually*

Roles and Responsibilities of GCPEA Vice Chairs

- Represent GCPEA in absence of the Chair
- Serve as acting Chair in the event that the Chair is unable to fulfill her duties
- Serve as a member of the Management Committee

The Management Committee: There are five members of the Management Committee:

1. Chairperson – Zama Coursen-Neff (Human Rights Watch)
2. Vice-Chairperson – Emily Echessa (Save the Children)
3. Margaret Sinclair (Education Above All)
4. Daniela Kaisth (IEE)
5. GCPEA Director is ex officio – Diya Nijhowne

Roles and Responsibilities of the Management Committee:

- Contract for the professional services of a Director and delegate to the Director such duties, responsibilities, and authority as shall be deemed appropriate.
- Exercise general managerial responsibilities over the work of the Director.
- Provide financial oversight of the Coalition by reviewing the operational budget on an annual basis and recommending approval to the Steering Committee, and approving modifications to the line items in the budget between 5% and 10%.
- Perform all other duties and assume all other responsibilities as directed by the Steering Committee, and ensure that all Coalition actions are in line with legal requirements.

Decision Making of the Management Committee

The Management Committee shall endeavour to reach consensus on all issues before it. Every effort shall be made to consult with all members of the Steering Committee prior to decisions being made, except for routine decisions made within the ambit of the duties delegated to the Management Committee. Minutes from the Management Committee will be circulated to the Steering Committee.

<u>Delegations</u>

Delegation of day to day management powers:

In the case of delegation of the day to day management of the Coalition to the director, who may hire additional staff to the Secretariat:

1. The power delegated to the director shall be to manage the Coalition by implementing the policy and strategy adopted by and within a budget approved by the Steering Committee and (if applicable) to advise the Steering Committee, the Management Committee and any working groups, in relation to such policy, strategy, and budget;
2. The Steering Committee shall provide the director with a description of his or her role and the extent of his or her authority; and
3. The director must report regularly to the Steering Committee on the activities undertaken in managing the Coalition and provide them regularly with management accounts which are sufficient to explain the financial position of the Coalition.

Delegations to the Director

- The director has authority to spend GCPEA funds as set out in the approved annual budget, including approving invoices, purchasing contracts and contracts for consultants.
- Any modification of any line item in the annual budget beyond 5% must be approved by the Management Committee and any modification beyond 10% must be approved by the Steering Committee.
- The director has authority to make staffing changes within the agreed staffing budget.
- The director has authority to approve ordinary communications in the name of the Coalition but the newsletter must be approved by the Chair of the Steering Committee. Publications must be approved by the Steering Committee as well as content on the website if the content has not previously been approved. The Steering Committee must also approve the operational plan of the Coalition.

Delegations to the Management Committee

- The Management Committee is delegated authority by the Steering Committee to approve financial allocations within the broad parameters approved by the Steering Committee.
- The delegation is given only to formalize budget expenditure on work identified and agreed by the Steering Committee in its forward plan.
- If a proposed project budget exceeds the ceiling originally set the decision must be referred to the full Steering Committee.
- The Management Committee is delegated authority to approve modification of any line item in the annual budget from 5% to 10%. Any modification beyond this must be approved by the Steering Committee.
- The Management Committee is delegated authority to approve modification of the annual operating plan provided that the modification does not result in over a 10% change in a line item in the annual budget. The Steering Committee must approve the operating plan annually.

STRUCTURE OF THE COALITION:
WORKING GROUPS

Note on Working Groups.

1.Role of Secretariat. The Director is responsible for the management of GCPEA activities, including both the substantive and administrative aspects of the Coalition in its entirety and is ultimately responsible for the deliverables set out in the Coalition's grants. The Secretariat also comprises other staff members, who may provide support to WGs or project-specific support or undertake other activities, as assigned by the Director. The Director informs the WGs of relevant developments and seeks technical guidance from them. The director is a member of all the WGs, participating directly and/or represented by a secretariat staff member. The Director/secretariat undertakes representational work, fund-raising, and preparation/management/reporting on contracts for the WG's areas of concern among other duties, although this work may be designated to WG members in agreement with the Director/secretariat.

2.Role of the Working Groups. The WGs constitute technical reference groups for the strategic development of GCPEA's work in identified areas (its initiatives) with the aim of achieving GCPEA's goals. The WGs offer strategic vision for the initiatives and also assist in implementing the projects that GCPEA is funded to implement with regard to the particular initiative. While the Director/Secretariat has ultimate responsibility for implementing the funded project, the WG provides support in this implementation, including by completing agreed upon tasks such as preparing TORs or editing reports. The working group will develop an annual work plan in consultation with the Director/secretariat. The workplan is to be approved by the Steering Committee and any significant modification in the workplan over the year should also be approved by the Steering Committee.

3.Role of the WG members. The WGs are comprised of a Chair and a small number of members, all of whom are specialists in the respective field of activity. The WG chair is from an SC member organization, as are some other members. Other organisations/specialists may also be invited to participate as WG members. In accordance with the functions of WGs, its members propose strategic objectives to the SC; provide technical inputs to the associated substantive work; and, implement advocacy actions, including through undertaking representational roles, as well as perform other tasks as agreed upon with the Director/secretariat, including advising on the selection of specialist project consultants and staff. WG member participation is subject to the member institution's approval and individual availability.

4. Role of WG Chairs. The WG ensures technical excellence and relevance in GCPEA activities. The Chair is a technical specialist in the area of concern. The Chair sets the agenda for meetings, in consultation with the Director/secretariat, and acts as the WG's focal point in liaison with the Director/secretariat. In [the case of the Monitoring and Reporting WG, which is guiding the production of *Education under Attack 2013*, the quality control work has been contracted out to Mark Richmond (ex-SC), as part of his role as senior editor, and Diya is chairing the group *pro tem*.] Technical guidance based on WG discussion is finalized through the leadership of the Chair in collaboration with the Director/secretariat. Minutes are kept of WG meetings and of decisions taken. In case of serious doubt, e.g. where there is disagreement within the WG on a substantive issue, the matter is referred to the Steering Committee or its Chair.

5.WG project-specific consultants. These consultants undertake activities in accordance with their terms of reference, reporting directly to the project lead or the Director, as agreed, and administratively to the Director.

6. Ad hoc groups. Ad hoc groups may be formed to undertake specific time-limited tasks.

GCPEA Year 3 - Provisional Budget January 1 - December 31, 2013					
	BUDGET (Jan 2013)	**EAA Grant**	**Anonymous Donor**	**UNICEF**	**Footnotes**
Estimated Income					
Donor resources	**BUDGET (Jan 2013)**	**EAA Grant**	**Anonymous Donor**	**UNICEF**	
EAA - Core Grant and Education under Attack	$412,178	$412,178			
Anonymous Donor	$200,000		$200,000		
UNICEF - Peace building	$279,375			$279,375	
Carry Forward Balance 2012	$0				
Other Donors	$0				
Total Estimated Income	**$891,553**	$412,178	$200,000	$279,375	[1]
EXPENDITURE					
Direct Program Costs	**BUDGET (Jan 2013)**	**EAA Grant**	**Anonymous Donor**	**UNICEF**	
Programmatic initiatives					
Monitoring and Reporting Working Group					
Education under Attack 2013 (TOTAL)	$256,446	$119,546	$36,400	$100,500	
Monitoring and reporting activities beyond Education under Attack 2013.	**$0**				
Field Based Programmatic Measures Working Group	$0				
Series of Briefing Papers	$103,000			$103,000	
2.1.1 Consultants	$0				
Evaluation Research Project	$20,000			$20,000	
Norms and Standards Working Group	$0				
Military use of Education Facilities	$65,300	$45,000	$20,300		
Higher Education Working Group	$30,000	$30,000	$0		
	$0				
	$0				
Subtotal programmatic initiatives	*$474,746*	*$194,546*	*$56,700*	*$223,500*	
Staff costs					
Director	$100,000	$44,000	$36,500	$19,500	
Program and Communications Consultant	$35,000	$35,000			[2]
Program Officer	$50,000	$8,012	$35,000	$6,988	
Staff benefits for director and program officer	$45,000	$20,200	$24,800		
Subtotal labour	*$230,000*	*$107,212*	*$96,300*	*$26,488*	[3]
Other Direct Costs					
Telephone/Postage	$5,860	$2,250	$3,000	$610	
IT Web services	$5,500	$0	$5,500		
Printing	$4,500	$0	$4,500		
Office Rental	$21,000	$20,000	$1,000		
Meetings and Receptions	$5,000	$3,000	$1,000	$1,000	
Secretariat travel	$10,000	$7,000	$3,000		
Insurance Fee's and Charges	$2,500	$1,100	$0	$1,400	
Staff recruitment	$2,500	$0	$2,500		
Supplies	$1,000	$0	$400	$600	
Financial and Project Management	$0	$0	$0		[4]
	$0	$0	$0		
Subtotal operational costs	*$57,860*	*$33,350*	*$20,900*	*$3,610*	[5]
Contingency Fund	26832	26832			
Total Direct Program Costs	**$789,438**	**$361,940**	**$173,900**	**$253,598**	
Indirect Costs					
Management Expenses (9%-15%)	$102,100	$42,194	$18,000	$41,906	[6]
Total Program Costs	**$891,538**	**$404,134**	**$191,900**	**$295,504**	
Variation between income and expenses	**$15**	**$8,044**	**$8,100**	**-$16,129**	[7][8]

Footnotes:

[1] The budget for 2013 has been reduced to $891,553 from $912,478 due to a reduction in the UNICEF grant from $300,000 to $279,375. The EAA budget was also reduced by $300.

[2] Instead of a full time program and communications officer, a consultant is being proposed for 7 months at $5000 per month. If we would like to hire him or her in 2014 we can use some of the contingency funds.

[3] Salaries in the EAA budget are $130,590 but they have been reduced in this budget by $23,378. These savings have been allocated to the contingency fund. We must ask EAA for permission to allocate savings from salaries and direct costs to the contingency fund. Salaries in the Wellspring and UNICEF budget have remained the same.

[4] In the budget submitted to UNICEF, $7500 was included as financial and project management fees. This amount has been removed from this line item and is now applied to reduce the the management expenses for UNICEF by by $7500. (Tides is charging 15% of the total grant as management fees while UNICEF will only cover 7% of direct costs.)

[5] The EAA grant allocates $40,850 to other direct costs but this budget allocates $33,350 to direct costs which saves $7500. The Wellspring and UNICEF budget allocations to direct costs are are unchanged.

[6] These are the management fees that Tides has charged. EAA has budgeted $44,194 so this budget saves $2000. Wellspring has budgeted $26, 085 so this budget saves $8085. UNICEF has budgeted $18,277 but Tides will charge $41,906. The difference of $23,629 will come from the following: $7500 that UNICEF has budgeted for financial and project management; $8085 from Wellspring (this amount is already included in the original Wellspring budget for management fees so we will not have to ask Wellspring for a modification - the budget was submitted before we realized that Tides would only charge 9% instead of 15%); and $8044 from EAA. (We need to ask EAA for a budget modification to transfer $8044 from salaries and other direct costs to pay the additional management fees that UNICEF is charging.)

[7] The surpluses in the EAA and anonymous donor budgets compensate for the deficit in the UNICEF budget to reach a zero budget (or a deficit of $15 which is explained in the footnote below). The deficit in the UNICEF budget is due to management expenses over the 7% provided for in the grant (the $7500 in financial and project management has been applied to the management expenses to bring the deficit down by $7500).

[8] The $15 variation in income and expenditure is because we received $200,000 from Wellspring but only budgeted for $199,985 of expenses.