



Secretariat Structure and Year 1 Costs

This note summarizes work undertaken by a Technical Strategy Group task team¹ to develop options on the organization and cost of a secretariat.

1. Interim Secretariat

This note proposes a costed structure for an interim Secretariat² to support the Fund in Year 1. The Secretariat provides the essential skill sets and functions required to deliver results as envisaged for the first year of operation and to establish a solid foundation for steady-state operations over the next 1-5 years. The proposed organogram represents the minimal functions³ necessary to begin work. However, given the ambitious objectives to “stand up” a new Fund, the initial period may require more staffing.

a. Proposed Functional Organogram

Hosted and administered within UNICEF, the interim Secretariat would be responsible for implementing the day to day work of the Fund under the direction of the High Level Steering Group.

The below indicative organogram captures the key functions an interim Secretariat would perform. It does not include the significant ‘back-office’ functions such as fund management and human resources as it is assumed these functions will be provided by the UNICEF.

Roles in the Secretariat are aligned to the Fund’s functions as described in the ODI proposal. These are:

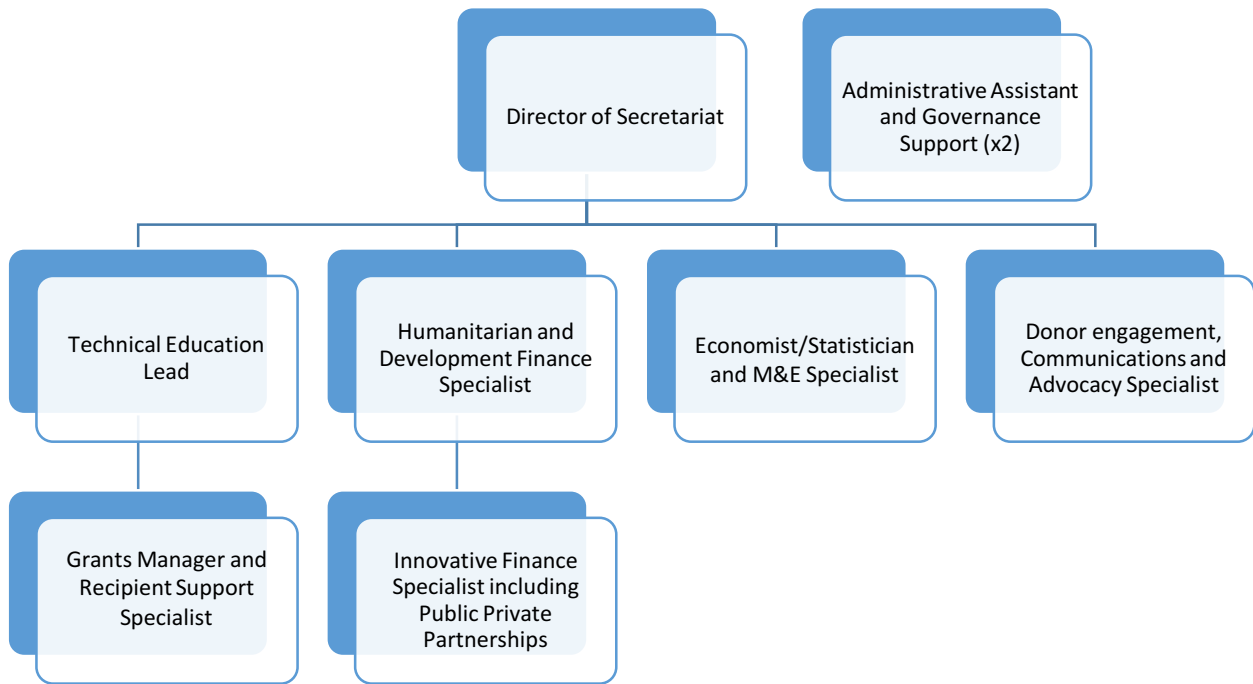
- Inspire political commitment
- Plan and respond collaboratively
- Generate and disburse additional funding
- Strengthen capacity to respond to crises
- Improve accountability.

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² A process to determine permanent hosting arrangements for the Platform will be undertaken in the first year of the Platform’s operations. The term ‘interim’ refers to the expectation on transfer of Secretariat functions to a permanent host.

³ Based on Key Informant Interview and comparisons with other pooled fund mechanisms such as Central Emergency Relief Fund, Multi-Partner Trust Funds (UNDP), and OCHA Country Based Pooled Funds

Fig 1: Indicative secretariat organogram *subject to agreement by High Level Steering Group and UNICEF*



Each staff member, including any secondees will require strong communication, partnership building and project management skills as well as the relevant technical expertise, and in line with a ‘start-up’, personnel should be willing to work at all levels collaboratively.

Roles in the interim Secretariat are:

Director

The Director of Secretariat would need to have the appropriate management experience and sufficient seniority to liaise with the High Level Steering Group and partners. The Director will have overall responsibility for the interim Secretariat, including strategy for operationalization, oversight of grant performance, donor and constituent outreach, support to a governance structure and the day to day operations of the interim Secretariat. The Director will be expected to provide overall support to the High Level Steering Group on the inspiring political commitment function of the Platform. The Director will report to the Chair of the High Level Steering Group.

Administrative Assistant and Governance Support

Two Administrative Assistants/Governance officers would be responsible for supporting the Secretariat and High Level Steering Group, including meeting preparation and logistics, creating necessary meeting documents (agenda, minutes, summaries, etc), and any other guidance materials to ensure the smooth functioning of the High Level Steering Group.

Technical Education Lead

The Technical Education Lead will be expected to possess experience of the Fund's overall functional priorities but in particular, on planning, response and capacity related functions. The Education Lead will also bring the best of sector knowledge, evidence, and lessons learned to the administration of the grant financing windows, as well as building working relationships with technical specialists in other agencies.

Grants Manager and Recipient Support Specialist

The Grants Manager would lead on preparation and review of grant applications, disbursement, and reporting. In addition, the Grants Manager will be responsible for leading on processes to vet partners, identify and propose capacity development needs of recipients (if required) and work with others in the Secretariat to deliver the Fund's proposed Annual Report.

Humanitarian and Development Finance Specialist

The start-up phase will require regular advice and guidance on humanitarian and development financing, and in particular, an understanding of existing funding streams so as to ensure the Fund adds value to what exists. A key function of this role is to provide leadership on operationalizing the rapid response window, pop-up fund facility and ensuring that there is an effective approach to management of acceleration facility investments which relate to improving effectiveness and efficiency of humanitarian financing for education in emergencies and protracted crises.

Innovative Finance Specialist

The Innovative Finance Specialist will provide vital leadership on activities designed to initiate and deliver on a workstream around innovative financing mechanisms which can be hardwired into the Fund's design in its first five years of operation including bringing knowledge and expertise on results based financing and public-private partnerships.

Education Economist/Statistician

The Economist/Statistician will provide leadership on data and accountability functions of the Fund, including investments being made by the Acceleration Facility. In addition, the Senior Economist/Statistician will be responsible developing and tracking of results using the Theory of Change and results indicators for the Fund, knowledge management and evidence building.

Donor engagement, Communications and Advocacy Specialist

This post would have responsibility for building and maintaining relationships with donors, acting as a liaison with members of interested constituents to build support for the Fund, ensure sufficient visibility of the Fund's branding and results targeted multiple

audiences, and to position the Fund and its objectives within the global aid architecture. The post holder will ensure consistent messaging by the High Level Steering Group and others.

(b) Staffing the Interim Secretariat

The available modalities for staffing the interim Secretariat include **direct hires, secondments, development assignments and short term consultants.**

- The guiding principles for the interim secretariat are speed, fit of personnel and cost for staffing solutions. All staff would be recruited competitively against the required skill sets for the positions.
- An open hiring process (see below for summary of hiring process) would allow for recruitment of those with the most relevant skill sets needed for the functions, and not be driven by supply (from existing agencies, but does not preclude staff of existing agencies from applying or being hired).
 - 2-4 week posting period (online posting using UN internet, devex.com and the Economist);
 - Pre-screening for minimum requirements, shortlisting and assessment including technical tests (if relevant) and interviews;
 - Chair HLSG considers shortlist (for Director position)
 - Director assesses shortlist and recommended candidates (for all other Secretariat positions).
 - On-boarding into positions.
- If successful candidates come from existing agencies then the contract arrangement can be reasonably flexible (secondment).
- Any staff specifically hired should be contracted for a defined period with potential for extension if required. Overall, the team would be co-located in New York. Co-location would facilitate effective implementation in the first year by allowing the team to work seamlessly to establish the Fund's functions. Where considered appropriate by the Director (and in consultation with the High Level Steering Group), one or more posts may be embedded in 'home agencies,' however, a full assessment would be made of pros and cons, especially bearing in mind need to ensure close coordination between secretariat staff in the start-up phase.

(c) Secretariat budget – for discussion and agreement by the High Level Steering Group*Table 1: Estimated Interim Secretariat overall operating budget (at cost) for Year 2016 and Year 2017.*

Function	Description	Avg. Standard Cost Year 2016	Avg. Standard Cost Year 2017
HUMAN RESOURCES			
Director of Secretariat	UN D1	367,299	312,342
Administrative Assistant/Governance Support	UN L7	120,088	123,691
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Technical Education Lead	UN P5	329,287	272,407
Economist/Statistician	UN P5	329,287	272,407
Humanitarian and Development Finance Specialist	UN P5	329,287	272,407
Donor Engagement, Advocacy and Communications Specialist	UN P4	293,885	235,213
Grants Manager/Recipient Support Specialist	UN P4	293,885	235,213
Innovative Finance Specialist	UN P4	293,885	235,213
TECHNICAL ASSISTANCE			
Design of grant windows	Consultancies to operationalize rapid response, multi-year and pop up fund windows	100,000	0
OPERATIONS			
Travel	Steering Group meetings, constituent outreach	150,000	250,000
Platform Communications	Website, publications printing	50,000	100,000
High level Steering Group	Meeting organization/travel	50,000	100,000
Total		2,826,991	2,532,584
UNICEF standard recovery 8%		226,159	202,606
Overall cost		3,053,150	2,735,190

Annex

Budget notes

- The Human Resource Costs described are **'highest case'** costs (salary, relocation, etc.) based on recruitment of full time equivalent staff who are all direct hires and co-located in UNICEF's New York headquarters.
- Average costs for 2016 assume direct hires of new staff, those who: a) are not on secondment or embedded in home agencies; c) require relocation to New York City (on average, the cost of relocation is approximately US\$70,000 and is lower depending on individual circumstances).
- All posts (apart from Administrative Assistants/Governance Support roles) are International Professionals. Administrative Assistants/Governance Support roles will be procured locally.
- The Technical Assistance line items described are to support the Secretariat undertake development of operational plans during inception in particular. There is a need to finance work on results, parameters, criteria and tools relevant to the Breakthrough Fund, including Rapid Response, Multi-Year Support and Pop-up fund facilities. Much of this will be undertaken through an institutional or individual consultancy contract(s).
- While the Fund will have a lead for Donor Engagement, Communications and Advocacy, it is likely that this will need to be supplemented with a 'draw down' contractual arrangement for individual or firm support.