TEACHERS FOR PEACE

Six-Month Organizational Operating Plan

From Volunteer Commitment to Sustainable Impact
1 January–30 June 2027

November 2026 · Working Plan for Funding & Governance Review · Revised planning edition

This plan sets out what Teachers for Peace will deliver between January and June 2027, who is accountable for each workstream, how the three country chapters coordinate, how spending and safeguarding will be monitored, and which decisions depend on funding and compliance confirmation.

Jennifer Marie Richmond, Founder & CEO · teachers-for-peace.org

3	10	€60,000	€50,849.15
Country chapters: Ukraine, Afghanistan and Syria	Proposed part-time compensated contributors	Initial fundraising request; not secured	Scenario A expenditure before host fees, including contingency

1. Executive summary

The case for stabilization

Teachers for Peace was established in March 2022 in response to Russia's full-scale invasion of Ukraine. It has grown into an international, volunteer-powered learning community serving learners connected to Ukraine, Afghanistan and Syria, built on free education, educational continuity, community, trauma-informed principles, volunteer teachers and youth leadership.

Scheduling, teacher and learner support, safeguarding, technology, communications and chapter coordination currently depend on a small team working largely without pay. This operating plan describes how the organization will move, between 1 January and 30 June 2027, from extensive reliance on voluntary administrative work toward a more dependable operational structure. November–December 2026 is a transitional, unfunded planning period and is not part of the proposed funded six months.

> Learners affected by war and displacement will continue receiving free education. International volunteer educators remain central to the model. The initial request stabilizes the people coordinating and supporting those volunteers; it does not replace volunteer teaching with a fully paid teaching workforce.

Objectives for January–June 2027

- Stabilize ten essential part-time contributors, subject to compliant payment arrangements.
- Strengthen educational support for volunteer teachers and learners.
- Improve safeguarding, data protection, platform security and access control.
- Establish dated, reliable records of classes, attendance, spending and outcomes.
- Continue and develop the Learners to Leaders programme.
- Prepare evidence-based decisions for July–December 2027 and the longer term.

Key planning figure	Amount
Ten contributors: monthly nominal compensation	€5,900.00

Key planning figure	Amount
Ten contributors: six-month nominal compensation	€35,400.00
Scenario A expenditure before host fees, including contingency	€50,849.15
Scenario A gross requirement at assumed 10% host fee	€56,499.06
Initial request: January–June 2027	€60,000.00
First-year fundraising ambition, cumulative	€150,000.00
Two-year fundraising ambition, cumulative	€250,000.00

No part of these fundraising ambitions is presented as secured. The €150,000 includes the first €60,000, and the €250,000 includes the first €150,000. Compensation amounts are proposals, not contracts. Hosting fees and their applicable base require written confirmation from Open Collective Europe (OCE). Founder compensation is not included in January–June 2027.

How to read this plan: evidence labels

Label	Meaning in this document
Document-supported	Supported by identified, dated documents, transactions or official records; not a claim of independent certification.
Founder-reported	Reported by the founder but not independently reconciled.
Proposed	A planned operational arrangement or compensation amount.
Estimated	Derived from assumptions; not yet supported by a quotation or invoice.
Conditional	Dependent on funding, legal permission, safeguarding requirements or an authorized organizational decision.
Aspirational	A strategic objective rather than a confirmed commitment.

> **Historical figures are not current baselines.** Founder-reported cumulative figures communicated in 2026—more than 4,000 free lessons, more than 700 cumulative learners and more than 70 educators involved over time—are pending reconciliation. They are not active counts and will not be used as January 2027 baselines. Actual baselines will be established during January 2027.

2. Organizational responsibilities

The ten-person operating model

The initial proposal includes exactly ten part-time compensated contributors, led by the Founder & CEO, whose compensation is not requested for January–June 2027.

Contributor	Role	Monthly proposal	Six months
Nataliia Vasylieva	Education, Teacher & Learner Support Lead	€800	€4,800
Iryna Serdiuk	Ukraine Chapter Lead	€800	€4,800
Osama Raii	Syria Chapter Lead	€800	€4,800
Zainab Bayat	Afghanistan Chapter Lead	€800	€4,800
Loubna Aitkharraz	Safeguarding Focal Point, Technology & Cybersecurity Lead	€800	€4,800
Viktoriia Dudych	Programme Coordination & Communications Lead	€500	€3,000
Scarlett Fletcher	Communications & Editorial Lead	€500	€3,000
Jill Teasdale	Community Wellbeing & Engagement	€300	€1,800
Liliana Manuela Carvalho Gonçalves	Educational Activities & Community	€300	€1,800
Svitlana Hochachko	Volunteer & Community Engagement	€300	€1,800
Total	**Ten contributors**	**€5,900**	**€35,400**

These are proposed nominal amounts. They are not verified gross salaries, guaranteed net payments, employment contracts or complete employer costs. No payment will be made until contract or stipend classification, applicable obligations and permitted payment routes have been confirmed in writing.

Responsibilities

Jennifer Marie Richmond — Founder & CEO

Strategic direction, fundraising, partnerships, organizational leadership, external representation and final strategic escalation. No founder compensation is requested for January–June 2027.

Nataliia Vasylieva — Education, Teacher & Learner Support Lead

Jennifer's close educational and operational collaborator. Supports teachers and students across the organization: educational quality and guidance, trauma-informed practice, teacher development, learner wellbeing, continuity and practical problem-solving. Nataliia is not the Ukraine Chapter Lead.

Iryna Serdiuk — Ukraine Chapter Lead

Ukraine chapter coordination, communication with learners and teachers, programme participation and chapter continuity.

Osama Raii — Syria Chapter Lead

Syria chapter coordination, community liaison, educator relationships and support, learner communication and class delivery continuity.

Zainab Bayat — Afghanistan Chapter Lead

Afghanistan learner access, education coordination, safe communication, culturally appropriate educational support and privacy-sensitive participation.

Loubna Aitkharraz — Safeguarding Focal Point, Technology & Cybersecurity Lead

Internal safeguarding coordination and incident escalation; technical infrastructure, secure learner access, meeting-host permissions, account security, cybersecurity and information protection. The role does not replace professional legal advice or independent safeguarding review.

Viktoriia Dudych — Programme Coordination & Communications Lead

Consolidates cross-chapter timetables, communicates scheduling information to teachers and chapter leads, and posts operational updates on Instagram, LinkedIn and WhatsApp. This is programme coordination and operational communications, not an automatic delegation of all global operations.

Scarlett Fletcher — Communications & Editorial Lead

Newsletters, written communications, editorial review, consistent messaging and fundraising communications; collaboration with Teachers Against Poverty and shared campaign content with Viktoriia. The source plan identifies this collaboration; it does not establish a wider endorsement, formal partnership agreement or funding commitment.

Jill Teasdale — Community Wellbeing & Engagement

Wellbeing activities, community connection, supportive participation and belonging.

Liliana Manuela Carvalho Gonçalves — Educational Activities & Community

Educational and community activities and learner-friendly programming.

Svitlana Hochachko — Volunteer & Community Engagement

Volunteer welcome, belonging, recognition, communication, engagement and retention.

Later-phase role: not funded in this proposal

Sofia Koval is a potential Impact Measurement & Reporting contributor. This role is not included in the January–June 2027 budget and would be considered only if funding and reporting requirements justify it.

> **Payment qualification: Nataliia Vasylieva.** A concern has previously been raised about whether Nataliia can legally or practically receive compensation. Her €800 monthly proposal remains in the ten-role planning model but is not presented as payable until the specific restriction, jurisdiction, payment method and applicable OCE requirements have been checked. If payment cannot proceed, her role may continue through a lawful alternative or a revised spending plan that is explicitly authorized and documented. Funds will not be silently reallocated. Scenario B excludes only her proposed payment while this issue remains unresolved; it does not remove her from the organizational structure and is not a confirmed decision.

More generally, no compensation commitment will be made to any contributor before written confirmation of a permissible payment route. Cross-border payments, particularly to jurisdictions with banking or sanctions complexity, require advance review.

3. Founder and wider network

Founder commitment and in-kind contributions

Jennifer Marie Richmond has voluntarily excluded founder compensation from the first six-month request. This is a deliberate, temporary priority to establish core operations first; it is not a statement that founder leadership has no value or should remain permanently unpaid.

A founder-compensation review will take place during April–June 2027. Any later arrangement must be subject to available funding, independent approval, documented duties, legal compliance and payment permission. Jennifer must not independently

approve her own compensation. No retroactive liability or automatic back-payment obligation is created.

Strategic advisers and in-kind professional contributors

Teachers for Peace gratefully recognizes the following people identified as contributing professional or strategic time, expertise, advice or services in-kind:

- Patricia Bergström.
- Zana Aston.

- Cherise Faith.
- Richard Graham.

Question	Position
Included in compensation calculations?	No adviser fees are included in the January–June 2027 compensation budget.
Formal board or governance authority?	These contributions do not constitute a statutory board or confer operational supervisory authority. Independent governance remains a future objective.
Other economic or contractual arrangements?	Any separate arrangement requires independent confirmation from records. This plan makes no finding about its existence or legal status.
Monetary value of contributions?	Not estimated. No valuation is claimed.

Advisory contributions, volunteer teaching and donated resources are different from cash income. They do not reduce the cash budget, are not counted as revenue, and are reported separately from grants and donations. Where an adviser is also connected to a funder, the conflict-of-interest procedure applies.

Zana Aston is a strategic adviser and potential future governance contributor. None of these descriptions establishes a funding commitment or financial certification.

4. Governance, accountability and decision rights

Teachers for Peace is currently founder-led and operates through Open Collective Europe as fiscal host. It has not established its own independently incorporated nonprofit entity or statutory governing board. Fiscal hosting provides financial administration and is not the

same as independent organizational governance.

Decision area	Responsible	Escalation or review
Strategy, funding, partnerships, commitments	Jennifer Marie Richmond	Quarterly advisory review; advisory only
Chapter scheduling and community coordination	Iryna; Osama; Zainab	Viktoriia for cross-chapter conflicts; Founder
Cross-chapter programme coordination	Viktoriia Dudych	Founder
Educational guidance and learner support	Nataliia Vasylieva	Founder
Safeguarding concerns and incidents	Loubna Aitkharraz	Founder; external specialist advice as required
Technology, access and information security	Loubna Aitkharraz	Founder
Communications and publication	Scarlett: editorial; Viktoriia: operational	Founder for funder-facing or sensitive content
Spending authorization	Founder within an authorized, funded budget	OCE procedures and donor restrictions
Monthly reporting and financial reconciliation	Founder, with input from leads	OCE records; quarterly advisory review

No contributor may authorize expenditure solely because of a job title. Every payment must follow the fiscal host's procedures and any funding restrictions. Internal spending authorization does not mean that the preliminary planning budget has received professional or formal financial approval.

Conflict-of-interest procedure

- Anyone with a personal, financial or family interest in a decision declares it in writing.
- Declared interests are recorded in a conflict-of-interest register and linked to the decisions register.
- The person concerned does not independently approve decisions on their own compensation, ownership or financial benefit.
- Adviser–funder relationships are disclosed to the relevant funder where material.
- Founder compensation requires independent consideration and approval through a suitable documented process.

A potential future financial interest is not automatically wrongdoing. Disclosure, separation of decision rights and appropriate independent consideration are normal governance safeguards.

Current initiative and possible future structures

1. The current Teachers for Peace educational initiative operates through OCE.
2. The current volunteer team and unpaid strategic advisory contributions support that initiative.
3. The proposed January–June 2027 compensated operational roles remain conditional on funding and compliance.
4. A future independently governed nonprofit is a development objective, not an existing entity.
5. A possible future commercial social enterprise has not been created.

No Teachers for Peace commercial shareholding company has been established, and no equity has been issued through exploratory planning exercises. No specific adviser ownership allocation is agreed in this plan. Exploratory agreements remain outside the funder-facing package until independently reviewed; their legal status cannot be inferred without confirming whether they were signed, accepted or otherwise relied upon.

Governance development during fiscal hosting

The governance ambition grows from Jennifer’s TechWomen4Boards board-readiness capstone: an organization able to outlive its founder, with independent oversight and shared leadership. A future skills-based board, potentially five to seven members, remains a proposal rather than an established legal body.

During the six months, internal coordination and review mechanisms can develop clear delegation, a decisions register, conflict disclosures, transparent financial reporting, safeguarding accountability, measurable impact and succession planning without claiming statutory board authority. Independent financial oversight is a future institutional objective; adviser feedback does not substitute for it.

Professional advice is required on nonprofit incorporation, commercial trading, a possible separate company, adviser arrangements, conflicts of interest, contributor compensation, international payments, intellectual property, taxes and governance responsibilities.

Founder continuity and a practical 90-day plan

- Essential information is stored securely with documented access and permissions, coordinated by Loubna.
- Named operational continuity contacts are Viktoriia for scheduling, Nataliia for education, Loubna for safeguarding and technology, and Scarlett for communications.

- An emergency handover note is maintained by the Founder and reviewed quarterly.
- Continuity of learner communication and safeguarding is protected first.
- No deputy CEO, statutory board or automatic authority over fiscal-host funds is implied.

Continuity phase	Proposed practical action	Boundary
Days 1–7	Confirm safe communications, schedule ownership, secure access and urgent safeguarding coverage.	Use documented permissions; no informal transfer of payment authority.
Days 8–30	Maintain essential classes, notify relevant contacts, review commitments and coordinate with OCE.	Continue only funded, permissible commitments.
Days 31–60	Review workload, funding runway, learner access and additional cover needed.	New delegation requires a recorded decision and necessary consent.
Days 61–90	Document a sustained leadership or handover arrangement and communicate continuity decisions.	Seek professional advice where governance or legal authority is affected.

This is a proposed continuity framework to be formalized, not an agreed emergency appointment. Secondary cover for each continuity contact must also be agreed; no individual is assumed to provide uninterrupted availability.

5. Operating model and country chapter coordination

The chapter delivery system

The Ukraine, Afghanistan and Syria chapters operate through a shared support structure while preserving local decision-making about learners, teachers and community needs. Chapter leads identify local constraints and escalate issues that require shared resources, specialist support or organizational decisions.

Weekly workflow

1. **Chapter leads:** confirm classes, teachers and needs for the coming week.
2. **Viktoriia:** consolidates one weekly global schedule.
3. **Loubna:** maintains secure Zoom and Google Meet links, host permissions and access controls.
4. **Viktoriia and Scarlett:** publish approved, accurate communications.
5. **Volunteer teachers:** deliver classes.
6. **Chapter leads:** record attendance, delivery and cancellations.
7. **Nataliia:** receives and resolves educational issues.
8. **Loubna:** receives safeguarding and security concerns through the designated process.
9. **Founder:** handles matters requiring organizational decisions or external representation.

Global timetable and time references

Reference	Rule for January–June 2027
UTC	Master reference for the global schedule; every session also has an actual date.
Europe/Madrid	CET, UTC+1, until the transition on 28 March 2027. At 01:00 UTC, 02:00 CET becomes 03:00 CEST; thereafter UTC+2.
Kabul	UTC+4:30 year-round; no daylight saving. Ahead of Madrid by 3 h 30 min before the transition and 2 h 30 min afterwards.

Conversions are recalculated for actual dates and are never treated as fixed year-round offsets. Viktoriia will confirm whether each recurring class preserves its UTC time or its agreed local teaching time, communicate any resulting change and check the first schedule after 28 March. Chapter-specific local times must be checked against the dated master schedule.

Class operations: current practice and planned formalization

Not every step below is currently implemented consistently across chapters. The final column identifies standards to be formalized during January–June 2027.

Process	Owner	Formalization milestone
Weekly global schedule	Viktoriia	Single operating calendar; January
Class approval, registration and matching	Chapter leads	Confirmation checklist; January–February
Secure links, host permissions, access	Loubna	Host-access register and licence review; January
Teacher confirmation	Chapter leads	48-hour confirmation step; February
Cancellations and substitutes	Chapter leads; Viktoriia	Written procedure and exceptions register; February
Attendance and delivery records	Chapter leads	Consistent monthly class log; February
Learner communications	Chapter leads; Viktoriia	Communications schedule; February
Educational follow-up	Nataliia	Support request log; February–March
Technical problems	Loubna	Incident log; March
Safeguarding escalation	Loubna	Reviewed procedure; March
Volunteer onboarding and support	Svitlana; Nataliia	Onboarding checklist; February
Monthly quality check	Nataliia; Founder	From March

Registration should collect only information necessary for safe participation, class matching and proportionate reporting. Class tracking should distinguish scheduled, delivered, cancelled and substituted sessions, with dated corrections rather than undocumented changes. If a teacher is unavailable, the chapter lead and Viktoriia coordinate a suitable substitute or communicate cancellation; an unbriefed volunteer is not assumed to be an acceptable substitute.

> **Afghanistan: privacy-sensitive participation.** Learners may join with cameras off, use low-bandwidth materials and audio-only participation, and receive discreet communications through channels agreed with the chapter lead. Personal data is kept to the minimum necessary; names are not published; images or identifying details are not shared without appropriate permission and a safety assessment. No learner is required to switch on a camera.

Visual materials for the three chapters do not use national flags, including no national flags for Syria.

6. Participant journeys

The volunteer educator journey

Each stage has a named operational owner. Orientation and screening standards are being formalized and are not yet standardized across all chapters.

Stage	Owner	Support provided	Status
1. Discover	Scarlett; Viktoriia	Clear public information on roles and expectations.	Existing
2. Apply	Svitlana	Proportionate contact and background information; experience and availability.	Being formalized
3. Orientation and Safeguarding	Nataliia; Loubna	Educational guidance, safeguarding expectations and technology access.	Being formalized
4. Plan and Coordinate	Chapter leads; Viktoriia	Class assignment, preparation, scheduling assistance and teaching resources.	Existing; to be standardized
5. Teach	Chapter leads; Nataliia	Ongoing educational support and practical problem-solving.	Existing
6. Stay Engaged and Develop	Svitlana; Jill	Monthly communication, recognition, development and wellbeing.	Being developed

Onboarding checklist: February 2027

- Contact and background information proportionate to the role; experience and availability recorded.
- Safeguarding expectations acknowledged and the concern-reporting route explained.
- Technology access confirmed and meeting-host responsibilities understood where applicable.
- Class assignment, educational guidance and planning support provided.
- Monthly check-in, continuing support and recognition arranged.

This plan does not claim that every teacher has completed a standardized safeguarding assessment; no records currently establish that. Formal training and screening records are part of the 2027 work plan. Screening requirements must be proportionate to the role and informed by applicable rules and specialist advice.

Retention includes realistic scheduling, accessible support, recognition and opportunities for development. Volunteers should be able to raise workload concerns or pause participation without undermining safe learner communication; handover arrangements should protect continuity.

The learner journey

Every learner's path is different. Not every learner moves through all six stages; the model describes how operational capacity supports each stage where learners choose to continue.

Stage	Responsible	How the operating model supports it
1. Discover	Scarlett; Viktoriia; chapter leads	Accurate, timely information through agreed channels.
2. Join	Chapter leads	Consistent registration with minimal personal data and appropriate consent.
3. Connect	Loubna; chapter leads	Secure access, low-bandwidth and camera-optional options, need-based connectivity support.
4. Learn	Volunteer teachers; Nataliia	Educational guidance, fewer unplanned cancellations and follow-up.
5. Belong and Grow	Jill; Liliana; Nataliia	Wellbeing and community activities alongside lessons.
6. Participate and Lead	Learners to Leaders team	Structured leadership opportunities and student-led action.

For vulnerable learners, privacy, consent, safeguarding and minimal data collection take priority. Chapter leads connect local needs with coordinators and educational support; Loubna supports safe access and escalation throughout the journey. No progression or graduation rates are claimed. Joining community or leadership activities is an opportunity, not a condition of access to free lessons.

7. Learners to Leaders

Learners to Leaders supports young people from conflict-affected communities to develop belonging, confidence, initiative and opportunities for student-led action. It connects education, leadership and generosity, and it is a central strategic initiative rather than a fundraising campaign.

The programme began during the 2026 transitional period. January–June 2027 is a continuation and development period, not a new launch. It draws on the GivingTuesday generosity framework, through which students choose their own community or generosity actions.

Component	January–June 2027 approach
Youth leadership sessions and curriculum	Structured sessions continued and refined; curriculum documented.
Coordination across chapters	Scheduled through Viktoriia's global calendar with chapter leads.
Mentoring and guest contributors	Invited contributors briefed on safeguarding expectations.
Accessible learning activities	Low-bandwidth and camera-optional formats available.
Student-selected generosity or community actions	Chosen and led by students, with adult support.
Participation and reflection records	Sessions delivered and aggregate participation recorded monthly.
Safeguarding and consent	Consent before images or stories are shared; minors' procedures apply.
Programme reporting	Separate reporting in the monthly package and at the end of June.

> **Restricted funding.** The reported US$2,000 GivingTuesday seed support is classified as restricted programme funding for Learners to Leaders, subject to confirmation of receipt and grant terms. It is not part of the €60,000 request and will not offset the unrestricted operational or compensation budget without the funder's explicit permission. It is tracked and reported separately.

No learner outcomes are claimed in this plan. Planned student initiatives will be reported only once they have taken place. Participant reflections should be collected without pressure to supply public testimonials, identifying stories or images.

8. Capacity planning, hours and deliverables

Weekly hours have not yet been agreed for any contributor. They will be agreed individually before payment arrangements are finalized and recorded in each role agreement. The source plan identifies founder-approved role descriptions from November 2026 as its planning evidence; this does not constitute signed agreements or professional confirmation of employment terms.

Contributor	Monthly	Main monthly deliverables	Hours and status
Nataliia Vasylieva	€800	Teacher and learner support log; educational guidance; monthly quality check.	To be agreed; proposed; payment conditional

Contributor	Monthly	Main monthly deliverables	Hours and status
Iryna Serdiuk	€800	Ukraine schedule confirmation; attendance and cancellation records.	To be agreed; proposed; payment conditional
Osama Raii	€800	Syria schedule confirmation; attendance and cancellation records.	To be agreed; proposed; payment conditional
Zainab Bayat	€800	Afghanistan schedule confirmation; privacy-safe participation records.	To be agreed; proposed; payment conditional
Loubna Aitkharraz	€800	Safeguarding action log; host-access register; security review.	To be agreed; proposed; payment conditional
Viktoriia Dudych	€500	Weekly global schedule; operational posts; exceptions register.	To be agreed; proposed; payment conditional
Scarlett Fletcher	€500	Monthly newsletter; editorial review; donor communications.	To be agreed; proposed; payment conditional
Jill Teasdale	€300	Wellbeing and community activities delivered.	To be agreed; proposed; payment conditional
Liliana Manuela Carvalho Gonçalves	€300	Educational and community activities delivered.	To be agreed; proposed; payment conditional
Svitlana Hochachko	€300	Volunteer welcome, recognition and retention contacts.	To be agreed; proposed; payment conditional

Implied hourly compensation: illustrative test

To test realism before hours are agreed, the table shows the implied hourly equivalent of each proposed monthly amount at several weekly workloads. Calculations use 52 ÷ 12 weeks per month, approximately 4.33, without rounding that factor before calculation. These are not employment commitments.

Monthly proposal	5 h/week	10 h/week	15 h/week	20 h/week
€800	€36.92	€18.46	€12.31	€9.23
€500	€23.08	€11.54	€7.69	€5.77
€300	€13.85	€6.92	€4.62	€3.46

> **Compliance flag.** At higher weekly workloads, the €300 and €500 amounts imply hourly equivalents that may fall below statutory minimum wages in some jurisdictions if a role is classified as employment, and may be operationally unrealistic for the responsibilities described. Hours, remuneration, contract or stipend classification and applicable obligations must be reviewed for each person before implementation. An arrangement that appears non-compliant will be revised rather than implemented.

Capacity limitations and backup responsibilities

The ten roles are part-time proposals, not ten full-time posts. Availability, response expectations, leave arrangements, connectivity interruptions and achievable deliverables need individual agreement. A deliverables list is not a commitment to unlimited work or continuous incident coverage.

Chapter leads remain responsible for local communication, while Viktoriia maintains cross-chapter scheduling visibility. Nataliia supports educational continuity, Svitlana supports volunteer handover, and Scarlett supports editorial continuity. Loubna's combined safeguarding and technical remit requires particular workload review. Secondary cover and external escalation contacts must be recorded before reliance is placed on them; this plan does not invent named substitutes who have not agreed to serve.

Where capacity is insufficient, reduce optional activity, adjust schedules or obtain funded support rather than silently transferring an unmanageable workload to volunteers. Protect safe participation and reliable communications before increasing class volume.

9. Implementation roadmap: January–June 2027

January — Establish the foundation

- Confirm available funding and OCE payment procedures: Founder.
- Confirm responsibilities, hours and payment eligibility for each role: Founder and each contributor.
- Establish actual class, learner and educator baselines: chapter leads.
- Consolidate one operating timetable: Viktoriia.
- Review safeguarding needs and responsibilities: Loubna.
- Complete account inventory, software renewal schedule and meeting-host licence review: Loubna.
- Open shared action, decisions and risk registers; agree the monthly reporting process: Founder.
- Gather chapter-level connectivity needs, assess data consumption and check provider information: Zainab and Osama.

Expected evidence: baseline report; role agreements where authorized; operating calendar; technology inventory; initial risk register; financial commitments log.

February — Standardize operations

- Implement consistent class delivery logging: chapter leads.
- Improve teacher onboarding and support: Svitlana and Nataliia.
- Establish cancellation and substitution procedures: Viktoriia and chapter leads.
- Formalize chapter communications; coordinate newsletters and social media: Scarlett and Viktoriia.
- Continue Learners to Leaders implementation.
- Confirm connectivity eligibility criteria, permitted transfer routes and documentation requirements: Jennifer with OCE; Loubna for privacy controls.

Expected evidence: comparable monthly class records; volunteer onboarding checklist; communications schedule; delivery exceptions register.

March — Strengthen quality and safety

- Review safeguarding procedures and escalation routes: Loubna.
- Evaluate digital access and cybersecurity: Loubna.
- Check delivery reliability and recalculate schedules for the 28 March clock change: Viktoriia.

- Gather anonymized learner and teacher feedback: Nataliia.
- Examine volunteer retention: Svitlana; review funding progress and second-half risks: Founder.
- Pilot connectivity support only if funding, safeguarding and payments are authorized: Viktoriia coordinating.

Expected evidence: safeguarding action log; technology controls review; first-quarter delivery dashboard; updated risk register.

April — Midpoint strategic review

- Review spending against the financial plan: Founder.
- Assess contributor workload and proposed compensation.
- Review teaching and learning continuity: Nataliia and chapter leads.
- Begin the founder sustainability and compensation review.
- Begin the second-half operating scenario; evaluate grant renewals and institutional support.
- Review actual cost per beneficiary, use of data support, attendance and accessibility.

Expected evidence: midpoint operating report; budget-variance summary; revised forecast; action plan; second-half funding assumptions.

May — Demonstrate results

- Improve weak processes identified at midpoint.
- Consolidate educational support: Nataliia.
- Improve donor reporting; prepare partner communications and proposals: Scarlett and Founder.
- Assess expansion options and needs, including communications, technology and travel.
- Draft July–December recommendations and improve handover documentation.
- Decide whether the connectivity pilot should continue, change or expand.

Expected evidence: updated dashboard; evidence-supported case studies where consent and safety permit; funding pipeline; draft second-half plan; continuity plan.

June — Account and decide

- Complete the six-month delivery assessment against agreed milestones.
- Reconcile operational data and actual and restricted expenditure with OCE records.
- Evaluate whether roles can continue and make funding-dependent second-half decisions.

- Review safeguarding, governance and technical risks; prepare the six-month donor report.
- Produce a short digital-inclusion report covering expenditure, participation and recommendations for July–December.

Expected evidence: January–June delivery report; financial reconciliation; lessons learned; risk update; documented continuation decisions.

Milestones remain funding- and capacity-dependent. Delays must be recorded with their implications and revised dates, rather than reporting incomplete processes as implemented.

10. Monitoring, impact and cost dashboard

A document-based reporting table will show value for money and service reliability using dated records and clear definitions. Numeric growth targets will be set only after the January baseline is established.

Indicator	Definition	Source
Scheduled classes	Sessions planned in the published calendar.	Global schedule
Delivered classes	Sessions actually held.	Class records
Cancelled classes	Planned sessions not delivered.	Cancellation log
Delivery rate	Delivered ÷ scheduled × 100.	Schedule and records
Unique active learners	Deduplicated learners attending in the month, where safe and feasible.	Privacy-safe records
Total attendances	Aggregate learner attendance across sessions.	Attendance records
Active volunteer educators	Unique educators delivering sessions in the month.	Educator roster
New educator onboarding	Educators completing defined steps; retention tracked.	Onboarding register
Support activity	Teacher and learner support requests handled.	Support log
Learners to Leaders sessions	Sessions actually delivered.	Programme records
Safeguarding milestones	Planned implementation steps completed.	Safeguarding action log
Technical reliability	Sessions disrupted by technical failure.	Incident log

Indicator	Definition	Source
Cash received	Actual receipts; unrestricted and restricted shown separately.	OCE records
Commitments and actual expenses	Authorized commitments and actual spending, recorded separately.	Financial ledger; OCE
Restricted grant expenditure	Spending from restricted funds, by fund.	OCE records
Total operating cost per delivered class	Total operating expenditure ÷ delivered classes.	Internally reconciled dashboard
Coordination-only cost per delivered class	Coordination expenditure only ÷ delivered classes.	Internally reconciled dashboard

The two cost-per-class indicators are reported separately and never combined. Cost definitions must be consistent between periods. Where no classes are delivered, a cost-per-class ratio is not calculated. Educational quality and belonging are assessed through anonymized feedback collected from March, not through a single numeric score.

Six-month reporting tables

The reporting template is divided into two quarterly tables to keep it readable. Empty cells are intentional and will be completed only from actual records.

Indicator	January	February	March
Scheduled classes			
Delivered classes			
Cancelled classes			
Delivery rate			
Unique active learners			
Active volunteer educators			
Learners to Leaders sessions			
Commitments and actual expenses, separate entries			

Indicator	April	May	June	Six-month method
Scheduled classes				Sum
Delivered classes				Sum
Cancelled classes				Sum

Indicator	April	May	June	Six-month method
Delivery rate				Ratio of totals
Unique active learners				Period-wide deduplication
Active volunteer educators				Period-wide deduplication
Learners to Leaders sessions				Sum
Commitments and actual expenses				Actual expense sum; commitments tracked separately

Where no reliable data exist, “Baseline to be established” is recorded rather than zero. Percentages are calculated from six-month totals, not by adding monthly percentages. Unique learners and educators are deduplicated across the whole period where safe and feasible; limitations are disclosed. Commitments must not be added to payments for the same expense or counted again each month as new expenditure. No identifying information about children or at-risk learners appears in reports.

Value for money is more than cost per class. Teachers for Peace also requires educational support, safe access, dependable communication, learner protection and volunteer continuity. These functions have value even when they do not directly increase the number of classes.

11. Six-month financial alignment

> Prepared by Jennifer Marie Richmond with assistance from digital calculation and document-review tools. Figures are preliminary planning estimates and have been checked internally for arithmetic consistency. They have not been independently audited, professionally certified or formally approved.

The review described here is an **internal calculation and consistency review**. It does not verify actual employment costs, legal classifications, fiscal-host terms or financial viability.

Two separate scenarios: never added together

Scenario A includes ten proposed paid contributors at €5,900 per month. **Scenario B** includes nine proposed payable contributors at €5,100 per month, excluding Nataliia's €800 monthly payment solely while lawful and practical payment arrangements remain unresolved. Nataliia remains in the organizational structure. Scenario B is a conditional alternative, not a confirmed decision.

Budget item: January–June 2027	Scenario A	Scenario B
Nominal compensation	€35,400.00	€30,600.00
Payment-related allowance, 10%	€3,540.00	€3,060.00
Software and digital platforms	€2,006.50	€2,006.50
Staff connectivity: Syria planning line	€480.00	€480.00
Learner connectivity	€1,200.00	€1,200.00
GDPR and data protection	€900.00	€900.00
Legal and accounting	€900.00	€900.00
Safeguarding and training	€1,500.00	€1,500.00
Educational materials	€300.00	€300.00
Operating subtotal	**€46,226.50**	**€40,946.50**
Contingency, 10%	€4,622.65	€4,094.65
Expenditure before host fees	**€50,849.15**	**€45,041.15**
Illustrative host fee at 10% of gross	€5,649.91	€5,004.57
Gross requirement at assumed 10%	**€56,499.06**	**€50,045.72**
Gross requirement at assumed 8%	€55,270.82	€48,957.77

Fiscal-host fee scenarios and gross-up

The actual OCE contribution rate and applicable fee base must be confirmed in writing. Both 8% and 10% are illustrative assumptions, not verified contract terms. The 10% assumption is used for conservative planning comparisons, not as a statement of OCE's current agreement.

If a fee is deducted from gross receipts, the required gross amount equals planned expenditure divided by one minus the assumed fee rate. It is not calculated by simply adding 10% to expenditure.

Compensation scenario	Assumed fee	Calculation	Gross requirement
Scenario A	8%	€50,849.15 ÷ 0.92	€55,270.82
Scenario A	10%	€50,849.15 ÷ 0.90	€56,499.06
Scenario B	8%	€45,041.15 ÷ 0.92	€48,957.77
Scenario B	10%	€45,041.15 ÷ 0.90	€50,045.72

Fee assumptions are not labeled "Scenario A" and "Scenario B" independently of the compensation scenarios, avoiding ambiguity in the source plan.

Unallocated headroom if the full €60,000 is raised

Scenario A item	Assumed 8% fee	Assumed 10% fee
Funds raised	€60,000.00	€60,000.00
Less fiscal-host fee	−€4,800.00	−€6,000.00
Less expenditure, including contingency	−€50,849.15	−€50,849.15
Unallocated planning headroom	**€4,350.85**	**€3,150.85**

Under Scenario B at an assumed 10% fee, €60,000 less €6,000 host fees and €45,041.15 expenditure leaves approximately **€8,958.85** unallocated headroom.

Headroom applies only if the full €60,000 is raised and the whole amount is subject to the stated fee. It is not the difference between €60,000 and the minimum gross requirement, is not cash already available and is not a reserve or guaranteed surplus. It may absorb processing costs, exchange losses or substantiated compliance costs only through documented decisions. No marketing, travel or founder-salary allocation is included.

Software assumptions: founder-reported six-month equivalents

Platform	Six months
Wix	€276.00
Zoom	€147.00
Google Workspace / Meet	€96.00
Skool	€654.00
Sintra AI	€377.50
ChatGPT	€120.00
Canva	€216.00
Other subscriptions	€120.00
Total	**€2,006.50**

These figures are not confirmed January–June payment cash flows. Sintra AI is billed annually and needs particular attention in cash-flow timing. Before financial commitments are finalized, Loubna will complete an account inventory, renewal schedule and licence review, including Zoom host seats required for concurrent classes. Nonprofit programmes for Google Workspace and Canva will be explored; no discount or acceptance is assumed.

What still requires confirmation

- Individual contract or stipend classification.
- Employer contributions and applicable taxes.
- Cross-border payments and legal eligibility.
- OCE fees, fee base and permitted payment routes.
- Software invoice amounts, renewal dates and licence counts.
- Staff and learner connectivity requirements.
- Safeguarding and specialist advice costs.
- Professional services already provided through fiscal hosting, to avoid double-counting.
- Exchange and processing charges.

The 10% compensation-related allowance is a planning assumption only. It does not establish lawful worker classification, statutory contributions, contractor costs or employment taxation. It is not assumed sufficient in every jurisdiction. Actual compliance costs must be confirmed, and the budget revised before commitments if they exceed the provision. The source budget’s open question about a 10% versus 15% allowance remains unresolved; neither rate is professional confirmation.

No opening unrestricted cash is assumed. The source budget notes that a reported €76.27 balance may include €60 associated with For Every Mother, and that screenshot 14.51.10 is missing. Records, restrictions and current balances require reconciliation. Historical donations are not treated as current unrestricted cash.

Illustrative constant-cost projections, not approved expenditure forecasts

The following source-budget projections repeat the six-month baseline without inflation, salary changes, currency changes, new roles, additional chapters or expansion costs. Every line—including legal, GDPR, safeguarding and materials—is assumed to recur each half-year. This is a planning assumption to confirm, not a quotation. Each period requires review before it starts.

Period	A: before fee	A: gross at 10%	B: before fee	B: gross at 10%
6 months: June 2027	€50,849.15	€56,499.06	€45,041.15	€50,045.72
12 months: December 2027	€101,698.30	€112,998.12	€90,082.30	€100,091.44
18 months: June 2028	€152,547.45	€169,497.18	€135,123.45	€150,137.16
24 months: December 2028	€203,396.60	€225,996.24	€180,164.60	€200,182.88

Gross projections preserve the source convention of multiplying the rounded six-month gross requirement. Directly grossing up cumulative expenditure can differ by a few cents because of rounding. This convention does not alter the underlying six-month expenditure baseline.

Indicative funding comparison	Scenario A	Scenario B
€150,000 less 12-month core gross	€37,001.88	€49,908.56
€250,000 less 24-month core gross	€24,003.76	€49,817.12

These are gross fundraising comparisons, not net spendable balances, approved expansion budgets or secured funds. Further receipts may themselves attract fees. No separate 18-month fundraising target is established. Continuing core expenditure and compliance obligations must be assessed before any expansion is authorized.

12. Advisory feedback and operational response

Response to advisory review

External feedback of 5 November 2026 is used as an advisory financial and operational review framework, not as an authorized expenditure budget, independent financial audit or certification. Internal calculations prepared using digital calculation and document-

review tools are the organization’s own internal work.

> The €84,590 illustrative scenario. The review identified an illustrative six-month cost scenario of about €84,590, based on an earlier eight-person model and a November 2026–April 2027 delivery period. It is not substituted for the January–June 2027 forecast and is not presented as approved. The underlying assumptions have changed.

- A different proposed compensated team: ten contributors.
- A different funding period: January–June 2027.
- No founder compensation in the first six months.
- Different treatment of operating expenses, now individually itemized with planning amounts.
- A revised provisional fiscal-host calculation.
- A phased approach to hardware and later development.

This benchmark remains a valuable source of due-diligence questions, particularly on connectivity, hardware, security tooling and runway, which the financial budget and cash-flow planning must address.

Recommendation	Response in this plan
Realistic working hours	Deliverables table; hours to be agreed; implied hourly test and compliance flag.
Connectivity	Need-based support process prioritizing severe access barriers.
Technology	January account inventory, renewal schedule, licence review and controlled meeting-host access.
Hardware	Needs and existing-equipment assessment before purchase; no hardware budget in the initial six-month baseline.
Legal and payment compliance	Written confirmation of permissible payment routes before compensation commitments; Gate 2.
Safeguarding	Named focal point, reporting process, minors’ procedures, data minimization and external review.
Impact	January baselines before numeric targets; activity, continuity, quality and belonging measures.
Risk and runway	Risk register, funding gates and transition planning that does not assume donations arrive on schedule.

Need-based connectivity support

- Chapter leads identify learners and contributors facing access barriers.
- Requests are prioritized by severity: no access first, then unreliable access.

- Support is authorized within the €480 staff and €1,200 learner lines only, unless a separate adjustment is explicitly authorized.
- Support is recorded without unnecessary personal data and reviewed monthly.

13. Safeguarding, privacy and cybersecurity

Safeguarding framework to be formalized

- Named focal point: Loubna Aitkharraz.
- A single designated reporting route for concerns, with escalation to the Founder.
- Procedures for minors, including consent and supervision.
- Data minimization; safeguarding records kept apart from general reports.
- Appropriate external review of policy, funded from the safeguarding line.

Concerns should be recorded factually, shared only on a need-to-know basis and escalated without requiring the person reporting to investigate. The procedure must distinguish immediate danger, ongoing safeguarding risk, educational support needs and technical incidents. Emergency or specialist referrals depend on the applicable location and circumstances; suitable local contacts and legal obligations must be identified rather than assumed.

A route outside the person concerned is needed where a concern involves the Founder or focal point. That alternative route, absence cover and applicable OCE notification requirements must be agreed during formalization. Internal coordination is not a substitute for competent external advice.

Technology and account security

Loubna will document accounts, licences, owners, authorized administrators and recovery arrangements. Proposed controls include least-privilege access, multi-factor authentication where available, secure credential handling, controlled meeting-host permissions, removal of obsolete access and appropriately protected backups. Tools requiring new spending remain subject to quotations and budget decisions.

Meeting links should be distributed through suitable channels rather than exposed unnecessarily. Host permissions, participant entry controls and incident handling must reflect class needs and learner safety. A compromised account or exposed learner information requires containment, a factual incident record and escalation; any notification duties require professional or OCE guidance as applicable.

Data-retention periods, deletion responsibilities, consent records and access rights must be documented. Safeguarding information, beneficiary contact details and financial evidence should be separated where possible, with restricted access. No general donor report should contain identifying safeguarding records or sensitive learner contact information.

14. Digital Access & Connectivity Support — Evidence-Based Pilot

Free online classes are not genuinely accessible when data costs, power interruptions and connectivity barriers prevent participation. During January–June 2027, Teachers for Peace will seek to establish a targeted, needs-based connectivity support process within the existing financial provisions. No beneficiary will be promised support until funding and the distribution method are confirmed.

This revision integrates two locally prepared reports: an Afghanistan budget proposal prepared by Zainab Bayat and a Syria internet-packages report. Both are preliminary local evidence. They support examination of the existing allocations; they do not change them.

Pilot process

1. Chapter-led identification of connectivity barriers.
2. Learner and educator eligibility criteria.
3. Confirmation of locally available packages and data needs.
4. Review of cost per beneficiary.
5. Authorization of safe payment and distribution methods.
6. Documentation of all expenditure.
7. Protection of beneficiary identity and privacy.
8. Periodic review of whether support improves participation.

Eligibility considerations

- Prioritize people for whom access costs materially prevent participation.
- Do not use sensitive personal information unnecessarily.
- Account for differing needs in Ukraine, Afghanistan and Syria.
- Do not assume that all learners or all educators need financial assistance.

Keeping staff and learner connectivity separate

Provision	Six months	Monthly organization-wide	Evidence informing it
Staff connectivity	€480.00	€80.00	Syria report: teaching and preparation
Learner connectivity	€1,200.00	€200.00	Afghanistan proposal: female learners

These are organization-wide budget provisions, not per-person allowances. The initial staff line is associated with Syria in the financial source; support for other chapter leads appears among later, unpriced delivery-protection priorities. Costs are classified by actual beneficiary and purpose. The same package is never charged to both lines. If a package benefits teachers and learners, an attribution policy must be agreed before allocation.

Afghanistan — learner internet support proposal

Zainab Bayat's proposal, *Internet Access Support for Afghan Girls*, recommends Salaam Telecommunications as the preferred provider, citing coverage, affordability, SIM-card access and suitability for learner support. This is a locally prepared estimate, not a confirmed current provider quotation or an organizational partnership.

Monthly package per beneficiary	AFN
3 GB internet package	184.00
Stated tax: 10% × 184.00	18.40
Monthly total per beneficiary	**202.40**

Illustrative learners	Monthly AFN	Six-month AFN
10	2,024	12,144
20	4,048	24,288
25	5,060	30,360
50	10,120	60,720

These are scenarios, not confirmed beneficiary numbers. They exclude international transfer fees, exchange costs and tariff changes. Three GB may not be sufficient for every learner: needs depend on class frequency, video settings, shared devices and other activities. Amounts are in Afghan afghani and are not converted to euros until a dated, sourced exchange rate is available.

Proposed distribution mechanism: requires confirmation and authorization

1. Send funds through Western Union to the designated chapter representative.
2. Purchase internet credit through Salaam.
3. Distribute mobile credit to beneficiary numbers.
4. Record receipts, charges and distributions.

OCE has not approved this route. Before any transfer, Teachers for Peace must confirm that it is legal and permitted by OCE; that receipts and financial supporting documentation are adequate; local provider charges and international transfer fees; eligibility criteria; learner

privacy and data minimization; separation of financial records from sensitive learner information; and whether restricted funding applies. No learner's mobile number or identifying details appear in any public document.

Syria — teaching and preparation data scenario

The Syria report compares mobile packages with fixed-line ADSL and indicates that mobile packages may be more practical in the reported circumstances. It gives an indicative price of approximately US$11 for 30 GB. Its statement of 24 sessions per month is incorrect under its own assumptions and is corrected below.

Step	Calculation	Result
Teaching sessions per month	3 per week × 4 weeks	12
Teaching and preparation hours per week	3 + 3	6
Total hours per month	6 × 4 weeks	24
Estimated monthly data	24 × 2 GB	48 GB
Unit-based cost	US$11 ÷ 30 GB × 48 GB	US$17.60
Rounded working allowance	Per month	≈ US$18
Six-month rounded equivalent per person	US$18 × 6	US$108

US$17.60 is the exact unit-based estimate; US$18 is a rounded working allowance. This local scenario uses four weeks per month, unlike the 52 ÷ 12 workload test, and is retained as a distinct assumption rather than represented as exact calendar-month usage.

The scenario reflects teaching and preparation use and must not be applied automatically to learners who attend fewer hours or use different device settings. The report's concern that advertised allowances may exceed practically usable data is an unconfirmed local observation. Its Syrian-currency package prices require confirmation of unit, tariff, exchange rate and date and are not reproduced here. Actual costs may vary with package denominations, purchase charges, connection quality and regional availability.

Connectivity cost scenario table

Category	Afghanistan	Syria
Beneficiary group	Female learners	Teachers and educators: teaching and preparation
Provider or package	Salaam Telecommunications; 3 GB	Mobile package; 30 GB; provider unspecified
Local monthly price	AFN 202.40 per beneficiary, including stated tax	US$17.60 per person; approximately US$18 rounded

Category	Afghanistan	Syria
Currency	AFN	USD
Data allowance or use	3 GB package	48 GB estimated use
Monthly frequency	One package per beneficiary	Monthly top-up
Six-month quantity	Six packages × 10, 20, 25 or 50 learners	Six months × people; number to be determined
Total local-currency cost	AFN 12,144 / 24,288 / 30,360 / 60,720	US$108 per person, rounded
Conversion assumption	To be determined	To be determined
Estimated euro cost	To be determined	To be determined
Evidence status	Preliminary local estimate; not a provider quotation	Preliminary local report; calculation corrected
Funding source	Learner connectivity: €1,200; or eligible restricted grant	Staff connectivity: €480; or eligible restricted grant
Payment status	Not approved; route requires OCE confirmation	Not approved; route to be defined

AFN and USD amounts are kept separate and are not combined or presented as euros. Conversion is pending a dated, sourced exchange rate; transfer and processing fees are also to be determined.

Budget fit test

Scenario	Allocation tested	Result	Required evidence
Afghanistan: 10–50 learners	€1,200.00	Cannot yet be assessed	Dated AFN/EUR rate; fees; provider charges; OCE route permission
Syria: teaching and preparation per person	€480.00	Cannot yet be assessed	Dated USD/EUR rate; people; purchase charges; payment route
Any scenario exceeding allocation after conversion	Not applicable	Restricted grant or budget adjustment required	Proposed Budget Adjustment and explicit decision

No scenario is declared affordable until euro conversion and distribution charges are included.

Change control and Proposed Budget Adjustment

The new evidence does not yet demonstrate that revision is necessary because neither scenario has a supported euro conversion. No adjustment is therefore proposed; the existing financial model remains the controlling planning baseline.

Line	Original	Proposed	Difference	Decision status
Staff connectivity	€480.00	€480.00	€0.00	No change; not applicable
Learner connectivity	€1,200.00	€1,200.00	€0.00	No change; not applicable
Scenario A contingency	€4,622.65	€4,622.65	€0.00	Not used for recurring connectivity costs

There is no change to the €60,000 request. If converted figures later exceed an allocation, a Proposed Budget Adjustment must show original and proposed amounts, difference, justification, impact on contingency, revised operating total, affected hosting fees and revised funding requirement. It takes effect only after an explicit decision and any required OCE or donor permission.

Connectivity beyond June 2027

July–December 2027: evaluate whether targeted internet support should become a dedicated restricted-funding programme. Opportunities to investigate—not secured partnerships or committed funding—include individual digital-access sponsorships, institutional digital-inclusion grants, telecommunications partnerships, donated data packages and local educational-access collaborations.

2028–2030: explore a sustainable digital-access fund for eligible learners and educators, dependent on documented need, actual cost, safe distribution and evidence of educational benefit. Prices are not assumed unchanged. Inflation, exchange-rate, data-use and beneficiary changes will be applied only through explicit scenario assumptions.

15. Financial controls and expenditure evidence

All expenditure must comply with OCE rules and donor restrictions. The internal authorization process must distinguish a proposed budget, an authorized commitment, a submitted payment request and a completed payment. A pledge or expected donation is not available cash.

Minimum evidence before a payment request

- A documented purpose, responsible requester and relevant budget line.
- Confirmation of available eligible funds and any donor restriction.
- An invoice, receipt, quotation, agreement or other evidence acceptable to OCE for the expenditure type.
- For compensation, documented duties, agreed hours or deliverables, permissible classification and a lawful payment route.
- For cross-border payments, required identity, banking and compliance documentation handled securely.
- A record of authorization, including conflict disclosures and independent consideration where required.
- For connectivity, provider and package evidence, distribution confirmation and privacy-safe beneficiary records.
- Actual exchange rates, processing charges and payment confirmation when the transaction is completed.

Where evidence is incomplete, payment should pause until OCE confirms what is acceptable; documents or receipts must not be fabricated to fill a gap. Financial records should be accessible to authorized reviewers without exposing sensitive learner information unnecessarily.

Monthly control cycle

The Founder will assemble commitments and actual expenditure, compare them with the budget, reconcile transactions against OCE records, separate restricted funding, explain variances and update the cash-flow outlook. Outstanding commitments and renewal dates must remain visible so that cash is not treated as freely available when already committed.

Contingency use requires a documented reason and authorization. It is not a substitute for pricing predictable recurring costs. Changes affecting donor restrictions, fiscal-host fees, legal classification or payment routes must be referred to the appropriate party before implementation.

Questions requiring written OCE confirmation

- The host contribution rate, fee base and treatment of different receipt types.
- Payment approval workflow, evidence requirements and who may submit or authorize requests.
- Permitted contributor classifications and international payment routes.
- Specific constraints affecting Nataliia and any other contributor.
- Whether the proposed Afghanistan distribution route is permissible.
- Restricted-fund accounting, grant terms and treatment of GivingTuesday support.

- Services already covered by fiscal hosting and any additional legal or accounting charges.
- Incident notification, data-handling responsibilities and record-retention requirements.
- Whether any future earned-income activity could be conducted through the host, and under what conditions.

16. Funding contingencies and risk management

Phased funding model

No commitment is made without permitted payment mechanisms and sufficient available funds. Each commitment passes through four gates.

Gate	Requirement
1. Cash	Confirm available and eligible cash.
2. Compliance and safety	Confirm compliant payment arrangements and minimum safety requirements.
3. Authorization	Authorize only activities and compensation supported by available resources.
4. Sustainability	Review commitments monthly and decide whether continuation is sustainable.

Funding scenario	Response
Full €60,000 raised	Implement through all four gates; hold headroom unallocated pending reconciliation.
Partial funding	Authorize only what cash supports, protecting essential functions. Prepare a revised itemized model; no phased totals assumed in advance.
Funding arrives late	Compensation start dates follow cash receipt; no obligations incurred in anticipation.
Cross-border payment cannot proceed	Do not pay; document a lawful alternative or explicitly authorized revised plan.
Costs exceed assumptions	Use contingency only with documented authorization; defer optional activities first.

Protected first: 1. safeguarding and legal compliance; 2. essential educational continuity; 3. chapter and schedule coordination; 4. core platform security and access; 5. minimum necessary financial accountability. Optional activities are deferred before learner

protections are compromised. Restricted GivingTuesday funds stay separate in every scenario.

Risk register: initial

Risk	Mitigation	Owner
Funding is not raised or arrives late	Funding gates; second-half pipeline built from March, well before June.	Founder
A contributor cannot lawfully be paid	Gate 2 written confirmation; documented alternatives.	Founder
Founder dependency or unavailability	90-day continuity framework; named contacts; documented access.	Founder; Loubna
Key volunteer or contributor leaves	Documented procedures, handover notes and retention work.	Svitlana; leads
Safeguarding incident	Designated route, external advice and separate records.	Loubna
Cybersecurity incident or data exposure	Access controls, data minimization and host-access register.	Loubna
Connectivity or safeguarding costs exceed estimates	Need-based prioritization; contingency only with authorization; revised costing.	Founder
Currency movement and processing charges	Hold headroom unallocated; monthly reconciliation.	Founder
Scheduling errors at 28 March transition	UTC master schedule; dated conversions recalculated.	Viktoriia
Part-time workload exceeds capacity	Agree hours and deliverables; review workload; defer optional work and arrange cover.	Founder; each lead

Transition strategy: this plan does not assume future donations will arrive on schedule. If second-half funding is not confirmed by the June review, only commitments supported by available cash continue, and contributors are informed in advance. Any existing lawful obligations must be considered before altering arrangements.

17. Reporting rhythm and monthly package

Rhythm	Forum	Purpose
Weekly	Operational coordination	Schedule, chapter communication, educational and safeguarding escalations.

Rhythm	Forum	Purpose
Monthly	Founder-level operating review	Delivery dashboard, financial reconciliation, risks and decisions.
Quarterly	Strategic and advisory review	Advice from in-kind advisers; no formal board authority conferred.
April–June	Founder-compensation review	Independent consideration of any future arrangement.

Monthly reporting package

- Class delivery.
- Active learner and teacher participation.
- Learners to Leaders.
- Safeguarding milestones.
- Operational issues.
- Technology and connectivity.
- Spending versus budget.
- Funding received, with restricted funds shown separately.
- Risks and mitigation.
- Decisions needed from the Founder.

Identifiable safeguarding records are kept separate from general reporting and donor materials. Reports should state the reporting period, data limitations, unresolved discrepancies, action owners and decision status. Advisory comments are recorded as advice, not statutory resolutions or financial certification.

The monthly financial package should distinguish funds received, outstanding pledges, authorized commitments, actual payments and restricted balances. Delivery reports should distinguish activity, participant feedback and evidenced outcomes; the presence of classes alone does not prove long-term impact.

18. Beyond June 2027: consolidation and selective growth

This is not a second operating plan or an approved budget. It identifies funding-dependent categories for July–December 2027. The cost of continuing essential existing roles must be accounted for before expansion is calculated.

Category	Rationale	Cost basis and quantity	Timing	Funding and trigger
Existing roles	Retain essential operations first.	€35,400 nominal if unchanged; ten roles; on-costs require confirmation.	July–December	Unfunded; June review and Gates 1–4.
Communications and marketing	Donor materials, website, campaigns and newsletter beyond existing work.	To be costed; quantity to be costed.	From Q3	Unfunded; documented need; no duplication of Viktoriia or Scarlett.
Travel and partnership development	Partner meetings, conferences, fundraising, training and governance.	Per-trip quotation; quantity to be costed.	As justified	Unfunded; purpose, benefit, budget, eligible source and authorization.
Equipment and connectivity	Replace or acquire devices only where needed.	To be costed; quantity from assessment.	After assessment	Unfunded; needs and inventory review.
Legal and governance support	Governance, legal structure and compliance.	To be costed; scope and quantity to be defined.	Q3–Q4	Unfunded; defined scope; no overlap with OCE services.
Impact measurement	Possible Sofia Koval role if volume justifies it.	One possible role; to be costed.	Q3–Q4	Unfunded; programme volume and reporting need.
Founder compensation	Modest part-time arrangement for sustainability.	One possible role; to be costed.	After first-half review	Unfunded; funding, independent approval and legal rules; no automatic retrospective pay.

No quotations have been obtained for these expansion entries. “To be costed” requires supplier quotations or justified estimates, defined scope and confirmed need before any figure is proposed. These categories are not included in the January–June budget.

Staged priorities as additional eligible money is received

Stage	Starts when	Adds	Amount
1. Delivery protection	First eligible money above protected core needs	Internet for other chapter leads in Ukraine and Afghanistan; backup power for Syria and Afghanistan.	To be costed
2. Security and support	Next eligible money; scope confirmed	Security tools, password manager, backups and small IT-support allowance.	To be costed
3. Equipment	Next eligible money after inventory	Laptops, headsets and replacements where a gap is shown.	To be costed
4. Communications and evaluation	Next eligible money; need confirmed	Funder materials, impact evaluation and reporting.	To be costed

No stage starts on pledged or expected money. If money stops, the latest stage pauses first and the core is protected, subject to existing lawful obligations. No apparent surplus against the initial budget is automatically spent. Each stage requires a documented cost, eligible funding, no duplication and an explicit decision.

Two-year development outlook: 2027–2028

The aim is to move from emergency reliance on volunteer management toward a resilient hybrid model, while education remains free for learners affected by war and displacement. Priorities are:

- More stable operational financing.
- Better staff and educator retention.
- Reliable financial and impact reporting.
- Safeguarding and data-protection maturity.
- Board and governance development.
- Institutional partnership development.
- Responsible donor diversification.
- Potential earned-income activities under an appropriate legal structure.

Financial independence by 2028 is not promised. Earned income cannot be assumed to pass automatically through OCE. The two-year vision is not an approved financial commitment.

Fundraising alignment: cumulative ambitions

Period	Cumulative ambition	Incremental ambition	Status
Months 1–6: January–June 2027	€60,000.00	€60,000.00	Proposed; not secured
Months 1–12: to December 2027	€150,000.00	€90,000.00	Aspirational; includes first €60,000
Months 1–24: to December 2028	€250,000.00	€100,000.00	Aspirational; includes first €150,000

The additional €90,000 is the remaining first-year fundraising ambition if the initial €60,000 is fully raised; it is not a confirmed second-half operating budget. The additional €100,000 applies to months 13–24. A full-year budget and separate two-year forecast must determine actual annual and longer-term revenue requirements.

Connection to the long-term sustainability ambition

The proposed Teachers for Peace Academy remains a business hypothesis, not an incorporated company or established commercial operation. Potential opportunities include professional development for educators, paid training and workshops, institutional education partnerships, educational resources, consultancy and programme design, and other scalable educational services where research supports them.

Two approaches remain open: earned-income activity through a suitable nonprofit framework, subject to professional advice and applicable permission; or a separate commercial enterprise with appropriate governance, ownership arrangements, financial separation and agreements supporting the free-education mission. Neither has been selected or implemented. No adviser equity, commercial surplus or automatic mission transfer is promised.

Any later business development requires customer discovery, a minimum viable offering, paid pilots, pricing evidence, unit economics, contribution-margin analysis, safeguarding requirements, intellectual-property checks, institutional partner due diligence and explicit scale decisions. There is no invented evidence of customer willingness to pay, and no Academy revenue is included as available funding in this six-month plan.

For consistency, the 2027–2037 vision refers to a ten-year development interval from the 2027 starting point to the corresponding point in 2037, not eleven full annual operating periods. Annual calendar-year illustrations spanning both labels must be identified separately. The long-term illustrative base case does not establish full earned-income coverage by 2037; philanthropy remains important during transition. This operating plan does not manufacture revenues or coverage ratios to close that gap.

19. Document status and internal review

Status: review draft, November 2026, prepared for prospective funders, fundraising advisers, legal advisers and future governance contributors. It forms part of a four-document package (Organizational Overview, Six-Month Operating Plan, Financial Budget and Ten-Year Sustainability Strategy) that uses one shared baseline.

Internal calculation and consistency review: all four documents were checked against each other for names, roles, dates, the January–June 2027 operating period, Scenario A (€5,900 a month) and Scenario B (€5,100 a month), the 10% payment-related allowance, the 10% contingency, the fiscal-host gross-up at assumed 8% and 10% rates, the €60,000 / €150,000 / €250,000 cumulative fundraising ambitions, and the 12-, 18- and 24-month illustrative projections. The arithmetic reconciles.

Prepared by Jennifer Marie Richmond with assistance from digital calculation and document-review tools. Figures are preliminary planning estimates and have been checked internally for arithmetic consistency. They have not been independently audited, professionally certified or formally approved.

Still to be confirmed: Open Collective Europe's contribution rate and fee base in writing; lawful payment arrangements, worker classification and actual compliance costs for each contributor (including Nataliia's eligibility); current balances and donor restrictions; quotations for staged costs marked "To be costed"; and professional legal, tax and accounting advice on any future nonprofit, earned-income activity or separate enterprise. None of the funding described is secured.