

# **EDUCATION FOR ALL – *FAST TRACK INITIATIVE***

## **ANNEXES FOR THE REVIEW OF THE GOVERNANCE AND MANAGEMENT STRUCTURES**

### **ANNEXES**

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**Kent Buse, PhD**  
**Research Fellow, Overseas Development Institute, London**  
**[k.buse@odi.org.uk](mailto:k.buse@odi.org.uk)**



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## ANNEX 1

### Terms of Reference for a Review of the Governance and Management Structures of the Fast-Track Initiative (FTI)

#### Summary

The Education for All Fast Track Initiative (FTI) has been operating for about three years. A description of its mandate can be found in the EFA-FTI Framework Document. The FTI Steering Committee thought it would be useful to take stock of how well the governance structures are working, and if useful, consider other options based on the experience of other global programs and funds. (ref. Co-Chairs Issues Paper).

The purpose of the Review will be to assess the strengths and weaknesses of the operation of the current governance and management structures of FTI, review the strengths and weaknesses of other global partnerships that aim to achieve similar objectives, and prepare a set of options for strengthening the structures if needed.

The paper will be discussed at the next FTI annual partnership meeting in Beijing, China in November 2005.

#### Background

The current governance and management structure for the FTI is described in the FTI Framework document. The structure is made up of three elements:

- The full FTI partners group (comprising donors, UN agencies, recipient countries and NGO /Civil Society representatives) which meets once a year.
- The FTI technical group comprising donors and UN agencies.
- The FTI steering committee comprising two co-chairs (one linked to the G8 presidency), World Bank, UNESCO and the out-going co-chair.

The FTI Partnership meeting sets the strategic policy direction for the FTI, and reviews and addresses systematic issues affecting progress towards UPC. It provides an advocacy function in relation to the commitment of resources to the FTI and identifies outstanding issues related to support in specific countries, global support for the FTI, and projected requirements that require the attention of FTI partners. It also identifies new mechanisms and modalities for increased resource mobilization.

Sub-groups of the full partnership with common sets of interest may organize technical meetings. To date, the technical meetings have been organized by the donors to address specific implementation issues.

A Steering Committee provides overall policy guidance to the FTI, gives direction to the Secretariat between Partnership meetings and helps ensure coordination.

This structure is supported by the Catalytic Fund Strategic Committee and the EPDF Strategic Committee dealing with the governance and management of these two funds. There are also working groups on Finance, Alignment and Harmonization and Communications dealing with specific issues identified as priorities by the partnership and the Steering Committee.

This governance structure has proved to be an effective mechanism for supporting the initial start up phase of the FTI. However, it may be useful to review these arrangements as the FTI moves into an expansion stage covering up to 40 countries over the next 2 – 3 years in case there may be other, more effective options to consider and to adequately address the increased work load this will entail. In addition, the FTI partnership has not yet determined how it can be more inclusive of civil society groups and countries. The GCE, for example, sees the FTI as too donor-driven (ref GCE letter to Co-Chairs Feb 2005).

In carrying out the Review, the Consultants should bear in mind the following guiding principles for the FTI:

- Principle of subsidiarity: decisions and tasks should be undertaken at the lowest level possible (e.g. country level, donor agency level) for best impact.
- As far as possible, FTI initiatives should work with and through existing mechanisms and partner agencies to provide country level support, and for donor coordination and funding.
- FTI partners should follow the best practice principles of donor harmonisation and alignment agreed at Monterrey and expanded at Paris 2005.

### **Purpose of the Review**

To review the strengths and weaknesses of the current operation of the governance and management arrangements of FTI and, based on the experience of a sample of other global partnerships, make recommendations to strengthen them as needed in response to a changing operating environment, notably rising expectations of FTI, its potential expansion and requests for an increased engagement of partner governments and civil society.

### **Review Objectives**

1. To review the current operation of the governance and management structures of FTI (as set out in the FTI Framework Document), assess the strengths, weaknesses and gaps in current working arrangements notably of the partnership and technical meetings, the Steering Committee, the Co-chairs and the Secretariat.
2. To provide information for comparison on the strengths and weaknesses of governance and management arrangements of other global funds and partnerships, namely the GFATM, GAVI, Global Environment Facility, Onchocerciasis Program, and Special Partnership for Africa.
3. To produce a set of specific options for the FTI partnership to consider regarding strengthening the governance and management structures of FTI, the executive, advisory and consultative functions of FTI management bodies and the future function, roles and composition of the Secretariat.

As input into the assessment, the consultant will interview a sample of 10 FTI donor partners, eight country partners, and three civil society groups to obtain the views of FTI partners and clients on the effectiveness of FTI in delivering its mandate, their expectations for the future and how FTI can improve its impact and organisational structures. The consultant will also participate in the FTI Technical Meeting on Friday 30 September in Washington, DC, during which he will deliver a PPT presentation on draft ideas on lessons from other partnerships, key issues and potential options and facilitate feedback from donor partners.

## **Review Outputs**

A draft paper of approximately 20 to 30 pages covering objectives 1 – 3 above by October 31, 2005 for circulation by the FTI Steering Committee to all key informants for comment.

The paper will set out specific proposals for consideration by the FTI partnership to enhance the governance and management structures of FTI, as needed to address weaknesses identified, and building on existing arrangements and taking into account preference for a streamlined structure that is fit for purpose. This should include but not be limited to specific proposals relating to:

- The roles and responsibilities of the FTI governance structures and how they function in practice
- Measures to make the governance more inclusive of, and accountable to, its client groups
- Roles, responsibilities, executive and advisory functions of the FTI management structures.

The options should be accompanied by an analysis of their advantages and risks and an initial assessment of the human and finance resource implications.

## **Conduct of the Review**

The review will be conducted as follows:

The consultant will review current structures and comparisons with other relevant global funds and partnerships. This will enable to develop a paper to guide and inform the consultation with the broader FTI partnership.

The review will include:

- A desk review of management and governance reports from the FTI meetings 2002 – 2005.
- A desk review of literature on the governance and management structures of the SPA, GAVI, GFATM, GEF, and Onchocerciasis Program and interviews with key informants as appropriate.
- Telephone, face to face, or electronic consultation discussions with informants from a representative sample of donors, UN agencies, FTI endorsed (and potential) countries<sup>1</sup>, potential FTI countries, civil society and NGO members of the FTI partnership.

The output will be a draft paper synthesizing the lessons and positive aspects of governance and management arrangements of other initiatives, an initial assessment of the strengths and weaknesses of the current FTI governance and management arrangements and proposals for their improvement, and feedback from the representative sample of donors, UN agencies, FTI partner countries and civil society members.

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<sup>1</sup> Selection of FTI endorsed countries should cover a range of situations including from the initial phase, Catalytic Fund recipients, new entrants to FTI in 2005, potential entrants to FTI in 2005/2006.

The draft paper is due no later than October 31, 2005 for circulation by the Steering Committee to all key informants for comment.

### **Reporting and Management**

The consultant/s will report to and be managed on a day-to-day basis by the FTI Secretariat. The consultant/s will report to a Steering Group comprised of the Secretariat, the Co-Chairs and out-going Chair (DFID, Belgium Cooperation and SIDA) on strategic issues. The Secretariat will support the consultant/s in setting up consultations and interviews.

### **Expertise required**

The consultant(s) will require senior level experience and expertise in the following areas:

- National and international planning processes in the education sector
- Donor harmonisation and alignment best practices and principles
- Experience of organizational change and management issues
- Governance issues in relation to global and multi-stakeholder partnerships.

### **Key reference documents**

**FTI Framework – 2004**

**FTI Status Reports – November 2004, April 2004, November 2003**

**FTI Co-Chairs' Consultation Paper – July 2004**

**FTI Partnership Meetings, FTI Technical Meetings, FTI Steering Committee Meetings.** Reports and minutes

### ***Other initiatives***

***Global Health Partnerships: Increasing their Impact by Improved Governance***, by Kent Buse. This Study Paper 5 forms part of the 2004 DFID Study: Global Health Partnerships: Assessing the Impact

***Achieving Impact: Roll Back Malaria in the Next Phase***, Final Report of the External Evaluation of Roll Back Malaria

## ANNEX 2

### References

Bockarie M, Bond E, Mutambu S (2002) Review of the Multilateral Initiative on Malaria. Final Report. Unpublished. Copies available through MIM Secretariat, Fogarty International Center, National Institutes of Health, Maryland, US.

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McKinsey & Co (2002) Developing Successful Global Health Alliances. Seattle: Bill & Melinda Gates Foundation.

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OED (2004) *Addressing the Challenges of Globalization, Consultative Group to Assist the Poorest*. Operations Evaluation Department. Washington D,C.; World Bank. available at [http://www.worldbank.org/oed/gppp/case\\_studies/infrastructure/cgap.html](http://www.worldbank.org/oed/gppp/case_studies/infrastructure/cgap.html)

RBM (2004) RBM Partnership Operating Framework.

Skolnik R, Agueh F, Justice J, Lechat M (2003a) Independent Evaluation of the Global Alliance For the Elimination of Leprosy. Unpublished.

Stop TB (2005) Basic Framework for the Global Partnership to Stop TB.  
<http://www.stoptb.org/cb/documents/>

Universalia (2005) Evaluation of the Association for the Development of Education in Africa. Draft. July 2005.

In addition, the consultant reviewed the following documents:

**FTI Status Reports** – November 2004, April 2004, November 2003

**Available reports and minutes of the FTI Partnership Meetings, FTI Technical Meetings, and FTI Steering Committee Meetings.**

**ANNEX 3**  
**Country Comments on Co-Chairs Paper relating to Governance**

FTI Partner	Comments received relating to the Co-chairs paper
UNESCO	In terms of civil society/NGO engagement in FTI, it is already represented in the partners' meeting at international level. It is now crucial to work towards full inclusion of civil society in national-level groupings and fora, as advocated in Dakar.
Netherlands	<ul style="list-style-type: none"> <li>- If FTI is a partnership, it is difficult to explain why so many countries are not, or at least do not feel, part of it.</li> <li>- The current structure in our view serves us all well. NGOs make a valuable contribution to the discussions at international level, but their participation at country level could be strengthened. Beyond that we do not believe that the NGO-community should become part and parcel of the governance. In our view this would reduce their ability to hold the FTI partnership to account and play their vital watchdog role.</li> </ul>
GCE	<p>GCE has the following proposals in respect of management and governance:</p> <ul style="list-style-type: none"> <li>- FTI should be renamed or rebranded to give the sense of it as a politically significant force with a global reach on education.</li> <li>- There must be a stronger role within all processes for Southern governments and civil society networks. On a number of occasions we stated that the current approach of hosting short side meetings for civil society is not acceptable and that we expect to be invited to the main meetings. Appropriate partners would be GCE and EI.</li> <li>- The timetable for international deliberation and decision-making on progress on EFA urgently needs to be streamlined. A logical approach would be: <ul style="list-style-type: none"> <li>-&gt; Launch of the Global Monitoring Report including benchmarks on donor and government performance</li> <li>-&gt; EFA Working Group to discuss implications of trends and current situation</li> <li>-&gt; High-Level Group (genuinely high-level!) in which ministers especially can voice demands for financing and other support</li> <li>-&gt; FTI Partners meeting to review recent pledges from donors and generate momentum for further</li> </ul> </li> <li>- Serious consideration must be given to the housing of the FTI Secretariat within the World Bank. Although the original rationale was strong, FTI is weakened by the perception by some education stakeholders that it is a 'Bank' initiative. Furthermore, it makes it difficult for outsiders to identify FTI as an independent mechanism or framework which possibly undermines any public profile it may have.</li> </ul>
Germany	The country-level donor group should be more involved in

	<p>monitoring and reporting, to the extent that such a system would be developed (beyond the instruments currently being tested by the Finance Working Group). (See below)</p> <p>The FTI Secretariat is not adequately resourced to support an expanded FTI, and should categorically not undertake this endeavour without structural and financial changes.</p>
Ireland	<p>- DCI Lesotho's office : There is again a risk here of creating another bureaucracy that may not improve delivery of services. It is recommended that at country level FTI should consider optimising and strengthening existing agencies e.g. UNESCO.</p> <p>- DCI: How appropriate and efficient is the current organizational structure for successful delivery of FTI as an effective global and country-led initiative? What governance changes are needed to address the concerns of inclusivity and participation?</p> <p>The success of FTI is due in part to its flexibility and informality and ability to make decisions. While appreciating the concerns around governance the lack of adequate participation by civil society groups and member governments in the technical meetings it would be important that any changes did not mean that the FTI becomes bureaucratic. Important to clarify what role other constituents would play and how changes in governance structures can contribute to qualitative improvements in the performance of FTI.</p> <ul style="list-style-type: none"> <li>• Is the FTI Secretariat adequately resourced to support an expanded FTI?</li> </ul> <p>Given emerging needs in terms of the need for increased communication and coordination of support, the present secretariat is not adequately resourced. However there are choices to be made between increased support and more active participation by partnership members or an increased secretariat. It is important that the principle of ownership by a broader partnership is maintained and that it does not become nor is it perceived to be driven and owned by the World Bank.</p>
UNESCO Latin America/ Caribbean Office	<p>Another question should be added: How can the FTI Minister stress its presence at the country level?</p>
Oxfam Netherlands	<p>Civil society</p> <ul style="list-style-type: none"> <li>* Create FTI committee at national level with government, donors, civil society.</li> <li>* Civil society (NGOs, CBOs, PTA's) should be involved in monitoring and evaluation and budget tracking in FTI.</li> </ul>

	<p>* At global level civil society should actively be informed by the FTI secretariat and participate in relevant working groups and conferences. There is less need for civil society to be part of the governance structure, provided that there is a genuine participation of civil society at country level. This should be monitored at global level. Otherwise worthwhile to create a structure for NGO seats in a board structure.</p>
Japan	<p>The role of the FT Secretariat should remain minimum, but be more strategic and efficient. (has not responded to the question on governance)</p>
Norway	<p>- (3) The Secretariat plays an important role. However there is a need for a better definition of roles and responsibilities between the partners. There is a danger of “overloading” the Secretariat with responsibilities. There is a clear potential of developing FTI into a more “real partnership” by delegating roles and responsibilities to partners outside the Secretariat and the World Bank. This is particular relevant with regard to a stronger involvement of the UN agencies.</p> <p>- How appropriate and efficient is the current organizational structure for successful delivery of FTI as an effective global and country-led initiative? What governance changes are needed to address the concerns of inclusivity and participation?</p> <p>The organisational structure seems to be both appropriate and efficient. However, there seems to be room for improvement in terms of communication/ involving task managers and country teams both within the Bank, but also with regard to external actors as other multilaterals and bilaterals.</p> <p>- Is the FTI Secretariat adequately resourced to support an expanded FTI?</p> <ul style="list-style-type: none"> <li>• Yes.</li> </ul>
France	<p>- (3) We strongly support the view of the Co-Chairs that “the Secretariat should play a more strategic role, in collaboration with all FTI partners, in nurturing and facilitating country engagement with FTI.” Far from undermining the work done by the Secretariat so far, we would recommend to reinforce its technical contribution in two directions:</p> <p>-&gt; supporting the local process of endorsement: it is key that the Secretariat can intervene during early on the endorsement process, upon the request of the lead donor, and offer a technical advice at this stage (and not only when circulating the endorsement documents to the HQ donors for their non objection)</p> <p>-&gt; monitoring the FTI at a global level, in order to report during FTI meetings. As agreed in Croydon, <u>for countries with endorsed sector programs</u>, the lead co-ordinating agency will ensure the</p>

	<p>production of the country update once a year (the sector review is an excellent opportunity to do this): the secretariat can then gather and analyse this material. <u>For countries without endorsed sector programs</u>, the FTI Secretariat (in consultation with lead coordinating agency) will produce country updates for the non-endorsed countries once a year. Producing and promoting a well to the point set of documents readily available to all FTI partners at both global and local levels (appraisal guidelines for endorsement, comparative status of countries, status of donors, validated financial gaps awaiting donors,...), as the secretariat started, will greatly help in this regard.</p> <p>- France supports the idea to discuss the management and governance in order to make FTI a true partnership where all education stakeholders sit at the table. This discussion would provide the opportunity to raise the representativeness for all partners: donors, NGOs and developing countries. France strongly agrees with the co-chairs that FTI shall stick to a “light touch” governance and management structure.</p>
FTI Secretariat	<p>What governance changes are needed to address the concerns of inclusivity and participation?</p> <ul style="list-style-type: none"> <li>• Is the FTI Secretariat adequately resourced to support an expanded FTI?</li> </ul> <p>It appears not, but there are many routes to a better fit. Merely to add or subtract resources on to the existing structure is unlikely to be the best approach. Should the Secretariat primarily manage the trust funds or engage in advocacy and outreach at global and country levels or both and more? The first step could be a needs analysis based on what is required to reach and sustain Scenario 3. Then agree who should do this work and where they should be based, how managed, etc. Then see what is feasible and refocus, prioritize, scale back as necessary.</p>
European Commission	<p>The FTI being a voluntary network between equal partners it would be very difficult to have different structures e.g. like the GFATM.</p> <ul style="list-style-type: none"> <li>• Is the FTI Secretariat adequately resourced to support an expanded FTI?</li> </ul> <p>More countries would require more staff. However ask the secretariat.</p>
World Bank	<p>This question will probably need to await input from the current governance review underway. It seems unlikely, though, that one would come out from this process with a recommendation for a significantly expanded governance structure. The main issue would be to ensure a greater voice for civil society and partner countries.</p>
Canada	<p>How appropriate and efficient is the current organizational structure for successful delivery of FTI as an effective global and country-led initiative?</p>

	<p><i>Overall our structure has worked (see next comment) but FTI is about learning through doing. One lesson we have in front of us is the need to take the discussion to the field. All of our technical and governance meetings to date have been held in places where FTI is not active. We need to shift to the regions where we are working.</i></p> <p>What governance changes are needed to address the concerns of inclusivity and participation?  <i>FTI, to some degree, started out as the Donor’s collective response to needed action on the education front. To that degree it has been justified to keep some meetings donors only and other meetings Full Partnership. Perhaps it is time to remove this distinction and shift to Full partnership in all meetings.</i></p> <p>Is the FTI Secretariat adequately resourced to support an expanded FTI?  <i>No and demands are increasing.</i></p>
UNICEF	<p><u><i>The Nature of FTI as a Partnership needs to be Clarified</i></u>  Partnerships are problematic at the best of times and should be constantly nurtured if the FTI is to deliver on its promises. A significant perception that needs to be addressed is that there is an inner circle and outer circle of partners in the FTI. It is important to map out, negotiate and clarify various roles and responsibilities that exist currently or that are anticipated as FTI evolves, so that a broader sense of ownership by countries and agencies can be generated. All partners cannot be engaged to the same extent with all issues in FTI, and there will not be a desire for this type of inclusiveness on the part of many partners. However there will be key roles for every partner that is not simply an observer. It is these key roles that need to be highlighted. To date the focus on funding as a key priority tends to shut out other roles that are critical for FTI to deliver on its promises. Countries of course have the lead role in terms of planning and implementing for education reform. However many countries do not simply need additional financing. They need a total resource package comprising of funds, expertise, experience, presence, capacity, advocacy, feasible models, quality standards and other instruments; as well as an on-going presence and support that accompanies them on the path of education reform and development. Does the FTI have roles that relate to these requirements for a Total Resource Package? What are the roles and responsibilities of multilaterals (e.g. the U.N. agencies – especially UNESCO and UNICEF)? What about civil society and the private sector? How do we differentiate roles and responsibilities at national, regional and global levels, in dealing with the FTI?</p>

**2. Comments made at the FTI Technical meeting Sept 30 2005 Subsequent to the governance review presentation**

Country	Comments made
USA (against any governance review)	<p>- (Greg) was not aware of all this work done relating to the governance, fears bureaucracy, this will go against the work done under EFA UNESCO.</p> <p>- (John) We have got to decide what we are: we are supposed to be a decentralized model. This must be clarified before the governance review can take place.</p> <p>- (Greg) The FTI started out as donors pooling money to fund some countries with good education plans. This can not be expanded to a forum. The broader discussion with other stake holders takes place at the EFA UNESCO level. The FTI is here to try to improve complementarity, that is all it should be.</p>
EFA FTI Secretariat	<p>- GAVI and GFATM assess proposals for funding, unlike the EFA FTI. The SPA is the partnership that comes the closest to the FTI. The FTI includes some financing which is handled under the CF and the EPDF. If the initiatives assessed are too different, then it is not sure which lessons they can provide.</p> <p>- The issues to look at include transparency, non inclusivity, how do we make an effective use of our mechanisms, how to scale up the partnership.</p>
Sweden	<p>The purpose of the Co-chairs paper and the part on governance is to discuss if this is the most effective partnership possible. No solutions have been advanced yet. The partnership needs to be more transparent on different roles, such as the steering committee and co-chairs.</p>
Netherlands	<p>- (Ronald) Its very good to have an outsiders view on what the partnership looks like. Let's hear from the outside first and then discuss the governance together.</p> <p>- (Rebekka) This work is very welcome because we are not very self reflecting. This is the typical example: the consultant wanted to go forward with his job and the group has already come to conclusions.</p>
European Commission	<p>They have looked at the paper and the practice and come to the conclusion that this is very much a personality driven organization. So what will happen if the personalities disappear? A review of the governance would allow the organization to continue without the charismatic people it has now.</p>
France	<p>There are two elements that need to be worked on:</p> <p>- how to get more information from the countries to the partners. There is not enough feedback on the country in question.</p> <p>- overall monitoring of the initiative: need more compiled information of what we are doing and where we are: there needs to be a sharing of information.</p> <p>Moreover, this is called a partnership but only donors are present.</p>
Norway	<p>This governance review is a very welcome exercise.</p> <p>We can not be sure of reaching down to our partners: the FTI works at the global level but not down to out partners at the country level.</p>

	There is a voice issue
Belgium (Nadine against, Chair for)	<p>- Nadine: This work comes too early. The FTI is a success story. The GFATM is looking to us to see how we work. First we must identify our weaknesses and then see if a change in governance will help or not.</p> <p>- Paul as Chair: what happens when a program in one country is mismanaged? We have to assure stakeholders and the public opinion that their money is well managed. The endorsement system does not give enough attention to the issues of governance and fight against corruption in schools.</p> <p>- Paul as Chair: there is a lack of clarity in many different areas. We need to find a balance between clarity and rigidity to give us enough flexibility. By putting too much on paper, we become too bureaucratized. The FTI will always stay a kind of sui generis arrangement but we must now look at the process to bring discussion further.</p>
Ireland	As much as FTI has worked at global level, it is now time to give it a structure at local level. The informality has worked so far but structure and guidelines for country operations are needed, especially since the bank is both partner and host. The rules of the lead agency are not clear. Some formal structure is needed.
WB	<p>We are at a cross roads.</p> <p>- There is nothing wrong with the EFA FTI but the question is whether the structure we have fit the needs. We are already saying that the EFA FTI is not fast enough. Can we carry on with the expansion to 40 countries?</p> <p>- Roles: the review needs a win-win discussion. This is an opportunity to see how the information shared with FTI does not overlap with UNESCO. This is an opportunity to provide leadership. There are real fears that the FTI has reached the limits of channeling funds. (e.g. fears formulated by the Netherlands). The FTI is hence not yet ready to rise to this challenge: we can not spend the money. Therefore the question is not what governance structures we have but what we want to do with the governance structure.</p>
UK	<p>- The responses to the co-chairs paper make it clear that a bureaucratic structure is not wanted. However, it must be taken into account that FTI has been subject to extreme criticism. At the Paris meeting, the issues of non inclusivity and lack of transparency were raised. So the FTI can not be called a partnership for the minute as the main discussions are made with donors.</p> <p>- The consultant will gather more comments which will be incorporated into the draft paper. The Paper should show some clear issues in Beijing. The discussion is a little ahead of itself now.</p> <p>- It's understandable that this work creates a discomfort. It's important to share the comments among themselves.</p>
UIS	This whole discussion reminds him of the history of ADEA (Association for the Development of Education in Africa) which has been faced with the same issue of whether it should expand their governance structure. It now calls itself a structured informality: has a

	steering committee, bye-laws, list of donors etc. The ADEA functions well and should be looked at as a model for our purposes.
Canada	<ul style="list-style-type: none"><li>- This is a learning by doing initiative so it is particularly helpful to have the correct information on other partnerships to see how these work. For example, it is helpful to see the example of RBM and why it has reformed itself.</li><li>- A clear statement on what we are is important. Are we a pilot initiative or have we past that stage?</li></ul>

## ANNEX 4

### Does the EFA FTI exhibit the following characteristics of success? <sup>2</sup>

#### 1. Clear and compelling goal

Yes/No	Comments
Yes	The goals are clear. Whether they are sufficiently compelling for country staff and those who hold the purse strings, I am not sure yet.
Yes	
No	Yes on UPC, but unclear on how this relates to EFA in general.
Yes	The overall goal of EFA/FTI is very clear – UPC
Yes	Kids to school, provide the needed funds
Yes	EFA
Yes	MDG number 2 v. EFA debate settled (hopefully!)
Yes	To accelerate EFA progress, but some disagreement about scope
Yes	Accelerate progress towards EFA
Yes	
Yes	
	- To learn lessons (+/-) to accelerate actions on EFA - To determine parameters that will allow all donors to speak collectively

#### 2. Clear scope: geography, functional activities, time frame

Yes/No	Comments
Yes	Geography: IDA eligibility
No	See discussion re UPC v. EFA. Overall what is it?
Yes	
Yes	Scope is defined as those countries eligible for FTI support. Time frame is set by MDG
	EFA is six goals, global and BE for all. FTI has had evolving, expanding and diluted scope.
Yes	The geography is clear, the functional activities as currently defined as clear but given the evolving nature of the partnership new activities develop on a regular basis.
Ok	Eligibility criteria clear but lack of clarity at country level on how to access FTI. This is critical for expansion.
No	Need for clarification, particularly on functional activities. Geography and time frame is linked to the MDGs.
No	Concern about expansion towards middle income countries
No	All EFA or just UPE? All countries?
Yes	All countries with a deficit on EFA
Yes	The overall goal of EFA/FTI is very clear – UPC

<sup>2</sup> Participants at the September 2005 Technical Meeting were canvassed for their views on the performance of the FTI against twelve features of partnership governance. A structured question sheet was distributed for self-completion. The 'questionnaire' was also distributed to select civil society organizations. Many of the respondents indicated that they were responding in a personal, as opposed to organizational, capacity.

### 3. Measurable and verifiable objectives

Yes/No	Comments
Yes	Provide funding
Not yet	There are objectives but they are not measurable and verifiable
Should be:	1. Improved donor complementarity and alignment across country levels 2. Sustained technical/ Strategic dialogue across donors at global level 3. (new) Increased sharing of lessons among like regional countries.
Yes	For the most part, they are measurable and verifiable but I think the partnership needs to translate them into targets
weak	There is no clear business plan with verifiable objectives and targets
Yes	On UPC there are clear objectives. Unclear with regards to EFA in general.
No	More funding, better plans, more aid effectiveness, no hard objectives but they can be verified and are monitored (money, indicative framework, paris indicators)
Yes	Results: Primary completion rate. Increase of aid: Financial is ok but technical not clear.
No	Primary completion rate is one global objective, but the intermediary objectives are not clear
Yes	Primary school completion
Yes	Framework and Parameters very clear and transparent
Yes	However, we depend on adequate feedback from the field

### 4. Strategic plan

Yes/No	Comments
No	
Strategic Framework	In place, year should be revisited annually.
No	
weak	The expansion to potential countries is not backed up by a feasible plan with clear timeframe and resource projections
No	An overall strategic plan has been missing since the completion of the Strategic Framework. This should be updated according to knowledge and experience from in country work.
No	Learning by doing is nice and good but also too much searching
No	Need to base it on sound analysis, like the 47 country study that started it all in 2001
No	Not yet clear that we have specific plan beyond the sum of various donor involvement
No	Too dependent on whether donors delivers on commitments
Yes	
No	
No	Up to now it is not realistic that there would have been a strategic plan but now important that there is one- useful as a communication tool

### 5. Agreed roles and responsibilities of all partners

Yes/No	Comments
No	
No/ Yes	Problem is that some partners talk but don't walk the talk

Yes and No	Good in theory, bad in practice
No	Co-chair roles have been very clearly defined. Who is responsible for ultimate outcomes etc?
Yes/ No	Yes for chairs and co chairs No for all other donors
Yes/ No	e.g. EPDF vs. UNESCO/EFA capacity building: partly overlapping roles and objectives
No	Everybody knows what the co-chairs and the steering committee are doing but, except for this, there is no division of labour among participants
All	- to be open and frank - to seek EFA supportive collaborations where possible
	I think these are relatively clear except for CSOs which should have a role as watchdog for both countries and development partners.
weak	There are mixed expectations on Secretariat and partner side, especially regarding role of lead coordinating agency/in-country donor groups. High transaction costs of present Co-Chair arrangement are not fully appreciated by wider partnership. These weaknesses will become more pronounced in expansion mode.
Yes	On the global level yes, but what is lacking is getting this agreement operationalised on country level.
No	This is particularly the case between the partners at global level and those at country level. More progress has been with partners at global level and this is a very good first step

**6. Operational planning, performance monitoring and results orientation. Including success metrics, roles, and 5-7 key decision required for the year with who will make them**

Yes/No	Comments
Yes and No	Bad for overall partnership Ok for WB Managed operations (CF)
No	Not at all, very weak monitoring structure: governance in the sense of accountability ,for results, resources in unclear
No	
Yes	? unclear question
No	Potential conflict with country driven approach
No	
No	The only operational planning is made by the secretariat for its own tasks
	Specific to sub-funds, several I assume. General for working groups, variable.
	There is operational planning for the Secretariat and working groups but not for the partnership as a whole. As the comment above, the partnership could benefit from setting targets for itself. From there, operational planning can follow. .
weak	
Yes	This will be an evolving process, learning by doing.
No	

**7. Clarity partnership value added (e.g. Avoiding duplication; Scale economies; Sharing risks; Accelerating momentum; Sharing knowledge/resources to improve effectiveness**

Yes/No	Comments
No	Is that the purpose of the country driven approach?
No	See our soul searching discussions about what we are, what we do, who is EFAT/FTI – UNESCO Results at the country level

Yes	Greatly enhanced dialogue and commitment of resources among partners
Yes/ No	Yes for first two. Capacity building of the donors, strengthens their hand with their agencies. Sharing risks: WB carries all the risks and blame, others chose what to do No for last two. Potential exists but not fully realized.
Yes/ No	at least a serious attempt towards the issues mentioned
No	
	- avoiding duplication in-country - scale economies: some partners - sharing risks: some partners - accelerating momentum: ? - Sharing knowledge: all partners, all levels Plus: form collective partnerships where possible among group, as a whole, or parts of, whole.
Yes, except for second (scale economies)	Accelerated progress through increased resource mobilization for countries with sound sector plans and good performance. This is the main value added for the countries. For the donors, it is alignment, harmonization, and the lowering of admin costs. Scale economies applies more in areas such as vaccinations where there is a single technology and method. This applies less so to the FTI. Rather, economies are sought through financing modalities and harmonization, largely to save administrative expenses and lower transaction costs for the country.
Depends	1,3,5: Yes 2: Potential but yet to deliver 4: Yes to deliver forcefully
Yes/ No	On the Global partnership level there seems to be clarity on the value added. The big challenge is transferring this Agreement down to country operations.
Yes	But primarily among partners at global level and even that it may be limited to those individuals participating in FTI – within wider organizations the same value added features are not necessarily shared or understood. Some resistance evident as EFA/FTI poses challenges to traditional ways of thinking and operating. Incentives within organizations not necessarily aligned to EFA/FTI goals and objectives

## 8. Clarity on costs of partnership to all partners

Yes/No	Comments
No	But rather limited benefits!
No	
Weak	As above: High transaction costs of present Co-Chair arrangement are not fully appreciated by wider partnership.
No	Hopefully this will improve as FTI evolves.
No	Costs of EFA/FTI partnership are not additional to costs of new aid modalities and buy in to Paris Declaration on Aid Effectiveness for donor agencies. If anything EFA/FTI reinforces the commitments and requirements of donors to support these. Costs for government partners may not be adequately communicated or understood
Yes	But FTI has very different costs for different donors. Without the Netherlands, it would have been dead on the water.
No	Dependent on willingness and ability to make contributions.
Yes	
No	But there are no costs of partnership to speak of

No	
No	Not at the country level where the additional effort is needed.

### 9. Effective governing body with sufficient oversight

Yes/No	Comments
?	Do we want that?
No	
Yes	But effective in current context, but oversight may be insufficient if program expands.
No	This is where the greatest ambiguity lies. It is not clear where the buck stops
Yes	
Yes	Co-chairs are doing a very good job
Believe so	
	If it is the Steering Committee, there is no real oversight. If it is the full partnership, there is no formal oversight. Many groups and individuals, however, prepare their own assessments of the FTI -- NGOs, the Bank's GMR, UNESCO GMR, the Africa Commission report, and many others. These provide important feedback.
Ok	Adequate for low-case scenario, weak for expansion
Yes and No	Compared to many global initiative this seems to be fairly effective. But this is where we need your study and advise.
Yes	Partnership committee and Steering committee structure works adequately and is not overly bureaucratic. Allows for decisions to be taken. The lighter the structure the better

### 10. Agreed decision-making structures

Yes/No	Comments
Yes	
No	
Yes	Does not mean it will be in the future
Yes and No	No formal voting process, for instance, work by consensus. To date, it has worked well, but potential for paralysis exists if there are strong divergences on specific points. TF decision structures clear
No	Personality driven, the sum is less than the parts. Donors with large contributions exercise de facto veto power. Those with no contributions are understandably constrained.
No	e.g. tentative proposal on CF's decision making, where an arbitrary threshold is questionable ('All decision making concerning the expansion fund window will be made by donors contributing a minimum of US\$ 10 million (??) for at least a period of 3 years to the funding window)
Yes	Consensus
	- discussion and consensus around acceptable bounds when determined
	The decision making structures are there but it would be useful to be clearer about the types of decisions each can make – particularly the Steering Committee versus the full partnership, although we have not really had many problems in this regard. Generally, the SC brings the decisions to the technical meetings or full partnership meetings. The roles of the Technical and full partnership meetings are less clear.
Ok	The present decision-making structures are not adequately transparent. Endorsed/eligible countries are often confused by decision making processes.
Yes	On the global level yes, still unclear how this is working on the country level.
?	CF decision making structures are clear and the consensus model of decision making for wider partnership seems to be clear. Changes to make the partnership more inclusive could run the risk of slowing down and making FTI overly bureaucratic – the very thing it was set up to avoid

## **11. Efficient mechanisms for consultation with key stakeholders**

<b>Yes/No</b>	<b>Comments</b>
?	Who are the key stakeholders at country level?
No	Not at country level
Yes	
No	This is probably the biggest weakness. There is no formal process for systematically including partner (country-level) voice
No	Civil society and governments need to be brought in
Yes/ No	See above
Yes	But a some more feedback from the recipient countries would be welcome
	As loose “light touch” as it is via rotating Steering Group and Working Groups.
	Yes for the donors at the global level.
Ok	Consultation with the donor partnership through email, technical meetings is good and inconsistent with the wider partnership, especially partner governments.
Yes	As a donor initiative yes, but a strong need for opening up and give the partners a stronger voice.
?	Not sure that are efficient consultation mechanisms in place between country level and global level stakeholders

## **12. Adequate and effective management by Secretariat (including, responsive to partners and capacity for strategic planning, further scale up, coalition building, country work)**

<b>Yes/No</b>	<b>Comments</b>
No	understaffed
Yes and No	Capacity problem on country level, monitoring and needs assessment (on the four gaps: data, policy, finance, capacity)
Yes and No	Competent management but insufficiently responsive to partners. Not much strategic planning – more inward in focus, dealing with the bureaucratic side less than the substantive side. Probably too small currently to handle this expanded model
	First, the Secretariat is constantly thinking about the issues coming up and how to address. Second, the Secretariat does make a contribution to strategic planning through its work with the Steering Committee and the full partnership. When those working relationships are close, the Secretariat is very actively involved in shaping the direction. When they are not, when the Secretariat is viewed more as a Secretary, this opportunity is lost.
Weak	In its current form, the secretariat lacks the capacity to steer the partnership forward eg does not have adequate capacity for strategic planning and country work.
Yes	In general yes, what has been lacking has been the capacity for strategic planning and better linking up to country work.
No	Has no mandate for strategic planning
	Greater prioritisation by secretariat in leading development of strategic planning is important
Yes/ No	Secretariat too small for the responsibilities which are so many
Yes	
Yes	
No	Growth in Bureaucracy. Only data profil updates.

## ANNEX 5

### **Education for All – *Fast Track Initiative* Consultation Paper on Governance and Management**

#### **Abstract**

As an input to an ongoing external review, this paper aims to guide a stakeholder consultation on the Governance and Management of the Education for All - *Fast Track Initiative*. The paper begins by setting out the objectives, rationale and methods of the review and of the consultation. It then briefly reviews the aims, principles and value-added of the Initiative. The paper then addresses each of the bodies of the Initiative in turn. The purposes that the bodies were designed to serve and their methods of operation are described. The descriptions are followed by a series of questions which aim to establish whether or not the bodies function as planned, what their perceived strengths and weaknesses are, and what adjustments may be worth considering. Some possible scenarios/options with some provisional comments on pros and cons are presented as an annex.

#### **Governance and Management Review: Objectives, rationale and process**

The purpose of the review is to assess the strengths and weaknesses of the operation of the current governance and management structures of the Education for All (EFA) Fast Track Initiative (FTI), review the strengths and weaknesses of other global partnerships, and prepare a set of options for strengthening the structures if needed.

The FTI Steering Committee considers the review timely as there is widespread recognition that there may be a need to identify adjustments that will become necessary to accommodate a maturing and expanding Initiative. In particular, the Initiative, which has been operating for approximately three years, is moving from an inception to expansion phase possibly involving an additional forty countries. Furthermore, the review responds to concerns of some stakeholders that the FTI may not be sufficiently inclusive of countries and civil society, or sufficiently transparent in its decision-making processes, and that the FTI might be able to learn lessons from the strengths and weaknesses of other global partnership experiences in the same way that others are learning from the FTI.

The review will be based on a review of the FTI documents, a review of the governance structures and processes of other global partnerships (particularly independent evaluations), observation of an FTI meeting, and a self-completed mini-questionnaire completed by some stakeholders (Annex 1). The review will be informed by semi-structured interviews with a sample of stakeholders to obtain the views of FTI clients and partners of the effectiveness of FTI in delivering its mandate, their expectations for the future, and whether and how the FTI can improve its organizational structures and impact. This paper is intended to serve as a background document for those interviews. The resulting background discussion paper will be circulated prior to, and discussed in the context of the co-chairs paper, at the full Partnership Meeting in Beijing in November 2006.

#### **Background: FTI aims, principles and value-added**

The Fast Track Initiative is an evolving global partnership of developing and donor countries and agencies to support global EFA goals by focusing on accelerating progress towards the core EFA goal of universal primary school completion (UPC) by 2015. The Initiative aims to accelerate UPC by promoting: (1) more efficient aid for primary education; (2) sustained increases in aid for primary education; (3) sound sector policies in education; (4) adequate and sustainable domestic financing for education; and (5) increased accountability for sector results. The Initiative also aims to promote mutual learning on what works to improve primary education outcomes.

The FTI is guided by a number of principles, among them country ownership, performance benchmarking, support linked to performance, reduction of transaction costs, and transparency. The review is to bear in mind additional principles valued by FTI stakeholders:

- Subsidiarity. Decisions and tasks should be undertaken at the lowest level possible (e.g. country level, donor agency level) for best impact;
- As far as possible, FTI initiatives should work with and through existing mechanisms and partner agencies to provide country level support, and for donor coordination and funding;
- FTI partners should follow the best practice principles of donor harmonisation and alignment agreed at Monterrey and expanded at Paris 2005;
- Decision-making procedures should be non-bureaucratic; and
- Organizational arrangements should be ‘fit to purpose’.

The Governance arrangements established during the start-up of the FTI are characterized by their ‘light touch’ and relative informality. The Initiative does not have a legal charter or a set of by-laws but its activities are guided by a Framework Document which sets out its governing arrangements. An annual Partnership Meeting provides a platform for global consultation among countries, multilateral and bilateral organizations, civil society organizations, and the Secretariat. A five member Steering Committee provides the key partners a mechanism for ongoing consultation and guides the activities of the Secretariat. Two co-chairs, representing the G8 presidency and non-G8 donors, serve one-year rotating terms. A Technical Meeting of donors and technical agencies convenes twice a year to provide a platform for information sharing and coordinated decision-making. Two Trust Funds, managed by the World Bank, support some of the activities of the Initiative.

These arrangements are thought to add-value in support of the EFA goals, in particular:

- Improved donor harmonization and coordination. Including intensified dialogue between donors and with governments, changes to the commitment and orientation of donors, donor-peer pressure, sharing of experience between countries;
- Resource mobilization. Including additional funds and additional mechanism for aid delivery (i.e., Catalytic Fund) as well as a cause for civil society groups to rally around;
- Capacity building. Technical support for improved planning and implementation in the sector, improved costing of plans encourages and facilitates external and domestic financing, fostering of policy options, international recognition for country achievements, international articulation of issues grounded in country action; and
- Improved monitoring and evaluation focusing on tracking progress.

The following sections describe the functions and processes of the various bodies of the FTI and raise a series of questions relating to their strengths and weakness and potential adjustments.

### **Partnership Meeting**

The Partnership Meeting (PM) sets the strategic policy direction for the FTI, and reviews and addresses systematic issues affecting progress towards UPC. It provides an advocacy function in relation to the commitment of resources to the FTI and identifies issues related to support of specific countries, global support for the FTI, and projected country financial gaps that require the attention of FTI partners. It also identifies new mechanisms and modalities for increased resource mobilization.

- What are the strengths and weaknesses of the PM?
- What changes might make the PM more effective – particularly as FTI expands?
- Does the PM provide adequate strategic guidance?
- Does the decision-making process function effectively?
- Is the process for the selection of participants appropriate?
- Which, if any, of the following changes may be worth considering:
  - Establish more precise Terms of Reference (TOR) for the PM;
  - Introduce more business-like procedures for agenda-setting and decision-making;
  - Increase PM authority over the Secretariat;
  - Increase PM responsibilities. For example, approving a Strategic Plan, reviewing any interim assessments and evaluations, electing a president who serves on the governing body, etc.;
  - Replace PM with a global meeting every two-three years (to synchronize with a five year strategic planning cycle) associated with an existing annual high-level meeting or conference and annual or biannual regional meetings piggy-backed on other regional events
- Does the PM provide an adequate platform for nurturing donor coordination and harmonization?

### **The Technical Meetings**

The Framework encourages groups with common sets of interests to establish consultative or technical meetings as appropriate. The Technical Meetings (TM), composed of FTI donor partners and technical agencies, constitute one such group that meets between Partnership meetings. There are no formal TORs for the TM. Participants value the platform the TM provides for information sharing, and donor coordination and harmonization.

- What are the strengths and weaknesses of the TM?
- What changes might make the TM more effective – particularly as FTI expands?
- Is there the need for a donor-only forum within the Initiative?
- Is the level of authority of the TM over the Initiative appropriate?
- Is the absence of detailed TORs and relative lack of formality problematic?
- Is there sufficient clarity on the decision-making processes?
- Would more business-like procedures for agenda-setting and decision-making further strengthen the TM?

## **The Steering Committee**

A Steering Committee (SC) provides overall policy guidance to the FTI, gives direction to the Secretariat between Partnership meetings, and helps ensure coordination. The SC plays an important role in ensuring a continuous link with the bilateral donors, G-8, UNESCO and the World Bank which enables the FTI to use existing mechanisms as the main delivery channels.

- What are the strengths and weaknesses of the SC?
- What changes might make the SC more effective – particularly as FTI expands?
- Does the SC provide overall policy guidance to the FTI?
- Does the SC give direction to the Secretariat between Partnership meetings?
- Is there sufficient clarity on the decision-making process within the SC?
- Would more business-like procedures for agenda-setting and decision-making further strengthen the TM?

The Steering Committee has five standing members: the two current co-chairs, UNESCO, the World Bank, and the most recent of out-going co-chair for a six month period following its tenure.

- Is the composition of the SC is satisfactory? If so, why? If not, what should change?

## **Co-Chairs**

The FTI Partnership is co-chaired by two bilateral agencies. The co-chairs provide political leadership for the Initiative during their one year tenure, and serve as co-conveners of the FTI Partnership meetings. By convention, the G8 presidency serves as one co-chair and a non-G8 country as the other co-chair. The rotation of the G8 co-chair is on a calendar year basis. To facilitate continuity, the non-G8 co-chair serves from July-June. By convention, the non-G8 co-chair has been selected by the non-G8 partners through an informal process of negotiation.

- What are the strengths and weaknesses of the co-chair arrangements?
- What changes might make the chairing more effective – particularly as FTI expands?
- Has the rationale for a rotating chair– to encourage wider ownership among donors – been achieved?
- Is the one year tenure appropriate? Or should it be lengthened?
- Does this arrangement result in a lack of continuity?
- Does co-chairing undermine accountability?
- Would having one single chair be more effective?
- Is the succession procedure of the non-G8 chair appropriate?
- Should one of the chairs be allocated to developing country governments?

## **Trust Fund Strategy Committees**

At present, the most formalized component of the Initiative concerns the Trust Funds (TF) – the Catalytic Fund and the Education Programme and Development Fund (EPDF). These are administered by the World Bank, under the direction of Strategy Committees consisting of representatives of the participating donors. There are clear and explicit decision-making processes as well as clear lines of accountability and reporting. The Strategy Committees meet twice a year and make decisions by consensus.

- What are the strengths and weaknesses of the TF governance arrangements?
- What changes might make the governance and management of the TFs more effective – particularly as FTI expands?
- Would it be desirable to achieve greater involvement of stakeholders in the allocation of EPDF resources? If so, how might this be achieved?

### **Secretariat**

The Secretariat is comprised of staff of the World Bank and partner agencies and is managed by the World Bank (5.3 full time equivalents) under the direction of the FTI Steering Committee. It provides technical and administrative support to the Initiative including,

- Overall development of the Fast Track Initiative, including: Communicating information about the FTI, Organizing FTI Donors' Meetings, Facilitating collaboration at all levels and Monitoring FTI implementation;
- Administration of the EFA-FTI Catalytic Fund, including: Setting up the Fund, Overseeing implementation, Preparing meetings and background documentation for the TF Strategy Committee and Annual reporting of Fund activities;
- Supporting the development of cross-country performance measures; and
- **Knowledge sharing, communications and outreach.**

The responses to the co-chairs paper suggest that secretariat may need to change to serve a changing FTI, but that the nature and scope of the change will depend on a wider analysis of what the Partnership wishes to achieve and how it will do so.

- What are the strengths and weaknesses of the Secretariat arrangement?
- What changes might make the governance of the Secretariat more effective – particularly as FTI expands?
- As the FTI expands, what should be the balance in the workload between the Secretariat and the Partners?
- Do the Partners have the capacity and willingness to assume significantly more work as the FTI expands?
- For which tasks is there value-added in delegating functions to a collectively supported Secretariat?
- As the FTI expands, should capacity for any of the following skills be enhanced:
  - more strategic orientation and priority setting;
  - improved communication not only of technical information but also among partners;
  - greater technical involvement in endorsement process;
  - improved management of data on country needs and performance (from countries to partners);
  - management of scaled-up trust funds;
  - advocacy; and/or
  - fund-raising?
- Is the Secretariat sufficiently accountable to the stakeholders through the SC and are the procedures sufficiently formalized?
- Would there be any benefits to increasing the seniority of the leadership position of the Secretariat?

- Would there be any benefits to increasing the independence of the Secretariat from the World Bank?

### **In-country Donor Group**

Local agencies involved in supporting the education sector nominate a Coordinating Agency to lead the FTI assessment and endorsement process and serve as the liaison with the Ministry of Education, other concerned Government agencies, and the FTI Secretariat. The Coordinating Agency liaises with the Ministry of Education and local agencies to organize the assessment and endorsement process, invites all relevant agencies to participate in the assessment and endorsement process (each agency is responsible for ensuring that its representative has the appropriate technical expertise to contribute substantively to the process) and makes available the FTI assessment guidelines and Indicative Framework to the group to conduct the assessment. When in-country donors are satisfied that key issues have been adequately addressed, the plan is considered endorsed for FTI support. The coordinating agency is requested to submit a report on the conclusions of the donor review meeting, for the Government and the Secretariat.

- What are the strengths and weaknesses of the in-country arrangement?
- What changes might make the governance of the in-country arrangements more effective – particularly as FTI expands?
- How to best involve governments and civil society?
- What roles should the group play post-endorsement?

### **General issues**

- Is there sufficient clarity on where decisions are made and on what basis?
- Is the distribution of responsibilities across the bodies of FTI clear?
- Is the distribution of responsibilities across the bodies of the FTI appropriate?
- Is the distribution of the roles and responsibilities between the partners and Secretariat sufficiently clear and appropriate?
- Is there a case for strengthened strategic and operational planning (including targets and milestones) for both the Secretariat and the partnership as a whole?

**ANNEX 6**  
**Persons consulted or interviewed**

Rosemary Bellow, Manager, FTI Secretariat, World Bank, Washington, USA

Desmond Bermingham, FTI Co-Chair, Head of Education Profession, DfID, United Kingdom

Barbara Bruns, Former manager, FTI Secretariat, Senior Economist, HND. World Bank, Washington, USA

Oliver Buston, Director of Government and NGO Relations, DATA, United Kingdom

Bridget Crumpton, Education Advisor, DfID, United Kingdom

Alain Dhersigny, Chief of Education Bureau, Ministry of Foreign Affairs, France

Nadine Dusepulchre, FTI Co-chair, Senior Policy Adviser, Policy Support on Education, Belgium

Lucia Fry, Acting Director, Global Campaign for Education, United Kingdom

Antonio Garcia Ferrez, Agencia Española de Cooperación Internacional (AECI), Spain

John Grayzel, Director of Education, USAID, USA

Anton Jensen, European Commission, Belgium

Greg Loos, Education Program Specialist, Team Leader, Office of Education/EGAT/USAID, USA

Ruth Kagia, Director, HND Network, World Bank, Washington, USA

Jane Kirby-Zaki, Senior Program Officer, Concessional Finance and Global Partnerships, World Bank, Washington, USA

Jacques Malpel Chargé de Mission : Bureau des politiques éducatives et de formation professionnelle Direction des Politiques de Développement Ministère des Affaires Etrangères, Paris, France

Rocio M. Malpica, Counsel, Legal Department, Cofinancing & Project Finance, World Bank, Washington, USA

Maire Matthews, Senior Development Specialist, Development Cooperation Ireland

Steve Passingham, Education Advisor, DfID, Vietnam office,

Robert S. Prouty, Lead Education Specialist, HDNED, World Bank, Washington USA

Olav Seim Senior Adviser, Multilateral Affairs Department, Ministry of Foreign Affairs, Norway

Anju Sharma, Global Programs and Partnerships Group, World Bank, Washington, USA

Abhimanyu Singh, Director, EFA Int'l Coordination and Monitoring Division, UNESCO, Paris, France

Peter Smith, Assistant Director General, UNESCO, Paris, France

Gene Sperling, Council on Foreign Relations, Director, Center for Universal Education, Washington, USA

Abigail Spring, Senior Communications Specialist, FTI Secretariat, World Bank, Washington, USA

Andrea E. Stumpf, Senior Counsel, Legal Department, Global Programs and Partnerships Group, World Bank, Washington, USA

Felicity Townsend, Education Specialist, FTI Secretariat, World Bank, Washington, USA

Rebekka-van Roenburg, Basic Education Adviser, Education Division DCO/OO Ministry of Foreign Affairs, Netherlands,

Scott Walter, Principal Adviser, Education, Policy Branch, CIDA, Ottawa, Canada

Ewa Werner-Dahlin, outgoing FTI Co chair for Sweden, Head of Education Division Department for Democracy and Social Development, SIDA, Sweden

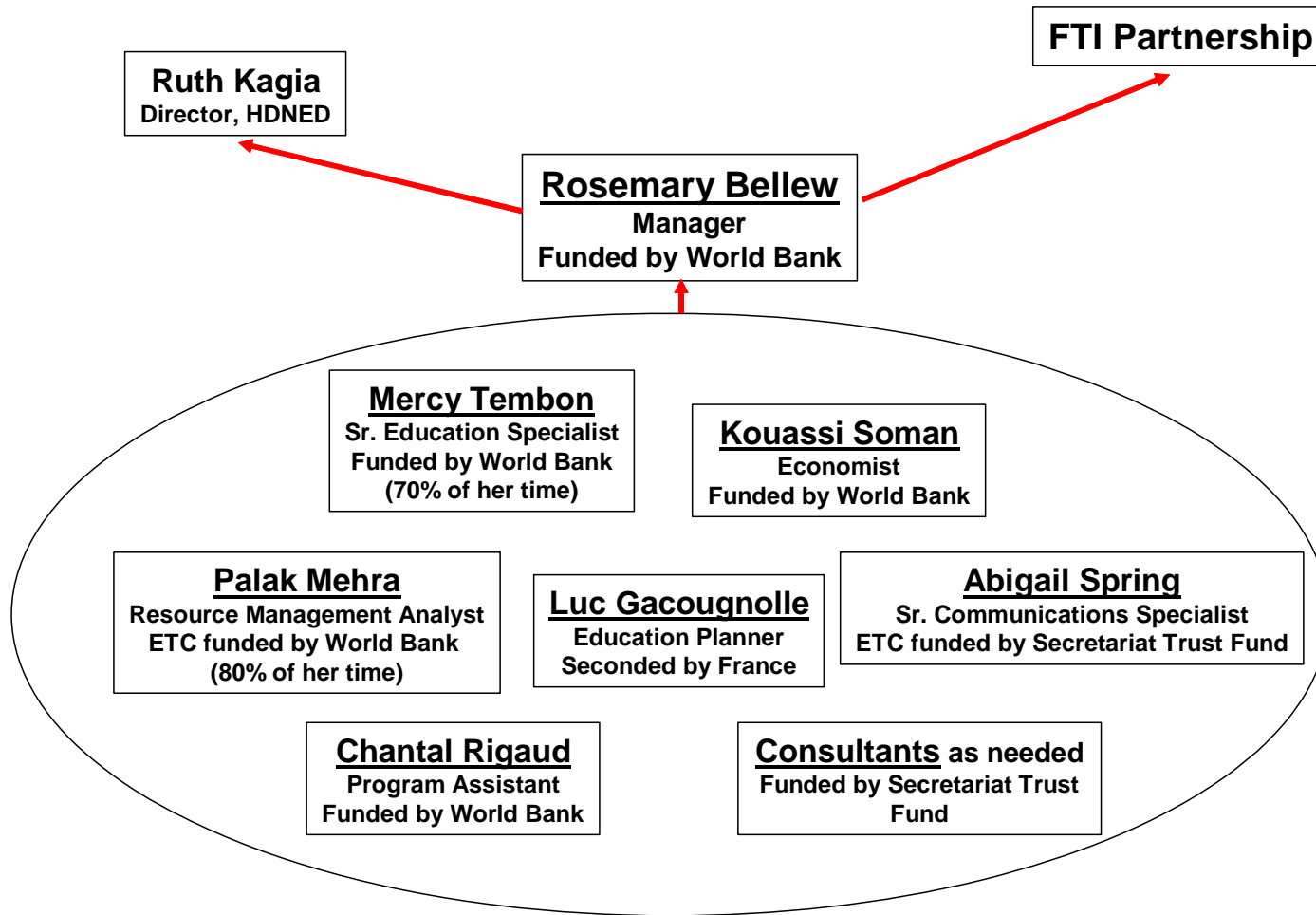
Cream Wright, Cream Wright, UNICEF, New York, USA

## ANNEX 7

### Independent vs. Hosted Partnerships

		Pros	Cons
Independent		<ul style="list-style-type: none"> <li>* Identifiable brand</li> <li>* Boards have significant fiduciary &amp; strategic authority</li> <li>Executive accountable to Board</li> <li>* Initiatives have significant independence from partners</li> <li>* Independent audits</li> <li>* Tax free status (US)</li> </ul>	<ul style="list-style-type: none"> <li>* Costly and time-consuming to establish and to get first disbursement</li> <li>* Create another bureaucracy (overheads &amp; fragmentation)</li> <li>* Autonomy from donors limits donor control</li> </ul>
Hosted	Generic	<ul style="list-style-type: none"> <li>* Rapid start-up</li> <li>* Access to admin, legal, human resources, financial services</li> <li>* Cost-savings</li> </ul>	<ul style="list-style-type: none"> <li>* Great heterogeneity</li> <li>* 'Governing body' sometimes lacking and often lacking in authority</li> <li>* Host retains fiduciary/oversight responsibility</li> <li>* Executive reports to host (dual accountability &amp; identity confusion)</li> <li>* Competition between host and partnership</li> <li>* Host protocols may inhibit communication</li> <li>* Partners without sufficient voice</li> <li>* Often high staff turnover</li> <li>* Audited by host (or not at all)</li> </ul>
	UN	<ul style="list-style-type: none"> <li>* Range of staff benefits (tax-free salaries; diplomatic privileges)</li> <li>* Communication &amp; financial transfers to all countries</li> </ul>	
	World Bank	<ul style="list-style-type: none"> <li>* Access to finance &amp; other ministries</li> <li>* Operationally active in most sectors</li> <li>* Legitimacy (in some eyes)</li> </ul>	

# ANNEX 8 FTI Secretariat



**ANNEX 9**  
**Terms of Reference of the Secretariat**

- ❖ Support the overall development of the Fast Track Initiative, including:
  - Support to the development of strategies and tools to advance the objectives of the FTI.
  - Organization of FTI Steering Committee and donor partner Meetings
  - Facilitate collaboration with other related initiatives
  - Support FTI in-country processes with information and cross country experience
  - Monitor FTI implementation and ensure regular reporting of progress
  - Support the working groups as needed
  
- ❖ Set up and Administer the FTI Catalytic Fund (FTI CF), including:
  - Set up the management arrangements for the Catalytic Fund
  - Ensure appropriate assignment for supervision and reporting of the Catalytic Fund grant-supported activities at the country level
  - Disseminate information on the Fund
  - Prepare background and decision documents for the Trust Fund Strategy Committee and organize its meetings
  - Prepare an annual report of the Fund's activities
  
- ❖ Support the development and cross-country analysis of performance measures that are methodologically consistent, such as:
  - Country performance in maintaining policy and fiscal commitments (FTI “Indicative Framework”), and progress in achieving completion of primary education for all children by 2015
  - Donor aid flows to FTI countries for primary education
  - Donor collaboration progress in FTI countries
  
- ❖ **Promote knowledge sharing, communications and outreach to FTI countries, partners, World Bank internal audiences, and external media and civil society groups.**
  - Prepare progress reports for the donor Partnership on the FTI and Catalytic Fund
  - Share information with broader EFA efforts
  - Develop and implement communication strategy for the FTI
  - Prepare and share best practice notes/papers on, e.g. harmonization, FTI country successes, aid flows, functioning of local donor groups

**EDUCATION FOR ALL – *FAST TRACK INITIATIVE***

**FTI SECRETARIAT**

**2004 RETROSPECTIVE  
AND  
WORK PROGRAM PRIORITIES FOR 2005/06**

Prepared for the FTI Technical Meeting  
March 17-19, 2005

## EDUCATION FOR ALL – *FAST TRACK INITIATIVE*

### 2004 RETROSPECTIVE AND WORK PROGRAM PRIORITIES FOR 2005/06

#### **Background -- Terms of Reference of the Secretariat**

The EFA-FTI Framework document sets the broad functions of the Secretariat as follows.

The secretariat provides technical and administrative support to the FTI Partnership to support achievement of the goals of the Initiative. As a support service, the Secretariat:

- ❖ Supports the overall development of the Fast Track Initiative, including:
  - Organizing FTI Partner Meetings
  - Communicating information about the FTI
  - Monitoring FTI implementation
  - Facilitating collaboration at all levels
- ❖ Administering of EFA-FTI Catalytic Fund, including:
  - Setting up the Fund
  - Preparing meetings and background documentation for the Strategy Committees
  - Annual reporting of Fund activities
- ❖ Supporting the development of cross-country performance measures
- ❖ **Knowledge sharing, communications and outreach**

The Framework also assigns the Secretariat a coordinating function with respect to information flows regarding the endorsement of country plans and liaising between countries and the donor Partners with respect to country financial needs.

**Since the Framework document was finalized and adopted in March 2004, the scope of responsibilities has broadened to include establishment and operation of the EPDF, and providing support to the various FTI working groups, among others.**

#### **Retrospective, March 2004-2005**

Over the past year, the Secretariat has focused its efforts largely on operationalizing the financing mechanisms (the Catalytic Fund and EPDF), establishing basic information needs and gathering the information, preparing meetings and options on the overall development of the FTI for discussion by the Partnership, preparing communications materials and supporting dissemination, and implementing the decisions of the various FTI meetings.

## **Supporting the overall development of the Fast Track Initiative**

### ***Meeting Preparation***

- Prepared FTI Technical Meeting in March 2004, Steering Committee meeting in July 2004, the annual partnership meeting in November 2004, and Technical Meeting in March 2005, including many documents.
- Prepared presentations for the UNESCO HL session on aid effectiveness, EFA technical meeting in July 2004, IIEP multi-agency meeting.

### ***Communications -- Materials and dissemination***

- Developed a communication strategy, a key area of concern since the inception of the FTI.
- Instituted a monthly newsletter, created a public web site, prepared communication materials for the partnership (brochure, Q&A, fact sheets, common messages, power point presentation for agency communication use).
- Disseminated information about the FTI within the World Bank through two brown bag lunches, meetings with the education sector board, and regional managers.
- Met/maintain contact individually with about 15 WB Task Team Leaders covering about 30 countries which improved understanding and is resulting in increased interest by WB Staff.
- Sent information letters to all countries (except a latter batch, waiting for DfID).
- Prepared sample communication for agencies to send to their field staff.
- Prepared briefs for WB and IMF annual and spring meetings, briefs for the Executive Directors of the WB Board.
- Provided input into many reports – the Millennium TF report, the Bank’s MDG progress reports, the Africa Commission Report, etc. etc.
- Respond to inquiries from CSOs and the public at large.

### ***Operationalizing and administering Funds***

#### **The Catalytic Fund**

- Established an approved mechanism for disbursement and model grant agreements to disburse the approved allocations to the countries.
- Sorted out administrative and legal issues and amended all documents.
- Worked with Bank TTLs to explain the purpose of the Catalytic Fund and disbursement options.
- Committed all Catalytic Fund 2004 allocations to countries within four months of agreement on disbursement mechanism and model agreements.
- Progressively reduced the time between grant preparation and first tranche disbursement from three months, initially, to one month most recently.
- Monitor disbursements which are on schedule.
- Prepared Strategy Committee meetings with option briefs.

**The Education Program Development Fund** -- As the lead for the EPDF working group, established in April 2004, the Secretariat:

- Developed the EPDF concept through broad based consultation.
- Prepared necessary documents to establish the fund.

- Set up the accounts and administration agreements.
- Convened the first meeting of the Strategy Committee to decide on regional allocations.
- Coordinated with regional sector managers.
- One region (South Asia) submitted its proposal and received a non-objection. Proposals from East Asia and Middle East and North Africa are with the Strategy Committee for non-objection. ECA and LAC proposals are in process of development.

### *Monitoring FTI Implementation*

- Prepared annual status report, including country performance and ODA trends.
- Collected country information on key indicators of the Indicative Framework, recent progress on those indicators in countries with endorsed plans, and status of the other countries.

### *Facilitating Collaboration at all levels*

There is a need to define the expectations/outcomes. The past year, the Sec focused liaising with the donors at the HQ level and increasing buy-in from the country level.

### *Supporting Development of Cross Country Performance Measures (we expand this to include donor measures)*

Expectations are unclear.

- Worked with DEC DG on PCR, on track/off track methodology
- Prepared collaborative work with DEC DG on complementary calculations of PCR to broaden the scope of performance measures if indicated by a comparison of results.
- Dialogue with UIS within the context of the DGF on
- Produced and included in EDSTATS (publicly available) more detailed information on ODA trends in basic education and bank lending.

### *Knowledge Sharing and Communications*

- Maintain the web site and newsletter, increasingly bringing in relevant information from other initiatives and groups
- Support the Working groups – took the lead on the global gap methodologies paper

### **MANAGEMENT AND ADMINISTRATION OF THE SECRETARIAT**

HR and Sec TF

## **PRIORITIES FOR NEXT 18 MONTHS (JANUARY 2005 – JUNE 2006)**

The 2004 Annual Meeting identified the partnership's main challenges over the coming year as:

- communications about the FTI,
- increasing the number of countries with endorsed sector programs
- mobilizing the resources required for country programs,
- improved reporting of ODA flows

In line with the above and the overall terms of reference of the Secretariat, the priorities for the next 18 months will focus on:

### **Support the overall development of the Fast Track Initiative**

Meetings -- Partnership meetings and related papers

#### ***Manage the EPDF and Catalytic Fund***

##### ***Communications***

*Liaise with donor partners to implement the FTI communications strategy at the global and national level. Propose a dual approach focused on 1) ensuring that internal stakeholders (donor partners from HQ to fields) understand the benefits and value of FTI and 2) ensure that there is broad understanding and support of FTI on the global scale to ensure adequate financing.*

- Serve as communications catalyst for donor partners to advocate about FTI in their respective countries.
- Conduct advocacy around upcoming global events such as; World Bank Spring Mtg, Global Education Week, G-8, UN Millennium Summit and Beijing EFA meetings to build better understanding of and financial support for FTI.
- Ensure that all new FTI advocacy materials are distributed by donor partners via their websites and other opportunities
- Improve FTI website, include new communications materials and make FTI information more accessible including news alert updates
- Continue to hold FTI briefings within the Bank, with civil society and identify methods for donor partners to take advantage of existing opportunities to advocate on behalf of FTI in their respective countries.
- Ensure outreach to the lead education donors from current (where necessary) and potential new country partners to identify opportunities for conducting outreach about FTI. Identify existing forums or gatherings of lead education donors where

we could naturally tag on a briefing, a video or teleconference? If not lets arrange for them.

- For current and potential partner countries, liaise with donor partners, to develop mechanisms to ensure that both finance and education ministries are well informed about *FTI*.
- Liaise with civil society groups to ensure good work relations including holding joint events, conducting regular briefings and ensuring that CSOs have enough information on FTI to advocate on its behalf.
- Prepare briefs, provide inputs to Development Committee and other papers produced by partner agencies as requested

#### ***INCREASE COUNTRIES WITH ENDORSED SECTOR PROGRAMS***

- Intensify sector manager and TTL outreach
- Maintain data on status of sector program development, and circulate any updates (trimesterly)
- Facilitate exchange of information on local donor needs

#### ***SUPPORT RESOURCE MOBILIZATION THROUGH IMPROVED INFORMATION***

- Intensify information gathering on support needs, and feedback to donor partners
  - Extract financing data from country plans
  - Complete country update tables for all countries
  - Update annually as new information arrives
- Monitor trends in ODA to basic education by donor and country (using OECD DAC data), highlighting issues. Annual update once a year in November.

#### ***MONITOR FTI IMPLEMENTATION AND CROSS COUNTRY PERFORMANCE MEASURES***

AS ABOVE, THE SECRETARIAT WILL MONITOR:

- Country status indicators on status of preparation, CPIA and similar performance ratings, gaps, etc. (the country update tables)
- Country performance (utilizing UIS data) while developing a more sustainable and cost-effective way to provide up to date data through collaboration with UIS and GMR, reported annually for November.
- Country and donor trends in ODA, updated annually for November.
- Test alternative measures of the PCR that may more accurately capture recent country progress in enrolment and completion.

#### ***Knowledge Management***

Support the working groups as needed, and selectively take the lead on WG tasks where the Secretariat has a comparative advantage. Choices of studies or other activities undertaken by the WGs need to consider the principle of subsidiarity (i.e. is the WG the best placed to take on the work or might it best be done at the country level or at a higher/broader level), and within that whether the Secretariat has a comparative advantage over partner agencies in undertaking a specific task. Secretariat will

participate in and support all working groups but, as a rule of thumb, would take on specific technical tasks that focus on its main responsibilities of ODA and finance, and country performance monitoring.

### ***Administration***

Establish Secretariat service standards for turn around time on responses to countries, local donor staff, and partner agencies.

### **Secretariat Staff Responsibilities**

The Secretariat is staffed by:

- Four World Bank Staff –
  - Rosemary Bellew (full time)
  - Chantal Rigaud (full time)
  - Mercy Tembon (two thirds time)
  - Palak Mehra (two thirds time)
- Two secondees from partner agencies (DfID and France) –
  - Luc-Charles Gacougnolle (full time)
  - Felicity Townsend (full time)
- A long term consultant financed by the Secretariat Trust Fund –
  - Abigail Spring (full time)
- One World Bank staff one-third time for statistical support –
  - Laura Gregory (one third time)

Each staff member takes responsibility for a specific chunk of the Secretariat's work, while four of the staff also have country and donor liaison responsibilities. Annex 1 provides the country and donor liaison responsibilities.

Annex 2 translates the priority tasks into discrete deliverables as much as possible and indicates the amount of time, in staff weeks, estimated to be needed for those tasks. The table may be difficult to read because some tasks support more than one priority. Below is a more aggregate summary of the details.

- Rosemary Bellew's main tasks concern the operation of the partnership, meetings, reports, briefing notes, shared responsibility as liaison for a certain group of countries, managing the Secretariat and the work of each staff.
- Mercy Tembon's main tasks are the management of the Catalytic and Education Program Development Fund, and country and donor liaison work.
- Luc-Charles main tasks are monitoring country performance and ODA flows (recently assigned), as well as shared responsibility as liaison for a certain group of countries.
- Laura Gregory focuses on data retrieval and analysis of ODA and PCR.
- Felicity Townsend's main tasks are country and donor liaison and supporting the finance, harmonization, and EPDF/TA/CB working groups.

- Abigail Spring is focused on communications and Palak Mehra on the management of the Trust Funds.

**EFA FTI SECRETARIAT  
DIVISION OF RESPONSIBILITIES**

Partners	ROSEMARY	FELICITY	MERCY	ABBY	LUC
<b>Developing Countries (from 81 IDA eligible countries)</b>					
<b>Francophone Africa</b> (Benin, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Comoros, Republic of Congo, Democratic Rep. Of Congo, Cote d'Ivoire, Guinea, Madagascar, Mali, Mauritania, Niger, Senegal, Togo, Rwanda)	<b>Primary</b>		<b>Back-up</b>		<b>Primary</b>
<b>Anglophone and Lusophone Africa</b> (Angola, Cape Verde, Ethiopia, Eritrea, Gambia, Ghana, Guinea-Bissau, Kenya, Lesotho, Liberia, Malawi, Mozambique, Nigeria, Sao Tome and Principe, Sierra Leone, Somalia, Sudan, Tanzania, Uganda, Zambia, Zimbabwe)		<b>Primary</b>			<b>Back up</b>
<b>Latin America and the Caribbean (LAC)</b> (Bolivia, Guyana, Haiti, Honduras, Nicaragua, Dominican, Grenada, St Lucia, St Vincent)			<b>Primary</b>		<b>Back-up</b>
<b>South Asia (SAR)</b> (Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, Sri Lanka)		<b>Back-up</b>	<b>Primary</b>		
<b>East Asia (EAP)</b> (Cambodia, Indonesia, Kiribati, Laos PDR, Mongolia, Myanmar, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Vanuatu, Vietnam)		<b>Back-up</b>	<b>Primary</b>		
<b>Europe and Central Asia (ECA)</b> (Albania, Armenia, Azerbaijan, Bosnia-Herzegovina, Georgia, Kyrgyz Republic, Moldova, Tajikistan, Uzbekistan, Serbia and Montenegro)	<b>Back-up</b>	<b>Primary</b>		<b>Back-up</b>	
<b>Middle East and North Africa (MNA)</b> (Djibouti, Yemen)	<b>Back-up</b>		<b>Primary</b>		<b>Back-up</b>
<b>Multilateral Donors</b>					
World Bank	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
Asian Development Bank (ADB)			<b>X</b>		
Interamerican Development Bank (IADB)			<b>X</b>		
African Development Bank (AfDB)		<b>X</b>		<b>X</b>	
Islamic Development Bank (IDB)			<b>X</b>	<b>X</b>	
European Commission (EC)	<b>X</b>			<b>X</b>	
<b>UN Agencies</b>					
UNICEF			<b>X</b>		
UNESCO/UIS		<b>X</b>			<b>X</b>
<b>Civil Society</b>					
				<b>X</b>	
<b>Bilateral Donors</b>					
Australia			<b>X</b>		
Austria	<b>X</b>				<b>X</b>
Belgium			<b>X</b>		
Canada		<b>X</b>			
Denmark	<b>X</b>				<b>X</b>
Finland		<b>X</b>			
France	<b>X</b>				<b>X</b>
Germany		<b>X</b>			<b>X</b>
Greece	<b>X</b>				<b>X</b>
Ireland		<b>X</b>			
Italy		<b>X</b>			
Japan			<b>X</b>		
Luxemburg	<b>X</b>				<b>X</b>
Netherlands			<b>X</b>		
New Zealand			<b>X</b>		
Norway	<b>X</b>				<b>X</b>
Portugal		<b>X</b>			
Russia		<b>X</b>			
Spain			<b>X</b>		
Sweden		<b>X</b>			
Switzerland	<b>X</b>				<b>X</b>
United Kingdom	<b>X</b>				<b>X</b>
USA		<b>X</b>			
<b>FTI Working Groups</b>					
Harmonization	<b>X</b>				<b>X</b>
Communications				<b>X</b>	
EPDF	<b>X</b>				
Financing		<b>X</b>			

<b>Deliverables</b>	<b>Date</b>	<b>Lead</b>	<b>RB</b>	<b>CR</b>	<b>MT</b>	<b>FT</b>	<b>AS</b>	<b>LG</b>	<b>LGr</b>	<b>PM</b>	<b>Total</b>
<b>Support overall development of FTI</b>			<b>27</b>	<b>27</b>	<b>3</b>	<b>3</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>60</b>
Partnership meetings, SC meetings -- Organize, Attend, Minutes	Mar-05, Nov 05	RB, CR	12	18	3	2	3	2		2	42
Annual Report	Nov-05	RB	4	1							5
Briefings (WB spring & annual meetings, )	Nov-05	RB	3				3				6
Inputs to other papers	On going	RB, CR,	3			1	3				7
Day to day support and inquiries	On going	RB	5	8			3				
<b>Fund Management -- Catalytic Fund</b>			<b>2</b>	<b>14</b>						<b>23</b>	<b>37</b>
Process donor and country agreements	On going	MT, PM				3				5	8
Maintain accounts	on going	PM, MT,				2				12	14
Report on status and accounts	Mar, Nov 05	PM				3				4	7
Allocation criteria, exit strategy	Mar-05	MT				2					2
Develop agreements pooled funding, other	Jun-05	MT				4				2	6
<b>Fund Management -- EPDF</b>			<b>3</b>	<b>6</b>						<b>8</b>	<b>14</b>
Process agreements	On going	MT				1				3	4
Maintain & report on accounts	Nov, March	PM				2				4	6
Organize annual meeting of reference groups	tbd	MT				1					1
Prepare consolidated report	Oct-05	MT				2				1	3
<b>Communications</b>			<b>5</b>	<b>16</b>	<b>4</b>	<b>6</b>	<b>28</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>34</b>
Newsletter	Monthly	AS,CR		3							3
Improve web site	Quarterly	CR, AS	1	8							9
Disseminate basic materials	Feb-Mar 05	CR, AS		2							2
Meetings with TTLs & coordinating agencies	On going		3	1	3	3		2			12
Interface with CSOs and other general public	On going	AS									0
Support agency communications w/field staff		All	1	2	1	3		1			8
<b>Increase # Countries with endorsed sector programs</b>			<b>3</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>20</b>
Intensify outreach w/TTLs, local donors & countries, Provide advice on planning endorsement, application of assessment guidelines, DIF, harmonization as requested	On going	All	3	2	5	5		5			20
<b>Support Resource Mobilization and Monitor progress</b>			<b>6</b>	<b>2</b>	<b>6</b>	<b>11</b>	<b>0</b>	<b>35</b>	<b>10</b>	<b>0</b>	<b>70</b>
Extract data from country plans	On going	LG			2	2		2			6
Country update tables	Nov 05, March	LG	1	2	2	1		1	2		9
Analyse, monitor and report on financial data	Nov 05, March	FT	2			0		15	6		23
Country perf. Data collection & analysis	Nov-05	LG						15	2		17
Develop PCR measures		LG,									0
Briefing notes on donor policies and plans	Nov-05	FT	2		2	5					9
Review endorsed plans ex-post	as they come		1			3		2			6
<b>Knowledge Management</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>24</b>
Tech. Backstopping & input											
Finance WG	On going	FT, LG	0			4		2	1		7
Harmonization	On going	FT	0			4					4
<b>EPDF/TA &amp; CB</b>			<b>0</b>			<b>4</b>					<b>4</b>
Communications (lead)	On going	AS					4				4
WG papers/outputs											0
Finance - global gap method.	Jul-05	FT				1					1
Good practice notes on financing	?	FT				4					4
<b>Total Staff weeks</b>			<b>46</b>	<b>47</b>	<b>38</b>	<b>42</b>	<b>44</b>	<b>47</b>	<b>11</b>	<b>33</b>	<b>259</b>

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EFA FTI SECRETARIAT OPERATIONS TRUST FUND

**SUMMARY OF CONTRIBUTIONS, ALLOCATIONS, DISBURSEMENTS  
AND FUND BALANCE**

For the period September 1, 2004 (inception) to March 3, 2005 ( till date)

*Expressed in U.S. dollars*

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	<b>UNAUDITED</b>
	septembre 1, 2004 (inception) to mars 3, 2005
<b>Receipts</b>	
Contributions	\$
United Kingdom	577 980
Germany	50 000
France	54 025
Total contributions	<u>682 005</u>
Investment income	<u>3 737</u>
Total receipts	<u>685 742</u>
<b>Disbursements</b>	
Project disbursements	
Staff costs (ETC costs , overheads, benefits etc)	84 406
Travel	50 458
Short term consultants	33 231
Other costs (printing, translation etc)	<u>9 375</u>
Total project disbursements	177 470
Administration fee	<u>12 640</u>
Total disbursements	<u>190 110</u>
Excess of receipts over disbursements	495 632
Fund balance, beginning of period	<u>-</u>
<b>Fund balance, end of period</b>	<u>\$ 495 632</u>

*The above unaudited financial statement was prepared  
by the FTI Secretariat*