**BOD/2011/05—DOC 11a**

**Meeting of the EFA FTI Board of Directors**

**Kigali, Rwanda, 18-19 May 2011**

# EFA FTI SECRETARIAT WORK PLAN, STAFFING AND BUDGET

# JULY 2011-JUNE 2012 (FY 2012)

## For Decision

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### 1. Purpose

The purpose of this paper is to seek the approval of the EFA FTI Board of Directors of the EFA FTI Secretariat work plan, staffing and budget.

### 2. Background

The EFA FTI Governance of the Partnership document and the Education for All Fund Governance document require that the EFA FTI Secretariat's work plan and budget be approved on an annual basis by the EFA FTI Board of Directors.

### 3. Decision Requested

The EFA FTI Board of Directors is requested to approve the following decision:

> **BOD/2011/05-XX – EFA FTI Secretariat Work Plan, Staffing and Budget:** The EFA FTI Board of Directors approves the EFA FTI Secretariat Work Plan, Staffing and a budget for FY 2012 as presented in BOD/2011/05-DOC 11a.

### 4. Reasons for Recommendation

### 4.1 EFA FTI Secretariat Work Plan Background and Context

4.1.1 The EFA FTI Secretariat's work plan for July 2011 – June 2012 (FY 2012) aims to advance work in the key areas identified as part of the overall reform agenda adopted in May 2010. Featuring

prominently in the coming year will be efforts on the replenishment of the Education for All Fund and resource mobilization for education more generally. This includes, among other things, work on the three policy areas underpinning the replenishment, namely improving education quality, addressing issues on girls' education and developing practical and effective approaches to providing quality learning opportunities to children in fragile states.

4.1.2 The strategic priorities for the EFA FTI over the medium-term, which guide the EFA FTI Secretariat work plan, include the following:

- Continued focus on, and proactive attention to, countries with large out-of-school populations.
- Developing and implementing results-based approaches to fundraising and to fund allocation decisions.
- Addressing girls' education issues especially with respect to transition to lower secondary school.
- Improving education quality.
- Developing practical approaches to delivering education opportunities in fragile states.
- Galvanizing the Partnership in a "big tent" approach, i.e., encouraging countries like India, Indonesia, China, Brazil etc. to join the Partnership, engage in policy dialogue and share good practices.
- Leading debate and information exchange on core themes through stronger, more cohesive leadership by the EFA FTI in the sector globally as advocate, information provider, good practice disseminator, catalyst for innovative thinking and activities, and for policy change.
- Promoting and supporting statistical rigor and empirical data gathering.
- Ensuring increased, sustainable, and predictable external funding for education in EFA FTI developing country partners through a successful, inclusive replenishment campaign in 2011,

broadened external financing sources including private and innovative mechanisms, and a further replenishment campaign in 2014.

4.1.3 The EFA FTI Secretariat will support these priorities through increased engagement in the upfront education plan planning as well as in the education plan monitoring processes. The EFA FTI Secretariat will take a stronger leadership and coordination role in the sector globally, specifically through the dissemination of knowledge. Its role as the center of the EFA FTI Partnership will also require a much stronger communications and external relations function. Work on improving the operation and administrative practices of the EFA FTI Secretariat will continue, especially as it continues to undertake rapid expansion.

### 4.2 EFA FTI Secretariat Work Plans and Objectives by Team

4.2.1 The EFA FTI Secretariat was reorganized in early FY 2011 at which time four teams were established. These teams are staffed with specialists delivering: increased and improved support to developing country partners, including fragile states; leadership on the EFA FTI results agenda and knowledge sharing objectives; stronger outreach and external relations; and expanded and improved services to the EFA FTI Board of Directors and its committees.

4.2.2 Since adoption of the current organizational structure, the replenishment effort – including rebranding – has emerged as a substantial work area for which a separate team has been created and a comprehensive work plan has been developed. The replenishment team works closely with the Head of the EFA FTI Secretariat and the Chair of the EFA FTI Board of Directors, and with all other EFA FTI Secretariat teams.

4.2.3 Details of each EFA FTI Secretariat team work plan are provided in Annex 1. The staffing required to support the work plans identified are in Annex 2.

### 4.3 EFA FTI Secretariat Budget

4.3.1 Some key assumptions behind the budget projections include:

- A major replenishment event in October 2011.

- Two face-to-face meetings of the EFA FTI Board of Directors (December 2011 and spring 2012), at least one face-to-face Financial Advisory Committee meeting, and possibly an EFA FTI Partnership meeting or regional knowledge dissemination meetings.
- Increased travel for the Country Support Team, reflecting both staff expansion (additional staff on fragile states and girls' education), increased engagement with Local Education Groups (LEGs) early in the planning processes, and LEG workshops.
- Increased short-term consultant services required to deliver external quality reviews for an estimated 15 fund proposals.
- Increased travel for the Global Good Practice Team, reflecting expanded work on out-of-school children and improving learning outcomes.

4.3.2 Compared with the projected end-FY 2011 budget position, the FY 2012 budget requirement is expected to increase by more than 50%, from US $6.6 million to US $10.0 million. This sharp increase reflects both the incremental costs associated with the key assumptions noted below, as well as budget under-utilization in FY 2011, compared with projections due to delays in recruitment and on-boarding of staff. In addition, an EFA FTI Partnership meeting budgeted for FY 2011 did not take place in favor of efforts around fundraising.

4.3.3 Details of the proposed budget, including a comparison to the budget for FY 2011 are set out in Annex 3.

## 5. Sources of Funding

The EFA FTI Secretariat core functions, as well as the expenses related to the work plan and budget of the Chair of the EFA FTI Board of Directors, are currently funded by the EFA FTI Secretariat Trust Fund. Projections indicate a balance in the EFA FTI Secretariat Trust Fund at the end of June 2011 of US $5.8 million which would be carried forward to fund both the EFA FTI Secretariat (projected at US $10 million for FY 2012) and the Chair of the EFA FTI Board of Directors work programs (US $1.2 million projected to be transferred to UNESCO in FY 2012). Considering additional inflows totaling US $1.8 million (including secondment support) expected in FY 2012, the EFA FTI Secretariat Trust Fund is projected to be fully

utilized by mid-February 2012. The balance of the FY 2012 budget requirement for the EFA FTI Secretariat work plan will be covered from the new Education for All Fund resources.

## 6. Contact

Board members and others with questions on these matters are invited to contact the Finance, Administration and Board Services Team Coordinator, Nancy Pinto, at: npinto@educationfasttrack.org.

## ANNEX 1: EFA FTI SECRETARIAT WORK PLAN OBJECTIVES AND DELIVERABLES BY TEAM

### 1. Replenishment Team

**Overarching Objective: Increased financing for basic education in EFA FTI developing country partners and increased funding for the Education for All Fund.**

| | | 2011 | | 2012 | |
|---|---|---|---|---|---|
| **Objectives** | **Deliverables** | **Q3** | **Q4** | **Q1** | **Q2** |
| **# 1: Planning for the replenishment event** | 1. Finalize venue and sponsors | X | | | |
| | 2. Event at Annual Meetings of IMF/World Bank | X | | | |
| | 3. Event at UN General Assembly | X | | | |
| | 4. Finalize all policy papers and replenishment documents | X | | | |
| | 5. Implement the rebranding strategy preparatory to launch new brand at October replenishment event | X | | | |
| **# 2: Successful replenishment event** | 6. Minimum of US $1.5 billion pledged to the Education for All Fund over three years | | X | | |
| | 7. At least 5 new donors contributing to the Education for All Fund | | X | | |
| | 8. Emerging donors and private sector/foundations start engagement with EFA FTI at least as observers to replenishment | | X | | |
| | 9. Bilateral and other commitments to education financing for EFA FTI developing country partners indicate a net increase in external financing | | X | | |
| | 10. Results-based top-up funding mechanisms agreed and funding committed | | X | | |
| | 11. New EFA FTI brand successfully launched at replenishment event | | X | | |
| **# 3: Following the replenishment event, securing additional funding from emerging donors, foundations and the private sector** | 12. At least two further non OECD DAC countries commit to funding EFA FTI by 30 June 2012 following further engagement with the EFA FTI replenishment team after October 2011 | | X | X | X |
| | 13. Establishment of an education bond, or private equity fund or similar type of innovative funding mechanism to mobilize private sector resources | X | X | X | X |
| | 14. At least two foundations contributing to EFA FTI over the year | X | X | X | X |
| **# 4: Servicing the donors to the replenishment so they are adequately informed of how their money is being spent and what is being achieved** | 15. Working closely with the other EFA FTI Secretariat teams to provide donors with quarterly replenishment updates on:<br>i) Donor adherence to pledges<br>ii) Key achievements and results<br>iii) Lessons learned | | | X | X |

## 2. Country Support Team

**Overarching Objective: Support EFA FTI developing country partners to develop and implement high quality education sector plans focused on results.**

| | | 2011 | | 2012 | |
|---|---|---|---|---|---|
| **Objectives** | **Deliverables** | **Q[3]** | **Q[4]** | **Q[1]** | **Q[2]** |
| **# 1: Provide high quality support to developing country partners to facilitate education plan development and requests for financial and technical support from EFA FTI** | 1. EFA FTI Secretariat ensures consistent quality of endorsed ESPs/IEPs and agrees key sector results to be monitored over time in each developing country partner | X | X | X | X |
| | 2. New Country Level Process Guide and revised ESP/IEP Development and Appraisal Guidelines agreed and operational | | X | | |
| | 3. Education for All Fund grants to support the development and revision of ESPs/IEPs and EFA FTI programs | | X | X | X |
| | 4. Current External Quality Review process evaluated and a revised process agreed and operational for countries seeking financing in 2012 | | X | X | X |
| **# 2: Effective financial and technical support to implementation of education sector plans** | 5. Education for All Fund grants for ESP implementation operational | | X | | |
| | 6. Education for All Fund grants for capacity development in IDA iii countries operational | | X | | |
| | 7. Communications campaign launched to inform country-level stakeholders regarding new country-level processes | X | | | |
| | 8. Engagement strategy for federal states agreed | | | | X |
| | 9. New system for results-based financing agreed | | | | X |
| | 10. New Gender Strategy fully developed – core countries agreed and results-based top-ups designed | | | X | |
| | 11. New Fragile States Strategy fully developed – increased financing model agreed; longer-term financing approach designed | | | X | |
| **# 3: Effectively monitor education plan implementation, communicate results, and promote dialogue around challenges to achieving results** | 12. Increased monitoring of EFA FTI grant performance | X | X | X | X |
| | 13. Analysis of 2011 Joint Sector Review reports to identify key results, barriers to progress, and good practice in overcoming these | | | X | |
| | 14. Technical and financial support available to developing country partners seeking to strengthen Joint Sector Review | | X | | |
| **# 4: Promote more effective aid through strengthened capacity of LEGs and increased use of more aligned aid modalities** | 15. Cross-country analysis of good practice in Local Education Groups (LEGs) to facilitate country-level lesson learning | X | | | |
| | 16. 3 Regional workshops to facilitate lesson learning among LEGs around effective sector coordination | | | X | |
| | 17. Technical and financial support available to developing country partners seeking to strengthen the LEG capacity to effectively coordinate sector activities | | X | | |

## 3. Global Good Practice Team

**Overarching Objective: Support EFA FTI's drive for measurable results by: a) defining and tracking results indicators; b) enhancing mutual accountability for the indicators and their financing; and c) sharing knowledge on how to achieve the indicators.**

| | | 2011 | | 2012 | |
|---|---|---|---|---|---|
| **Objectives** | **Deliverables** | **Q3** | **Q4** | **Q1** | **Q2** |
| **# 1: Provide the information required for effective management of the Partnership and assessment of its value added** | 1. Finalize and implement monitoring and evaluation (M&E) strategy for the Partnership | X | X | X | X |
| | 2. Annual reporting of global and country-level progress | | | X | |
| **# 2: Raise the profile of aid effectiveness in education and support the development of innovative financing and results-based financing mechanisms** | 3. Support development of innovative financing and results-based mechanisms in education | X | X | X | X |
| | 4. Prepare for the Fourth High Level Forum on Aid Effectiveness, Busan, 29 Nov. – 1 Dec. 2011 | X | X | | |
| | 5. Support increased engagement of civil society education partners/partnerships through audio-conferences and workshops, supervision of the Civil Society Education Fund (CSEF) project, and collaboration with civil society partners | X | X | X | X |
| **# 3: Improve advocacy, knowledge-sharing, and policy dialogue on good practice for better education results** | 6. Operationalize and implement the Global and Regional Activities (GRA) program | X | X | X | X |
| | 7. Organize the 2012 EFA FTI Partnership meeting(s) | X | X | X | X |
| | 8. Internal and external knowledge-sharing strategy in place and being implemented | X | X | X | X |
| **# 4: Reach children left behind and make quality a priority** | 9. Develop and launch evidence-based policy suggestions in selected EFA FTI countries for provision of service for out-of-school children including children with disabilities | X | X | X | X |
| | 10. Support countries' achievement of learning outcome indicators by sharing knowledge, supporting plans, and generating experiential evidence on how to boost learning outcomes quickly, with a focus on early reading and mathematics | X | X | X | X |

## 4. Communications and External Relations

**Overarching Objective: Presenting a reformed and improved EFA FTI as an effective, global mechanism to coordinate aid efforts for basic education and to leverage new funds and political support in order to achieve quality basic education in developing country partners.**

| | | 2011 | | 2012 | |
|---|---|---|---|---|---|
| **Objectives** | **Deliverables** | **Q3** | **Q4** | **Q1** | **Q2** |
| **# 1: Elevating the profile of EFA FTI publicly and politically, and strengthening the outreach to key constituencies** | 1. Events to elevate the profile of education and EFA FTI: | | | | |
| | Supporting advocacy for EFA in general: | | | | |
| | - G8/G20 –related event or roundtable | | | | X |
| | - WEF/Davos | | | X | |
| | - EFA FTI replenishment event | | X | | |
| | - EFA FTI 10 year celebration (multiple events, and publication) | | | X | X |
| | Other outreach dates of relevance | | | | |
| | - International Day of people with disability | | X | | |
| | - World Day against Child Labor | | | | X |
| | - International Day on Mother Language | | | X | |
| | - World Teachers Day | | X | | |
| | 2. Outreach materials focusing on central messages: 1) a reformed EFA FTI as an effective partnership and the only global fund for achieving quality basic education for all children; 2) showing results on the ground: children in school and learning; and 3) replenishment materials/kit | | | | |
| | - New basic brochure | | X | | |
| | - New Results Stories | | X | | |
| | - Press releases | X | X | | |
| | - New Video/DVD(s) on EFA FTI | X | X | X | X |
| | 3. Strengthening relations with civil society organizations: | | | | |
| | - Increased and continuous dialogue for both advocacy purposes as well as policy dialogue | X | X | X | X |
| | - enlisting CSOs in support of the replenishment strategy | X | X | | |
| | 4. Preparing for high-level support at many levels: | | | | |
| | - Approach and engage high-level advocates as “ambassadors” for EFA-FTI | | X | | |
| | - Local events used for more public support by EFA FTI Board members | | X | | |
| | 5. Support rebranding exercise | X | X | X | X |

| | | 2011 | | 2012 | |
|---|---|---|---|---|---|
| **Objectives** | **Deliverables** | **Q[3]** | **Q[4]** | **Q[1]** | **Q[2]** |
| **# 2: A web and social media strategy that reinforces the outreach to core constituencies – as a tool for communications, social networking and knowledge-sharing** | 6. Website and social media outreach as a fundamental element in external relations: | | | | |
| | i) supporting events, publications, releases, and videos | X | X | X | X |
| | ii) bi-monthly web-based newsletter | X | X | X | X |
| | iii) monthly feature stories | X | X | X | X |
| | iv) photo essays | X | | X | |
| | v) Improved photo bank | X | | | |
| | vi) children's "corner" on website; feedback from children | X | | | |
| | 7. Website as the most up-to-date source of information, easy to navigate around 4 main areas: 1) partners; 2) results, 3) resources; and 4) media center | X | X | X | X |
| | 8. Up-to-date mirror site in French | X | | | |
| | 9. A continuously updated landing page on the website for replenishment | X | X | | |
| | 10. A dedicated place on the website for donors | X | | | |
| **# 3: Creating an effective media strategy, including social media** | 11. Through a targeted media approach: generate more interest for the EFA Goals, the fast-approaching MDG 2 as the foundation for other developments, and the FTI through high-level events; supported by interactive press releases, social media, and active media pitching (use of an international calendar of events) | X | X | X | X |
| | 12. Local news releases in collaboration with LEGs around endorsement decisions, allocation decisions, grant signing, publications | | X | | |
| | 13. Build-up and maintenance of selected key media, but also major outreach on social media, especially Facebook, Twitter, YouTube | X | X | X | X |
| | 14. Major blogging outreach both internal and external, sustained two-way communication between bloggers and audiences | X | X | X | X |
| | 15. Use of high-level advocates to generate media interest; proposing media roundtables or one-on-ones in lead up to events or publications (connected with no. 4) | | X | | |
| **# 4: Support for fundraising campaign** | 16. To be defined and presented in new replenishment strategy paper at May 2011 Board meeting | | | | |
| | - Producing materials, increased media and CSO outreach around pledging event (TBC) | X | | | |

## 5. Finance, Administration, and Board Services Team

**Overarching Objectives: Facilitate: i) effective, informed decision making by the EFA FTI Board of Directors; ii) effective functioning of the Financial Advisory Committee; iii) transparent operation of the Education for All Fund; and iv) sound and cost-effective operation of the EFA FTI Secretariat.**

| | | 2011 | | 2012 | |
|---|---|---|---|---|---|
| **Objectives** | **Deliverables** | **Q3** | **Q4** | **Q1** | **Q2** |
| **#1 Facilitate: i) effective, informed decision making by the EFA FTI Board of Directors; ii) effective functioning of the FAC; iii) transparent operation of the Education for All Fund** | 1. Support the work of the EFA FTI Finance Advisory Committee (FAC), including: | | | | |
| | - Development of Education for All Fund decision-making protocols, for approval by the Board | X | X | | |
| | - Establishment of FAC guidelines for conducting FAC business | X | | | |
| | - Analysis/comparison of Supervising Entity and Implementer policies and procedures | | X | X | |
| | - Supporting process for recommendations to the EFA FTI Board of Directors on portfolio reporting templates and exception reporting | X | X | X | X |
| | - Facilitating FAC constituency communications | X | X | X | X |
| | 2. Support the work of the EFA FTI Board of Directors including: | | | | |
| | - Delivering high quality logistical support for Board of Directors and other EFA FTI meetings | X | X | X | X |
| | - Providing quality assurance/reviews of Board documents | | X | X | X |
| | - Supporting EFA FTI Board of Directors decision-making | X | X | X | X |
| | - Facilitating Board constituency communication | X | X | X | X |
| | 3. Continue work on operational design of the Education for All Fund, including integration of FAC processes and schedules: | X | X | X | |
| | - Continue development of operational guidelines | | | | |
| | - Prepare transfer agreements | X | X | | |
| | - Agree on, and monitor grant implementation, per service standards | | X | X | X |
| | 4. Roll out of application processes and operational guidelines for the Education for All Fund to all partners, with focus on LEGs | | X | X | X |
| | 5. Prepare financial and implementation reports on existing EFA FTI trust funds and implementation reports on the Education for All Fund | X | X | X | X |
| **# 2: Sound and effective functioning of the EFA FTI Secretariat** | 6. Develop, communicate, implement and support EFA FTI Secretariat internal processes | X | X | X | X |
| | 7. Deliver on host-agency corporate requirements (human resources, resource management, etc.) | X | X | X | X |

## ANNEX 2: EFA FTI SECRETARIAT STAFFING REQUIREMENTS

Table 1 below summarizes the FTI Secretariat's staffing plans by team and type of appointment (i.e., staff, extended-term consultant (ETC), and secondment) and compares them to staffing plans as approved by the EFA FTI Board of Directors at its meeting in Madrid, Spain, in November 2010.

**Table 1: Summary of FTI Secretariat Staffing, by Team and Type of Appointment FY12 and FY11 Comparison**

| | FY12 | | | | FY11 | | | |
|---|---|---|---|---|---|---|---|---|
| | Total | of which | | | Total | of which | | |
| | | Staff | Extended Term Consultant | Secondments | | Staff | Extended Term Consultant | Secondments |
| **Total Secretariat Staffing** | **43** | **27** | **12** | **4** | **35** | **21** | **10** | **4** |
| *on Board* | *34* | *24* | *6* | *4* | *21* | *14* | *5* | *2* |
| *under recruitment/to be recruited* | *9* | *3* | *6* | - | *14* | *7* | *5* | *2* |
| **Management Team** | **3** | 2 | 1 | - | **3** | **2** | **1** | - |
| *on Board* | *3* | *2* | *1* | - | *1* | *1* | - | - |
| *under recruitment/to be recruited* | - | - | - | - | *2* | *1* | *1* | - |
| **Replenishment Team** | **3** | 1 | 2 | - | | | | |
| *on Board* | *1* | - | *1* | - | | | | |
| *under recruitment/to be recruited* | *2* | *1* | *1* | - | | | | |
| **Global Good Practice** | **10** | 5 | 3 | 2 | **8** | **5** | **1** | **2** |
| *on Board* | *9* | *5* | *2* | *2* | *5* | *3* | *1* | *1* |
| *under recruitment/to be recruited* | *1* | - | *1* | - | *3* | *2* | - | *1* |
| **Communications & External Relations** | **6** | 5 | 1 | - | **6** | **3** | **3** | - |
| *on Board* | *4* | *4* | - | - | *4* | *2* | *2* | - |
| *under recruitment/to be recruited* | *2* | *1* | *1* | - | *2* | *1* | *1* | - |
| **Country Support** | **9** | 5 | 3 | 1 | **9** | **4** | **3** | **2** |
| *on Board* | *6* | *4* | *1* | *1* | *4* | *2* | *1* | *1* |
| *under recruitment/to be recruited* | *3* | *1* | *2* | - | *5* | *2* | *2* | *1* |
| **FAB** | **12** | 9 | 2 | 1 | **9** | **7** | **2** | - |
| *on Board* | *11* | *9* | *1* | *1* | *7* | *6* | *1* | - |
| *under recruitment/to be recruited* | *1* | - | *1* | - | *2* | *1* | *1* | - |

Overall, eight new positions are planned to be recruited compared to plans approved in November 2010. Of the eight, two are planned to support the replenishment program (previous plans included one position, in the Communications and External Relations team), two will support the Global Good Practice team – one each in the areas of developing policies/tools for provision of service for out-of-school children and supporting countries' achievement of learning outcomes indicators with a focus on early reading and mathematics. One additional web specialist position is planned to accommodate the rapidly expanding web platform. The Finance, Administration and Board Services team will add one position to enhance its capacity to carry out fund implementation reporting and analysis, and will receive one secondee to develop inter-agency relationships. Finally, one additional Program Assistant position is planned to provide support to the EFA FTI Secretariat in general.

Table 2 provides staffing details for each EFA FTI Secretariat team, including position title, type of appointment and projected status of recruitment as of 1 July 2011.

## Table 2: Details of EFA FTI Secretariat Staffing by Team

| | Position | Appointment Type | Projected Status at July 1 2011 |
|---|---|---|---|
| **Management Team** | | | |
| | Head | Staff | On Board |
| | Executive Assistant | Staff | On Board |
| | Special Assistant | ETC | On Board |
| **Replenishment Team** | | | |
| | Fundraising Advisor | ETC/Staff | On Board |
| | Operations Analyst | ETC | On Board |
| | Replenishment Officer | ETC | On Board |
| **Global Good Practice** | | | |
| | GGP Cluster Coordinator | Staff | On Board |
| | Sr Education Specialist | Staff | On Board |
| | Sr Education Specialist | Secondee | On Board |
| | Sr Education Specialist/Innov Finance | Secondee | On Board |
| | Statistical Officer | Staff | On Board |
| | Education Specialist | Staff | On Board |
| | Education Specialist | Staff | On Board |
| | Operations Analyst | ETC | On Board |
| | Sr Education Specialist | ETC | Under Recruitment |
| | Education Specialist | ETC | On Board |
| **Country Support** | | | |
| | CST Cluster Coordinator | Secondee | On Board |
| | Sr Operations Officer | Staff | On Board |
| | Sr Education Specialist | Staff | On Board |
| | Sr Education Specialist | Staff | On Board |
| | Sr Education Specialist | Staff | Under Recruitment |
| | Education Specialist | Staff | On Board |
| | Education Specialist | ETC | To be Recruited |
| | Education Specialist | ETC | To be Recruited |
| | Operations Analyst | ETC | On Board |
| **Communications & External Relations** | | | |
| | Comm & External Relations Cluster Coordir | Staff | On Board |
| | Communications Officer | Staff | On Board |
| | Communications Officer | Staff | To be Recruited |
| | On-Line Communications Officer | Staff | On Board |
| | Communications/Web Assistant | Staff | On Board |
| | Web Specialist | ETC | Under Recruitment |
| **Finance Administration & Board Services** | | | |
| | FAB Cluster Coordinator | Staff | On Board |
| | Program Administrator | Staff | On Board |
| | Operations Officer | Staff | On Board |
| | Operations Officer | Staff | To be Recruited |
| | Sr Operations Officer | Secondee | On Board |
| | Board Operations Specialist | ETC | On Board |
| | Board Liaison | Staff | On Board |
| | Board Liaison | Staff | On Board |
| | Resource Management Assistant | Staff | On Board |
| | Program Assistant | Staff | On Board |
| | Program Assistant | Staff | On Board |
| | Program Assistant | Staff | On Board |
| NOTE: | Positions highlighted are new since November 2010 Board approval | | |

**ANNEX 3: BUDGET FOR CORE EFA FTI SECRETARIAT FUNCTIONS**

US dollars

| | Finance, Administration and Board Services | Country Support | Global Good Practice | External Relations and Communications | EFA FTI Secretariat Management | Replenishment | Total |
|---|---|---|---|---|---|---|---|
| **PROJECTED EXPENSE** | | | | | | | |
| **PROJECTED EXPENSE** | | | | | | | |
| **Secretariat staff costs** | **1,585,996** | **1,568,013** | **1,644,061** | **946,511** | **484,273** | **485,304** | **6,714,159** |
| **Overheads** | **129,919** | **128,446** | **134,676** | **77,535** | **39,670** | **39,754** | **550,000** |
| Travel including meetings | 45,000 | 300,000 | 300,000 | 42,000 | 40,000 | 180,000 | 907,000 |
| Meetings (Board and Partnership meetings) | 250,000 | | | | | 200,000 | 450,000 |
| Communication/promotion materials | | | | 181,000 | | | 181,000 |
| Other meetings (BBL, VC, etc.) | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 30,000 |
| Short term consultants/Contracts | 51,300 | 355,000 | 600,000 | 42,000 | 10,000 | 118,000 | 1,176,300 |
| **Variable costs** | **351,300** | **660,000** | **905,000** | **270,000** | **55,000** | **503,000** | **2,744,300** |
| **TOTAL PROJECTED EXPENSE** | **2,067,215** | **2,356,459** | **2,683,737** | **1,294,046** | **578,943** | **1,028,059** | **10,008,459** |

**EFA FTI SECRETARIAT OPERATING BUDGET FOR THE PERIOD 1 JULY 2010- 30 JUNE 2012**

| | FY12 (July 11-June 2012) | FY11 (July 2010-June 2011) |
|---|---|---|
| **Projected Funds Inflow** | | |
| *Projected and actual Contributions in cash for the fiscal year :* | | |
| Belgium | | |
| EC | | |
| France | | 1,759,320 |
| Germany | | |
| Netherlands | | 1,000,000 |
| Norway | | 1,714,075 |
| Spain | | |
| United Kingdom | | |
| Australia | | |
| Canada | 396,000 | 203,037 |
| **Total cash contributions from donors** | **396,000** | **4,676,432** |
| Contribution in kind (secondment) | 880,000 | 440,000 |
| World Bank contributions | 550,000 | 560,000 |
| **TOTAL PROJECTED FUNDS INFLOW** | **1,826,000** | **5,676,432** |
| **Projected Expenditure** | | |
| Secretariat Staff costs | 6,714,159 | 3,675,306 |
| Overheads | 550,000 | 563,852 |
| Travel including for meetings | 907,000 | 640,645 |
| Meetings (Board and Partnerships meeting) | 450,000 | 120,935 |
| Other costs (e.g., for BBLs and other technical meetings) | 30,000 | 24,071 |
| Communication/promotion materials | 181,000 | 126,413 |
| Consultancies/contracts | 1,176,300 | 1,428,844 |
| **PROJECTED EXPENDITURE FOR CORE SECRETARIAT** | **10,008,459** | **6,580,067** |
| **PROJECTED EXPENDITURE FOR CHAIR FUNCTION** | **1,213,893** | **1,213,893** |
| **TOTAL PROJECTED EXPENDITURE** | **11,222,352** | **7,793,960** |
| Excess of inflow over expenditure | **(9,396,352)** | **(2,117,528)** |
| **Projected Fund Balance Beginning of Period** | **5,754,298** | **7,871,826** |
| **PROJECTED FUND BALANCE END OF THE PERIOD** | **(3,642,054)** | **5,754,298** |

***Note 1: The World Bank contribution represented fixed costs (rent, IT, services, etc.) for all EFA FTI Secretariat staff***
***Note 2: Projected contributions represents signed agreements with donors***
***Note 3: This does not include contributions from donors towards the EFA FTI Evaluation***
***Note 4: A portion of the core FY 2012 EFA FTI Secretariat work program (approximately equal to the projected EFA FTI Secretariat trust fund balance) is expected to be funded through the Education for All Fund***
***Note 5: The table does not take into account costs of trustee function***