



**Mid-Term Evaluation of FTI  
Stakeholder Consultation**

Paris, 8 December 2009

A horizontal bar with three segments: a dark olive green segment on the left, a bright lime green segment in the middle, and a dark olive green segment on the right.

**The Evaluation's Main  
Conclusions and Recommendations**

# Objectives and Design of FTI

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- ❑ EFA but focus on Universal Primary Completion
- ❑ Indicative Framework for lessons of success – support credible plans
- ❑ “not a global fund” – focus on country level
- ❑ Four “gaps” – policy/planning, finance, data, capacity
- ❑ Stress on aid effectiveness and in-country donors to mobilise resources
- ❑ Global and country level “compact”
- ❑ Broad donor coalition , light-touch secretariat
- ❑ Supporting role for Catalytic Fund and EPDF

# FTI Evolution

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- Pressure to widen eligibility – “analytical fast track”; all IDA countries; fragile states...
- Aid effectiveness link to Paris Declaration
- Increasingly central role for Catalytic Fund
- Governance challenges:
  - Maintaining a broad global coalition
  - Strengthening LDG and LEG roles
- Weak monitoring and evaluation

# 1. The FTI's aims were and remain important.

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- Rationale for basic education remains valid
- FTI has provided a single joint mechanism for addressing basic education
- However:
  - Progress on UPC has been mostly achieved by countries themselves and
  - Many countries are off-track on MDGs and EFA goals

## 2. FTI's positive contributions

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The FTI has:

- Been an important, inclusive global forum
- Helped keep UPC/EFA on the agenda
- Propagated aid effectiveness principles
- Made various positive contributions to sector planning through the EPDF
- And through the CF, the FTI has:
  - Enabled some donors to scale up financing
  - Provided significant funding in some countries
  - Provided innovative financing in some cases

# 3. Where FTI has fallen short

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- ❑ Resource mobilization, globally and in most countries, has been disappointing
- ❑ FTI has been insufficiently strategic in addressing the key 'gaps' and ...
- ❑ The impact on the key 'gaps' has been smaller than expected
- ❑ With some exceptions, it has not made a major impact on aid effectiveness
- ❑ It is perceived as a funding source at country level and this has been the 'de facto' emphasis within the partnership

# 4. FTI's strengths

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FTI has considerable strengths:

- ❑ Its basic design principles are solid (ownership, ESP, several 'gaps', aid effectiveness)
- ❑ It has maintained the involvement of a broad coalition of donors
- ❑ It has opened up to an increasingly broad group of stakeholders
- ❑ It is based on the concept of partnerships & results-focussed reciprocal commitment
- ❑ FTI has sought to build on existing processes and structures at country and global levels
- ❑ It has shown willingness to learn from experience, to be self-critical and adapt

# 5. FTI weaknesses – design

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The FTI design:

- ❑ Over-emphasized the importance of the IF
- ❑ Placed an exaggerated weight on the ESP “gold standard” and one-off endorsement
- ❑ Did not assess the management and capacity requirements adequately
- ❑ Was based on unrealistic expectations of LDG capacity, in particular for resource mobilization
- ❑ Poorly conceptualized the key ‘gaps’
- ❑ Did not reconcile/balance EFA objectives

## 5. FTI weaknesses – implementation

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- FTI continues to be an unbalanced partnership
  - Designed and launched by donors
  - Donors continue to dominate
  - Overly dependent on the WB
- ... With weak governance and management
  - Decisions often: inefficient (delayed); 'Ad hoc'; & do not take adequate account of implications
  - Poor communications and transparency
  - The small secretariat is not commensurate to task
- .. And inadequate M&E.

## 6. FTI as a partnership

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As a partnership FTI has remained weak:

- ❑ It has generated only very limited accountability
- ❑ It has paid insufficient attention to the incentives for its various partners and ...
- ❑ ... as a result has not been able to deliver on the compact
- ❑ It started as a donor initiative and still has only limited partner country voice
- ❑ It has not succeeded in recording or monitoring donor commitments at country and global levels

## 7. FTI's scope (client countries)

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- FTI expanded to all IDA countries but has not fully addressed the design and scale implications, including with respect to:
  - Large/federal countries
  - Fragile states

## 8. FTI's scope – UPC and more

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- FTI has placed primary education in the context of the sector as a whole
- There is no evidence that the FTI focus on primary has diverted resources
- However has paid insufficient attention to:
  - The 'neglect' of other EFA goals in certain context
  - The fact that in certain contexts (fragile) the narrow focus on primary is not relevant
  - Implications for post-primary levels of the growing primary completion
- But danger of expanding scope without considering strategic resource implications.

# Approach to recommendations

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- ❑ Very often, FTI has had admirable objectives but has not paid enough attention to the mechanisms for achieving these objectives. Needs more attention to incentives and accountability.
- ❑ Recommendations are pitched at strategic level – a redesign of FTI is needed.
- ❑ FTI can add value:
  - As a global forum, to exchange ideas and disseminate good practice and mobilise intellectual and other resources;
  - By reinforcing incentives for governments to strengthen policy and service delivery and for donors to deliver more aid and in more effective ways.
- ❑ The world needs a better FTI, not a new global fund.

# Recommendations (1)

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- Strengthen FTI as a partnership:
  - Bigger role for partner countries, including in financial decisions
  - Less dependence on the WB and disentangle WB roles (but WB remains critically important)
  - More genuine mutual accountability
  
- A new paradigm – Progressive Framework
  - Link support to improvement, not to a one-off threshold for plans
  - Apply the same approach to all countries
  
- Widen scope of FTI activities but link strategy to realistic assessment of resources

# Recommendations (2)

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- The Catalytic Fund should do things that would not happen in its absence:
  - Longer term funding approaches
  - Incentives to crowd in complementary funding, as condition of grants
  - More transparency and clear allocation criteria
  - More scope for alternative implementers and supervisors
  - Stronger bias towards most aligned modality
  - Almost certainly implies change in trust fund status
  
- Implications for capacity development and EPDF
  - Capacity development funds need to be continuous, predictable and long term
  - Common framework for “EPDF” and “CF” (not completely separate channels)
  - Capacity development needs dedicated technical support at the centre (this is not a mainstream Secretariat function)
  
- FTI Secretariat needs to be much stronger and operationally independent of the World Bank

# Recommendations (3)

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## □ Process of reform:

- Use CF replenishment as a (critically important) bridging operation, pending redesign
- Use evaluation report as basis for thorough discussion involving all partners – leading to new “framework” for FTI
- Crucial to include an M&E framework owned by all and linked to plausible mechanisms for performance and accountability.