



**EDUCATION FOR ALL – FAST TRACK INITIATIVE
(FTI)**

GOVERNANCE OF THE PARTNERSHIP

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I PREAMBLE

1.1 The Education for All – Fast Track Initiative (FTI) is a global partnership of developing and donor countries and agencies, and civil society organizations focusing on accelerating progress toward the core EFA goal of universal primary completion, for girls and boys alike, by 2015. It was established in 2002 following the development consensus reached at Monterrey, and is a Compact¹ explicitly linking increased donor support for primary education to recipient countries' policy performance and accountability for results. Under the FTI Compact, developing country partners commit to developing and implementing a sound and sustainable Education Sector Plan (ESP) and to increasing domestic finance for primary education, and donors, multilateral organizations and civil society organizations commit themselves to supporting this ESP with increased harmonization and support, including financial support.

1.2 The FTI is underpinned by principles set out in the March 2005 Paris Declaration on Aid Effectiveness and globally reaffirmed in the Accra Agenda for Action adopted by the Third High Level Forum on Aid Effectiveness in September 2008. FTI developing country partners take the lead in designing and implementing education programs through broad-based consultation, which use benchmarking and monitoring of progress against output and outcome indicators. Sound education plans emphasize promoting faster progress in provision of quality primary education for all children. FTI donors, multilateral organizations, and civil society organizations then commit to aligning their support for a developing country partner's program. They provide support for its capacity development, mobilize predictable and long-term financing, and seek to align their procedures with the government systems and among themselves.

1.3 The FTI Framework, agreed to by the FTI Partners in 2004, establishes FTI's guiding principles, namely:

- a) Country ownership
- b) Benchmarking
- c) Support linked to performance
- d) Lower transaction costs
- e) Transparency

1.4 In addition, the FTI Framework states that the FTI aims to accelerate progress toward the core EFA goal of universal primary completion by promoting:

- a) Further development effectiveness and more efficient aid for primary education
- b) Sound sector policies in education
- c) Adequate and sustainable domestic financing for education
- d) Sustained increases in aid for primary education

¹ The FTI compact means that donors and developing country partners are mutually accountable to deliver the following: developing country partners develop sound education sector programs through broad-based consultation, show commitment to education through strong domestic financial support, demonstrate results on key performance indicators and exercise leadership in developing and implementing the program and coordinating donor support. For their part, donors commit to helping mobilize resources and make them more predictable, align with country priorities, coordinate support around one education plan and harmonize procedures as much as possible.

e) Increased accountability for sector results

Globally, the FTI also aims to promote mutual learning on what works to improve primary education outcomes and advance EFA goals.

1.5 In subscribing to the FTI Compact, FTI Partners are called to give careful attention to aid effectiveness and to promote transparency, clarity, and trust. The FTI relies on a clear and effective structure of governance and decision making. Broad participation by developing country partners and civil society is essential. Relationships and communications among developing country partners, donors, multilaterals and civil society organizations are built on clarity and transparency. Steps are taken to minimize possible conflicts of interest. Adaptability is a key characteristic of the FTI Partnership.

1.6 This document, *Governance of the Partnership*, is intended to ensure transparency, accountability, and effective support for FTI management. It emphasizes the primary importance of the country level upon which the FTI Partnership is founded. It reflects the norms and practices developed to implement the goals and principles of the FTI Framework.

1.7 *Governance of the Partnership* supersedes the governance sections of the FTI Framework. It provides a more detailed account of the governance arrangements and the specific roles and responsibilities of the FTI Partners. Any inconsistencies between the FTI Framework and *Governance of the Partnership* are resolved in favor of the latter.

II FTI GOVERNANCE: OVERVIEW

2.1 FTI Governance Structure

2.1.1 The FTI Partnership operates at two levels: the country level and the global level. At the country level, the Local Education Group (LEG) forms the foundation for the FTI governance. It comprises the government of the developing country partner, local donors, multilaterals, and CSOs and others supporting the education sector. FTI country level process is supported by global level FTI processes, directed by a representative Board of Directors, as well as a number of FTI funding instruments under separate governance.

III COUNTRY-LEVEL GOVERNANCE

3.1 Local Education Group

3.1.1 The Local Education Group (LEG) lies at the heart of the FTI Partnership. The FTI is founded on the principle of collective support for a single country-led process towards the development and implementation of an ESP. With the government leading and having the responsibility for implementing its policies and plans, CSOs and the Local Donor Group (LDG), described below, work together with government at the country level to support the development, monitoring, and evaluation of the ESP. This includes monitoring and promoting progress toward increased aid effectiveness, active participation in Joint Reviews as well as mobilizing financial support.

Composition

3.1.2 The specific composition, title, and working arrangements of the LEG will vary from country to country according to local circumstances and need. The intent is to make use of or adapt relevant existing structures where feasible for inter alia sector dialogue and financing. The three main types of stakeholders that play roles in governance at country level are governments of developing country partners, CSOs, and the LDG.

Roles and Responsibilities

3.1.3 The LEG is a collaborative forum for policy dialogue, alignment and harmonization of donor support to the ESP. It seeks to ensure all parties are kept fully apprised of progress and challenges in the sector, and it collates and disseminates information on domestic, FTI partner and non-partner funding of the education sector.

3.1.4 Building on established monitoring and review procedures, the LEG reports to the FTI Board of Directors through the FTI Secretariat on progress and challenges, and funding of the education sector from all sources.

3.1.5 The FTI Partners' roles and responsibilities and their relationships in the FTI process are further outlined below.

3.2 Governments of Developing Country Partners

3.1.1 Governments of developing country partners subscribe to the FTI Compact and thereby commit to achieving Universal Primary Completion. They do this through the elaboration of an ESP that is generally compliant with the FTI Indicative Framework² and that is embedded in the country's Poverty Reduction Strategy Paper or equivalent. Fragile states may also be considered as developing country partners if there is an agreed process in place to prepare such a plan.

Roles and Responsibilities

3.1.2 The Government, in consultation with civil society and the LDG, is responsible for the development, implementation, monitoring and evaluation of the ESP. It is primarily accountable to its parliament and citizens, sharing the results of this accountability with the other partners of the LEG and with the FTI partnership through the FTI Secretariat.

3.1.3 The Government expresses interest in engagement with FTI, and is, where appropriate, responsible for developing program proposals for FTI financing in consultation with the LEG.

3.1.4 The Government leads and directs the work of the LEG, convenes, and chairs LEG meetings and coordinates Joint Reviews of ESP implementation.

3.1.5 The Government ensures that all relevant Ministries and authorities with a stake in the plan have the opportunity to participate in FTI processes. These may include Ministries covering areas such as Finance, Women's Affairs, Youth, Social Welfare, Health, etc., and local authorities.

² The FTI Indicative Framework provides a set of indicators which developing country partners are asked to use as monitors of progress towards universal primary completion. They include resource mobilization, student flows, number of teachers and teacher/student ratio, and enrollment. Countries may decide to use them along with their own benchmarks and indicators.

3.3 Civil Society Organizations

3.1.6 CSOs participate in LEGs and support progress toward EFA goals through advocacy and dialogue with governments and local donor groups on appropriate education policy and implementation with adequate financing, quality, learning outcomes, as well as oversight and accountability mechanisms.

Roles and Responsibilities

3.1.7 In the context of the LEG, CSOs ensure that broad and representative voices are brought into the LEG regarding the development, implementation and monitoring of the ESP.

3.1.8 CSOs support the development, implementation, and monitoring of the ESP.

3.1.9 CSOs engage in policy dialogue as part of the LEG with a view to strengthening domestic policy and accountability processes.

3.1.10 CSOs monitor and promote progress toward better harmonization and alignment of civil society support to the implementation of the ESP.

3.1.11 CSOs participate in the preparation and undertaking of Joint Reviews of ESP implementation.

3.4 Local Donor Groups

Composition

3.1.12 The Local Donor Group (LDG) comprises local representatives from bilateral and multilateral development partners and other donors (e.g. international NGOs and private foundations), acting in their institutional capacities.

Roles and Responsibilities

3.1.13 The LDG supports the developing country partner government's development, implementation and monitoring of the ESP.

3.1.14 The LDG appraises and endorses the developing country partner's ESP.

3.1.15 The LDG mobilizes financing on a long term and predictable basis to complement the developing country partner's domestic financing to fund implementation of its endorsed ESP.

3.1.16 The LDG monitors and promotes progress toward better harmonization and alignment of both financial and technical support.

3.1.17 The LDG takes an active role in the preparation of Joint Reviews of ESP implementation.

3.1.18 The LDG informs the LEG on annual funding commitments and actual disbursements as well as indicative rolling expenditure/implementation plans.

3.1.19 The LDG supports, as appropriate, the Government's application for use of FTI funding instruments.

3.5 Coordinating Agency

3.1.20 The Coordinating Agency (CA) is selected by the LDG and serves as its Chair.

3.1.21 The CA acts in accordance with operational procedures as determined by the LEG. In cases where no CA is in place, the LDG, in consultation with the developing country partner, designates one.

Roles and Responsibilities

3.1.22 The CA serves as the communications link between the Government of the developing country partner, the LDG and the FTI Secretariat.

3.1.23 The CA fosters and further develops the relationship between the LDG and the developing country partner.

3.1.24 The CA leads, or otherwise facilitates the LDG in its roles of supporting and monitoring the development, endorsement, and implementation of the ESP.

3.1.25 The CA plays a monitoring and facilitating role with respect to the timely and efficient disbursement of all funds supporting implementation of the ESP. The CA reports on progress of ESP implementation, including on funding commitments and disbursements to the developing country partner, the FTI Board of Directors and the FTI Partnership through the FTI Secretariat.

IV GLOBAL-LEVEL GOVERNANCE

4.1 FTI Partnership

4.1.1 The FTI Partners subscribe to the FTI Compact. The Board of Directors and Committees established by the Board of Directors are the governing bodies of the FTI Partnership. The FTI Partners fall into four categories: Developing Country Partners with endorsed ESPs or fragile states with an agreed process of preparing such plan;³ donors; multilateral agencies;⁴ CSOs, the private sector and private foundations and other stakeholders working in education and involved in the FTI discussions.⁵

Partnership Meeting

4.1.2 The FTI Partnership meeting is a high level forum for mutual accountability, enabling a review of progress, challenges and bottlenecks, lesson sharing, consultation and advocacy.

4.1.3 FTI Partnership meetings take place every second year, or as otherwise agreed by the Partnership. As convenient, they will be held in conjunction with the EFA High Level Group meetings or other FTI meetings.

4.1.4 The FTI Board of Directors with support from the FTI Secretariat supports and coordinates the organization of the FTI Partnership meeting.

4.1.5 Observer status at FTI Partnership meetings is available to all interested stakeholders. Observer status may be requested through the FTI Secretariat, with a final decision on attendance taken by the FTI Chair.

The Partnership meeting will:

- a) Review progress based on reports from the Board of Directors and provide advice to the Board of Directors on the general direction of the Partnership;
- b) Provide an opportunity for debate and a platform for advocacy in support of continued resource mobilization, improved aid effectiveness, and inclusion of new partners;

³ The FTI is open to all low-income countries. The FTI uses the same definition for eligibility as the International Development Association (IDA).

⁴ The FTI encompasses all major donors for education and includes bilateral and multilateral, regional, and international agencies and development banks.

⁵ Civil society organizations and other stakeholders seeking FTI partner status submit their requests to the FTI Board of Directors, through the FTI Secretariat.

- c) Promote the exchange of information and good practice on implementation of developing country partners and donor activity in support of FTI objectives;
- d) Mobilize and sustain high level coordination, political commitment and momentum to achieve Universal Primary Completion;
- e) Provide a communication channel for those stakeholders who are not formally represented elsewhere in the governance structure.

4.2 FTI Board of Directors

Composition and Selection

4.2.1 The FTI Board of Directors is composed of 19 members which represent the main constituencies of the FTI Partnership and a Chair independent of all Partner organizations. Each Board member shall have one vote.

4.2.2 The 19 Board members shall consist of the following:

- a) *Six representatives from developing country partners* with endorsed ESPs or fragile states with an agreed process of preparing such plan, divided along a geographical basis, including at least three from Africa;
- b) *Six representatives from donor countries* contributing financial and other support to the FTI;
- c) *Three representatives from multilateral agencies*: a representative of the United Nations Educational, Scientific and Cultural Organization, a representative of the United Nations Children's Fund and a representative of multilateral and regional development banks;
- d) *Three representatives from Civil Society*: one representing international/northern civil society organizations; one representing civil society organizations from developing country partners; and one representing members of the teaching profession; and
- e) *One representative from the private sector/foundations.*

4.2.3 Each Board member shall appoint an Alternate member to serve in their stead.

Selection of Board Members and Terms

4.2.4 Each group mentioned in Article 4.2.2 above will determine a process for selecting its Board representation. Board Members will serve as representatives of their constituencies. Board

Members will serve on the Board of Directors for two years or such other term that the Board of Directors may determine. Board Members shall be deemed to act in their capacity as representatives of their respective governments, organizations, constituencies or other entities. Each constituency of the FTI Board of Directors shall notify the FTI Secretariat of the appointment of its Board member and Alternate Board member and any modifications thereto.

Roles and Responsibilities

4.2.5 The FTI Board of Directors is the supreme governing body of the FTI.

4.2.6 The FTI Board of Directors sets policies and strategies for the FTI Partnership.

4.2.7 The FTI Board of Directors reviews and approves objectives for the FTI Partnership.

4.2.8 The FTI Board of Directors makes funding decisions for the FTI Trust Funds, monitors their utilization and ensures they are being used in line with FTI objectives and policies, upon recommendations of committees established by the Board of Directors as relevant.

4.2.9 The FTI Board of Directors gives direction to the FTI Secretariat, and reviews and approves its annual objectives, outcomes, staffing, budget, and work plan.

4.2.10 The FTI Board of Directors advocates for the FTI Partnership, mobilizes resources and frames responses to important global and country specific policy or resource issues that are preventing progress toward the goal of universal primary completion.

4.2.11 The FTI Board of Directors commissions FTI working groups and task teams as appropriate; and provides oversight to ensure delivery of agreed terms of reference and timeframe.

4.2.12 The FTI Board of Directors approves the annual objectives for the FTI Partnership and the FTI Annual Report.

4.2.13 The FTI Board of Directors enhances links among the various partners of the FTI Partnership by strengthening channels of communication and collaboration.

4.2.14 The FTI Board of Directors oversees the preparation of the FTI Partnership Meeting.

4.2.15 The FTI Board of Directors provides input to the annual meetings of the UNESCO High-Level Group on EFA.

4.2.16 The FTI Board of Directors exercises other powers as required to carry out the purposes of the FTI.

Organization and Decision Making

4.2.17 The FTI Board of Directors endeavors to make all decisions by consensus. If all practical efforts by the FTI Board of Directors have not led to consensus, decisions will be made on the basis of a majority of the full membership of the FTI Board of Directors, provided that such majority includes at least one Board member representing developing country partners, one Board member representing donor countries, one Board member representing civil society organizations or the private sector/foundations and one Board member representing a multilateral agency. The Chair or at least two members present may call for a vote.

4.2.18 It is understood that the FTI Board of Directors sets FTI policy and cannot legislate specific changes in policy for a given member without its consent. Decisions may be made electronically, on a non-objection basis in response to requests for decision made by the Chair.

4.2.19 The Board member and the Alternate Board member shall have the right to attend meetings of the Board of Directors. Attendance of other constituency members is permitted, however, the Chair of the Board of Directors may seek to limit the number of attendees from a constituency after consultation with the relevant constituency. Only one member from a constituency (as designated by the Board Member) may speak on any one agenda item. The Head of the Secretariat or his or her nominee shall attend meetings of the Board of Directors to represent the Secretariat. The Chair of the Board of Directors shall approve the attendance of other interested stakeholders in meetings of the Board of Directors.

4.2.20 The FTI Board of Directors shall meet as often as necessary, but not less than twice per year. The FTI Board of Directors may meet in conjunction with other FTI meetings. A meeting of the FTI Board of Directors shall be convened by written notification from the Chair, including an indicative agenda no less than four weeks before the meeting.

4.2.21 One third of the FTI Board of Directors members can request in writing that an FTI Board of Directors meeting be convened within two months, with an indication of the agenda for the meeting and a justification for requesting the meeting.

4.2.22 FTI Board of Directors members can request that items be put on the agenda by written notice to the Chair at least three weeks before the scheduled meeting. The final draft agenda for any meeting will be circulated by the Chair no later than two weeks before the meeting.

4.2.23 FTI Board of Directors meetings convened according to the procedures detailed above and with the presence of a majority of Board members which includes at least one Board member representing developing country partners, one Board member representing donor countries, one Board member representing civil society or the private sector/foundations and one Board member representing a multilateral agency are deemed to have a quorum. During FTI Board of Directors

meetings, one or more members may participate by audio or video link. A member participating in such a meeting by such means is deemed to be present at that meeting.

4.2.24 The attendance of the Board Member and Alternate Board Member from each of: (i) the six constituencies representing developing country partners; and (ii) the constituency representing civil society coalitions from developing countries, shall be funded by the FTI Trust Funds upon request from such Board Member or Alternate Board Member. Such funding shall be facilitated by the Secretariat and included within the budget of the Secretariat work plan approved by the Board of Directors.

4.2.25 In its discretion, the Board of Directors may meet in executive session (Board members and Alternate Board members only). The Board of Directors shall determine whether any members of the Secretariat may attend an executive session.

4.3 Chair of the FTI Partnership

4.3.1 The Chair of the FTI Partnership is independent of any constituency and represents the FTI Board of Directors and the FTI Partnership as a whole. The Chair does not participate in decision making of the FTI Board of Directors or of any other FTI meetings.

4.3.2 The Chair has the following roles and responsibilities:

- a) Providing political and intellectual leadership for FTI: represents the FTI Partnership and the FTI Board of Directors in political and public fora;
- b) Leading FTI resource mobilization efforts;
- c) Facilitating FTI decision making – including on strategy and policies – and follow-through to assure their implementation;
- d) Convening and chairing the Partnership Meeting, FTI Board of Directors and other FTI meetings, as appropriate. The Chair may invite another member of the Board of Directors to chair the FTI Board of Directors, as appropriate;
- e) Guides operations and processes of the FTI meetings with support from the FTI Secretariat, including:
 - i. Preparation of meeting agendas for FTI Board of Directors meetings and other FTI meetings;
 - ii. Issuing notices and updates to the FTI Board of Directors; and
 - iii. Facilitating agreement on decisions from the FTI Board of Directors meetings and other FTI meetings.

- f) Exercising other tasks as required to carry out the purposes of the FTI as decided by the FTI Board of Directors.

Selection of the Chair

4.3.3 The Chair is selected by the FTI Board of Directors through an open competitive process and is hired by an FTI Partner designated by the FTI Board of Directors.

4.3.4 The Chair is appointed for a term of three years. Extension of the term is subject to agreement by the FTI Board of Directors following a performance review process. Only one term extension is possible without a new open competitive process.

4.3.5 FTI partners fund expenses of the Chair.

4.4 FTI Secretariat

Composition

4.4.1 The FTI Secretariat provides support to the Chair and the members of the FTI Board of Directors, Trust Fund committees, working groups and task teams, as well as to the FTI Partnership Meeting and other FTI meetings serving the interests of the FTI Partnership as a whole. The FTI Secretariat is based in an FTI donor or multilateral agency partner organization, which promotes a working environment, which facilitates the Secretariat's fulfillment of its responsibilities.

4.4.2 The FTI Secretariat comprises staff recruited on the basis of expertise relevant to the implementation of its agreed program. It comprises staff of the organization in which it is based as well as staff seconded from other FTI partners. Employment conditions for the staff secondees will be determined in line with human resource policies and procedures of the organization in which the FTI Secretariat is based.

4.4.3 The Head of the FTI Secretariat is recruited through a competitive process by a panel comprising the organization in which the FTI Secretariat is based, the Chair, and members of the FTI Board of Directors. The process to determine which FTI Board members serve on the recruitment panel of the Head of the FTI Secretariat is agreed by the FTI Board of Directors. The process for recruiting the Head of the FTI Secretariat is organized by the organization in which the FTI Secretariat is based and the Head is appointed in line with the host human resource policies and procedures of that organization, for a term of two years. Extension of the term is subject to agreement by the FTI Board of Directors and the organization in which the FTI Secretariat is based following a performance review process. Only one term extension is possible without a new process of selection.

4.4.4 FTI Partners fund the expenses of the Secretariat by contributing to a designated fund managed by the organization in which the FTI Secretariat is based. FTI Partners may also make in-kind contributions to delivery of the FTI Secretariat work program through placement of secondees in the FTI Secretariat, and/or by other means.

4.4.5 The FTI Board of Directors approves Secretariat objectives and outcomes, and the FTI Board of Directors and the organization in which the FTI Secretariat is based jointly approve FTI Secretariat work program and resources.

4.4.6 The Head of the FTI Secretariat is accountable to the FTI Board of Directors with regard to objectives and outcomes, and to the FTI Board of Directors and the organization in which the FTI Secretariat is based with regard to the FTI Secretariat work plan and management of the budget.

Roles and Responsibilities

4.4.7 The Secretariat provides the following technical and administrative support to the FTI Partnership:

- a) Supporting the development of the FTI as directed by the FTI Board of Directors;
- b) Providing support to the FTI Partnership, the Chair, the FTI Board of Directors, the Trust Fund Committees, and working groups and task teams to help them fulfill their roles and responsibilities and maintain progress toward the strategic objectives of the FTI Partnership;
- c) Providing support and coordination for the organization of FTI meetings, including preparation of meeting agendas and meeting organization;
- d) Working with all FTI partners to promote effective communication and data reporting at all levels, particularly strengthening communications at the country level and enabling clear messages on FTI progress to be conveyed at the global level and to the media;
- e) Providing support, where required, to the LDG and CA to strengthen the in-country process, in particular in the following ways:
 - i) Taking the lead in collecting information on the country processes leading to ESP endorsement, and sharing this with other members of the FTI Partnership; and
 - ii) Providing quality support to the planning and monitoring processes, including the Joint Review.
- f) Collecting, monitoring, and sharing, among FTI Partners, global and country-level information on all funding amounts and sources associated with delivery of the endorsed ESPs;

- g) Providing support to the Trust Fund Committees in their oversight of the efficient and effective disbursement of the FTI Trust Funds with appropriate safeguards and accountability;
- h) Providing support to the Trust Fund Committees and the FTI Board of Directors in the FTI Trust Fund proposal process, also providing accurate financial information and in monitoring of the utilization of FTI Trust Funds in line with FTI objectives and policies;
- i) Helping coordinate the efforts of the FTI Partnership to fill the “four gaps”: policy, data, capacity, and finance;
- j) Facilitating the sharing of lessons learned and data collected from FTI developing country partners within the FTI Partnership in a timely and effective manner;
- k) Maintaining a record of all Partnership members, including the LEG and LDG members and CA in each developing country; and
- l) Exercising other tasks as required to carry out the purposes of the FTI as determined by the FTI Board of Directors.

4.5 FTI Funding Instruments

4.4.8 The FTI Partnership provides a global platform for mobilizing additional resources for the education sector through:

- a) Domestic resources;
- b) Resources from bilateral and multilateral donors at the country level;
- c) Resources from donors (including resources from private sector donors and foundations) not yet present in the country who are willing to provide new funding;
- d) FTI Trust Funds:⁶
 - i) The FTI Trust Funds are considered integral to the implementation of the FTI. They are established to be used for purposes of the FTI, as expressed in the relevant administration agreements signed by the donors and the trustee. The Trust Fund Committees allocate the financing and monitor that the funds are used in support of the FTI objectives;
 - ii) These funds are used in line with the objectives of the FTI. The Chair⁷ of the bodies governing the use of the FTI Trust Funds will inform the FTI Partnership,

⁶ Governance arrangements and other details for these Trust Funds are set out in the respective administration agreements between the donors to the Trust Funds and the trustee. These administration agreements are not considered FTI Partnership constitutive documents.

through annual work plans and reporting, and regular updates to the FTI Board of Directors, on how the fund allocations meet the FTI objectives.

⁷ Subject to the Trust Fund agreements, the Chair of the FTI Board of Directors is expected to chair the Trust Fund Committees, and the governing bodies of any other FTI Trust Funds that may be established.