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Educational, Scientific and
Cultural Organization



International Institute
for Educational Planning

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Paris, 5 - 7 December 2016

Item 4 of the Agenda

Report of the Director on the activities carried out
by IIEP in 2016 and Operational plan for 2017

Part II – Finance and Budget

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Report of the Director on the activities carried out by IIEP in 2016

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IMPLEMENTATION OF THE BUDGET IN 2016

This final financial report of the 9th Medium-Term Strategy provides information on the financial resources and expenditures during this period. The tables and schedules provide financial data on the implementation of the 2016 approved budget. It also includes a review of the utilization of IIEP's human and financial resources during the execution of the Institute's mission. Additional financial information can be found in the appendices, including that for 2015 (pp. 44), to allow for comparison.

IIEP functions as a Special Account of UNESCO, as established by the Director-General, and in accordance with financial regulation 6.6. The Special Account records the income and expenditure of the Institute for the Regular and Extra-budgetary Programmes, including those of IIEP Buenos Aires, IIEP Pôle de Dakar, the International Working Group on Education (IWGE), the Staff Service Account (SSA), and the Stabilization Reserve Account.

Table 1-2016: statement of resources and expenditure provides the provisional data for the year ending 2016 compared to the estimates for 2016 from the 55 GB/4. Resources and expenditure for 2016 have been estimated as of 30 September 2016 in United States Dollars (p. 9).

Schedule 1-2016: estimated resources for 2016 compares new estimates to the approved 55 GB/4 resources (pp. 10–12).

Schedule 2-2016: estimated expenditure for 2016 compares new estimates to the approved 55 GB/4 expenditure (pp. 13–15).

Table 2-2016: the Stabilization Reserve Account shows the situation at the end of 2016, since its establishment on 1 July 1993 by the Governing Board's Resolution 251. (p. 16)

Financial Resources

Overall income of the Institute in 2016 is estimated at US\$18,737,616.

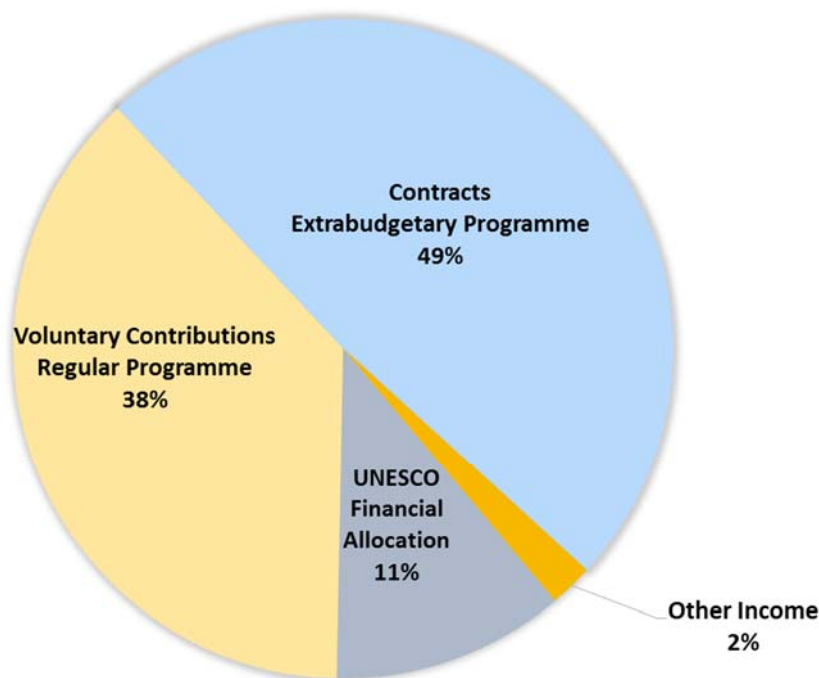
The total income of the **Regular Programme (RP)** is expected to amount to US\$11,879,808, which represents US\$379K more than the budget; this is explained by higher than expected cost recovery in the Paris office (+US\$207K) and a favourable exchange rate USD/SEK on the receipt of the Swedish contribution.

The Regular Programme's income includes the UNESCO financial allocation (US\$2.1M), voluntary contributions from Governments (US\$7.1M), and other income (US\$2.7M). Staff cost recovery from extra-budgetary projects makes up 84% of other income, and the rest results from the training programme, sales from publications, and other sources.

Total reserves for the RP is estimated at US\$6.6 million at the end of 2016. Following the 43rd Executive Committee resolution 488, a transfer of US\$2.5 million to the stabilization reserve was made to bring this reserve closer to the full payroll (p. 16).

Given the importance and dependence of IIEP on non-earmarked voluntary contributions to achieve its programme objectives, the Institute projects that traditional donors like Norway will renew their commitments next year and that new agreements will be signed.

2016 ESTIMATED INCOME



The **Extra-budgetary** new estimated **net income** of US\$6,857,808 shows a decrease of US\$1,122,013 (-14%), compared to the approved budget of US\$7,979,821. This decrease is explained mainly by the situation in Buenos Aires. The change of government and the devaluation of the ARS (37%) has impacted its income by over US\$1 million, as it has traditionally been very dependent on the Argentinian government. A few projects have slipped into 2017 (Pôle de Dakar projects in Guinea, Niger, and Burundi), but other new projects at IIEP Paris have helped to balance the budget (Education Commission, UNESCO Tanzania and South Sudan, and UNICEF projects). This level of income is net of cost recovery and other inter-fund eliminations (Schedule 1).

The graph above shows that the Extra-budgetary (earmarked) funding represents 49% of the total income versus 51% from the Regular Programme.

Expenditure

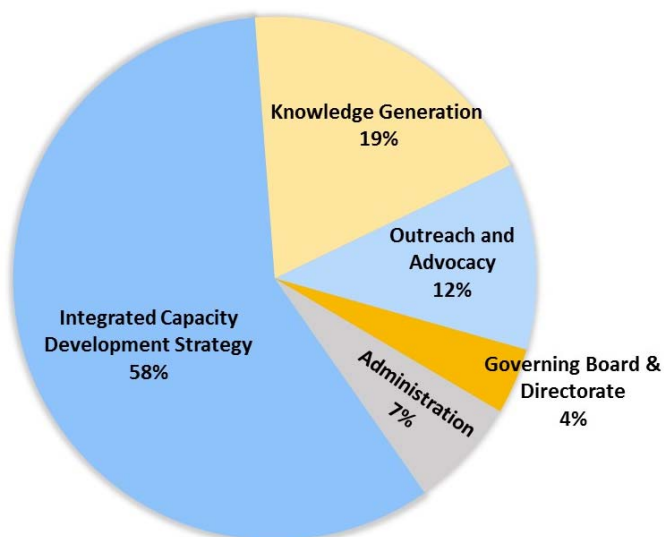
Overall expenditure of the Institute in 2016 amounts to US\$18,767,985 (Schedule 2-2016, pp.15).

Regular Programme implementation expenditure is estimated at US\$10,008,812, compared to a budget of US\$10,760,541. The implementation rate of the regular programme **activities** is estimated at 96%; this higher than usual rate has been achieved through reprogramming during the second half of the year. The decrease in **staff costs** (US\$635K) is explained by a slow recruitment process for the three established Team Leader posts.

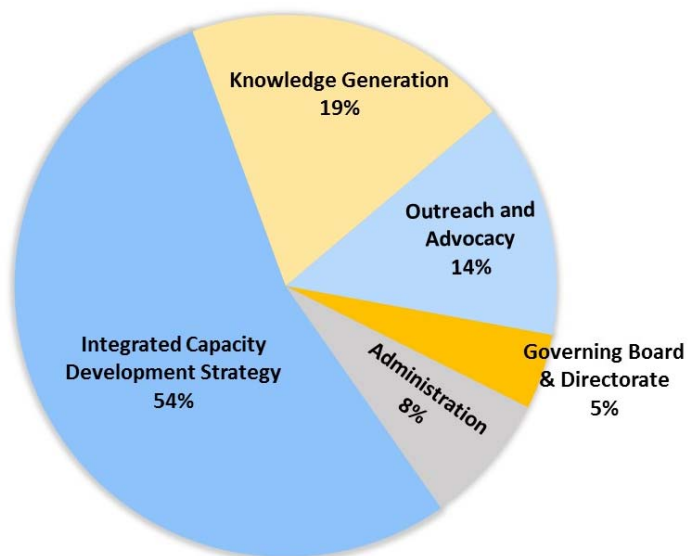
Programme implementation expenditure for the **Extra-budgetary Programme** is estimated at US\$8,759,171, compared to a budget of US\$8,895,538.

The charts below show the percentage distribution by appropriation line. During 2016, 87% was spent on programme activities, versus 13% on Administration, the Directorate, and the Governing Board. Figures include expenditure on staff and activity.

REGULAR PROGRAMME & EXTRABUDGETARY 2015 EXPENDITURE

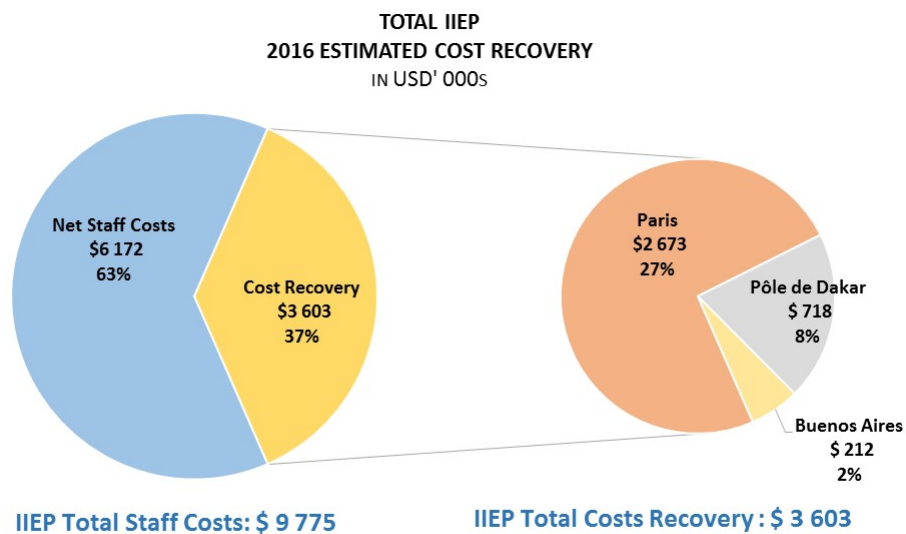


REGULAR PROGRAMME & EXTRABUDGETARY 2016 EXPENDITURE



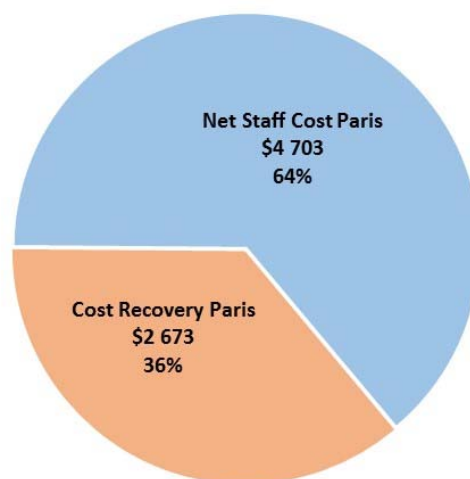
Cost Recovery

IIEP will recover 37% of the overall staff costs in 2016. A continuous effort has been made to ensure an optimal and timely recovery of staff time.



The Paris office has recovered US\$207K more than was planned thanks to a better implementation rate of extra-budgetary projects (36%).

**PARIS
2016 ESTIMATED COST RECOVERY
IN USD'000s**



Figures in USD'000s

	2013	2014	2015	2016	2016
	Actual	Actual	Actual	Budget	Estimate
Total Staff costs Paris	8,119	7,060	6,457	8,011	7,376
Cost recovery Paris	(1,844)	(2,514)	(2,811)	(2,466)	(2,673)
Net Staff costs Paris	6,275	4,546	3,646	5,545	4,703
Paris % Recovery/year	23%	36%	44%	31%	36%

APPROPRIATION RESOLUTION

In Appropriation Resolution 526, approved for the Regular Programme by the IIEP Governing Board at its 55th session in 2015, the resources estimated for 2016 was US\$18,110,998, while the estimated expenditure was US\$10,760,541.

The final estimated amounts of both expenditure and income, as compared with those approved by Resolution 526 of the Governing Board, will be as follows:

A. Resources for 2016

	(a)	(b)	(a+b)
	Res. 526	Increase (Decrease)	Estimated New Total
	\$	\$	\$
I. UNESCO financial allocation	2 140 100	-	2 140 100
II. Voluntary Contributions	6 894 979	171 577	7 066 557
III. Other Income			
Programme Support Funds	1 983 691	261 907	2 245 598
Income from training	480 333	(65 442)	414 891
Miscellaneous Income	2 000	10 662	12 662
Sub-total, I, II & III	11 501 103	378 704	11 879 808
IV. Other Resources			
Liquidation of previous years' obligations	30 000	(20 000)	10 000
Transfer to Stabilization Reserve Account ¹	(396 807)	(2 425 250)	(2 822 057)
Other adjustments to reserves and fund balances	(400 000)	400 000	-
Reserves and Fund Balances on 1 January	7 376 701	207 393	7 584 094
Sub-total, IV	6 609 894	(1 837 858)	4 772 036
Total Resources	18 110 997	(1 459 153)	16 651 844

B. Expenditures for 2016

	(a)	(b)	(c)	(d)	(a+b+c+d)
Appropriation Line	Res. 526	Dollar* Fluct.	Additional activities	Deficit or (Savings) Approved activities	Estimated New Total
	\$	\$	\$	\$	\$
Line 1: Integrated Capacity Development Strategy	4 274 597	(18 324)	-	(292 246)	3 964 027
Line 2: Knowledge Generation	1 675 903	(7 184)	-	5 869	1 674 588
Line 3: Outreach and Advocacy	2 202 123	(9 440)	-	(244 756)	1 947 927
Line 4.1 : Governing Board	305 078	(1 308)	-	(23 327)	280 443
Line 4.2 : Directorate	681 046	(2 919)	-	(41 550)	636 577
Line 4.3 : General Administration	1 621 794	(6 952)	-	(109 592)	1 505 250
Total Appropriation	10 760 541	(46 128)	-	(705 601)	10 008 812

¹ It includes the US\$ 2,5 million transfer approved by the 43rd ExCom resolution 488.

* Average exchange rate US\$1 = €0,898 for the 55 GB/4, US\$1 = €0,894 for the 56 GB/4

In view of the foregoing, the Governing Board may wish to adopt the following Resolution revising the resources and expenditure:

Resolution...

The Governing Board,

Having examined the Report by the Director on the activities of the IIEP in 2016 (Document 56 GB/4 – Part II),

Taking note of the expenditure for the Regular Programme, by appropriation line, including the available financial resources for 2016, and taking also note of the 43rd Executive Committee resolution 488,

Resolves that for the financial period 1 January to 31 December 2016, the total appropriation should amount to US\$10 008 812 to be financed by estimated income of US\$ 11 879 808 and reserves estimated at US\$ 4 772 036 as follows:

A. Regular Programme

Appropriation Line	Amount in US\$
I. Programme Operations	
A. Integrated Capacity Development Strategy (line 1)	3 964 027
B. Knowledge Generation (line 2)	1 674 588
C. Outreach and Advocacy (line 3)	1 947 927
Sub-total I	7 586 542
II. Directorate and Administration	
D. Governing Board	280 443
E. Directorate	636 577
F. General Administration	1 505 250
Sub-total II	2 422 270
Total Appropriation	<u>10 008 812</u>
Income and Other Resources	
I. UNESCO Financial Allocation	2 140 100
II. Voluntary Contributions	7 066 557
Sub-total I & II	9 206 657
III. Other Income	
Programme Support Funds	2 245 598
Annual Training Programme cost recovery	414 891
Miscellaneous Income	12 662
Sub-total III	2 673 151
Total Income I, II & III	<u>11 879 808</u>
IV. Other Resources	
Liquidation of previous years' obligations	10 000
Transfer to Stabilization Reserve Account	(2 822 057)
Other adjustments to reserves and fund balances	-
Reserves and Fund Balances on 1 January	7 584 094
Sub-total IV	4 772 036
Grand Total IIEP Special Account	<u>16 651 844</u>

Further taking note of the expenditure for the Extra-budgetary Programme, by appropriation line, and in view of the new contracts and available financial resources for 2016,

Resolves that for the financial period 1 January to 31 December 2016, the total appropriation should amount to US\$6 998 303 to be financed by estimated income of US\$ 6 857 808 and reserves estimated at US\$ 7 360 853 as follows:

B. Extra-budgetary Programme

Appropriation Line	Amount in US\$
I. Programme Operations ¹	
A. Integrated Capacity Development Strategy (line 1)	7,085,305
B. Knowledge Generation (line 2)	2,286,134
C. Outreach and Advocacy (line 3)	920,906
Sub-total I	10,292,345
II. Directorate and Administration	
D. General Administration (Renovation of building & SSA)	104,685
Sub-total II	104,685
III. Programme Support Funds	
E. Programme Support Fund Interfund eliminations	(3,398,729)
Sub-total III	(3,398,729)
Total Appropriation	<u>6,998,301</u>
Income and Other Resources	
I. Contracts	
Governments	4,083,088
Other	5,933,723
France (IIEP building maintenance)	239,726
Sub-total I	10,256,537
II. Other Income	
Programme Support Fund Interfund eliminations	(3,398,729)
Sub-total II	(3,398,729)
Total Income I & II	<u>6,857,808</u>
III. Other Resources	
Liquidation of previous years' obligations	10,000
Other adjustments to reserves and fund balances	0
Reserves and Fund Balances on 1 January	7,350,853
Sub-total III²	7,360,853
d Total Income and Other Resources, Extrabudgetary Programme	<u>14,218,661</u>

¹ Includes Buenos Aires & Pôle de Dakar programmes and activities

² On-going multi-year Extrabudgetary projects that will be implemented beyond 2016

2015 CERTIFIED ACCOUNTS

The accounts of IIEP are audited by the UNESCO External Auditor on a yearly basis. The accounts are prepared based on the International Public Sector Accounting Standards (IPSAS) adopted by UNESCO as of 1 January 2010.

The 2015 Accounts were certified by the External Auditor on 20 July 2016. They are available in document *56 GB/4 Inf.1*. The Governing Board may wish to adopt the following resolution:

Resolution...

The Governing Board,

Having examined the certified accounts for the year 2015 and the Auditor's report thereon contained in document *56 GB/4 Inf.1*,

Approves the report of the External Auditor and the audited financial statements of IIEP for the financial period 1 January – 31 December 2015,

Expresses its satisfaction for the quality of the audit and **requests** the Director to communicate this Resolution to the External Auditor.

Table 1-2016
UNESCO INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STATEMENT OF RESOURCES AND EXPENDITURE FOR 2016

Regular and Extrabudgetary Programmes	Budget Approved 2016				New Estimates 2016				
	Regular Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$	Regular Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$	in Euros*
IIEP SPECIAL ACCOUNT									
INCOME									
I. UNESCO Financial Allocation	2 140 100	-	-	2 140 100	2 140 100	-	-	2 140 100	1 913 725
II. Voluntary Contributions	6 894 979	-	-	6 894 979	7 066 557	-	-	7 066 557	6 319 072
III. Contracts									
Governments	-	5 515 240	-	5 515 240	-	4 083 088	-	4 083 088	3 651 188
Other	-	6 027 878	(1 993 810)	4 034 068	-	5 933 723	(1 123 822)	4 809 901	4 301 121
France (IIEP building maintenance)	-	370 648	-	370 648	-	239 726	-	239 726	214 368
TOTAL, GENERAL INCOME	9 035 079	11 913 766	(1 993 810)	18 955 036	9 206 657	10 256 537	(1 123 822)	18 339 372	16 399 474
IV. OTHER INCOME									
Programme Support Funds ¹	1 983 691	-	(1 759 802)	223 889	2 245 598	-	(2 087 501)	158 097	141 374
Training Programme cost recovery ²	480 333	-	(180 333)	300 000	414 891	-	(187 406)	227 485	203 422
Miscellaneous Income ³	2 000	-	-	2 000	12 662	-	-	12 662	11 323
TOTAL, OTHER INCOME	2 466 024	-	(1 940 135)	525 889	2 673 151	-	(2 274 907)	398 244	356 119
TOTAL INCOME OF THE YEAR	11 501 103	11 913 766	(3 933 945)	19 480 925	11 879 808	10 256 537	(3 398 729)	18 737 616	16 755 593
EXPENDITURE									
9th Medium-Term Strategy									
I. PROGRAMME OPERATIONS									
Line 1: Integrated Capacity Development Strategy	4 274 597	7 789 896	(3 517 195)	8 547 298	3 964 027	7 085 305	(2 397 469)	8 651 863	7 736 688
Line 2: Knowledge Generation	1 675 903	2 243 831	(348 000)	3 571 734	1 674 588	2 286 134	(814 023)	3 146 699	2 813 848
Line 3: Outreach and Advocacy	2 202 123	748 767	(68 750)	2 882 140	1 947 927	920 906	(187 237)	2 681 596	2 397 943
TOTAL, PROGRAMME OPERATIONS	8 152 623	10 782 494	(3 933 945)	15 001 172	7 586 542	10 292 345	(3 398 729)	14 480 158	12 948 479
II. GOV. BOARD, DIRECTORATE AND ADMINISTRATION									
Line 4.1 : Governing Board	305 078	-	-	305 078	280 443	-	-	280 443	250 778
Line 4.2 : Directorate	681 046	-	-	681 046	636 577	-	-	636 577	569 241
Line 4.3 : Administration									
General Administration	1 221 323	-	-	1 221 323	1 087 886	-	-	1 087 886	972 812
Information Technology	300 471	-	-	300 471	359 139	-	-	359 139	321 150
Staff development	100 000	-	-	100 000	58 225	-	-	58 225	52 066
Renovation of Building	-	320 000	-	320 000	-	103 059	-	103 059	92 158
Staff Service Account	-	-	-	-	-	1 626	-	1 626	1 454
Administrative support funds	-	10 000	-	10 000	-	-	-	-	-
TOTAL, GOV. BOARD, DIRECTORATE AND GEN. ADM.	2 607 918	330 000	-	2 937 918	2 422 270	104 685	-	2 526 955	2 259 659
TOTAL, EXPENDITURE I - II	10 760 541	11 112 494	(3 933 945)	17 939 090	10 008 812	10 397 030	(3 398 729)	17 007 113	15 208 139
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	740 562	801 272	-	1 541 835	1 870 996	(140 492)	-	1 730 503	1 547 454
IV. OTHER RESOURCES & RESERVES									
Liquidation of previous years' obligations	30 000	80 000	-	110 000	10 000	10 000	-	20 000	17 884
Transfer to the Stabilization Reserve Account ⁴	(396 807)	-	-	(396 807)	(288 098)	-	-	(288 098)	(257 624)
Trans. Stab. Res. Account ExCom resolution 43_EXC ⁵	-	-	-	-	(2 533 959)	-	-	(2 533 959)	(2 265 922)
Adjustments to reserves and Fund Balances	(400 000)	400 000	-	-	-	-	-	-	-
Reserves & Fund Balances on 1 January	7 376 701	8 309 084	-	15 685 785	7 584 094	7 350 853	-	14 934 947	13 355 161
TOTAL, OTHER RESOURCES & RESERVES	6 609 894	8 789 084	-	15 398 978	4 772 036	7 360 853	-	12 132 890	10 849 499
BALANCE AT YEAR END ALL MANAGED FUNDS⁶	7 350 456	9 590 356	-	16 940 813	6 643 032	7 220 361	-	13 863 392	12 396 954

¹ Internal transfers from execution of the extrabudgetary: Administrative support costs, Staff costs recovery and other reimbursements, and consultancy services and other reimbursements from external partners during the year.

² Costs recovery from the annual training programme, and subscriptions from Distance education, Short course and Education Sector Planning participants.

³ Including sales of publications, printshop reimbursements, bank interest, exchange rate adjustments and other reimbursements.

⁴ 5% previous year's UNESCO payroll.

⁵ 43rd ExCom resolution 488

⁶ Reserve balance available for projects execution at the beginning of the year.

* Exchange rate of US dollar/euro : 2015 US\$1 = €0,898; 2016 US\$1 = €0,894 (estimates as of 30/09/16)

SCHEDULE 1-2016. IIEP ESTIMATED RESOURCES IN 2016
(Expressed in current United States Dollars)
(Page 1 of 3)

Regular and Extrabudgetary Programmes

Source	2016 Approved	Share %	2016 New Estimates	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 100	11,0	2 140 100	11,4	-
II. Voluntary Contributions					
Argentina	125 000	0,6	125 000	0,7	-
Norway	2 917 834	15,0	2 997 602	16,0	79 768
Sweden	2 336 995	12,0	2 416 460	12,9	79 465
Switzerland	1 515 151	7,8	1 527 495	8,2	12 344
Total, Voluntary Contributions	6 894 979	35,4	7 066 557	37,7	171 577
TOTAL, I & II	9 035 079	46,4	9 206 657	49,1	171 577
III. OTHER INCOME					
Programme Support Funds	1 983 691	10,2	2 245 598	12,0	261 907
Income from training	480 333	2,5	414 891	2,2	(65 442)
Miscellaneous Income	2 000	0,0	12 662	0,1	10 662
TOTAL, OTHER INCOME	2 466 024	12,7	2 673 151	14,3	207 127
TOTAL, INCOME REGULAR PROGRAMME	11 501 103	59,0	11 879 808	63,4	378 704
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	1 500 000	7,7	176 507	0,9	(1 323 493)
Benin**	-	-	96 050	0,5	96 050
Burundi**	80 000	0,4	-	-	(80 000)
Cambodia	377 387	1,9	447 216	2,4	69 829
Comores**	200 000	1,0	-	-	(200 000)
Côte d'Ivoire**	70 000	0,4	-	-	(70 000)
France (AFD - Convention 2013)**	1 188 806	6,1	1 188 536	6,3	(270)
Guinea**	220 000	1,1	252 972	1,4	32 972
Malaysia	-	-	166 675	0,9	166 675
Mauritania**	100 000	0,5	66 132	0,4	(33 868)
Mexico*	-	-	120 700	0,6	120 700
Myanmar	50 000	0,3	-	-	(50 000)
Niger**	210 000	1,1	-	-	(210 000)
Sweden (SIDA)	1 519 047	7,8	1 562 500	-	43 453
Uruguay*	-	-	5 800	0,0	5 800
Total, Contracts - Governments	5 515 240	28,3	4 083 088	21,8	(1 432 152)
Contracts - Others					
Aerolíneas Argentina*	-	-	533	0,0	533
Agence Française de Développement (AFD - PEFOP)**	1 500 000	7,7	1 500 000	8,0	-
Agua y Saneamientos Argentinos S.A (AYSA)*	-	-	53 246	0,3	53 246
DAAD	-	-	40 019	0,2	40 019
Protect Education in Insecurity & Conflict Program (EAA-PEIC)	374 747	1,9	457 268	2,4	82 521
Foundation ARCOR*	-	-	33 315	0,2	33 315
Global Partnership for Education (GPE) (PAR)	130 000	0,7	79 940	0,4	(50 060)
Global Partnership for Education (GPE) (PDK)**	80 130	0,4	80 130	0,4	-

SCHEDULE 1-2016. IIEP ESTIMATED RESOURCES IN 2016
 (Expressed in current United States Dollars)
 (Page 2 of 3)

Regular and Extrabudgetary Programmes					
Source	2016 Approved	Share %	2016 New Estimates	Share %	Increase/(Decrease of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
MacArthur Foundation	50 000	0,3	90 000	0,5	40 000
Organization Iberico-American States (OEI)*	-	-	84 916	0,5	84 916
P4LP (Planning for Learning Portal)	65 000	0,3	65 000	0,3	-
Rockefeller Phil. Advisors Inc (Education Commission)	-	-	233 767	1,2	233 767
Universidad de Guadalajara*	-	-	31 300	0,2	31 300
Universidad de la Punta*	-	-	3 533	0,0	3 533
UNESCO	345 000	1,8	596 614	3,2	251 614
UNICEF	532 636	2,7	865 307	4,6	332 671
IBA Various	300 000	1,5	-	-	(300 000)
Fellowships & other funds					
Annual Training Program (Fellowships)	547 222	2,8	536 340	2,9	(10 882)
Annual Training Program (Fellowships IBA)	70 000	0,4	53 621	0,3	(16 379)
Annual Training Program (Fellowships PDK)	200 000	1,0	179 318	1,0	(20 682)
Staff Service Account	20 000	0,1	19 484	0,1	(516)
Other Extrabudgetary Income	1 813 143	9,3	930 071	5,0	(883 072)
Total, Contracts - Others	6 027 878	30,9	5 933 723	31,7	(94 157)
France (IIEP building maintenance)	370 648	1,9	239 726	1,3	(130 922)
TOTAL, CONTRACTS	11 913 766	61,2	10 256 537	54,7	(1 657 231)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(950 955)	- 4,9	(707 663)	- 3,8	243 292
Staff costs recovery & other	(2 982 990)	- 15,3	(2 691 066)	- 14,4	291 924
Total, Elimination - PSF	(3 933 945)	- 20,2	(3 398 729)	- 18,1	535 216
TOTAL, EXTRABUDGETARY INCOME	7 979 821	41,0	6 857 808	36,6	(1 122 015)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	19 480 925	100,0	18 737 616	100,0	(743 310)
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Regular Prog.	30 000	-	10 000	-	(20 000)
Liquidation of previous years' obligations, Exb. Prog	80 000	-	10 000	-	(70 000)
Transfer to Stabilization Reserve Account	(396 807)	-	(288 098)	-	108 709
Trans. Stab. Res. Account ExCom resolution 43_EXC	-	-	(2 533 959)	-	(2 533 959)
Reserves & Fund Balances on 1 January, Regular Prog.	7 376 701	-	7 584 094	-	207 393
Reserves & Fund Balances on 1 January, Exb. Prog	8 309 084	-	7 350 853	-	(958 231)
TOTAL, OTHER RESOURCES & RESERVES	15 398 978	-	12 132 890	-	(3 266 088)
GRAND TOTAL, IIEP MANAGED FUNDS	34 879 903	-	30 870 506	-	(4 009 399)

SCHEDULE 1-2016. IIEP ESTIMATED RESOURCES IN 2016
 (Expressed in current United States Dollars)
 (Page 3 of 3)

Regular and Extrabudgetary Programmes

Source	2016 Approved (1)	Share % (2)	2016 New Estimates (3)	Share % (4)	Increase/(Decrease) of (3) less (1) Amount (5)
C. IN-KIND CONTRIBUTIONS					
I. PHYSICAL FACILITIES					
Rental for the IIEP building/Paris	1 266 667	92,1	1 442 586	90,0	175 920
Rental for the IIEP building/Buenos Aires	108 000	7,9	108 000	6,7	-
Rental for the IIEP building/Pôle de Dakar	-	-	52 186	3,3	52 186
TOTAL, PHYSICAL FACILITIES	1 374 667	100,0	1 602 772	100,0	228 106
D. RESOURCES DECENTRALIZED TO IIEP					
I. UNESCO DECENTRALIZED FUNDS					
Funds-in-Trust	342 322	100,0	158 098	100,0	(184 224)
Regular Programme	-	-	-	-	-
TOTAL, DECENTRALIZED FUNDS	342 322	100,0	158 098	100,0	(184 224)
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	1 716 989	100,0	1 760 870	100,0	43 882
GRAND TOTAL	36 596 891	100,0	32 631 376	100,0	(3 965 517)

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Pôle de Dakar.

SCHEDULE 2-2016. IIEP ESTIMATED EXPENDITURE IN 2016 (Expressed in current United States Dollars)

(Page 1 of 3)

Regular and Extrabudgetary Programmes	Approved 2016						New Estimates 2016						(Increase)/Decrease Appr. Less New Estim.	
	Regular Programme			Share	Extrabudg.		Regular Programme			Share	Extrabudg.		Reg.	Extrab.
	Staff	Activities	Total	%	Programme	Total	Staff	Activities	Total	%	Programme	Total	Programme	Programme
A. IIEP SPECIAL ACCOUNT														
I. PROGRAMME OPERATIONS														
1. INTEGRATED CAPACITY DEVELOPMENT STRATEGY (Line 1)														
Training	2 100 736	390 800	2 491 536	23,2	761 463 ¹	3 252 999	1 976 016	265 359	2 241 375	22,4	493 741 ¹	2 735 116	250 161	267 722
Technical cooperation	1 590 405	40 000	1 630 405	15,2	2 446 675 ²	4 077 080	1 521 595	63 456	1 585 051	15,8	2 921 578 ²	4 506 629	45 354	(474 903)
IIEP Buenos Aires	91 656	61 000	152 656	1,4	1 512 487	1 665 143	76 601	61 000	137 601	1,4	886 734	1 024 335	15 055	625 753
IIEP Pôle de Dakar	-	-	-	-	3 069 271	3 069 271	-	-	-	-	2 783 252	2 783 252	-	286 019
TOTAL, INTEGRATED CAP. DEV'T STRATEGY	3 782 797	491 800	4 274 597	39,7	7 789 896	12 064 493	3 574 212	389 815	3 964 027	39,6	7 085 305	11 049 332	310 570	704 591
2. KNOWLEDGE GENERATION (Line 2)														
Foresight	117 168	5 000	122 168	1,1	15 901	138 069	75 207	24 000	99 207	1,0	63 625	162 832	22 961	(47 724)
Reduced social inequalities, particularly gender inequality	90 615	15 000	105 615	1,0	19 795	125 410	57 259	11 204	68 463	0,7	1 295	69 758	37 152	18 500
Improved cognitive and non-cognitive learning outcomes	453 169	15 000	468 169	4,4	295 737	763 906	397 624	15 000	412 624	4,1	226 148	638 772	55 545	69 589
Governance and accountability	494 613	331 104	825 717	7,7	801 268 ³	1 626 985	449 488	377 404	826 892	8,3	887 665 ³	1 714 557	(1 175)	(86 397)
Resilience of education systems	99 281	-	99 281	0,9	306 719	406 000	202 988	-	202 988	2,0	396 571	599 559	(103 707)	(89 852)
IIEP Buenos Aires	39 953	15 000	54 953	0,5	283 338	338 291	64 414	-	64 414	0,6	238 316	302 730	(9 461)	45 022
IIEP Pôle de Dakar	-	-	-	-	521 073	521 073	-	-	-	-	472 515	472 515	-	48 558
TOTAL, KNOWLEDGE GENERATION	1 294 799	381 104	1 675 903	15,6	2 243 831	3 919 734	1 246 980	427 608	1 674 588	16,7	2 286 134	3 960 722	1 315	(42 303)
3. OUTREACH AND ADVOCACY (Line 3)														
Institutional knowledge management	804 178	441 323	1 245 501	11,6	-	1 245 501	561 765	468 984	1 030 749	10,3	-	1 030 749	214 752	-
Partnerships and cooperation	609 619	180 000	789 619	7,3	35 572	825 191	532 502	196 780	729 282	7,3	276 866	1 006 148	60 337	(241 294)
IIEP Buenos Aires	47 003	120 000	167 003	1,6	4 175	171 178	67 896	120 000	187 896	1,9	1 093	188 989	(20 893)	3 082
IIEP Pôle de Dakar	-	-	-	-	709 020	709 020	-	-	-	-	642 947	642 947	-	66 073
TOTAL, OUTREACH AND ADVOCACY	1 460 800	741 323	2 202 123	20,5	748 767	2 950 890	1 162 163	785 764	1 947 927	19,5	920 906	2 868 833	254 196	(172 139)
TOTAL, I: PROGRAMME. OPERATIONS	6 538 396	1 614 227	8 152 623	75,8	10 782 494	18 935 117	5 983 355	1 603 187	7 586 542	75,8	10 292 345	17 878 887	566 081	490 149

¹ Advanced Training Programme, Short course, and Education Sector Planning participants ² Technical assistance projects in various countries ³ Including Global Partnership for Education projects

SCHEDULE 2-2016. IIEP ESTIMATED EXPENDITURE IN 2016 (Expressed in current United States Dollars)
(Page 2 of 3)

Regular and Extrabudgetary Programmes	Approved 2016						New Estimates 2016						(Increase)/Decrease Appr. Less New Estim.	
	Regular Programme			Share	Extrabudg.		Regular Programme			Share	Extrabudg.		Reg.	Extrab.
	Staff	Activities	Total	%	Programme	Total	Staff	Activities	Total	%	Programme	Total	Programme	Programme
II. GOV. BOARD, DIRECTORATE & ADMINISTRATION (Line 4)														
1. GOV. BOARD & DIRECTORATE														
Governing Board	195 078	110 000	305 078	2,8	-	305 078	170 535	109 908	280 443	2,8	-	280 443	24 635	-
Directorate/Monitoring and Evaluation	601 046	80 000	681 046	6,3	-	681 046	525 121	111 456	636 577	6,4	-	636 577	44 469	-
TOTAL, GOV. BOARD & DIRECTORATE	796 124	190 000	986 124	9,2	-	986 124	695 656	221 364	917 020	9,2	-	917 020	69 104	-
2. ADMINISTRATION														
General Administration	611 323	610 000	1 221 323	11,4	-	1 221 323	570 339	517 547	1 087 886	10,9	-	1 087 886	133 437	-
Institutional Information Technology	65 471	235 000	300 471	2,8	-	300 471	126 412	232 727	359 139	3,6	-	359 139	(58 668)	-
Staff development	-	100 000	100 000	0,9	-	100 000	-	58 225	58 225	0,6	-	58 225	41 775	-
Renovation of building	-	-	-	-	320 000	320 000	-	-	-	-	103 059	103 059	-	216 941
Staff Service Account	-	-	-	-	-	-	-	-	-	-	1 626	1 626	-	(1 626)
Administrative support funds	-	-	-	-	10 000	10 000	-	-	-	-	-	-	-	10 000
TOTAL, ADMINISTRATION	676 794	945 000	1 621 794	15,1	330 000	1 951 794	696 751	808 499	1 505 250	15,0	104 685	1 609 935	116 544	225 315
TOTAL, II: GOV. BOARD, DIRECTORATE & ADMIN.	1 472 918	1 135 000	2 607 918	24,2	330 000	2 937 918	1 392 407	1 029 863	2 422 270	24,2	104 685	2 526 955	185 648	225 315
TOTAL EXPENDITURE I & II	8 011 314	2 749 227	10 760 541	100,0	11 112 494	21 873 035	7 375 762	2 633 050	10 008 812	100,0	10 397 030	20 405 842	751 729	715 464
III. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)														
Programme Support Costs	-	-	-	-	(950 955)	(950 955)	-	-	-	-	(707 663)	(707 663)	-	(243 292)
Staff costs recovery & other	-	-	-	-	(2 982 990)	(2 982 990)	-	-	-	-	(2 691 066)	(2 691 066)	-	(291 924)
Total, Elimination - PSF	-	-	-	-	(3 933 945)	(3 933 945)	-	-	-	-	(3 398 729)	(3 398 729)	-	(535 216)
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	8 011 314	2 749 227	10 760 541	100,0	7 178 549	17 939 090	7 375 762	2 633 050	10 008 812	100,0	6 998 301	17 007 113	751 729	180 248

SCHEDULE 2-2016. IIEP ESTIMATED EXPENDITURE IN 2016 (Expressed in current United States Dollars)
 (Page 3 of 3)

Regular and Extrabudgetary Programmes	Approved 2016						New Estimates 2016						(Increase)/Decrease Appr. Less New Estim.	
	Regular Programme		Share		Extrabudg.		Regular Programme		Share		Extrabudg.		Reg.	Extrab.
	Staff	Activities	Total	%	Programme	Total	Staff	Activities	Total	%	Programme	Total	Programme	Programme
B. IN-KIND EXPENDITURE														
<u>PHYSICAL FACILITIES</u>														
Rental for the IIEP/Paris building	-	-	-	-	1,266,667	1,266,667	-	-	-	-	1,442,586	1,442,586	-	(175,920)
Rental for the IIEP/BA building	-	-	-	-	108,000	108,000	-	-	-	-	108,000	108,000	-	-
Rental for the IIEP/PDK building	-	-	-	-	-	-	-	-	-	-	52,186	52,186	-	(52,186)
TOTAL, PHYSICAL FACILITIES	-	-	-	-	1,374,667	1,374,667	-	-	-	-	1,602,772	1,602,772	-	(228,106)
C. EXPENDITURE FROM DECENTRALIZED FUNDS														
<u>UNESCO DECENTRALIZED FUNDS</u>														
Extra-budgetary funds	-	-	-	-	342,322	342,322	-	-	-	-	158,098	158,098	-	184,224
Regular Programme	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL, DECENTRALIZED FUNDS	-	-	-	-	342,322	342,322	-	-	-	-	158,098	158,098	-	184,224
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	-	-	-	-	1,716,989	1,716,989	-	-	-	-	1,760,870	1,760,870	-	(43,882)
GRAND TOTAL	8,011,314	2,749,227	10,760,541	100.0	8,895,538	19,656,079	7,375,762	2,633,050	10,008,812	100.0	8,759,171	18,767,983	751,729	136,366

TABLE 2
UNESCO
INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STABILIZATION RESERVE ACCOUNT
STATEMENT OF INCOME AND EXPENDITURE FOR 2016

(Estimated on 30/09/2016)

	US\$	Euros
BALANCE BROUGHT FORWARD 1 JANUARY 2016	5 665 983	5 088 053
INCOME		
Previous year's 5% payroll	288 098	257 560 ¹
Trans. Stab. Res. Account, 43 EXC, Res 488, 2016	2 533 959	2 265 359 ¹
Interest gained Est. 2016	17 853	15 961 ¹
TOTAL ESTIMATED INCOME	2 839 910	2 538 880
EXPENDITURE		
Termination of Service contracts	15 050	13 455 ¹
TOTAL ESTIMATED EXPENDITURE	15 050	13 455
EXCESS/(SHORTFALL) OF INCOME/EXPENDITURE	2 824 860	2 525 425
BALANCE AS AT 31 DECEMBER 2016	8 490 843	7 613 478

¹ U.N. rate of exchange used, estimated average for 2016: US\$1 = € 0.894

General Administration

The Administration continued to introduce efficiency measures in 2016. Work on the **Manual of IIEP Administrative and Accounting Procedures** was finally completed, and the manual issued in January. In addition, a first administrative scorecard was published in July with the aim to improve internal controls.

Following the departure of the **Accounting and Finance Officer**, a recruitment campaign was launched and a new hire appointed in April 2016.

Finance monitoring continued with regular project review meetings conducted monthly together with the Director's office. The controls on the Sida Afghanistan project were tightened with the assistance of the UNESCO Kabul Office and the transfer of the project's payroll into the SAP system.

Human Resources supported management in various areas and continued to be very active this year. Further details are given on p. 18 of this document.

The **Administrative Unit** supports the efficient delivery of IIEP's results to Member States by:

- giving advice and support to IIEP staff on administrative, financial, budgetary, and legal aspects of programme design and implementation;
- controlling budget implementation and limiting IIEP's exposure to risks;
- contributing to efficient management practices; and
- supporting management on HR planning, recruitment, performance management, and career development.

The team also contributes to the sustainability of IIEP by:

- supporting and contributing to risk management and to the safeguarding of IIEP's autonomy;
- ensuring that the Institute's accounts are maintained in compliance with the International Public Sector Accounting Standards (IPSAS) and with UNESCO's rules and regulations; and
- safeguarding IIEP's assets.

General Administration Expenditure for 2016

General Administration expenditure includes the purchase and maintenance of equipment, furniture and supplies, building insurance and maintenance, utilities, etc. The estimated expenditure for 2016 amounts to US\$517,547, versus a revised budget of US\$550,000 after the reprogramming exercise carried out in June of this year (original budget US\$610,000). This year, the Institute replaced some staff desks and chairs in line with best ergonomic standards.

Management of Premises

The Paris and Buenos Aires premises remain the property of their host governments, both of which provide support for building maintenance. In 2016, IIEP signed a new agreement with the French Ministry of Higher Education and Research to support IIEP's building maintenance from 2016 to 2018. The subsidy for 2016 amounts to US\$240,930. The Pôle de Dakar team resides in the premises of the UNESCO Regional Office in Dakar (BREDA). A fee for rent and services is paid to the host.

During 2016, **security** was improved by taking additional measures like compulsory badges for regular external visitors to the restaurant, an alarm button connected to Securitas at reception, double badging for staff when entering the building, stopping parcel deliveries outside office hours, etc.

The funds received from the French Government in 2016 have been assigned to replace the electric generator; this project will be finished in 2017 due to the delay in the electricity company's deliverables. The walls and windows **insulation project** has partly started; the Institute is in the process of hiring the architect. Water proofing works on both terraces and rooms in the basement were completed.

Information Technology, Tools, and Systems

After nearly two years without an official team leader, the unit finally saw its new ICT Officer appointed in June. Following a reevaluation of the Information Technology (IT) Unit, it was decided to increase the team to three staff (P3, P1, and G4). The Executive Committee's approval of the Investment Plan allowed for the recruitment of an Associate IT Officer (P1), which is currently in progress.

The year 2016 was very busy for IT. Following last year's audit of the IT infrastructure, a project to modernize this infrastructure was launched and, by the end of September, a new server and storage platform were deployed. The majority of IIEP's services are now running using virtual machines, with plans for the rest to be migrated over by the first quarter of 2017. The new system provides a huge leap forward in performance, while reducing energy consumption and space requirements. Moreover, the virtualized approach improves system administration efficiency, making faster service provisioning possible.

The total expenditure for the IT Unit is estimated at US\$223K, compared to a budget of US\$235K. This high implementation rate confirms the timely implementation of the new IIEP network infrastructure.

At the same time, the network core was upgraded to keep up with the speed of the new infrastructure, thereby improving the end-user experience for IIEP staff. In terms of security, our Internet firewalls were replaced to be in line with new UNESCO standards, a new backup system was put in place, and datacenter redundancy was improved. Finally, the obsolete analog telephone exchange was replaced with a new Voice over IP system, providing modern features such as voice messaging via email and virtual conference rooms.

Human Resources Management

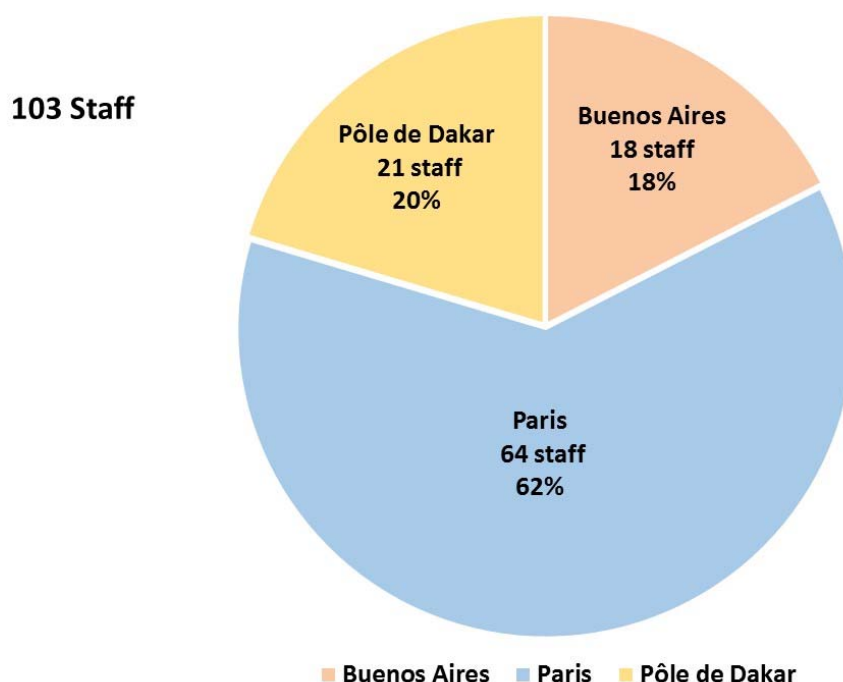
In 2016, Human Resources Management focused on issues related to staff recruitment and placement, staff development, and promotion. Regular interactions between the management of IIEP and UNESCO Headquarters (HQ), as well as close collaboration with HRM, were required throughout the reporting period. Progress was made on the outstanding issue of the recruitment of core positions; the ADG of Education granted clearance in early 2016 for the recruitment of the 4 vacant regular posts, 3 of which have already been appointed.

In October 2016, the 3 offices had a total of 103 staff members in place, under staff and UNESCO service contracts. This represents an increase of 3 staff from October 2015.

- 64 staff members worked at the Paris office, compared to 60 staff in 2015. In 2016, 4 new staff members took up their functions in Paris: 3 on project appointments and 1 on an established post. There were no separations with Paris staff in 2016.

- 21 staff members worked at the Pôle de Dakar office (PDK), compared to 20 staff in October 2015. Two new staff members took up their functions at PDK in November 2015; in 2016, 1 staff member retired, 1 resigned, 1 was separated, and 2 took up their functions.
- In Buenos Aires, 18 staff were in place in October 2016. The number of UNESCO service contract holders was reduced to 16 (vs. 18 in 2015), and the 2 established post holders were replaced following retirement by 2 project appointment holders (P5 Head of Office and G6 Senior Administrative Assistant).

Distribution of 103 IIEP staff members in BA, PDK and Paris Offices, 2016



The total workforce in Paris in October 2016 comprised 40 professional staff and 24 general service staff, 5 more professional staff than in October 2015. This included 46 female staff and 18 male staff, with 30 professional female staff and 16 female general service staff. Two male professional staff were appointed on project appointments in 2016, increasing the number to 10 (vs. 8 in 2015). More attention should be paid to gender discrepancies in recruitment, as the number of professional female staff is 3 times higher than the number of professional male staff.

In IIEP Buenos Aires (BA), the 2 staff members on UNESCO established posts funded by the regular budget retired in 2016 and were replaced by 2 project appointment staff members (the Head of Office and the Administrative Assistant) in October. Three service contracts holders were separated and 1 appointed, bringing their total number to 16 (vs. 18 in 2015). In October 2016, the BA office had a total workforce of 18 people, including 10 female staff, of which 6 were professional, and 8 male staff, of which 4 were professional.

Pôle de Dakar's workforce in October 2016 comprised 15 male staff, of which 13 were professional, and 6 female staff, of which 3 were professional.

Recruitment

As of October, 14 staff have been appointed in 2016, and 14 recruitment processes are underway.

The Paris office launched the recruitment of 6 posts included in the investment plan approved by the Executive Committee in June 2016. The plan is to recruit the other 8 posts in 2017. This investment plan forms part of the hiring growth strategy to better position IIEP for its next Medium-Term Strategy, 2018–2021.

Following clearance from the Education sector in early 2016, the recruitment of 4 vacant regular posts considered to be core positions was launched: Team Leader Research & Development (P5); Team Leader Training & Education Programme (P5); Team Leader Information Services (P4); Executive Assistant (G6). All 4 posts were advertised internally and externally and the selection process was finalized by end of August. The Executive Assistant post was filled as of 20 September 2016. A meeting of the Advisory Board on Individual Personnel Matters (PAB) was organized for the Team Leader Research & Development (P5) post, and the Team Leader Training & Education Programme (P5) post in September and October, respectively. Two external candidates were appointed by the Director-General in October.

Regarding the Team Leader Information Services (P4) post, HRM advised that the final decision on the selection process be put on hold until the September desk audit results are known, since staff members in this team are being considered for grade reclassifications. Further discussion is below.

New staff on board in October 2016: 8 staff

Post	Grade	Team	Contract type	Effective date
Associate Project Editor	P1	INS	PA	April
Finance & Accounting Officer	P3	ADM	PA	April
ICT Officer	P3	ADM	PA	June
Executive Assistant	G6	DIR	Established	Sept
Senior Administrative Assistant	G6	BA	PA	Oct
Head of IIEP Buenos Aires	P5	BA	PA	Oct
Expert in agricultural, rural and informal (TVET)	P3	PDK	PA	Feb
Expert in employment integration (TVET)	P3	PDK	PA	Apr

Staff separated in 2016: 5 staff

Post	Grade	Type of contract	Reason	Effective date
Training Officer PDK	P4	PA	Retirement	Feb
Education Policy Analyst PDK	P3	PA	Resignation	June
Expert in Institutional Analysis PDK	P3	PA	End of contract	Sept
Head of IIEP Buenos Aires	P5	Established	Retirement	Sept
Senior Administrative Assistant BA	G6	Established	Retirement	Oct

Staff recruitment and entry on duty in progress: 14 staff

Post	Grade	Team	Contract Type
<i>IIEP Paris Office</i>			
Team Leader TEP - appointed	P5	TEP	Established
Team Leader R&D - appointed	P5	R&D	Established
Team Leader INS	P4	INS	Established
Editorial Assistant - appointed	G5	INS	PA
<i>IIEP Pôle de Dakar Office</i>			
Principal Education Policy Analyst - appointed	P4	PDK	PA
Education Policy Analyst, Training - appointed	P3	PDK	PA
Associate Communication Officer- appointed	P2	PDK	PA
Education Policy Analyst	P3	PDK	PA
<i>IIEP Paris Office – Investment plan positions</i>			
Deputy Team Leader	P5	TC	PA
Project Officer	P3	TEP	PA
Associate Project Officer – appointed	P1	TC	PA
Associate Research Officer	P1	R&D	PA
Associate IT Officer - appointed	P1	ADM	PA
Administrative Assistant	G5	DIR	PA

Investment plan positions to be recruited in 2017: 8

Post	Grade	Team	Contract Type
<i>IIEP Paris Office</i>			
Senior Advisor	P5	DIR	PA
Associate Information System Officer	P1	DIR	PA
Chief of Research Unit	P4	R&D	PA
Chief of Development Unit	P4	R&D	PA
Project Officer	P3	R&D	PA
Programme Assistant	G4	TEP	PA
Senior Education Economist	P4	TC	PA
Associate Education Economist	P1	TC	PA

Desk Audits

In order to address long-pending post-classification issues at IIEP, a classification consultant was hired in 2015 to conduct a review of all IIEP established posts' job descriptions. Most of the job descriptions were only updated, however the review identified eight posts for which a reclassification exercise was recommended. This recommendation was fully supported by the Director of IIEP and sent to HRM in August 2015. In January 2016, IIEP was informed by HQ that no reclassification exercise would be considered, on the grounds that the total cost of established posts is higher than the amount of the UNESCO allocation. Seven out of the eight recommended staff members appealed this decision, and in July 2016, the Director-General exceptionally authorized the organization of desk audits for the concerned staff members. The desk

audits were conducted in September by a UNESCO classification consultant. IIEP is awaiting the outcome of this exercise.

Staff Development and Training

At the beginning of the new biennium 2016–2017, all IIEP staff members completed the first phase of the performance appraisal cycle in MyTalent, UNESCO's performance appraisal system. This first phase consists of the preparation of Individual Plans for each staff member, including a definition of the key expected results/work assignments and the competency development plan. These are based on individual staff needs, in line with the institutional needs identified by the Management Team.

The budget allotment for staff development in 2016 remained at US\$100,000, the same level as in 2015, for IIEP Paris and two Buenos Aires fixed-term staff. The execution rate is estimated at 58%, partly due to the global IIEP staff retreat being postponed to 2017. The unspent balance has been reallocated to other regular programme activities. Three group training events held in 2015, for which very good feedback was received from participating staff, were approved for 2016: project management, time management, and presentation skills, for a total number of 26 staff members.

The other group trainings organized in 2016 were:

- Kirkpatrick evaluation model training: 4 staff
- Evacuation guides training: 16 staff
- Information sessions on procurement and consultant contracts: 37 staff
- IT training for field office IT specialists organized by UNESCO: 3 staff
- The leadership development programme organized by UNESCO: 1 staff
- Competency based interviewing: 3 staff

Individual staff members participated in external learning events:

- The OSF summer school on innovative financing for education: 1 staff
- The ECE Congress at OECD: 1 staff
- The impact evaluation workshop: 1 staff
- Intensive French: 1 staff

The following all staff events were organized:

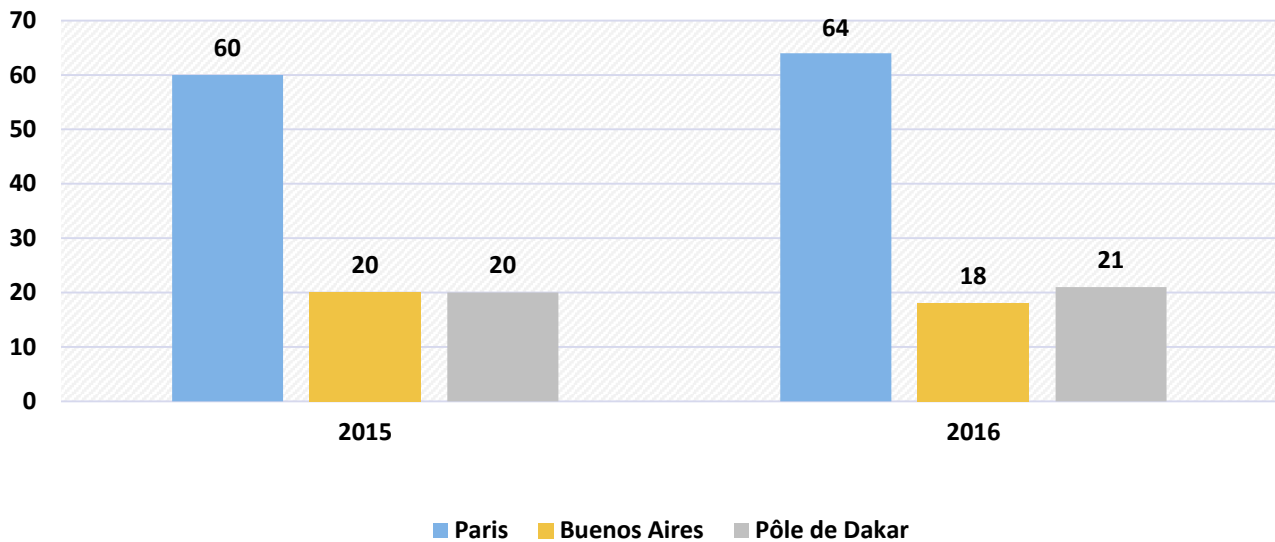
- Training session by an ergo-therapist on workplace posture
- Information session on the new UNESCO competency framework by HRM

UNESCO online trainings have been approved for the biennium 2016–2017 in English, IPSAS, Outlook, Excel, PowerPoint, security awareness, and harassment.

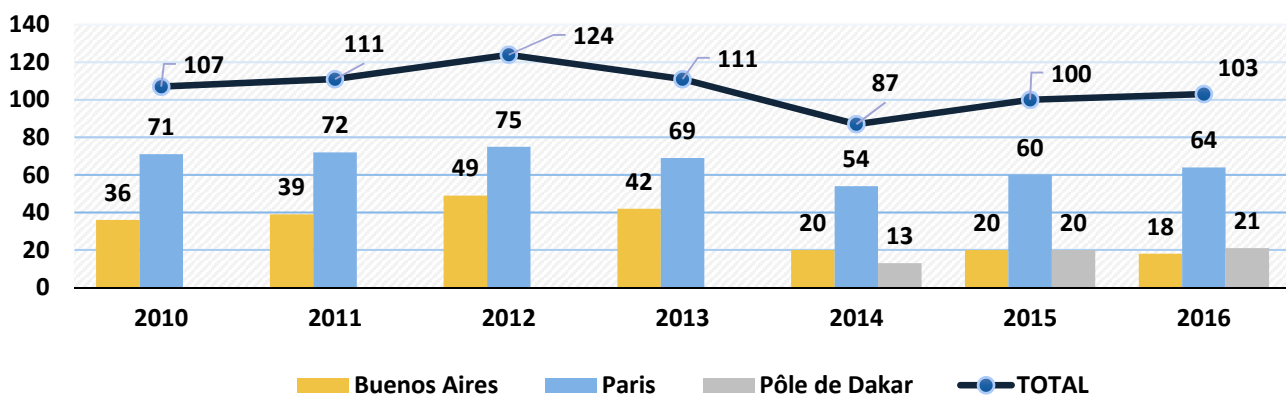
In 2016, the Pôle de Dakar office has continued to focus its learning and development plan on language training (English: 12 staff; Portuguese: 3 staff). UNESCO online training has been approved for the biennium 2016–2017 in people and communication skills, IPSAS, writing skills, and decision-making skills. Two staff have enrolled in self-funded courses: distant learning MBA and Professional Master's for conference interpreters.

Human Resources Charts*

Headcount by Office



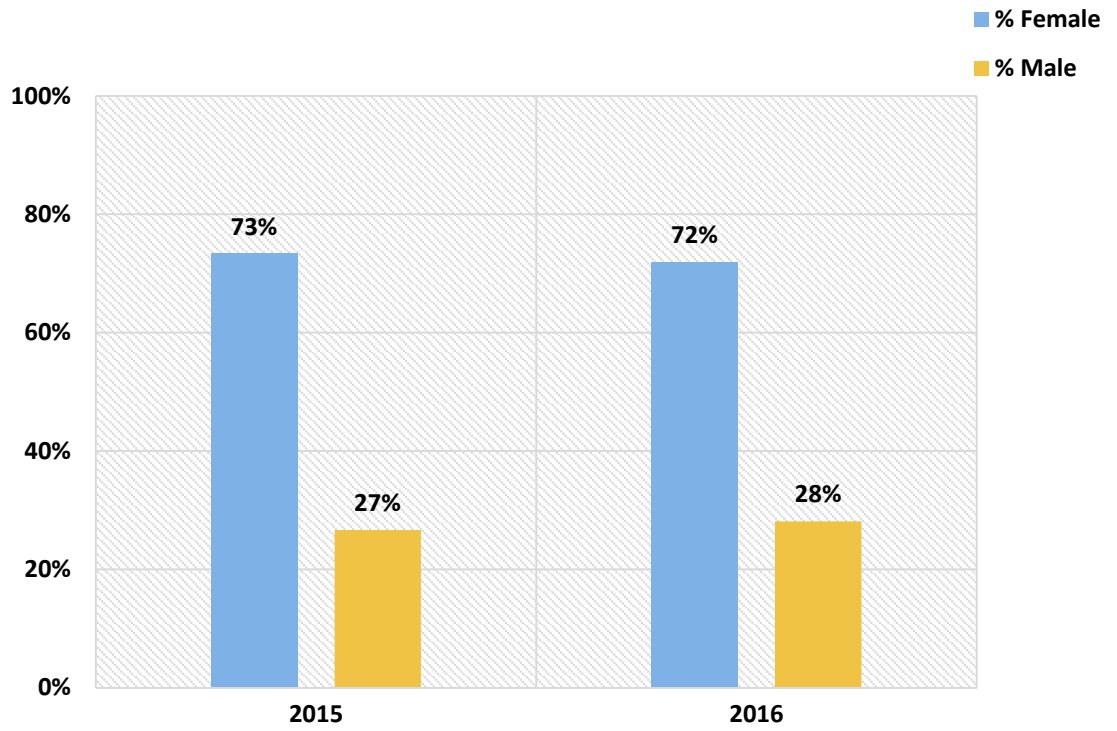
Headcount by Office – Evolution



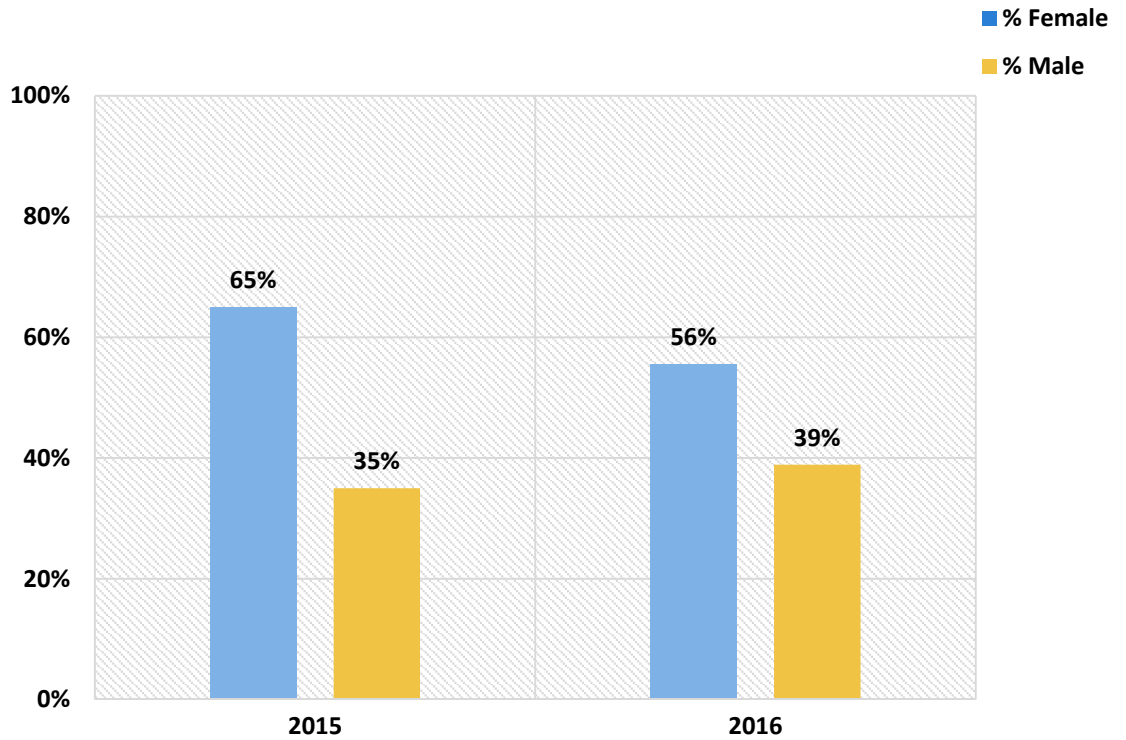
(Note: Buenos Aires 2014 change of contract type: SSA to consultants)

* The headcount figures include all types of Contracts

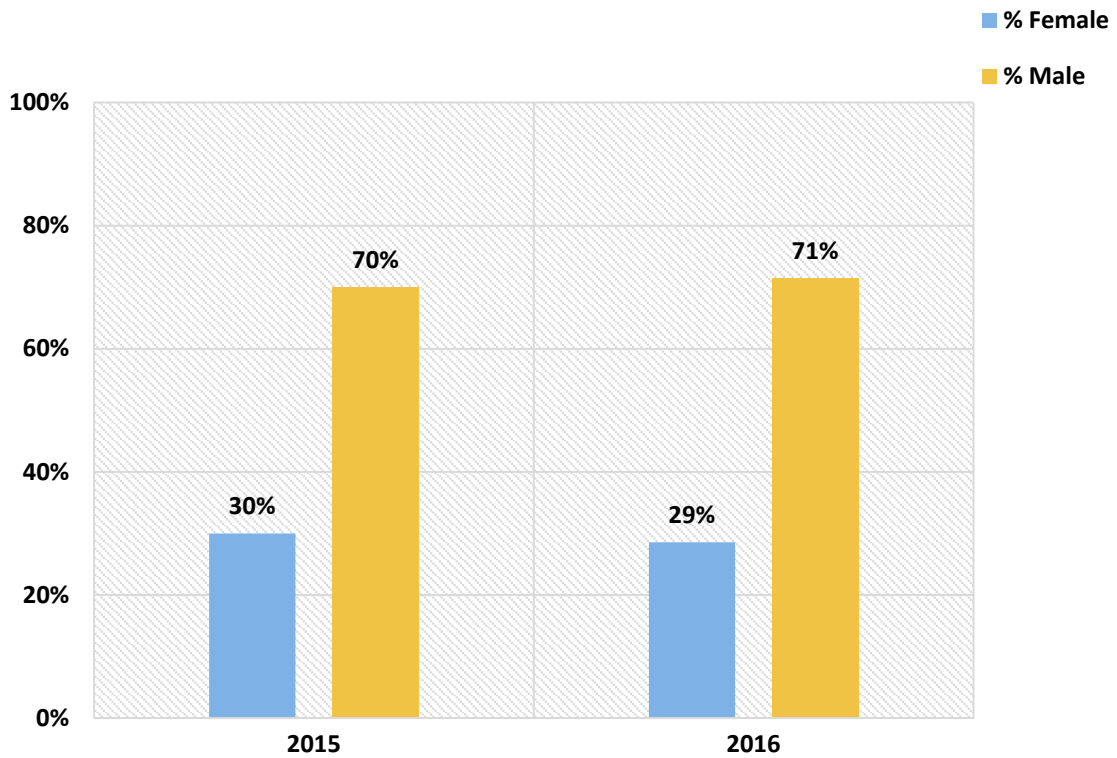
IIEP Paris Headcount by Gender



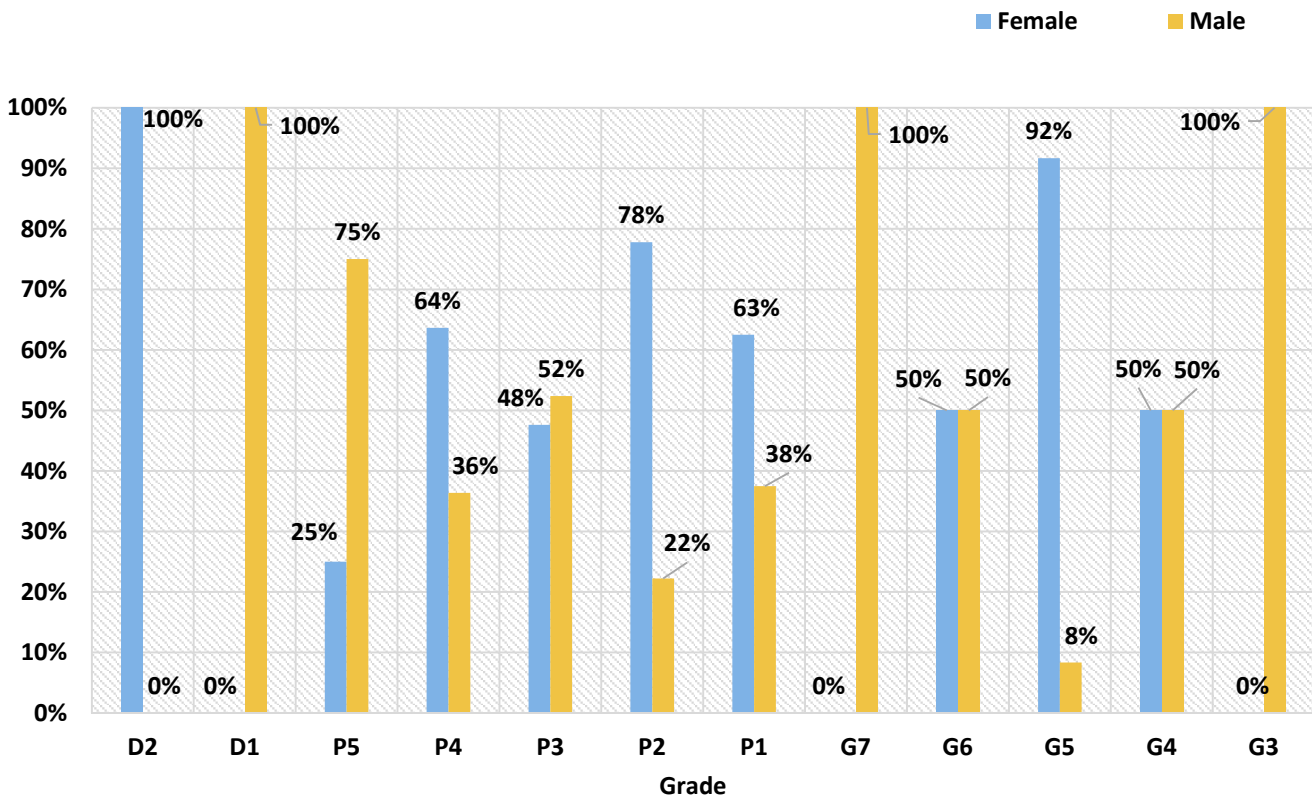
IIEP Buenos Aires Headcount by Gender



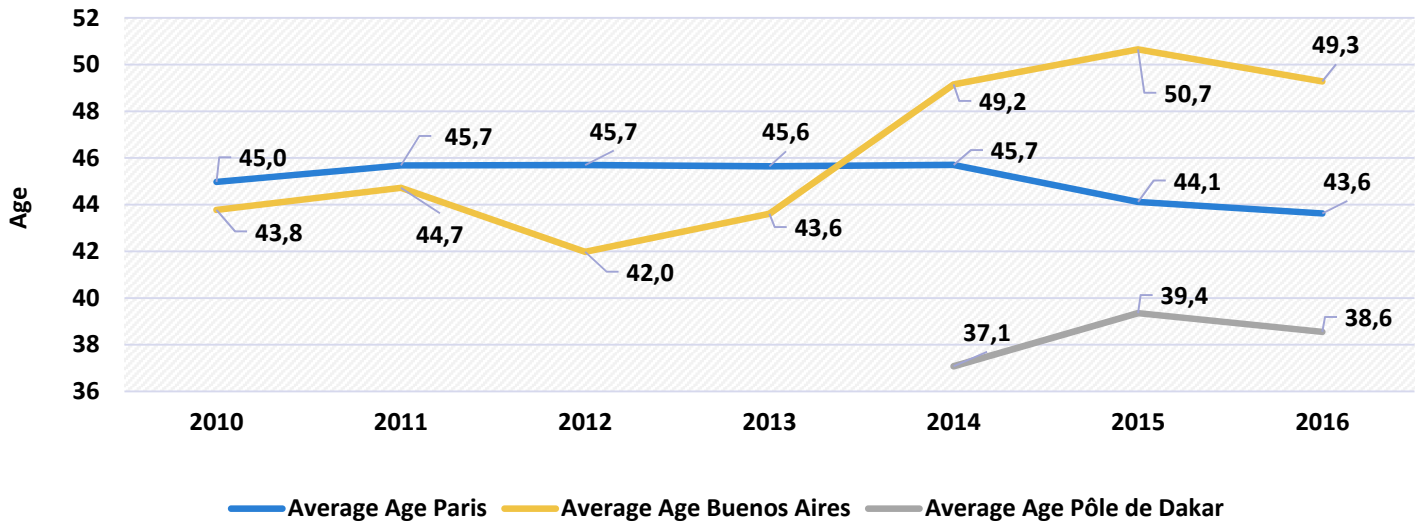
IIEP Pôle de Dakar Headcount by Gender



Gender balance analysis by Grade %

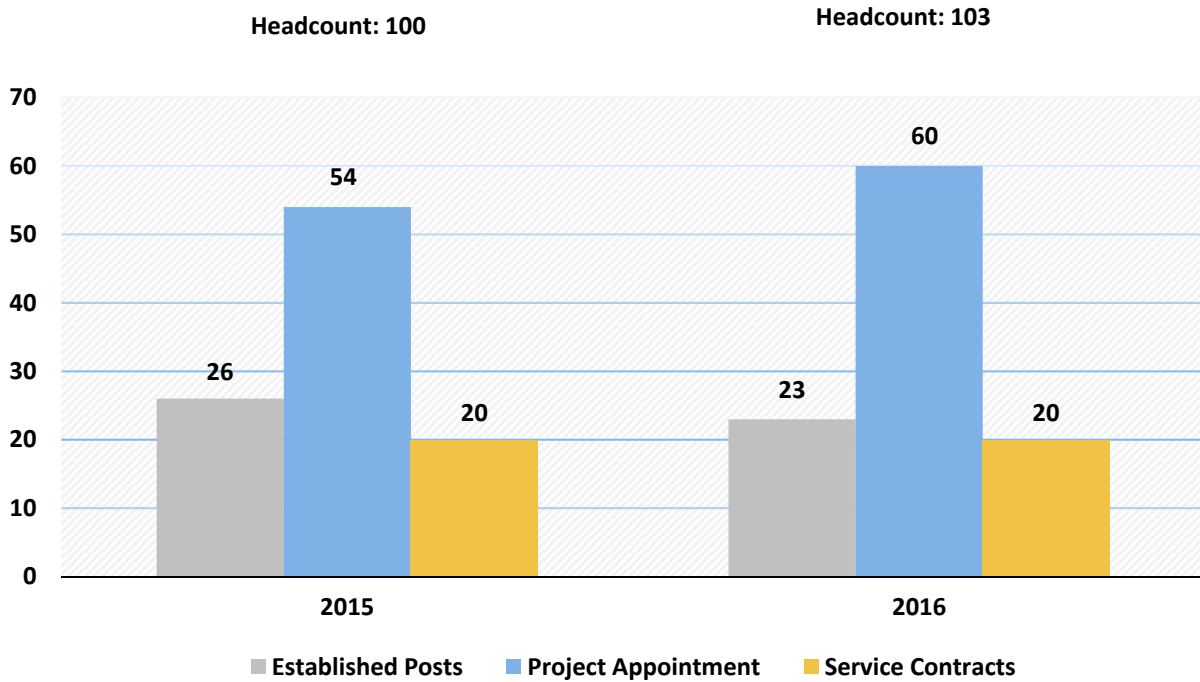


Headcount by average age and office

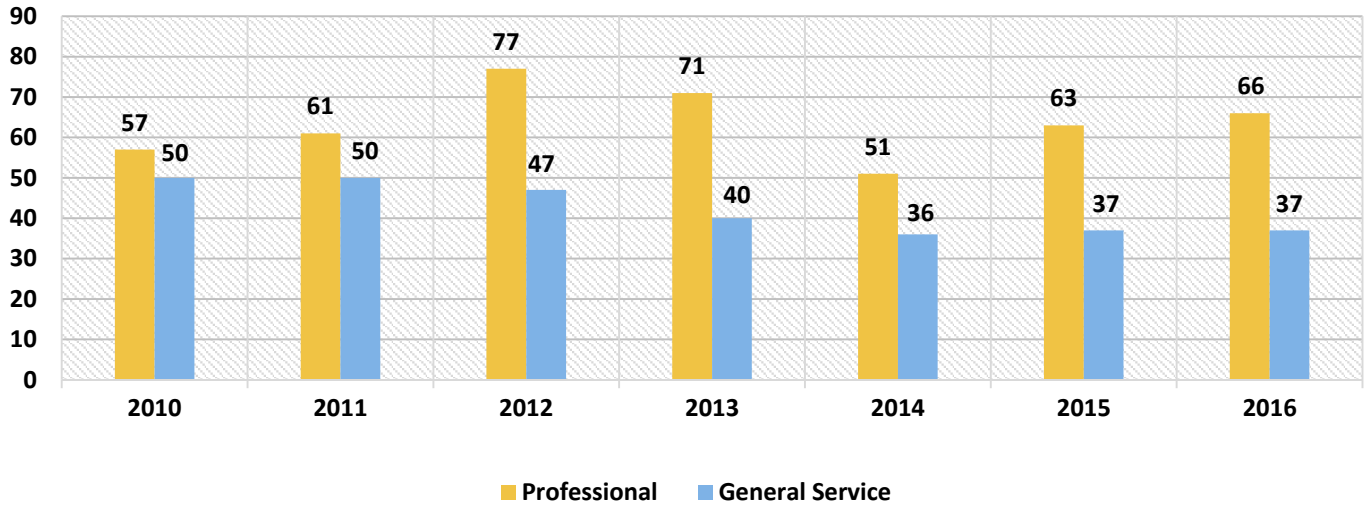


Posts by Category

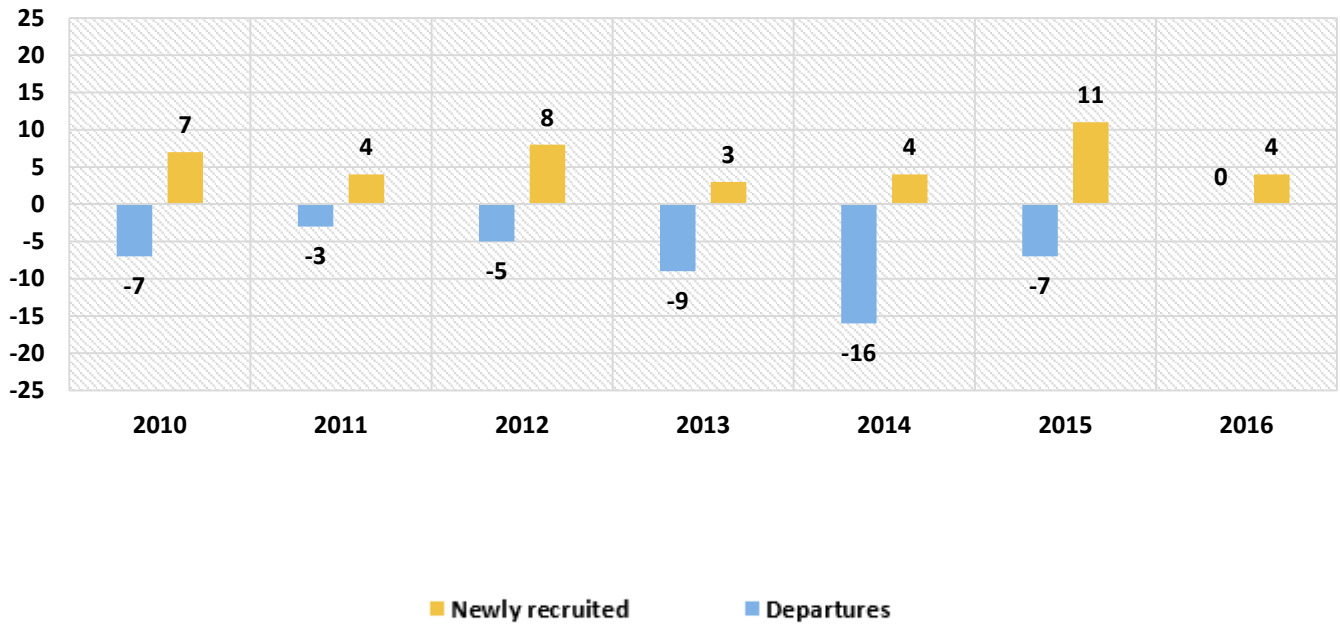
IIEP Paris, Buenos Aires, and Pôle de Dakar offices have several types of contractual arrangements with their personnel. The different posts by category can be seen in this graph.



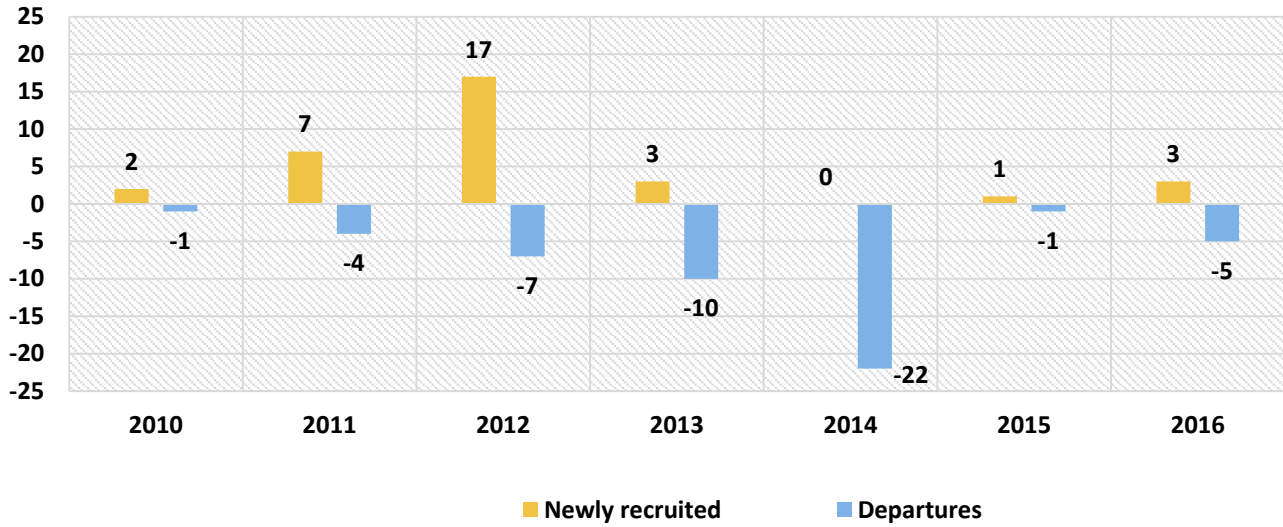
IIEP Headcount by Posts



IIEP Paris Departures and Recruitments

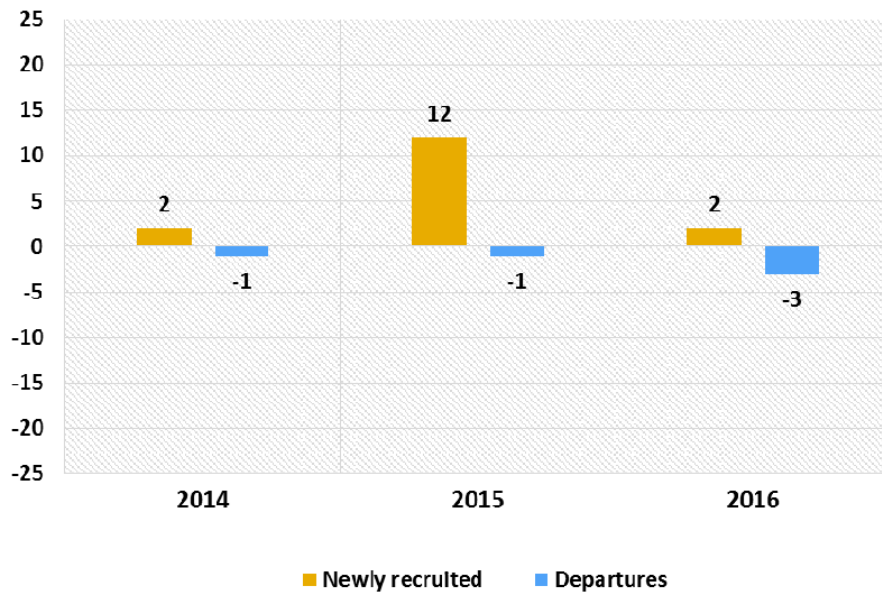


IIEP Buenos Aires Departures and Recruitments



(Note: 2014 explained by change of contract type: SSA to consultants)

IIEP Pôle de Dakar Departures and Recruitments



BUDGET PRESENTATION FOR THE YEAR 2017

The IIEP Regular Programme will continue to be financed by the annual financial allocation from UNESCO, and by voluntary contributions from Member States for IIEP core programme and activities. The Extra-budgetary Programme will continue to be financed by voluntary contributions that are earmarked by the donor for specific projects or programme activities at national, regional, and global levels.

Resources from the Regular Programme finance IIEP Paris and IIEP Buenos Aires core programme and activities. The Extra-budgetary Programme and other IIEP funds – training fellowships, Pôle de Dakar, International Working Group for Education (IWGE), and Staff Service Account (SSA) – are entirely financed by extra-budgetary resources.

Estimated Financial Resources and Expenditure

The estimated financial resources and expenditure are combined in the Table 1-2017 **Statement of Resources and Expenditure for 2017** (p. 34) for both the Regular and Extra-budgetary programmes. The amounts are shown in current United States dollars, the official currency, and in euros, the currency of the host country and in which the largest part of expenditure is incurred. The average US dollar /Euro rates of exchange used for the Governing Board reports are US\$1 = €0.898 for 2016, and US\$1 = €0.897 for 2017. Detailed information on resources is provided in **Schedule 1-2017** (pp. 35-37), while **Schedule 2-2017** (pp. 38-40) provides the details for expenditure. These two schedules include the resources and expenditure in-kind, as well as funds that are decentralized from UNESCO HQ.

Financial Resources

1. UNESCO Financial Allocation

The proposed UNESCO financial allocation to IIEP for 2017 amounts to US\$2,140,100, the same amount as in 2016.

2. Voluntary Contributions

These contributions are for the core programme and activities. They have been estimated based on discussions with major donors who have, in the previous years, signed multi-year, biannual, or annual arrangements. They amount to US\$6,989,825.

3. Other Income

This category includes estimated staff cost recovery for projects and activities that will be carried out by IIEP staff through technical cooperation with Member States by Paris staff. It also includes the administrative support costs levied on extra-budgetary projects implemented and managed by IIEP and cost recovery from the annual training programme. Efforts will be made to continue improving the cost-sharing and cost

recovery scheme. Other income has been estimated at US\$2,416,126 for 2017, which represents a decrease of 10% from 2016. Pôle de Dakar and Buenos Aires cost recovery is included under the extra-budgetary income.

4. Other resources

Other resources come from prior years' surpluses and reserves which pertain to the general fund and can be used to finance activities under the Regular Programme. These reserves represent surpluses accumulated mainly in recent years. The Institute expects to draw from its reserves in 2017 by implementing the hiring growth strategy and building renovation approved by the 43rd Executive Committee in July 2016. It is expected that the Regular Programme reserves will decrease by US\$1 million, for a total of US\$5.2 million.

5. Extra-budgetary resources

The estimated income of US\$7,223,229 (*Schedule 1*), which is net of inter-fund eliminations, shows an increase of US\$365K (+5%) compared to the estimated income in 2016. This increase is explained by the AFD (Agence Française de Développement) multi-year Quality Project to be signed in the next few months. The US\$1 million expected in 2017 will help balance the lack of visibility in Buenos Aires, as the new Head of Office has just arrived, and the lower extra-budgetary activity in Paris compared with 2016.

Expenditure

The Regular Programme expenditure for 2017 has been estimated at US\$12,573,351, of which US\$9,250,027 relates to staff costs and US\$3,323,324 to programme activities.

The staff costs increase in Paris of 20% in 2017, compared to 2016, is explained by the Team Leader appointments, as well as the execution of the hiring growth strategy.

Close monitoring and recording of staff and other cost recovery will continue.

The table below shows the evolution of net staff costs from 2013:

Figures in USD'000s	2013	2014	2015	2016	2016	2017
	Actual	Actual	Actual	Budget	Estimate	Estimate
Total Staff costs Paris	8 119	7 060	6 457	8 011	7 376	9 250
Cost recovery Paris	(1 844)	(2 514)	(2 811)	(2 466)	(2 673)	(2 416)
Net Staff costs Paris	6 275	4 546	3 646	5 545	4 703	6 834
Paris % Recovery/year	23%	36%	44%	31%	36%	26%

In view of the foregoing, the Board may wish to adopt the following Appropriation Resolution.

Resolution...

The Governing Board,

Having examined the Draft Programme and Budget for 2017 contained in document *56 GB/4 – Part II*,

Resolves that,

A. Regular Programme

- (a) for the financial period 1 January to 31 December 2017, the total appropriation should amount to US\$ 12 573 351, to be financed by estimated income of US\$ 11 546 051 and reserves estimated at US\$ 6 200 269, hereby appropriated for the purpose indicated in the appropriation table as follows:

Appropriation Line	Amount in US\$
I. Programme Operations	
A. Integrated Capacity Development Strategy (line 1)	5 111 372
B. Knowledge Generation (line 2)	1 891 786
C. Outreach and Advocacy (line 3)	2 420 956
	Sub-total I
	9 424 114
II. Directorate and Administration	
D. Governing Board	372 618
E. Directorate	746 423
F. General Administration	1 252 124
Information technology	409 072
Staff development	100 000
Building Renovation	269 000
	Sub-total II
	3 149 237
	Total Appropriation
	<u>12 573 351</u>

- (b) The total appropriation voted in paragraph (a) above shall be financed by the funds allocated for the operation of the Institute and which are or shall be paid into (i) the Special Account set up by the Director-General of UNESCO in accordance with the relevant provisions of the Organization's Financial Regulations and with Article VIII, paragraphs 1 and 2 of the Statutes of the Institute, and (ii) the Stabilization Reserve Account set up on 1 July 1993 in accordance with Resolution 251 adopted by the Executive Committee of the Governing Board at its 28th session in June 1993, as follows:

Income and Other Resources	Amount in US\$
I. UNESCO Financial Allocation	2 140 100
II. Voluntary Contributions	6 989 825
Sub-total I & II	9 129 925
III. Other Income	
Programme Support Funds	2 014 571
Income from training	391 555
Miscellaneous Income	10 000
Sub-total III	2 416 126
Sub-total I, II & III	<u>11 546 051</u>
IV. Other Resources	
Liquidation of previous years' obligations	30 000
Transfer to Stabilization Reserve Account	(472 763)
Other adjustments to reserves and fund balances	-
Reserves and Fund Balances on 1 January 2016	6 643 032
Sub-total IV	6 200 269
Grand Total Regular Programme	<u>17 746 320</u>

- (c) The Director is authorized to incur obligations during the financial period 1 January to 31 December 2017 up to the amount appropriated under (a) above.
- (d) The Director is authorized to accept and add to the appropriation approved under paragraph (a) above, subventions, contributions, grants, gifts or bequests, fees and miscellaneous income, taking into account the provisions of Article 3.2 of the Financial Regulations of the Special Account for UNESCO International Institute for Educational Planning (IIEP). The Director shall provide information on the amounts accepted to the Governing Board, in writing, at the session following such action.
- (e) The Director is authorized to make transfers between appropriation lines not exceeding 20 per cent of the total amount of the appropriation from which the funds are transferred.
- (f) The Director is authorized to make transfers between appropriation lines in excess of the percentage indicated in (e) above with the prior approval of the Governing Board.
- (g) In urgent and special circumstances, when an immediate action becomes imperative the Director may make transfers exceeding the percentage indicated in (e) above, but not exceeding the sum of US\$50 000, between appropriation lines, informing the Members of the Governing Board in writing, at the session following such action, of the details of the transfers and the reasons for them.
- (h) The Director is authorized, when the payment of expected funds is delayed for unforeseen reasons or circumstances, to transfer to programme costs the necessary funds from the Stabilization Reserve Account in order to ensure the continuation of programmes and projects, on the understanding that the amount so transferred be returned to the Account in the same financial period and/or, at the latest, during the ensuing two consecutive financial periods.

B. Extra-budgetary Programme

Takes note that,

- (a) The Director is authorized to receive funds or assistance in kind from governments, international, regional, or national organizations, governmental or non-governmental institutions and other bodies as well as from individuals, for the implementation of programmes, projects, or other activities consistent with the aims, policies, and activities of IIEP and of UNESCO, and to incur obligations for such activities in accordance with the Regulations of the Special Account of the IIEP and/or the Regulations and Rules of UNESCO and the agreements made with the donors.
- (b) The Director shall seek approval, in writing, from the Members of the Governing Board, for all projects exceeding the amount of US\$500,000, in accordance with the decision that was taken during the 47th Governing Board session.

Resolves that for the financial period 1 January to 31 December 2017, the total appropriation for the Extra-budgetary Programme should amount to US\$ 8 191 283 to be financed by estimated income of US\$7 223 229 and reserves estimated at US\$ 7 270 361.

Appropriation Line	Amount in US\$
I. Programme Operations ¹	
A. Integrated Capacity Development Strategy (line 1)	8 611 698
B. Knowledge Generation (line 2)	1 111 389
C. Outreach and Advocacy (line 3)	998 222
Sub-total I	10 721 309
II. Directorate and Administration	
D. General Administration	500 000
Sub-total II	500 000
III. Programme Support Funds	
E. Programme Support Fund Interfund eliminations	(3 030 026)
Sub-total III	(3 030 026)
Total Appropriation	<u>8 191 283</u>
Income and Other Resources	
I. Contracts	
Governments	6 486 699
Other	3 525 055
France (IIEP building maintenance)	241 501
Sub-total I	10 253 255
II. Other Income	
Programme Support Fund Interfund eliminations	(3 030 026)
Sub-total II	(3 030 026)
Total Income I & II	<u>7 223 229</u>
III. Other Resources	
Liquidation of previous years' obligations	50 000
Other adjustments to reserves and fund balances	0
Reserves and Fund Balances on 1 January 2016	7 220 361
Sub-total III²	7 270 361
Grand Total Extrabudgetary Programme	<u>14 493 590</u>

¹ Includes Buenos Aires & Pôle de Dakar programmes and activities

² On-going multi-year Extrabudgetary projects that will be implemented beyond 2016

Table 1-2017
UNESCO INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STATEMENT OF RESOURCES AND EXPENDITURE FOR 2017

Regular and Extrabudgetary Programmes	Estimated 2016				Estimated 2017				
	Regular Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$	Regular Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$	in Euros*
IIEP SPECIAL ACCOUNT INCOME									
I. UNESCO Financial Allocation	2,140,100	-	-	2,140,100	2,140,100	-	-	2,140,100	1,916,246
II. Voluntary Contributions	7,066,557	-	-	7,066,557	6,989,825	-	-	6,989,825	6,258,690
III. Contracts									
Governments	-	4,083,088	-	4,083,088	-	6,486,699	-	6,486,699	5,808,190
Other	-	5,933,723	(1,123,822)	4,809,901	-	3,525,055	(1,036,722)	2,488,333	2,228,053
France (IIEP building maintenance)	-	239,726	-	239,726	-	241,501	-	241,501	216,240
TOTAL, GENERAL INCOME	9,206,657	10,256,537	(1,123,822)	18,339,372	9,129,925	10,253,255	(1,036,722)	18,346,458	16,427,419
IV. OTHER INCOME									
Programme Support Funds ¹	2,245,598	-	(2,087,501)	158,097	2,014,571	-	(1,826,748)	187,822	168,176
Training Programme cost recovery ²	414,891	-	(187,406)	227,485	391,555	-	(166,555)	225,000	201,465
Miscellaneous Income ³	12,662	-	-	12,662	10,000	-	-	10,000	8,954
TOTAL, OTHER INCOME	2,673,151	-	(2,274,907)	398,244	2,416,126	-	(1,993,303)	422,822	378,595
TOTAL INCOME OF THE YEAR	11,879,808	10,256,537	(3,398,729)	18,737,616	11,546,051	10,253,255	(3,030,026)	18,769,281	16,806,014
EXPENDITURE									
9th Medium-Term Strategy									
I. PROGRAMME OPERATIONS									
Line 1: Integrated Capacity Development Strategy	3,964,027	7,085,305	(2,397,469)	8,651,863	5,111,372	8,611,698	(2,563,627)	11,159,443	9,992,166
Line 2: Knowledge Generation	1,674,588	2,286,134	(814,023)	3,146,699	1,891,786	1,111,389	(230,739)	2,772,436	2,482,439
Line 3: Outreach and Advocacy	1,947,927	920,906	(187,237)	2,681,596	2,420,956	998,222	(235,660)	3,183,518	2,850,522
TOTAL, PROGRAMME OPERATIONS	7,586,542	10,292,345	(3,398,729)	14,480,158	9,424,114	10,721,309	(3,030,026)	17,115,397	15,325,127
II. GOV. BOARD, DIRECTORATE AND ADMINISTRATION									
Line 4.1 : Governing Board	280,443	-	-	280,443	372,618	-	-	372,618	333,642
Line 4.2 : Directorate	636,577	-	-	636,577	746,423	-	-	746,423	668,347
Line 4.3 : Administration									
General Administration	1,087,886	-	-	1,087,886	1,252,124	-	-	1,252,124	1,121,152
Information Technology	359,139	-	-	359,139	409,072	-	-	409,072	366,283
Staff development	58,225	-	-	58,225	100,000	-	-	100,000	89,540
Renovation of Building	-	103,059	-	103,059	269,000	500,000	-	769,000	688,563
Staff Service Account	-	1,626	-	1,626	-	-	-	-	-
Administrative support funds	-	-	-	-	-	-	-	-	-
TOTAL, GOV. BOARD, DIRECTORATE AND GEN. ADM.	2,422,270	104,685	-	2,526,955	3,149,237	500,000	-	3,649,237	3,267,527
TOTAL, EXPENDITURE I - II	10,008,812	10,397,030	(3,398,729)	17,007,113	12,573,351	11,221,309	(3,030,026)	20,764,634	18,592,654
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	1,870,996	(140,492)	-	1,730,503	(1,027,300)	(968,054)	-	(1,995,354)	(1,786,640)
IV. OTHER RESOURCES & RESERVES									
Liquidation of previous years' obligations	10,000	10,000	-	20,000	30,000	50,000	-	80,000	71,632
Transfer to the Stabilization Reserve Account ⁴	(288,098)	-	-	(288,098)	(472,763)	-	-	(472,763)	(423,312)
Trans. to the Stabilization Reserve Account ⁵	(2,533,959)	-	-	(2,533,959)	-	-	-	-	-
Adjustments to reserves and Fund Balances	-	-	-	-	-	-	-	-	-
Reserves & Fund Balances on 1 January	7,584,094	7,350,853	-	14,934,947	6,643,032	7,220,361	-	13,863,393	12,413,282
TOTAL, OTHER RESOURCES & RESERVES	4,772,036	7,360,853	-	12,132,890	6,200,269	7,270,361	-	13,470,630	12,061,602
BALANCE AT YEAR END ALL MANAGED FUNDS⁷	6,643,032	7,220,361	-	13,863,392	5,172,969	6,302,307	-	11,475,276	10,274,962

¹ Internal transfers from execution of the extrabudgetary: Administrative support costs, Staff costs recovery and other reimbursements, and consultancy services and other reimbursements from external partners during the year.

² Costs recovery from the annual training programme, and subscriptions from Distance education, Short course and Education Sector Planning participants.

³ Including sales of publications, printshop reimbursements, bank interest, exchange rate adjustments and other reimbursements.

⁴ 5% previous year's UNESCO payroll.

⁵ 43rd ExCom resolution 488

⁶ Reserve balance available for projects execution at the beginning of the year.

* Exchange rate of US dollar/euro : 2016 US\$1 = €0,894; 2017 US\$1 = €0,895 (average 2016)

SCHEDULE 1-2017. IIEP ESTIMATED RESOURCES IN 2017
(Expressed in current United States Dollars)
(Page 1 of 3)

Regular and Extrabudgetary Programmes

Source	2016 Estimated	Share %	2017 Estimated	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 100	11,4	2 140 100	11,4	-
II. Voluntary Contributions					
Argentina	125 000	0,7	125 000	0,7	-
Norway	2 997 602	16,0	2 997 602	16,0	-
Sweden	2 416 460	12,9	2 339 729	12,5	(76 731)
Switzerland	1 527 495	8,2	1 527 495	8,1	-
Total, Voluntary Contributions	7 066 557	37,7	6 989 825	37,2	(76 731)
TOTAL, I & II	9 206 657	49,1	9 129 925	48,6	(76 731)
III. OTHER INCOME					
Programme Support Funds	2 245 598	12,0	2 014 571	10,7	(231 027)
Income from training	414 891	2,2	391 555	2,1	(23 336)
Miscellaneous Income	12 662	0,1	10 000	0,1	(2 662)
TOTAL, OTHER INCOME	2 673 151	14,3	2 416 126	12,9	(257 025)
TOTAL, INCOME REGULAR PROGRAMME	11 879 808	63,4	11 546 051	61,5	(333 757)
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	176 507	0,9	346 841	1,8	170 334
Benin**	96 050	0,5	-	-	(96 050)
Botswana	-	-	418 000	2,2	418 000
Burkina Faso	-	-	501 672	2,7	501 672
Cambodia	447 216	2,4	290 000	1,5	(157 216)
France (AFD - Convention 2013)**	1 188 536	6,3	1 916 000	10,2	727 464
France (AFD - QUALITY)**	-	-	1 114 827	5,9	1 114 827
Guinea**	252 972	1,4	169 161	0,9	(83 811)
Malaysia	166 675	0,9	-	-	(166 675)
Mauritania**	66 132	0,4	-	-	(66 132)
Mexico*	120 700	0,6	-	-	(120 700)
Niger**	-	-	252 555	1,3	252 555
Sweden (SIDA)	1 562 500	8,3	1 052 878	5,6	(509 622)
Sao Tomé-et-Príncipe**	-	-	208 485	1,1	208 485
Togo	-	-	40 000	0,2	40 000
Togo**	-	-	176 280	0,9	176 280
Uruguay*	5 800	0,0	-	-	(5 800)
Total, Contracts - Governments	4 083 088	21,8	6 486 699	34,6	2 403 611
Contracts - Others					
Aerolinas Argentina*	533	0,0	-	-	(533)
Agence Française de Développement (AFD - PEFOP)**	1 500 000	8,0	729 660	3,9	(770 340)
Agua y Saneamientos Argentinos S.A (AYSA)*	53 246	0,3	6 070	0,0	(47 176)
DAAD	40 019	0,2	-	-	(40 019)
Protect Education in Insecurity & Conflict Program (EAA-PEIC)	457 268	2,4	-	-	(457 268)
Foundation ARCOR*	33 315	0,2	-	-	(33 315)
Global Partnership for Education (GPE) ⁴ (PAR)	79 940	0,4	290 000	1,5	210 060
Global Partnership for Education (GPE) ⁴ (PDK)**	80 130	0,4	-	-	(80 130)

SCHEDULE 1-2017. IIEP ESTIMATED RESOURCES IN 2017
(Expressed in current United States Dollars)
(Page 2 of 3)

Regular and Extrabudgetary Programmes

Source	2016 Estimated	Share %	2017 Estimated	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
MacArthur Foundation	90 000	0,5	-	-	(90 000)
Organization Iberico-American States (OEI)*	84 916	0,5	-	-	(84 916)
P4LP (Planning for Learning Portal)	65 000	0,3	-	-	(65 000)
Rockefeller Phil. Advisors Inc (Education Commission)	233 767	1,2	-	-	(233 767)
Universidad de Guadalajara*	31 300	0,2	-	-	(31 300)
Universidad de la Punta*	3 533	0,0	-	-	(3 533)
UNESCO	596 614	3,2	75 000	0,4	(521 614)
UNICEF	865 307	4,6	708 606	3,8	(156 701)
Fellowships & other funds					
Annual Training Program (Fellowships)	536 340	2,9	507 692	2,7	(28 647)
Annual Training Program (Fellowships IBA)	53 621	0,3	60 000	0,3	6 379
Annual Training Program (Fellowships PDK)	179 318	1,0	200 000	1,1	20 682
Staff Service Account	19 484	0,1	20 000	0,1	516
Other Extrabudgetary Income	930 071	5,0	928 027	4,9	(2 044)
Total, Contracts - Others	5 933 721	31,7	3 525 055	18,8	(2 408 666)
France (IIEP building maintenance)	239 726	1,3	241 501	1,3	1 775
TOTAL, CONTRACTS	10 256 535	54,7	10 253 255	54,6	(3 280)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(707 663)	- 3,8	(733 517)	- 3,9	(25 854)
Staff costs recovery & other	(2 691 066)	- 14,4	(2 296 509)	- 12,2	394 557
Total, Elimination - PSF	(3 398 729)	- 18,1	(3 030 026)	- 16,1	368 703
TOTAL, EXTRABUDGETARY INCOME	6 857 806	36,6	7 223 229	38,5	365 423
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	18 737 614	100,0	18 769 280	100,0	31 666
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Regular Prog.	10 000	-	30 000	-	20 000
Liquidation of previous years' obligations, Exb. Prog	10 000	-	50 000	-	40 000
Transfer to Stabilization Reserve Account	(288 098)	-	(472 763)	-	(184 665)
Transfer to Stabilization Reserve Account	(2 533 959)	-	-	-	2 533 959
Reserves & Fund Balances on 1 January, Regular Prog.	7 584 094	-	6 643 032	-	(941 062)
Reserves & Fund Balances on 1 January, Exb. Prog	7 350 853	-	7 220 361	-	(130 492)
TOTAL, OTHER RESOURCES & RESERVES	12 132 890	-	13 470 630	-	1 337 740
GRAND TOTAL, IIEP MANAGED FUNDS	30 870 504	-	32 239 910	-	1 369 406

SCHEDULE 1-2017. IIEP ESTIMATED RESOURCES IN 2017
 (Expressed in current United States Dollars)
 (Page 3 of 3)

Regular and Extrabudgetary Programmes

Source	2016 Estimated	Share %	2017 Estimated	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
C. IN-KIND CONTRIBUTIONS					
<u>I. PHYSICAL FACILITIES</u>					
Rental for the IIEP building/Paris	1 442 586	90,01	1 442 586	90,0	-
Rental for the IIEP building/Buenos Aires	108 000	6,7	108 000	6,7	-
Rental for the IIEP building/Pôle de Dakar	52 186	3,3	52 186	3,3	-
TOTAL, PHYSICAL FACILITIES	1 602 772	96,7	1 602 772	96,7	-
D. RESOURCES DECENTRALIZED TO IIEP					
<u>I. UNESCO DECENTRALIZED FUNDS</u>					
Funds-in-Trust	158 098	100,0	187 822	100,0	29 724
Regular Programme	-	-	-	-	-
TOTAL, DECENTRALIZED FUNDS	158 098	100,0	187 822	100,0	29 724
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	1 760 870	100,0	1 790 595	100,0	29 724
GRAND TOTAL	32 631 374	100,0	34 030 505	100,0	1 399 131

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Pôle de Dakar.

SCHEDULE 2-2017. IIEP ESTIMATED EXPENDITURE IN 2017
 (Expressed in current United States Dollars)
 (Page 1 of 3)

Regular and Extrabudgetary Programmes	Estimated 2016						Estimated 2017						(Increase)/Decrease Appr. Less New Estim.	
	Regular Programme		Share		Extrabudg.		Regular Programme		Share		Extrabudg.		Reg.	Extrab.
	Staff	Activities	Total	%	Programme	Total	Staff	Activities	Total	%	Programme	Total	Programme	Programme
A. IIEP SPECIAL ACCOUNT														
I. PROGRAMME OPERATIONS														
1. INTEGRATED CAPACITY DEVELOPMENT STRATEGY (Line 1)														
Training	1 976 016	265 359	2 241 375	22,4	493 741 ¹	2 735 116	2 533 442	503 300	3 036 742	24,2	628 377 ¹	3 665 119	(795 367)	(134 636)
Technical cooperation	1 521 595	63 456	1 585 051	15,8	2 921 578 ²	4 506 629	1 950 830	-	1 950 830	15,5	2 799 149 ²	4 749 979	(365 779)	122 429
IIEP Buenos Aires	76 601	61 000	137 601	1,4	886 734	1 024 335	52 800	71 000	123 800	1,0	873 410	997 210	13 801	13 324
IIEP Pôle de Dakar	-	-	-	-	2 783 252	2 783 252	-	-	-	-	4 310 762	4 310 762	-	(1 527 510)
TOTAL, INTEGRATED CAP. DEV'T STRATEGY	3 574 212	389 815	3 964 027	39,6	7 085 305	11 049 332	4 537 072	574 300	5 111 372	40,7	8 611 698	13 723 070	(1 147 345)	(1 526 393)
2. KNOWLEDGE GENERATION (Line 2)														
Foresight	75 207	24 000	99 207	1,0	63 625	162 832	96 423	75 000	171 423	1,4	95 932	267 355	(72 216)	(32 307)
Development of tools and methodologies (*)							30 033	40 000	70 033	0,6	-		(70 033)	-
Reduced social inequalities, particularly gender inequality	57 259	11 204	68 463	0,7	1 295	69 758	73 412	15 000	88 412	0,7	-	88 412	(19 949)	1 295
Improved cognitive and non-cognitive learning outcomes	397 624	15 000	412 624	4,1	226 148	638 772	509 791	55 000	564 791	4,5	105 860	670 651	(152 167)	120 288
Governance and accountability	449 488	377 404	826 892	8,3	887 665 ³	1 714 557	546 253	145 024	691 277	5,5	- ³	691 277	135 615	887 665
Resilience of education systems	202 988	-	202 988	2,0	396 571	599 559	260 250	-	260 250	2,1	14 137	274 387	(57 262)	382 434
IIEP Buenos Aires	64 414	-	64 414	0,6	238 316	302 730	45 600	-	45 600	0,4	163 618	209 218	18 814	74 698
IIEP Pôle de Dakar	-	-	-	-	472 515	472 515	-	-	-	-	731 842	731 842	-	(259 327)
TOTAL, KNOWLEDGE GENERATION	1 246 980	427 608	1 674 588	16,7	2 286 134	3 960 722	1 561 762	330 024	1 891 786	15,0	1 111 389	3 003 175	(217 198)	1 174 746
3. OUTREACH AND ADVOCACY (Line 3)														
Institutional knowledge management	561 765	468 984	1 030 749	10,3	-	1 030 749	720 238	615 000	1 335 238	10,6	-	1 335 238	(304 489)	-
Partnerships and cooperation	532 502	196 780	729 282	7,3	276 866	1 006 148	682 718	235 000	917 718	7,3	-	917 718	(188 436)	276 866
IIEP Buenos Aires	67 896	120 000	187 896	1,9	1 093	188 989	48 000	120 000	168 000	1,3	2 411	170 411	19 896	(1 318)
IIEP Pôle de Dakar	-	-	-	-	642 947	642 947	-	-	-	-	995 811	995 811	-	(352 864)
TOTAL, OUTREACH AND ADVOCACY	1 162 163	785 764	1 947 927	19,5	920 906	2 868 833	1 450 956	970 000	2 420 956	19,3	998 222	3 419 178	(473 029)	(77 317)
TOTAL, I: PROGRAMME. OPERATIONS	5 983 355	1 603 187	7 586 542	75,8	10 292 345	17 878 887	7 549 790	1 874 324	9 424 114	75,0	10 721 309	20 145 423	(1 837 572)	(428 964)

¹ Advanced Training Programme, Short course, and Education Sector Planning participants ² Technical assistance projects in various countries ³ including Global Partnership for Education projects
 (*) This heading was included in line "Technical cooperation" in the Estimated 2016

SCHEDULE 2-2017. IIEP ESTIMATED EXPENDITURE IN 2017
 (Expressed in current United States Dollars)
 (Page 2 of 3)

Regular and Extrabudgetary Programmes	Estimated 2016						Estimated 2017						(Increase)/Decrease Appr. Less New Estim.	
	Regular Programme		Share	Extrabudg.		Total	Regular Programme		Share	Extrabudg.		Reg.	Extrab.	
	Staff	Activities	%	Programme	Total		Staff	Activities	%	Programme	Total	Programme	Programme	
II. GOV. BOARD, DIRECTORATE & ADMINISTRATION (Line 4)														
1. GOV. BOARD & DIRECTORATE														
Governing Board	170,535	109,908	280,443	2.8	-	280,443	212,618	160,000	372,618	3.0	-	372,618	(92,175)	-
Directorate/Monitoring and Evaluation	525,121	111,456	636,577	6.4	-	636,577	646,423	100,000	746,423	5.9	-	746,423	(109,846)	-
TOTAL, GOV. BOARD & DIRECTORATE	695,656	221,364	917,020	9.2	-	917,020	859,041	260,000	1,119,041	8.9	-	1,119,041	(202,021)	-
2. ADMINISTRATION														
General Administration	570,339	517,547	1,087,886	10.9	-	1,087,886	679,124	573,000	1,252,124	10.0	-	1,252,124	(164,238)	-
Institutional Information Technology	126,412	232,727	359,139	3.6	-	359,139	162,072	247,000	409,072	3.3	-	409,072	(49,933)	-
Staff development	-	58,225	58,225	0.6	-	58,225	-	100,000	100,000	0.8	-	100,000	(41,775)	-
Renovation of building	-	-	-	-	103,059	103,059	-	269,000	269,000	2.1	500,000	769,000	(269,000)	(396,941)
Staff Service Account	-	-	-	-	1,626	1,626	-	-	-	-	-	-	-	1,626
Administrative support funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL, ADMINISTRATION	696,751	808,499	1,505,250	15.0	104,685	1,609,935	841,196	1,189,000	2,030,196	16.1	500,000	2,530,196	(524,946)	(395,315)
TOTAL, II: GOV. BOARD, DIRECTORATE & ADMIN.	1,392,407	1,029,863	2,422,270	24.2	104,685	2,526,955	1,700,237	1,449,000	3,149,237	25.0	500,000	3,649,237	(726,967)	(395,315)
TOTAL EXPENDITURE I & II	7,375,762	2,633,050	10,008,812	100.0	10,397,030	20,405,842	9,250,027	3,323,324	12,573,351	100.0	11,221,309	23,794,660	(2,564,539)	(824,279)
III. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)														
Programme Support Costs	-	-	-	-	(707,663)	(707,663)	-	-	-	-	(733,517)	(733,517)	-	25,854
Staff costs recovery & other	-	-	-	-	(2,691,066)	(2,691,066)	-	-	-	-	(2,296,509)	(2,296,509)	-	(394,557)
Total, Elimination - PSF	-	-	-	-	(3,398,729)	(3,398,729)	-	-	-	-	(3,030,026)	(3,030,026)	-	(368,703)
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	7,375,762	2,633,050	10,008,812	100.0	6,998,301	17,007,113	9,250,027	3,323,324	12,573,351	100.0	8,191,283	20,764,634	(2,564,539)	(1,192,982)

SCHEDULE 2-2017. IIEP ESTIMATED EXPENDITURE IN 2017
 (Expressed in current United States Dollars)
 (Page 3 of 3)

Regular and Extrabudgetary Programmes	Estimated 2016						Estimated 2017						(Increase)/Decrease Appr. Less New Estim.	
	Regular Programme		Share		Extrabudg.		Regular Programme		Share		Extrabudg.		Reg.	Extrab.
Appropriation Line/Programme Chapter	Staff	Activities	Total	%	Programme	Total	Staff	Activities	Total	%	Programme	Total	Programme	Programme
B. IN-KIND EXPENDITURE														
<u>PHYSICAL FACILITIES</u>														
Rental for the IIEP/Paris building	-	-	-	-	1,442,586	1,442,586	-	-	-	-	1,442,586	1,442,586	-	-
Rental for the IIEP/BA building	-	-	-	-	108,000	108,000	-	-	-	-	108,000	108,000	-	-
Rental for the IIEP/PDK building	-	-	-	-	52,186	52,186	-	-	-	-	52,186	52,186	-	-
TOTAL, PHYSICAL FACILITIES	-	-	-	-	1,602,772	1,602,772	-	-	-	-	1,602,772	1,602,772	-	-
C. EXPENDITURE FROM DECENTRALIZED FUNDS														
<u>UNESCO DECENTRALIZED FUNDS</u>														
Extra-budgetary funds	-	-	-	-	158,098	158,098	-	-	-	-	187,822	187,822	-	(29,724)
Regular Programme	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL, DECENTRALIZED FUNDS	-	-	-	-	158,098	158,098	-	-	-	-	187,822	187,822	-	(29,724)
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	-	-	-	-	1,760,870	1,760,870	-	-	-	-	1,790,595	1,790,595	-	(29,724)
GRAND TOTAL	7,375,762	2,633,050	10,008,812	100.0	8,759,171	18,767,983	9,250,027	3,323,324	12,573,351	100.0	9,981,878	22,555,229	(2,564,539)	(1,222,707)

General Administration

2017 Budget

The proposed budget for general administration and information technology for 2017 is itemized as follows:

General Administration		Amount in US\$
	Expenditure types	
CONTRACTS		
	Insurance	27 000
	Consultants and missions	38 000
	Staff Missions	34 000
	Sub-total Contracts	<u>99 000</u>
TRAINING	Interns	33 000
MISCELLANEOUS	Communications, hosp., utilities and others	180 000
EQUIPMENT	Purchase furniture & equipment, building maintenance and supplies	261 000
BUILDING	Building Renovation	269 000
	TOTAL	<u>842 000</u>
Information Technology		
EQUIPMENT		
	Computers/hardware (purchase & maintenance)	191 000
	Software (purchases & licence costs)	39 000
	Sub-total Equipment	<u>230 000</u>
MISCELLANEOUS	Consumables	17 000
	TOTAL	<u>247 000</u>
Staff development		
CONTRACTS	Consultants	100 000
	TOTAL	<u>100 000</u>
	GRAND TOTAL	<u>1 189 000</u>

Finance and Budget

The Administration will continue to work closely with the Director's office on the improvement of all administrative, technological, and programme processes. The plan includes the development of Key Performance Indicators to assist management in the monitoring of programme activities and implementation. Cost recovery continues to be key to the strategy of the Institute and the aim is to assist the programme teams to ensure that implementation is done according to plan.

Administration of the IIEP Building and General Services

The Administrative Unit has the overall responsibility to ensure that IIEP's building is properly maintained and serviced in a cost-effective way, to ensure the security in the building, and to manage all general services in an effective and planned manner.

The major plan in 2017 will be to carry out the thermal insulations of walls and windows to minimize energy loss and to build a smart classroom in the Institute. In addition, a committee will be created to study and make proposals on the optimization of space in the Institute. The earmarked funds received from the French Government during the period 2016–2017 and US\$269K from the Regular Programme budget (ExCom, Resolution 588) will be used to realize these renovation works.

Information Technology, Tools, and Systems

On the heels of the IT infrastructure overhaul performed this year, the bulk of the projects in 2017 will be focused on further improving the user experience of IIEP staff. An audit of all workstations will be done and those deemed to be at end-of-life will be upgraded. Those who travel often will have the option to use laptops instead of desktops, with a docking solution at their desk for working in-house.

The Wi-Fi network will also be overhauled with the goals of improving security while giving IIEP laptop users transparent access to internal IIEP resources at the same time. Finally, the PCs in the meeting rooms will be replaced and videoconferencing hardware will be permanently installed in Philip Coombs.

Human Resources Management

The implementation of IIEP's hiring growth strategy for strengthening Human Resources in the framework of the approved investment plan will require most of Human Resources Management's attention in 2017. An envelope of US\$1.66 million was approved for staff recruitment by the 43rd session of the Executive Committee in July 2016 (currently expected to cover 14 new project appointment positions). These positions aim to reinforce core competencies in the Institute's areas of intervention.

In October 2016, 6 out of the expected 14 PA positions were advertised and the recruitment processes are in progress. This implies a very high recruitment activity and continuous HR support for the integration of newly appointed staff members.

Discussions are currently underway between Pôle de Dakar and AFD for the financing of a new project related to quality management in 2017, including the creation of 3 staff positions: Administrative Assistant G5, Educational policy Officer P3, and Chief of project P4.

The year 2017 will conclude the biennium 2016–2017 and the related performance evaluation period. This will involve HR’s close support to staff and supervisors, in respect of final performance discussions and overall performance review in MyTalent. It will also provide an opportunity to discuss the group training organized during the biennium and decide which should be extended to more staff members, and identify new learning and development needs for the next biennium.

Investment plan tentative positions: 14

Post	Grade	Team	Contract Type
<i>IIEP Paris Office</i>			
Senior Advisor	P5	DIR	PA
Deputy Team Leader	P5	TC	PA
Senior Education Economist	P4	TC	PA
Chief of Research Unit	P4	R&D	PA
Chief of Development Unit	P4	R&D	PA
Project Officer	P3	TEP	PA
Project Officer	P3	R&D	PA
Associate Project Officer	P1	TC	PA
Associate Education Economist	P1	TC	PA
Associate Research Officer	P1	R&D	PA
Associate IT Officer	P1	ADM	PA
Associate Information System Officer	P1	DIR	PA
Administrative Assistant	G5	DIR	PA
Programme Assistant	G4	TEP	PA

The Staff Service Account (SSA)

The Administrative Unit will continue to manage this fund for the staff welfare. Cafeteria services will continue to be provided by the SCORE Group. It will also manage the allocation of parking places and collection of garage rent from staff members.

FINANCIAL APPENDICES
FINAL 2015
UNESCO INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STATEMENT OF RESOURCES AND EXPENDITURE

Regular and Extrabudgetary Programmes	Final 2014				Final 2015				
	Regular Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$	Regular Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$	in Euros*
IIEP SPECIAL ACCOUNT INCOME									
I. UNESCO Financial Allocation	1 870 500	-	-	1 870 500	1 870 500	-	-	1 870 500	1 709 637
II. Voluntary Contributions	7 463 679	-	-	7 463 679	7 177 184	-	-	7 177 184	6 559 946
III. Contracts									
Governments	-	6 556 350	-	6 556 350	-	5 020 943	-	5 020 943	4 589 142
Other	-	6 179 256	(837 679)	5 341 577	-	7 568 265	(1 634 682)	5 933 583	5 423 294
France (IIEP building maintenance)	-	267 027	-	267 027	-	367 033	-	367 033	335 468
TOTAL, GENERAL INCOME	9 334 179	13 002 633	(837 679)	21 499 133	9 047 684	12 956 241	(1 634 682)	20 369 242	18 617 487
IV. OTHER INCOME									
Programme Support Funds ¹	1 937 973	-	(1 525 535)	412 438	2 304 412	-	(1 772 318)	532 094	486 334
Annual Training Programme cost recovery ²	569 444	-	(388 631)	180 813	492 001	-	(219 642)	272 359	248 936
Miscellaneous Income ³	6 292	-	-	6 292	15 087	-	-	15 087	13 790
TOTAL, OTHER INCOME	2 513 709	-	(1 914 166)	599 543	2 811 500	-	(1 991 960)	819 540	749 060
TOTAL INCOME OF THE YEAR	11 847 888	13 002 633	(2 751 845)	22 098 676	11 859 184	12 956 241	(3 626 642)	21 188 782	19 366 547
EXPENDITURE									
9th Medium-Term Strategy									
I. PROGRAMME OPERATIONS									
Line 1: Integrated Capacity Development Strategy	3 575 567	5 714 104	(1 569 881)	7 719 790	3 376 798	8 380 052	(2 237 873)	9 518 977	8 700 345
Line 2: Knowledge Generation	1 448 364	2 244 742	(664 558)	3 028 548	1 320 126	2 514 470	(989 935)	2 844 661	2 600 020
Line 3: Outreach and Advocacy	1 573 564	119 298	(9 446)	1 683 416	1 443 529	871 234	(398 834)	1 915 929	1 751 159
Pôle De Dakar	-	2 569 875	(504 098)	2 065 777	-	-	-	-	-
TOTAL, PROGRAMME OPERATIONS	6 597 495	10 648 019	(2 747 983)	14 497 531	6 140 453	11 765 756	(3 626 642)	14 279 567	13 051 524
II. GOV. BOARD, DIRECTORATE AND ADMINISTRATION									
Line 4.1 : Governing Board	228 922	-	-	228 922	237 564	-	-	237 564	217 134
Line 4.2 : Directorate	582 162	-	-	582 162	584 570	-	-	584 570	534 297
Line 4.3 : Administration									
General Administration	1 083 964	-	-	1 083 964	1 080 497	-	-	1 080 497	987 575
Information Technology	125 260	-	-	125 260	212 434	-	-	212 434	194 165
Staff development	8 276	-	-	8 276	67 710	-	-	67 710	61 887
Renovation of Building	-	225 416	-	225 416	-	(3 982)	-	(3 982)	(3 639)
Staff Service Account	-	38	-	38	-	-	-	-	-
Administrative support funds	-	91 019	(3 862)	87 157	-	8 342	-	8 342	7 625
TOTAL, GOV. BOARD, DIRECTORATE AND GEN. ADM	2 028 584	316 473	(3 862)	2 341 195	2 182 776	4 361	-	2 187 137	1 999 043
TOTAL, EXPENDITURE I - II	8 626 078	10 964 492	(2 751 845)	16 838 726	8 323 229	11 770 116	(3 626 642)	16 466 703	15 050 567
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	3 221 810	2 038 141	-	5 259 950	3 535 955	1 186 124	-	4 722 079	4 315 980
IV. OTHER RESOURCES & RESERVES									
Liquidation of previous years' obligations	120 551	131 478	-	252 029	33 300	175 918	-	209 218	191 226
Transfer to the Stabilization Reserve Account ⁴	(256 796)	-	-	(256 796)	(210 672)	-	-	(210 672)	(192 554)
Trans. to the Stabilization Reserve Account ⁵	(200 000)	-	-	(200 000)	(202 640)	-	-	(202 640)	(185 213)
Adjustments to reserves and Fund Balances ⁶	(439 270)	439 270	-	-	(246 048)	246 048	-	-	-
Reserves & Fund Balances on 1 January	2 227 904	3 133 874	-	5 361 778	4 674 199	5 742 763	-	10 416 962	9 521 103
TOTAL, OTHER RESOURCES & RESERVES	1 452 389	3 704 622	-	5 157 011	4 048 139	6 164 729	-	10 212 868	9 334 562
BALANCE AT YEAR END ALL MANAGED FUNDS	4 674 199	5 742 763	-	10 416 961	7 584 094	7 350 853	-	14 934 947	13 650 542

¹ Internal transfers from execution of the extrabudgetary: Administrative support costs, Staff costs recovery and other reimbursements, and consultancy services and other reimbursements from external partners during the year.

² Costs recovery from the annual training programme, and subscriptions from Distance education, Short course and Education Sector Planning participants.

³ Including sales of publications, printshop reimbursements, bank interest, exchange rate adjustments and other reimbursements.

⁴ 5% previous year's UNESCO payroll.

⁵ Partial reimbursement for the renovation of the cafeteria.

⁶ IIEP Buenos Aires regular programme adjustments, PSF expenditure and others.

* Exchange rate of US dollar/euro : 2014 US\$1 = €0,820; 2015 US\$1 = €0,914

FINANCIAL APPENDICES

SCHEDULE 1. IIEP FINAL 2015 (Expressed in current United States Dollars) (Page 1 of 2)

Regular and Extrabudgetary Programmes					
Source	2015 Approved Budget	Share %	2015 Final	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	1,870,500	9.13	1,870,500	8.8	-
II. Voluntary Contributions					
Argentina	23,360	0.11	23,360	0.1	-
India	-	-	-	-	-
Norway	3,340,236	16.31	3,340,236	15.8	0
Sweden	2,364,660	11.55	2,364,660	11.2	(0)
Switzerland	1,494,024	7.30	1,448,927	6.8	(45,097)
	7,222,280	35.27	7,177,184	33.9	(45,096)
TOTAL, I & II	9,092,780	44.40	9,047,684	42.7	(45,096)
III. OTHER INCOME					
Programme Support Funds	2,415,100	11.79	2,304,412	10.9	(110,688)
Annual Training Programme cost recovery ²	462,594	2.26	492,001	2.3	29,407
Miscellaneous Income ³	2,000	0.01	15,087	0.1	13,087
TOTAL, OTHER INCOME	2,879,694	14.06	2,811,500	13.3	(68,194)
TOTAL, INCOME REGULAR PROGRAMME	11,972,474	58.47	11,859,184	56.0	(113,290)
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Angola*	-	-	-	-	-
Argentina (Federal Government)*	1,545,184	7.55	1,545,184	7.3	-
Burkina Faso**	-	-	-	-	-
Burundi**	199,950	0.98	199,950	0.9	-
Cambodia	332,537	1.62	189,912	0.9	(142,625)
Colombia*	30,000	0.15	30,000	0.1	-
Denmark (DANIDA)	-	-	-	-	-
France (AFD - Convention 2013)**	1,350,678	6.60	1,350,678	6.4	-
Germany (GIZ)	-	-	112,233	0.5	112,233
Malaysia	325,440	1.59	158,765	0.7	(166,675)
Mauritania**	97,067	0.47	97,067	0.5	-
Mexico*	-	-	84,490	0.4	84,490
Namibia	-	-	-	-	-
Netherlands (SACMEQ)	-	-	-	-	-
Sweden (SIDA)	1,157,410	5.65	1,157,410	5.5	-
UAE	54,434	0.27	54,434	0.3	-
Uruguay*	29,190	0.14	40,820	0.2	11,630
Total, Contracts - Governments	5,121,890	25.01	5,020,943	23.7	(100,947)
Contracts - Others					
Asociacion Empresaria Argentina (AEA)*	-	-	-	-	-
Aerolinas Argentina*	18,779	0.09	54,047	0.3	35,268
Agence Française de Développement (AFD - PEFOP)**	2,178,640	10.64	2,178,640	10.3	-
Cablevision SA*	-	-	24,395	0.1	24,395
CLADE*	-	-	2,050	0.0	2,050
DAAD - The German Academic Exchange Service	-	-	-	-	-
EAA/PEIC - Protect Education in Insecurity & Conflict Program	220,381	1.08	124,894	0.6	(95,487)
European Commission	22,348	0.11	24,504	0.1	2,156
Foundation ARCOR*	-	-	-	-	-
Foundation Compromiso*	-	-	-	-	-
Fundación Omar Dengo*	30,000	0.15	30,000	0.1	-
Global Partnership for Education (GPE) (PAR)	611,589	2.99	611,589	2.9	-
Global Partnership for Education (GPE) (PDK)**	168,780	0.82	168,780	0.8	-

FINANCIAL APPENDICES

SCHEDULE 1. IIEP FINAL 2015
(Expressed in current United States Dollars)
(Page 2 of 2)

Regular and Extrabudgetary Programmes					
Source	2015 Approved Budget	Share %	2015 Final	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
Hewlett Foundation	67 800	0,3	67 800	0,3	-
Mott MacDonald	445 529	2,2	434 745	2,1	(10 784)
Organization Iberico-American States (OEI)*	156 804	0,8	156 804	0,7	-
P4LP (Wellspring Adv.)	65 000	0,3	65 000	0,3	-
Plan Internantional*	29 310	0,1	29 310	0,1	-
UFAR - French University in Armenia Foundation	-	-	6 698	0,0	6 698
Universidad de Guadalajara*	-	-	18 136	0,1	18 136
Universidad de la Punta*	31 588	0,2	43 749	0,2	12 161
UNESCO	606 943	3,0	480 943	2,3	(126 000)
UNICEF	469 306	2,3	646 019	3,0	176 713
Sub-total, Contracts - Others	5 122 797	25,0	5 168 103	24,4	45 306
Fellowships & other funds					
Annual Training Program (Fellowships)	452 524	2,2	461 560	2,2	9 036
Annual Training Program (Fellowships IBA)*	69 784	0,3	72 062	0,3	2 278
Annual Training Program (Fellowships PDK)**	200 000	1,0	211 732	1,0	11 732
Staff Service Account	20 040	0,1	20 126	0,1	86
Other Extrabudgetary Interfunds	1 392 572	6,8	1 634 682	7,7	242 110
Sub-Total, Fellowships & other funds	2 134 920	10,4	2 400 162	11,3	265 242
France (IIEP building maintenance)	-	-	367 033	1,7	367 033
TOTAL, CONTRACTS	12 379 607	60,5	12 956 241	61,1	576 633
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Funds	(728 720)	- 3,6	(672 726)	- 3,2	55 994
Staff costs recovery & other	(3 145 401)	- 15,4	(2 953 916)	- 13,9	191 485
Total, Elimination - PSF	(3 874 121)	- 18,9	(3 626 642)	- 17,1	247 479
TOTAL, EXTRABUDGETARY INCOME	8 505 486	41,5	9 329 599	44,0	824 112
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	20 477 960	100,0	21 188 782	100,0	710 822
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Regular Prog.	19 045	-	33 300	-	14 255
Liquidation of previous years' obligations, Exb. Prog	134 175	-	175 918	-	41 743
Transfer to Stabilization Reserve Account	(210 672)	-	(210 672)	-	-
Transfer to Stabilization Reserve Account	(202 604)	-	(202 640)	-	(36)
Reserves & Fund Balances on 1 January, Regular Prog.	4 674 198	-	4 674 199	-	1
Reserves & Fund Balances on 1 January, Exb. Prog	5 742 763	-	5 742 763	-	0
TOTAL, OTHER RESOURCES & RESERVES	10 156 905	-	10 212 868	-	55 963
GRAND TOTAL, IIEP MANAGED FUNDS	30 634 866	-	31 401 651	-	766 785

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Pôle de Dakar.

FINANCIAL APPENDICES

SCHEDULE 1. IIEP FINAL 2015 x 2014 (Expressed in current United States Dollars)

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Regular and Extrabudgetary Programmes					
Source	2014		2015		Increase/(Decrease) of (3) less (1) Amount
	Final	Share %	Final	Share %	
	(1)	(2)	(3)	(4)	(5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	1 870 500	8,46	1 870 500	8,83	-
II. Voluntary Contributions					
Argentina	-	-	23 360	0,11	23 360
India	-	-	-	-	-
Norway	3 191 208	14,44	3 340 236	15,76	149 028
Sweden	2 640 800	11,95	2 364 660	11,16	(276 140)
Switzerland	1 631 671	7,38	1 448 927	6,84	(182 744)
	7 463 679	33,77	7 177 184	33,87	(286 495)
TOTAL, I & II	9 334 179	42,24	9 047 684	42,70	(286 495)
III. OTHER INCOME					
Programme Support Funds	1 937 973	8,77	2 304 412	10,88	366 439
Annual Training Programme cost recovery ²	569 444	2,58	492 001	2,32	(77 443)
Miscellaneous Income ³	6 292	0,03	15 087	0,07	8 795
TOTAL, OTHER INCOME	2 513 709	11,37	2 811 500	13,27	297 791
TOTAL, INCOME REGULAR PROGRAMME	11 847 888	53,61	11 859 184	55,97	11 296
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Angola*	396 000	1,79	-	-	(396 000)
Argentina (Federal Government)*	1 849 696	8,37	1 545 184	7,29	(304 512)
Burkina Faso**	98 440	0,45	-	-	(98 440)
Burundi**	-	-	199 950	0,94	199 950
Cambodia	605 183	2,74	189 912	0,90	(415 271)
Colombia*	-	-	30 000	0,14	30 000
Denmark (DANIDA)	911 789	4,13	-	-	(911 789)
France (AFD - Convention 2013)**	2 000 000	9,05	1 350 678	6,37	(649 322)
Germany (GIZ)	179 185	0,81	112 233	0,53	(66 952)
Malaysia	-	-	158 765	0,75	158 765
Mauritania**	-	-	97 067	0,46	97 067
Mexico*	-	-	84 490	0,40	84 490
Namibia	39 438	0,18	-	-	(39 438)
Netherlands (SACMEQ)	406 059	1,84	-	-	(406 059)
Sweden (SIDA)	-	-	1 157 410	5,46	1 157 410
UAE	-	-	54 434	0,26	54 434
Uruguay*	70 560	0,32	40 820	0,19	(29 740)
Total, Contracts - Governments	6 556 350	29,67	5 020 943	23,70	(1 535 407)
Contracts - Others					
Asociacion Empresaria Argentina (AEA)*	-	-	-	-	-
Aerolinas Argentina*	9 999	0,05	54 047	0,26	44 048
Agence Française de Développement (AFD - PEFOP)**	-	-	2 178 640	10,28	2 178 640
Cablevision SA*	-	-	24 395	0,12	24 395
CLADE*	4 950	0,02	2 050	0,01	(2 900)
DAAD - The German Academic Exchange Service	63 976	0,29	-	-	(63 976)
EAA/PEIC - Protect Education in Insecurity & Conflict Program	477 090	2,16	124 894	0,59	(352 196)
European Commission	-	-	24 504	0,12	24 504
Foundation ARCOR*	22 000	0,10	-	-	(22 000)
Foundation Compromiso*	7 114	0,03	-	-	(7 114)
Fundación Omar Dengo*	-	-	30 000	0,14	30 000
Global Partnership for Education (GPE) (PAR)	859 378	3,89	611 589	2,89	(247 789)
Global Partnership for Education (GPE) (PDK)**	313 227	1,42	168 780	0,80	(144 447)

FINANCIAL APPENDICES

SCHEDULE 1. IIEP FINAL 2015 x 2014
(Expressed in current United States Dollars)
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Regular and Extrabudgetary Programmes					
Source	2014 Final	Share %	2015 Final	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
Hewlett Foundation	67 800	0,3	67 800	0,3	-
INTEL	100 000	0,5	-	-	(100 000)
Instituto Nacional para la Evaluación de la Educación (INEE)*	144 200	0,7	-	-	(144 200)
JP Morgan Chase Foundation	401 618	1,8	-	-	(401 618)
MacArthur Foundation	150 000	0,7	-	-	(150 000)
Master Card Foundation	66 949	0,3	-	-	(66 949)
Mott MacDonald	-	-	434 745	2,1	434 745
Organization Iberico-American States (OEI)*	85 074	0,4	156 804	0,7	71 730
Organisation Internationale de la Francophonie (OIF)	38 239	0,2	-	-	(38 239)
P4LP (Wellspring Adv.)	65 000	0,3	65 000	0,3	-
Plan Internantional*	35 823	0,2	29 310	0,1	(6 513)
SAMSUNG Argentina*	83 767	0,4	-	-	(83 767)
UFAR - French University in Armenia Foundation	-	-	6 698	0,0	6 698
Universidad de Guadalajara*	50 850	0,2	18 136	0,1	(32 714)
Universidad de la Punta*	-	-	43 749	0,2	43 749
UNESCO	838 053	3,8	480 943	2,3	(357 110)
UNICEF	1 262 442	5,7	646 019	3,0	(616 424)
UNRWA	29 287	0,1	-	-	(29 287)
Sub-total, Contracts - Others	5 176 836	23,4	5 168 103	24,4	(8 734)
Fellowships & other funds					
Annual Training Program (Fellowships)	33 876	0,2	461 560	2,2	427 684
Annual Training Program (Fellowships IBA)*	51 698	0,2	72 062	0,3	20 364
Annual Training Program (Fellowships PDK)**	70 720	0,3	211 732	1,0	141 012
Staff Service Account	8 447	0,0	20 126	0,1	11 679
Other Extrabudgetary Interfunds	837 679	3,8	1 634 682	7,7	797 003
Sub-Total, Fellowships & other funds	1 002 420	4,5	2 400 162	11,3	1 397 742
France (IIEP building maintenance)	267 027	1,2	367 033	1,7	100 006
TOTAL, CONTRACTS	13 002 633	58,8	12 956 241	61,1	(46 393)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Funds	(577 419)	- 2,6	(672 726)	- 3,2	(95 307)
Staff costs recovery & other	(2 174 426)	- 9,8	(2 953 916)	- 13,9	(779 490)
Total, Elimination - PSF	(2 751 845)	- 12,5	(3 626 642)	- 17,1	(874 797)
TOTAL, EXTRABUDGETARY INCOME	10 250 788	46,4	9 329 599	44,0	(921 190)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	22 098 676	100,0	21 188 782	100,0	(909 894)

FINANCIAL APPENDICES

SCHEDULE 1. IIEP FINAL 2015 x 2014
(Expressed in current United States Dollars)
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Regular and Extrabudgetary Programmes					
Source	2014 Final	Share %	2015 Final	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Regular Prog.	120 551	-	33 300	-	(87 251)
Liquidation of previous years' obligations, Exb. Prog.	131 478	-	175 918	-	44 440
Transfer to Stabilization Reserve Account	(256 796)	-	(210 672)	-	46 124
Transfer to Stabilization Reserve Account	(200 000)	-	(202 640)	-	(2 640)
Reserves & Fund Balances on 1 January, Regular Prog.	2 227 904	-	4 674 199	-	2 446 295
Reserves & Fund Balances on 1 January, Exb. Prog.	3 133 874	-	5 742 763	-	2 608 889
TOTAL, OTHER RESOURCES & RESERVES	5 157 011	-	10 212 868	-	5 055 858
GRAND TOTAL, IIEP MANAGED FUNDS	27 255 687	-	31 401 651	-	4 145 964

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Pôle de Dakar.

FINANCIAL APPENDICES
SCHEDULE 2. IIEP FINAL 2015 EXPENDITURE
(Expressed in current United States Dollars)
(Page 1 of 2)

Regular and Extrabudgetary Programmes	Approved for 2015 55 GB						Final 2015						Increase/(Decrease) Approved less Actual	
	Regular Programme			Share	Extrabudg.		Regular Programme			Share	Extrabudg.			
	Staff	Activities	Total	%	Programme	Total	Staff	Activities	Total	%	Programme	Total	Reg. Programme	Extrabudg.
A. IIEP SPECIAL ACCOUNT														
I. PROGRAMME OPERATIONS														
1. INTEGRATED CAPACITY DEVELOPMENT STRATEGY (Line 1)														
Training	1 681 373	291 857	1 973 230	23,28	850 673 ¹	2 823 903	1 696 754	254 552	1 951 306	23,44	977 334 ¹	2 928 640	21 924	(126 661)
Technical cooperation	1 291 372	-	1 291 372	15,24	1 793 991 ²	3 085 363	1 303 186	-	1 303 186	15,66	1 820 507 ²	3 123 693	(11 814)	(26 516)
IIEP Buenos Aires	58 939	60 775	119 714	1,41	2 384 586	2 504 300	61 698	60 607	122 306	1,47	3 111 313	3 233 618	(2 592)	(726 727)
IIEP Pôle de Dakar	-	-	-	-	2 189 373	2 189 373	-	-	-	-	2 470 899	2 470 899	-	(281 526)
TOTAL, INTEGRATED CAP. DEV'T STRATEGY	3 031 684	352 632	3 384 316	39,93	7 218 623	10 602 939	3 061 639	315 159	3 376 798	40,57	8 380 052	11 756 850	7 518	(1 161 429)
2. KNOWLEDGE GENERATION (Line 2)														
Foresight	69 959	4 136	74 095	0,87	-	74 095	70 600	2 381	72 980	0,88	(8)	72 972	1 115	8
Reduced social inequalities, particularly gender inequality	57 731	-	57 731	0,68	-	57 731	58 259	-	58 259	0,70	-	58 259	(528)	-
Improved cognitive and non-cognitive learning outcomes	385 412	-	385 412	4,55	447 241 ³	832 653	388 938	-	388 938	4,67	414 338 ³	803 276	(3 526)	32 903
Governance and accountability	435 061	145 656	580 717	6,85	550 833 ⁴	1 131 550	439 041	96 794	535 835	6,44	757 195 ⁴	1 293 030	44 882	(206 362)
Resilience of education systems	214 497	-	214 497	2,53	512 680	727 177	216 459	-	216 459	2,60	521 484	737 943	(1 962)	(8 804)
IIEP Buenos Aires	31 737	15 000	46 737	0,55	446 710	493 447	33 222	14 433	47 655	0,57	416 617	464 272	(918)	30 093
IIEP Pôle de Dakar	-	-	-	-	371 692	371 692	-	-	-	-	404 843	404 843	-	(33 151)
TOTAL, KNOWLEDGE GENERATION	1 194 397	164 792	1 359 189	16,04	2 329 156	3 688 345	1 206 518	113 607	1 320 126	15,86	2 514 470	3 834 596	39 063	(185 314)
3. OUTREACH AND ADVOCACY (Line 3)														
Institutional knowledge management	483 348	365 394	848 742	10,01	12 659	861 401	487 770	281 080	768 849	9,24	12 659	781 508	79 893	(0)
Partnerships and cooperation	398 661	142 446	541 107	6,38	238 399	779 506	402 308	134 035	536 343	6,44	232 186	768 529	4 764	6 213
IIEP Buenos Aires	37 404	101 000	138 404	1,63	6 583	144 987	39 155	99 182	138 337	1,66	6 583	144 920	67	(0)
IIEP Pôle de Dakar	-	-	-	-	505 758	505 758	-	-	-	-	619 806	619 806	-	(114 048)
TOTAL, OUTREACH AND ADVOCACY	919 413	608 840	1 528 253	18,03	763 399	2 291 652	929 233	514 297	1 443 529	17,34	871 234	2 314 763	84 724	(107 835)
IIEP POLE DE DAKAR														
PDK Programmes & activities	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL, IIEP POLE DE DAKAR	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL, I: PROGRAMME OPERATIONS	5 145 494	1 126 264	6 271 758	74,00	10 311 178	16 582 936	5 197 390	943 063	6 140 453	73,77	11 765 756	17 906 209	131 305	(1 454 578)

⁴ Annual Training Programme, Short course, and Education Sector Planning participants ² Technical assistance projects in various countries ³ Including SACMEQ

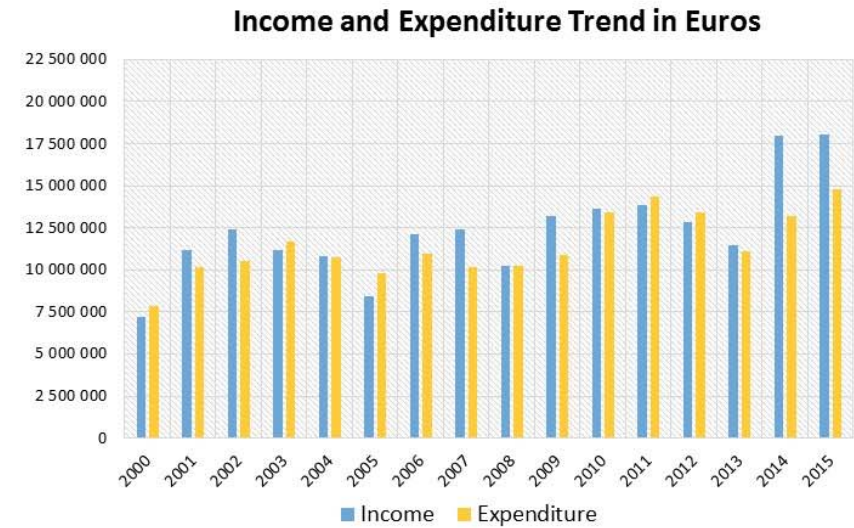
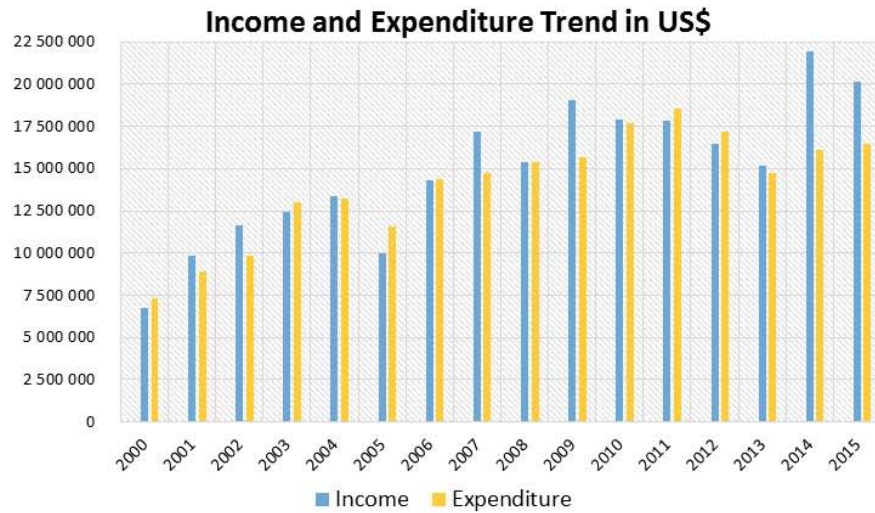
⁴ Including Global Partnership for Education projects

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SCHEDULE 2. IIEP FINAL 2015 EXPENDITURE
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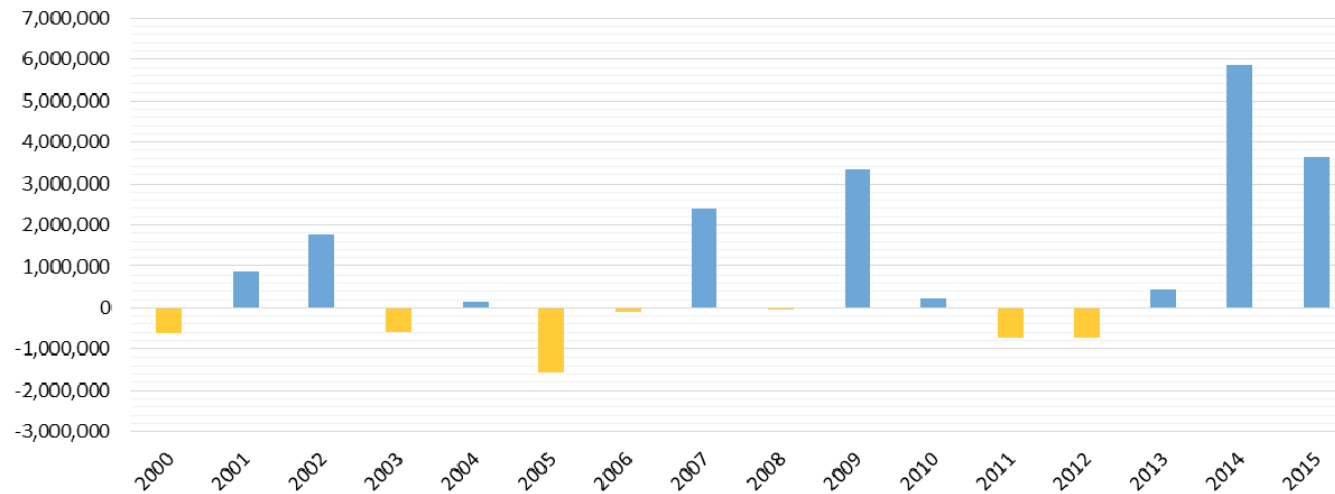
Regular and Extrabudgetary Programmes	Approved for 2015 55 GB						Final 2015						Increase/(Decrease) Approved less Actual	
	Regular Programme			Share	Extrabudg.		Regular Programme			Share	Extrabudg.		Reg. Programme	Extrabudg.
	Staff	Activities	Total	%	Programme	Total	Staff	Activities	Total	%	Programme	Total		
II. GOV. BOARD, DIRECTORATE & ADMINISTRATION (Line 4)														
1. GOV. BOARD & DIRECTORATE														
Governing Board	140 479	110 000	250 479	2,96	-	250 479	141 935	95 629	237 564	2,85	-	237 564	12 915	-
Directorate/Monitoring and Evaluation	552 416	19 160	571 576	6,74	-	571 576	557 768	26 802	584 570	7,02	-	584 570	(12 994)	-
TOTAL, GOV. BOARD & DIRECTORATE	692 895	129 160	822 055	9,70	-	822 055	699 703	122 431	822 135	9,88	-	822 135	(80)	-
2. ADMINISTRATION														
General Administration	463 226	610 878	1 074 104	12,67	-	1 074 104	470 708	609 789	1 080 497	12,98	-	1 080 497	(6 393)	-
Institutional Information Technology	88 661	127 299	215 960	2,55	-	215 960	89 472	122 962	212 434	2,55	-	212 434	3 526	-
Staff development	-	91 863	91 863	1,08	-	91 863	-	67 710	67 710	0,81	-	67 710	24 153	-
Renovation of building	-	-	-	-	30 502 ⁵	30 502	-	-	-	-	(3 982) ⁵	(3 982)	-	34 484
Staff Service Account	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative support funds	-	-	-	-	5 781	5 781	-	-	-	-	8 342	8 342	-	(2 561)
TOTAL, ADMINISTRATION	551 887	830 040	1 381 927	16,30	36 283	1 418 210	560 180	800 461	1 360 641	16,35	4 361	1 365 002	21 286	31 922
TOTAL, II: GOV. BOARD, DIRECTORATE & ADMIN.	1 244 782	959 200	2 203 982	26,00	36 283	2 240 265	1 259 884	922 892	2 182 776	26,23	4 361	2 187 137	21 206	31 922
TOTAL EXPENDITURE I & II	6 390 276	2 085 464	8 475 740	100,00	10 347 461	18 823 201	6 457 274	1 865 955	8 323 229	100,00	11 770 116	20 093 345	152 511	(1 422 655)
III. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)														
Programme Support Costs	-	-	-	-	(728 720)	(728 720)	-	-	-	-	(672 726)	(672 726)	-	(55 994)
Staff costs recovery & other	-	-	-	-	(3 145 401)	(3 145 401)	-	-	-	-	(2 953 916)	(2 953 916)	-	(191 485)
Total, Elimination - PSF	-	-	-	-	(3 874 121)	(3 874 121)	-	-	-	-	(3 626 642)	(3 626 642)	-	(247 479)
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	6 390 276	2 085 464	8 475 740	100,00	6 473 340	14 949 080	6 457 274	1 865 955	8 323 229	100,00	8 143 474	16 466 703	152 511	(1 670 134)

⁵ Expenses for maintenance of premises
55 GB/4 Part II

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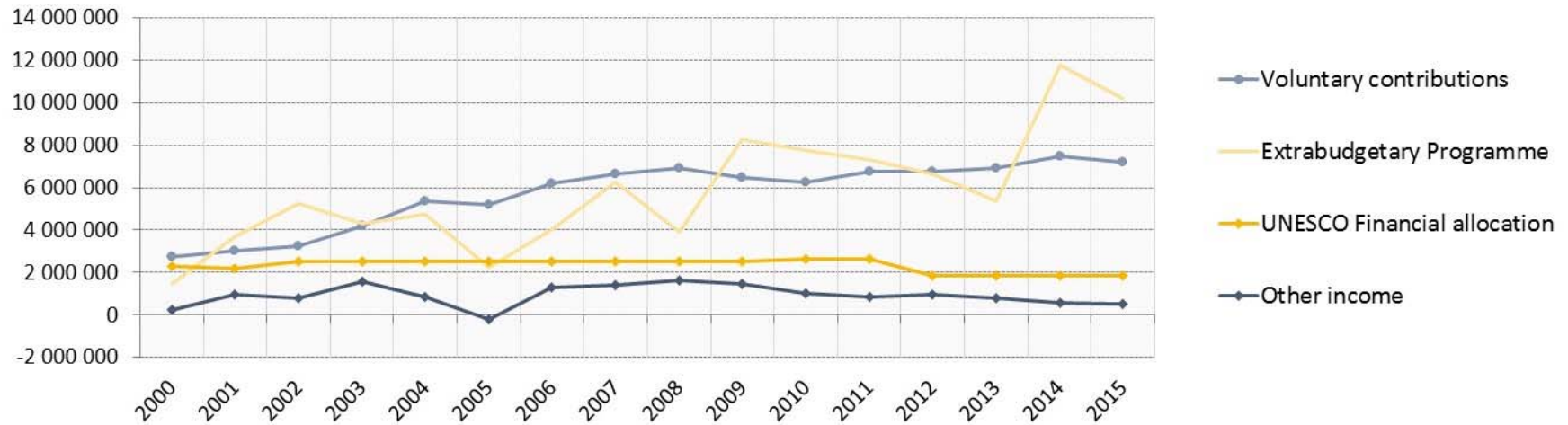


Excess (Shortfall) of Income over Expenditure in US\$

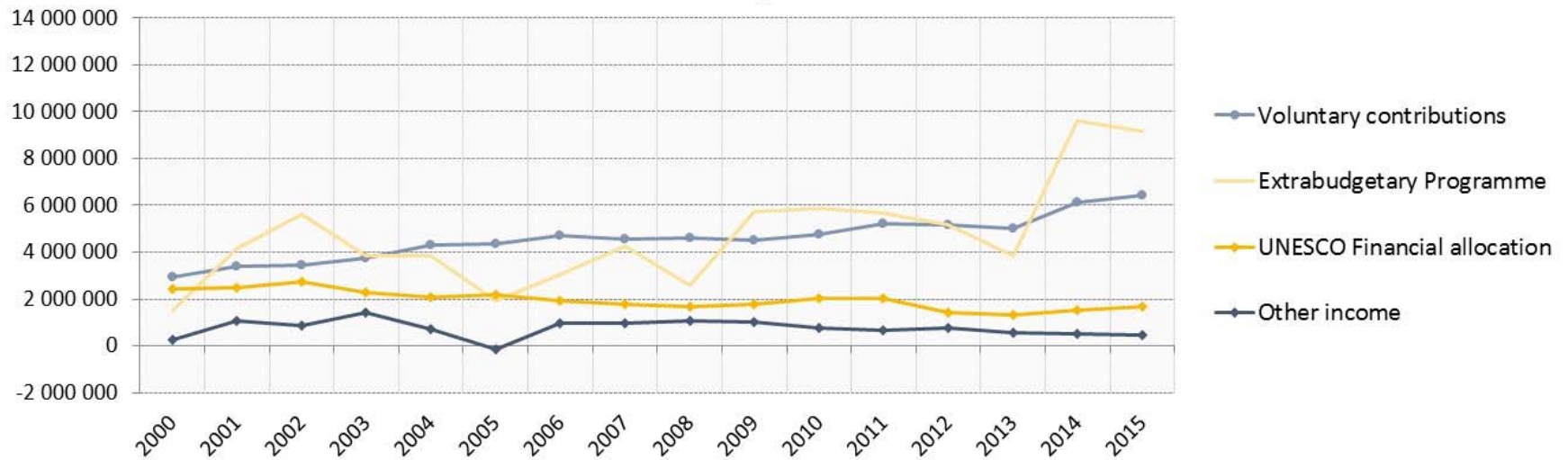


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Main Funding Sources in US\$

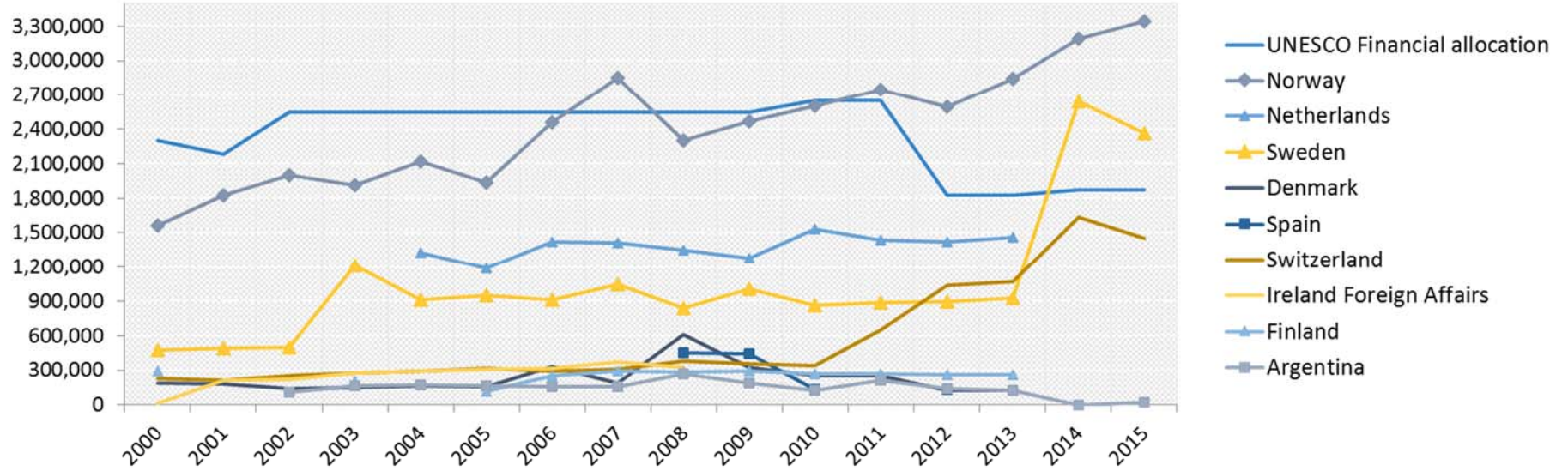


Main Funding Sources in €uros

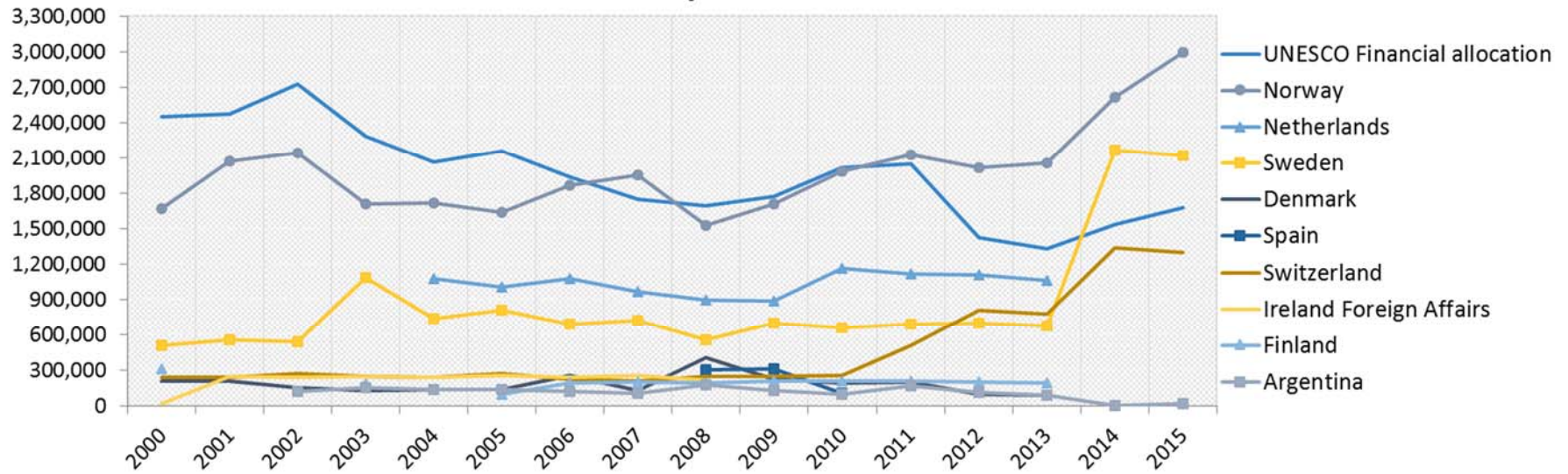


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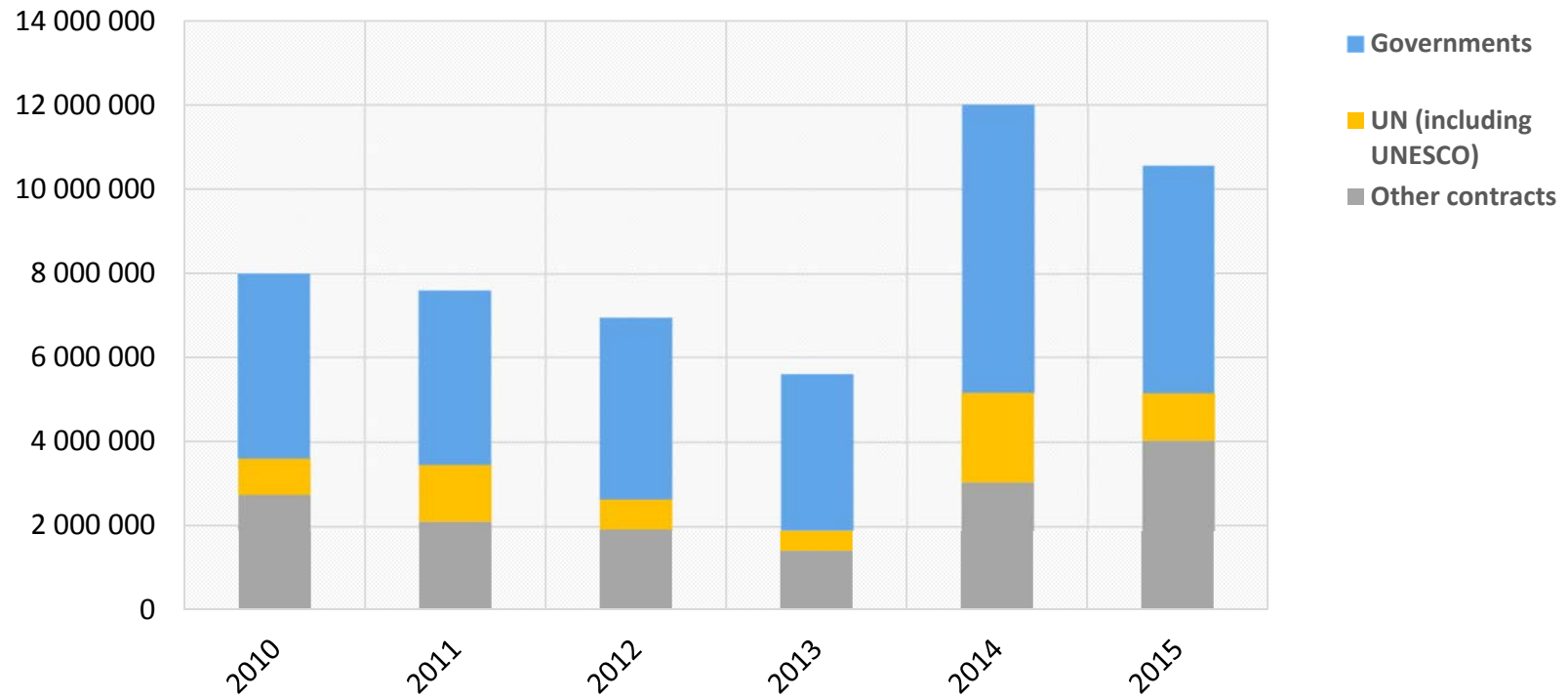
UNESCO Allocation and Main Voluntary Contributions in US\$



UNESCO Allocation and Main Voluntary Contributions in Euros



Extra-budgetary Funding excluding fellowships in US\$



(*) other contracts 2015: ADF-PEFOP, GPE, Mott MacDonald, OEI, and others

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OTHER INCOME - REGULAR PROGRAMME PARIS						
<i>Figures in USD'000s</i>	<i>Final</i>	<i>Final</i>	<i>Final</i>	<i>Final</i>	<i>Estimate</i>	<i>Incr/(Decr)</i>
	2012	2013	2014	2015	2016	Estimate vs
						2015
Programme Support Funds¹						
<i>(i) From Ongoing EXB Projects</i>	760	716	1 111	1 432	1 520	6%
Project Support Costs	286	369	393	402	388	-3%
Sub-total	1 046	1 085	1 504	1 834	1 908	4%
<i>(ii) Additional costs recovery & others</i>	438	475	434	470	337	-28%
Total, Programme Support Funds	1 484	1 560	1 938	2 304	2 245	-3%
Training Programme costs recovery ²	289	283	570	492	415	-16%
Miscellaneous income ³	241	1	6	15	13	
GRAND TOTAL	2 014	1 844	2 514	2 811	2 673	-5%

¹Internal transfers from execution of the extrabudgetary: Administrative support costs, Staff costs recovery and other reimbursements, and consultancy services and other reimbursements from external partners during the year.

²Costs recovery from the annual training programme, and subscriptions from Distance education, Short course and Education Sector Planning participants.

³Including sales of publications, printshop reimbursements, bank interest, exchange rate adjustments and other reimbursements.