

Fifty-seventh session of the IIEP Governing Board

Paris, 12 - 13 December 2017

Item 4 of the Agenda

Report of the Director on the activities carried out
by IIEP in 2017 and Operational plan for 2018

*Part II – Finance and Budget
Approved*

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IMPLEMENTATION OF THE BUDGET IN 2017

This final financial report of the 9th Medium-Term Strategy provides a synthesis of the financial resource and expenditures during this period. The tables and schedules provide financial data on the implementation of the 2017 approved budget. It also includes a review of the utilization of IIEP's human and financial resources during the execution of the Institute's expected results and objectives. Additional financial information can be found in the appendices, including that for 2016 (pp. 45), 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 Extrabudgetary Programmes, including those of IIEP Buenos Aires, IIEP Pôle de Dakar, the Staff Service Account (SSA), and the Stabilization Reserve Account.

Table 1-2017: statement of resources and expenditure provides the provisional data for the year ending 2017 compared to the estimates for 2017 from the 56 GB/4. Resources and expenditure for 2017 have been estimated as of 30 September 2017 in United States Dollars (p. 10).

Schedule 1-2017: estimated resources for 2017 compares new estimates to the approved 56 GB/4 resources (pp. 11–12).

Schedule 2-2017: estimated expenditure for 2017 compares new estimates to the approved 56 GB/4 expenditure (pp. 13–15).

Table 2-2017: the Stabilization Reserve Account shows the situation at the end of 2017. This account was established on 1 July 1993 by the Governing Board's Resolution 251. (p. 16)

Financial Resources

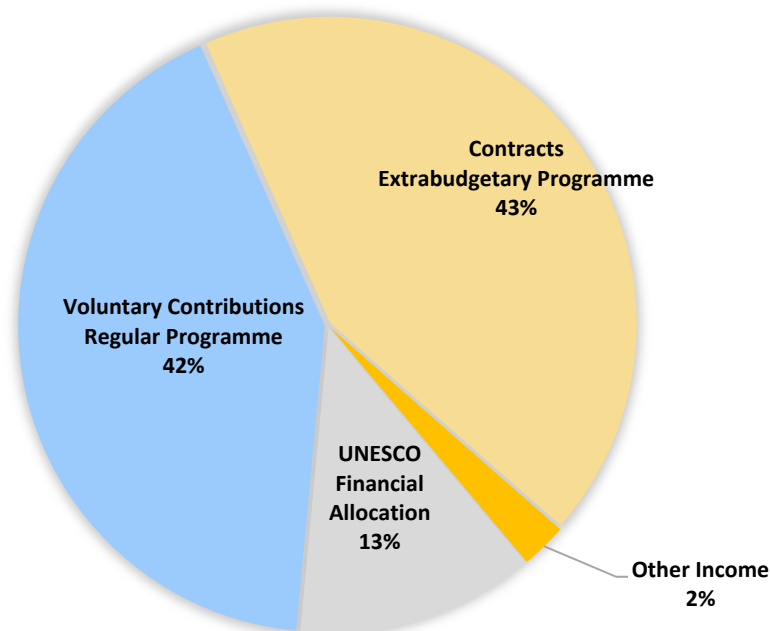
Overall income of the Institute in 2017 is estimated at US\$16,990,410.

The total income of the **Regular Programme (RP)** is expected to amount to US\$10,864,264, which represents US\$682K less than the budget; this is mainly explained by lower than expected cost recovery in the Paris office.

The Regular Programme's income includes the UNESCO financial allocation (US\$2.1M), voluntary contributions from Governments (US\$7.1M), and other income (US\$1.6M). Staff cost recovery from extrabudgetary projects makes up 74% of other income and the training programme 23%; the rest results from bank interest and sales from publications.

Total reserves for the RP are estimated at US\$6.5 million at the end of 2017, which is \$1.3 million higher than budgeted. Despite a high recruitment activity, the planned full payroll has not yet been achieved. In addition, the thermal insulation of walls and windows project has started but the bulk of the investment will take place in 2018.

2017 ESTIMATED INCOME



The **Extrabudgetary** new estimated **net income** of US\$6,126,146 shows a decrease of US\$1,097,084 (-15%), compared to the approved budget of US\$7,223,229. On one hand, the Buenos Aires office have signed more projects than planned (+\$800K): GPE, Mexico, Argentina, UNICEF; but on the other hand there have been delays in signing certain contracts: AFD Quality contract (- \$1.1M) for Pôle de Dakar and, Burkina Faso (\$500K) for IIEP Paris. This level of income is net of cost recovery and other inter-fund eliminations (Schedule 1).

The graph above shows that the Extrabudgetary (earmarked) funding represents 43% of the total income versus 57% from the Regular Programme.

Expenditure

Overall expenditure of the Institute in 2017 amounts to US\$21,271,204 including in-kind and decentralized funds (Schedule 2-2017, pp.15).

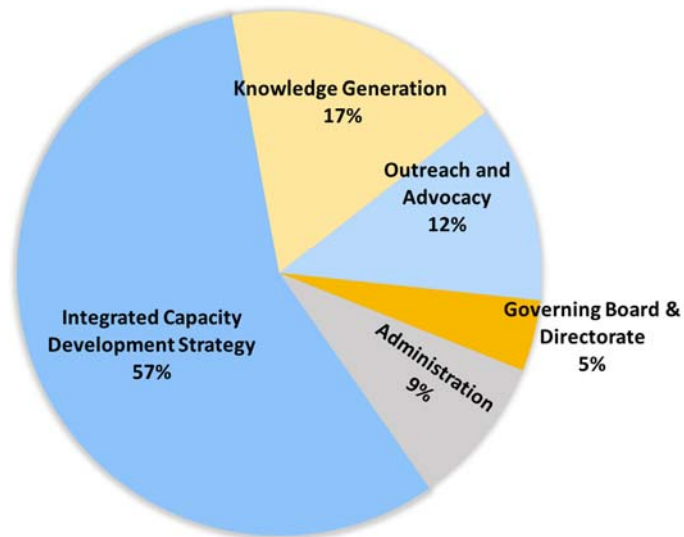
If we compare this year part A expenditure of, US\$19,565,083 (pp.14) with last year's US\$16,288,352 (Schedule 2-2016, page 51), the institute has implemented 20% more programme and projects activities and increased the staff and investments costs than in 2016.

Regular Programme implementation expenditure is estimated at US\$11,314,392, compared to a budget of US\$12,573,351. The implementation rate of the regular programme **activities** is estimated at 89%, achieved through reprogramming during the second half of the year. Full planned **staff costs** were not achieved (-US\$908K) despite the high recruitment activity. This is due to longer than planned recruitment process and internal recruitments. Staff costs went up by 18% compared to prior year instead of 31% as planned.

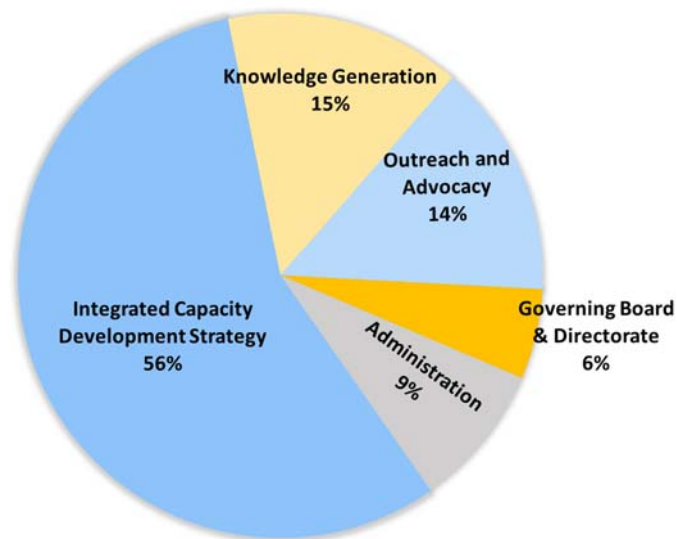
Programme implementation expenditure for the **Extrabudgetary Programme** is in line with budget; it is estimated at US\$9,956,812, compared to a budget of US\$9,981,878.

The charts below show the percentage distribution by appropriation line. During 2017, 85% was spent on programme activities, versus 15% on Administration, the Directorate, and the Governing Board. Figures include expenditure on staff and activity.

REGULAR PROGRAMME & EXTRABUDGETARY 2016 EXPENDITURE

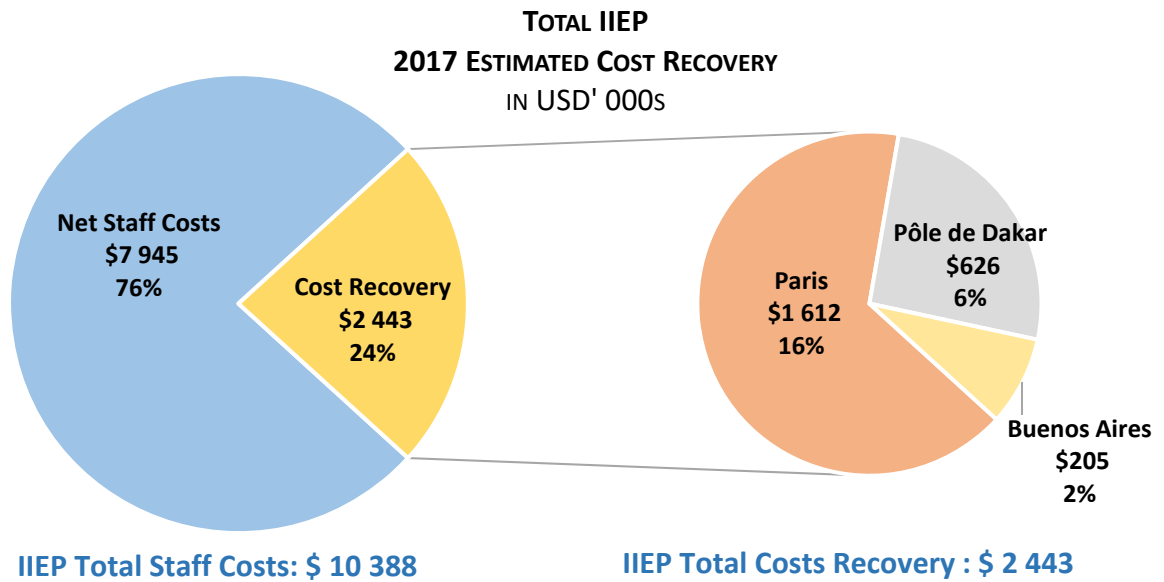


REGULAR PROGRAMME & EXTRABUDGETARY 2017 EXPENDITURE

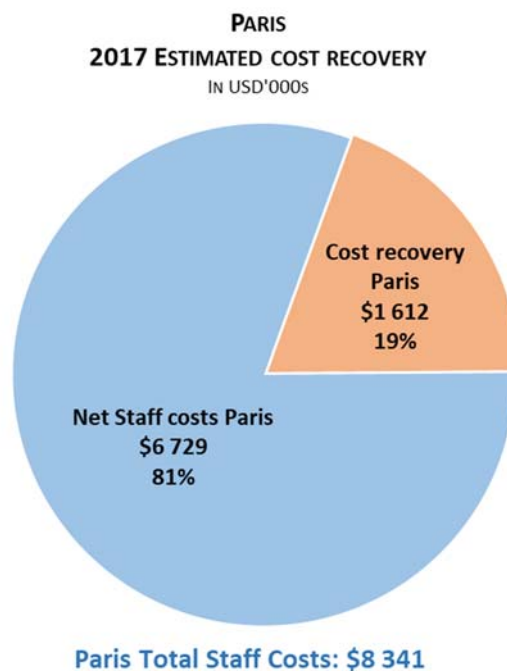


Cost Recovery

IIEP estimates a recovery rate of 24% of the overall staff costs in 2017 versus 37% recovered last year. Good efforts continue to be made to ensure an optimal and timely recovery of staff time.

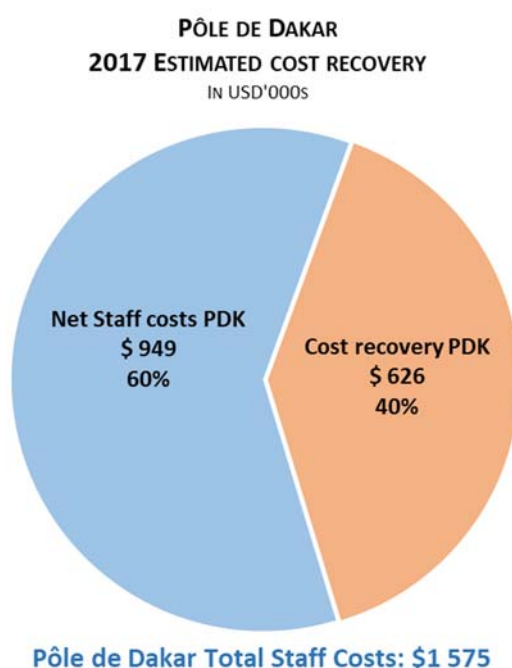


The Paris office will recover 19% of the total staff costs for 2017, compared to 26% budgeted and 35% recovered in 2016. The total amount recovered is US\$804K less compared to the amount originally planned for the year, mainly due to major new project design work resulting in later than planned contract signatures for EU FPI (US\$ 2 253K, signed in October), UNICEF Ethiopia (US\$ 905K, signed in June); the EU Haiti (US\$ 364K, signed August).



Figures in USD'000s	2013	2014	2015	2016	2017	2017
	Actual	Actual	Actual	Actual	Budget	Estimated
Total Staff costs Paris	8 119	7 060	6 457	7 070	9 250	8 341
Cost recovery Paris	(1 844)	(2 514)	(2 811)	(2 480)	(2 416)	(1 612)
Net Staff costs Paris	6 275	4 546	3 646	4 590	6 834	6 729
Paris % Recovery/year	23%	36%	44%	35%	26%	19%

Pôle de Dakar, in turn, recovered 2% less than last year's 8% (US\$ 718) from projects other than AFD. Self-financing for the Pôle de Dakar is very important as these funds shall be used to cover part of their core programme costs (staff and activities) since the funding from the 2013 AFD Convention comes to an end in 2018.



Stabilisation Reserve Account

In IIEP the Stabilization Reserve was created to cover payments made for staff separations and to provide resources to finance IIEP's yearly programme should exceptional economic or financial conditions warrant it. In the latter case, the funds are "borrowed" and need to be returned to this reserve within a period not exceeding three years.

The Pôle de Dakar has started contributing 5% of payroll to the Stabilisation Reserve Account from this year (US\$111,161), as is already done for Paris and Buenos Aires. This is to ensure that the Institute is able to cover the payment of separation and other benefits of retiring or departing staff members when required in future years. The total balance at the end of 2017 is estimated at US\$9,120,999.

APPROPRIATION RESOLUTION

In Appropriation Resolution 535, approved for the Regular Programme by the IIEP Governing Board at its 56th session in 2016, the resources estimated for 2017 was US\$17,746,320, while the estimated expenditure was US\$12,573,351.

The final estimated amounts of both expenditure and income, as compared with those approved by Resolution 535 of the Governing Board, will be as follows:

A. Resources for 2017

	(a)	(b)	(a+b)
	Res. 535	Increase (Decrease)	Estimated New Total
	\$	\$	\$
I. UNESCO financial allocation	2 140 100	1	2 140 101
II. Voluntary Contributions	6 989 825	122 496	7 112 321
III. Other Income			
Programme Support Funds	2 014 571	(823 355)	1 191 215
Income from training	391 555	(24 797)	366 758
Miscellaneous Income	10 000	43 869	53 869
Sub-total, I, II & III	11 546 051	(681 787)	10 864 264
IV. Other Resources			
Liquidation of previous years' obligations	30 000	-	30 000
Transfer to Stabilization Reserve Account	(472 763)	13 845	(458 918)
Reserves and Fund Balances on 1 January	6 643 032	701 773	7 344 805
Sub-total, IV	6 200 269	715 618	6 915 887
Total Resources	17 746 320	33 831	17 780 151

B. Expenditures for 2017

	(a)	(b)	(c)	(d)	(a+b+c+d)
Appropriation Line	Res. 535	Dollar* Fluct.	Additional activities	Deficit or (Savings) Approved activities	Estimated New Total
	\$	\$	\$	\$	\$
Line 1: Integrated Capacity Development Strategy	5 111 372	59 632	-	(1 104 722)	4 066 281
Line 2: Knowledge Generation	1 891 786	22 070	-	2 470	1 916 327
Line 3: Outreach and Advocacy	2 420 956	28 244	-	(183 585)	2 265 615
Line 4.1 : Governing Board	372 618	4 347	-	70 648	447 613
Line 4.2 : Directorate	746 423	8 708	-	1 670	756 801
Line 4.3 : General Administration	2 030 196	23 685	-	(192 126)	1 861 755
Total Appropriation	12 573 351	146 687	-	(1 405 646)	11 314 392

* Average exchange rate US\$1 = €0,894 for the 56 GB/4, US\$1 = €0,905 for the 57 GB/4

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

Resolution 543

The Governing Board,

Having examined the Report by the Director on the activities of the IIEP in 2017 (*Document 57 GB/4 – Part II*),

Having received the report of the *ad hoc* Committee on Finance and Administration

Taking note of the expenditure for the Regular Programme, by appropriation line, including the available financial resources for 2017,

Resolves that for the financial period 1 January to 31 December 2017, the total appropriation should amount to US\$11 314 392 to be financed by estimated income of US\$ 10 864 264 and reserves estimated at US\$ 6 915 887 as follows:

A. Regular Programme

Appropriation Line	Amount in US\$
I. Programme Operations	
A. Integrated Capacity Development Strategy (line 1)	4 066 281
B. Knowledge Generation (line 2)	1 916 327
C. Outreach and Advocacy (line 3)	2 265 615
Sub-total I	8 248 223
II. Directorate and Administration	
D. Governing Board	447 613
E. Directorate/Monitoring and Evaluation	756 801
F. General Administration	1 861 755
Sub-total II	3 066 169
Total Appropriation	<u>11 314 392</u>
Income and Other Resources	
I. UNESCO Financial Allocation	2 140 101
II. Voluntary Contributions	7 112 321
Sub-total I & II	9 252 422
III. Other Income	
Programme Support Funds	1 191 215
Annual Training Programme cost recovery	366 758
Miscellaneous Income	53 869
Sub-total III	1 611 842
Total Income I, II & III	<u>10 864 264</u>
IV. Other Resources	
Liquidation of previous years' obligations	30 000
Transfer to Stabilization Reserve Account	(458 918)
Reserves and Fund Balances on 1 January	7 344 805
Sub-total IV	6 915 887
Grand Total IIEP Special Account	<u>17 780 151</u>

Further taking note of the expenditure for the Extrabudgetary Programme, by appropriation line, and in view of the new contracts and available financial resources for 2017,

Resolves that for the financial period 1 January to 31 December 2017, the total appropriation should amount to US\$8 250 691 to be financed by estimated income of US\$ 6 126 146 and reserves estimated at US\$ 7 584 454 as follows:

B. Extrabudgetary Programme

Appropriation Line	Amount in US\$
I. Programme Operations¹	
A. Integrated Capacity Development Strategy (line 1)	8 198 011
B. Knowledge Generation (line 2)	1 248 535
C. Outreach and Advocacy (line 3)	877 036
Sub-total I	10 323 582
II. Directorate and Administration	
D. General Administration (Renovation of building & SSA)	65 341
Sub-total II	65 341
III. Programme Support Funds	
E. Programme Support Fund Interfund eliminations	(2 138 232)
Sub-total III	(2 138 232)
Total Appropriation	<u>8 250 691</u>
Income and Other Resources	
I. Contracts	
Governments	3 960 839
Other	4 166 887
France (IIEP building maintenance)	136 651
Sub-total I	8 264 377
II. Other Income	
Programme Support Fund Interfund eliminations	(2 138 232)
Sub-total II	(2 138 232)
Total Income I & II	<u>6 126 146</u>
III. Other Resources	
Liquidation of previous years' obligations	50 000
Reserves and Fund Balances on 1 January	7 534 454
Sub-total III²	7 584 454
Grand Total Income and Other Resources, Extrabudgetary Programme	<u>13 710 600</u>

¹ Includes Paris, Buenos Aires & Pôle de Dakar programmes and activities

² On-going multi-year Extrabudgetary projects that will be implemented beyond 2017

2016 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 2016 Accounts were certified by the External Auditor on 5 July 2017. They are available in document *57 GB/4 Inf. 5 rev.* The Governing Board may wish to adopt the following resolution:

Resolution 544

The Governing Board,

Having examined the certified accounts for the year 2016 and the Auditor's report thereon contained in document *57 GB/4 Inf. 5 rev.*,

Approves the report of the External Auditor and the audited financial statements of IIEP for the financial period 1 January – 31 December 2016,

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

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

Regular and Extrabudgetary Programmes	Budget Approved 2017				New Estimates 2017			
	Regular Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$	Regular Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$
IIEP SPECIAL ACCOUNT								
INCOME								
I. UNESCO Financial Allocation	2 140 100	-	-	2 140 100	2 140 101	-	-	2 140 101
II. Voluntary Contributions	6 989 825	-	-	6 989 825	7 112 321	-	-	7 112 321
III. Contracts								
Governments	-	5 371 872	-	5 371 872	-	3 960 839	-	3 960 839
Other	-	4 639 882	(1 036 722)	3 603 160	-	4 166 887	(939 045)	3 227 842
France (IIEP building maintenance)	-	241 501	-	241 501	-	136 651	-	136 651
TOTAL, GENERAL INCOME	9 129 925	10 253 255	(1 036 722)	18 346 458	9 252 422	8 264 377	(939 045)	16 577 754
IV. OTHER INCOME								
Programme Support Funds ¹	2 014 571	-	(1 826 748)	187 822	1 191 215	-	(1 032 631)	158 584
Training Programme cost recovery ²	391 555	-	(166 555)	225 000	366 758	-	(166 555)	200 203
Miscellaneous Income ³	10 000	-	-	10 000	53 869	-	-	53 869
TOTAL, OTHER INCOME	2 416 126	-	(1 993 303)	422 822	1 611 842	-	(1 199 186)	412 656
TOTAL INCOME OF THE YEAR	11 546 051	10 253 255	(3 030 026)	18 769 281	10 864 264	8 264 377	(2 138 232)	16 990 410
EXPENDITURE								
9th Medium-Term Strategy								
I. PROGRAMME OPERATIONS								
Line 1: Integrated Capacity Development Strategy	5 111 372	8 611 698	(2 563 627)	11 159 443	4 066 281	8 198 011	(1 957 040)	10 307 252
Line 2: Knowledge Generation	1 891 786	1 111 389	(230 739)	2 772 436	1 916 327	1 248 535	(136 591)	3 028 271
Line 3: Outreach and Advocacy	2 420 956	998 222	(235 660)	3 183 518	2 265 615	877 036	(44 601)	3 098 050
TOTAL, PROGRAMME OPERATIONS	9 424 114	10 721 309	(3 030 026)	17 115 397	8 248 223	10 323 582	(2 138 232)	16 433 573
II. GOV. BOARD, DIRECTORATE AND ADMINISTRATION								
Line 4.1 : Governing Board	372 618	-	-	372 618	447 613	-	-	447 613
Line 4.2 : Directorate	746 423	-	-	746 423	756 801	-	-	756 801
Line 4.3 : Administration								
General Administration	1 252 124	-	-	1 252 124	1 210 543	-	-	1 210 543
Information Technology	409 072	-	-	409 072	329 823	-	-	329 823
Staff development	100 000	-	-	100 000	100 000	-	-	100 000
Renovation of Building	269 000	500 000	-	769 000	218 000	65 341	-	283 341
Staff Service Account	-	-	-	-	-	-	-	-
Administrative support funds	-	-	-	-	3 389	-	-	3 389
TOTAL, GOV. BOARD, DIRECTORATE AND GEN. ADM.	3 149 237	500 000	-	3 649 237	3 066 169	65 341	-	3 131 510
TOTAL, EXPENDITURE I - II	12 573 351	11 221 309	(3 030 026)	20 764 634	11 314 392	10 388 923	(2 138 232)	19 565 083
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	(1 027 300)	(968 054)	-	(1 995 354)	(450 128)	(2 124 545)	-	(2 574 673)
OTHER RESOURCES & RESERVES								
Liquidation of previous years' obligations	30 000	50 000	-	80 000	30 000	50 000	-	80 000
Transfer to the Stabilization Reserve Account ⁴	(472 763)	-	-	(472 763)	(458 918)	-	-	(458 918)
Adjustments to reserves and Fund Balances	-	-	-	-	-	-	-	-
Reserves & Fund Balances on 1 January	6 643 032	7 220 361	-	13 863 393	7 344 805	7 534 454	-	14 879 259
TOTAL, OTHER RESOURCES & RESERVES	6 200 269	7 270 361	-	13 470 630	6 915 887	7 584 454	-	14 500 340
BALANCE AT YEAR END ALL MANAGED FUNDS⁵	5 172 969	6 302 307	-	11 475 276	6 465 759	5 459 909	-	11 925 668

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 courses 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 IIEP Paris payroll. 2017 New Est. includes 5% previous year's for both IIEP Paris (US\$ 348K) and Pôle de Dakar payrolls (US\$ 111K).

⁵ Reserve balance available for projects execution at the beginning of the year.

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

Regular and Extrabudgetary Programmes

Source	2017	Share	2017	Share	Increase/(Decrease)
	Approved	%	New Estimates	%	of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 100	11,4	2 140 101	12,6	1
II. Voluntary Contributions					
Argentina	125 000	0,7	70 000	0,4	(55 000)
Norway	2 997 602	16,0	3 232 480	19,0	234 878
Sweden	2 339 729	12,5	2 301 984	13,5	(37 745)
Switzerland	1 527 495	8,1	1 507 858	8,9	(19 637)
Total, Voluntary Contributions	6 989 825	37,2	7 112 321	41,9	122 496
TOTAL, I & II	9 129 925	48,6	9 252 422	54,5	122 497
III. OTHER INCOME					
Programme Support Funds	2 014 571	10,7	1 191 215	7,0	(823 355)
Income from training	391 555	2,1	366 758	2,2	(24 797)
Miscellaneous Income	10 000	0,1	53 869	0,3	43 869
TOTAL, OTHER INCOME	2 416 126	12,9	1 611 842	9,5	(804 284)
TOTAL, INCOME REGULAR PROGRAMME	11 546 051	61,5	10 864 264	63,9	(681 787)
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	346 841	1,8	559 225	3,3	212 384
Benin**	-	-	14 215	0,1	14 215
Botswana	418 000	2,2	-	-	(418 000)
Burkina Faso	501 672	2,7	-	-	(501 672)
Cambodia	290 000	1,5	342 000	2,0	52 000
Central African Republic**	-	-	90 629	0,5	90 629
France (Expertise France)	-	-	39 148	0,2	39 148
France (AFD - Convention 2013)**	1 916 000	10,2	1 100 000	6,5	(816 000)
Germany (GIZ)	-	-	91 906	0,5	91 906
Guinea**	169 161	0,9	252 954	1,5	83 793
Mauritania**	-	-	65 393	0,4	65 393
Mexico*	-	-	198 474	1,2	198 474
Niger**	252 555	1,3	127 554	0,8	(125 001)
Sweden (SIDA)	1 052 878	5,6	1 041 440	-	(11 438)
Sao Tomé-et-Príncipe**	208 485	1,1	10 000	0,1	(198 485)
Togo	40 000	0,2	-	-	(40 000)
Togo**	176 280	0,9	27 900	0,2	(148 380)
Total, Contracts - Governments	5 371 872	28,6	3 960 839	23,3	(1 411 033)
Contracts - Others					
Agence Française de Développement (AFD - PEFOP)**	729 660	3,9	1 192 298	7,0	462 638
Agence Française de Développement (AFD - Quality)**	1 114 827	5,9	-	-	(1 114 827)
Agua y Saneamientos Argentinos S.A (AYSA)*	6 070	0,0	-	-	(6 070)
Protect Education in Insecurity & Conflict Program (EAA-PEIC)	-	-	24 037	0,1	24 037
European Union Haiti	-	-	298 769	1,8	298 769
European Union FPI	-	-	20 000	0,1	20 000
Foundation ARCOR*	-	-	8 979	0,1	8 979
Fundación Santa María*	-	-	35 000	0,2	35 000
Global Partnership for Education (GPE) (PAR)	290 000	1,5	35 000	0,2	(255 000)
Global Partnership for Education (GPE) (IBA)*	-	-	199 670	1,2	199 670

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

Regular and Extrabudgetary Programmes					
Source	2017 Approved (1)	Share % (2)	2017 New Estimates (3)	Share % (4)	Increase/(Decrease) of (3) less (1) Amount (5)
International Labour Organization*	-	-	10 000	0,06	10 000
UNESCO ¹	75 000	0,4	230 068	1,4	155 068
UNICEF ¹	708 606	3,8	576 902	3,4	(131 704)
UNDP*	-	-	23 043	0,1	23 043
IBA Various	-	-	-	-	-
Fellowships & other funds					
Annual Training Program (Fellowships)	507 692	2,7	439 779	2,6	(67 914)
Annual Training Program (Fellowships IBA)	60 000	0,3	72 682	0,4	12 682
Annual Training Program (Fellowships PDK)	200 000	1,1	146 353	0,9	(53 647)
Staff Service Account	20 000	0,1	23 349	0,1	3 349
Other Extrabudgetary Income	928 027	4,9	830 961	4,9	(97 066)
Total, Contracts - Others	4 639 882	24,7	4 166 887	24,5	(472 995)
France (IIEP building maintenance)	241 501	1,3	136 651	0,8	(104 850)
TOTAL, CONTRACTS	10 253 255	54,6	8 264 377	48,6	(1 988 878)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(733 517)	- 3,9	(591 251)	- 3,5	142 266
Staff costs recovery & other	(2 296 509)	- 12,2	(1 546 981)	- 9,1	749 528
Total, Elimination - PSF	(3 030 026)	- 16,1	(2 138 232)	- 12,6	891 794
TOTAL, EXTRABUDGETARY INCOME	7 223 229	38,5	6 126 146	36,1	(1 097 084)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	18 769 280	100,0	16 990 410	100,0	(1 778 870)
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Regular Prog.	30 000	-	30 000	-	-
Liquidation of previous years' obligations, Exb. Prog	50 000	-	50 000	-	-
Transfer to Stabilization Reserve Account	(472 763)	-	(458 918)	-	13 845
Reserves & Fund Balances on 1 January, Regular Prog.	6 643 032	-	7 344 805	-	701 773
Reserves & Fund Balances on 1 January, Exb. Prog	7 220 361	-	7 534 454	-	314 093
TOTAL, OTHER RESOURCES & RESERVES	13 470 630	-	14 500 341	-	1 029 711
GRAND TOTAL, IIEP MANAGED FUNDS	32 239 910	-	31 490 751	-	(749 159)
C. IN-KIND CONTRIBUTIONS					
I. PHYSICAL FACILITIES					
Rental for the IIEP building/Paris	1 442 586	90,0	1 430 185	89,7	(12 401)
Rental for the IIEP building/Buenos Aires	108 000	6,7	108 000	6,8	-
Rental for the IIEP building/Pôle de Dakar	52 186	3,3	55 481	3,5	3 295
TOTAL, PHYSICAL FACILITIES	1 602 772	100,0	1 593 666	100,0	(9 106)
D. RESOURCES DECENTRALIZED TO IIEP					
I. UNESCO DECENTRALIZED FUNDS					
Funds-in-Trust	187 822	100,0	112 455	100,0	(75 367)
Regular Programme	-	-	-	-	-
TOTAL, DECENTRALIZED FUNDS	187 822	100,0	112 455	100,0	(75 367)
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	1 790 595	100,0	1 706 121	100,0	(84 474)
GRAND TOTAL	34 030 505	100,0	33 196 872	100,0	(833 633)

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Pôle de Dakar.

¹ UN Family projects signed with the three IIEP Offices.

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

Appropriation Line/Programme Chapter	Approved 2017					New Estimates 2017					(Increase)/Decrease Appr. Less New Estim.			
	Regular Programme		Share		Extrabudg. Programme	Regular Programme		Share		Extrabudg. Programme		Reg. Programme	Extrab. Programme	
	Staff	Activities	Total	%		Staff	Activities	Total	%					
A. IIEP SPECIAL ACCOUNT														
L. PROGRAMME OPERATIONS														
1. INTEGRATED CAPACITY DEVELOPMENT STRATEGY (Line 1)														
Training	2 533 442	503 300	3 036 742	24,2	628 377 ¹	3 665 119	1 926 992	394 297	2 321 289	20,5	885 246 ¹	3 206 535	715 453	(256 869)
Technical cooperation	1 950 830	-	1 950 830	15,5	2 799 149 ²	4 749 979	1 566 202	-	1 566 202	13,8	2 369 931 ²	3 936 132	384 628	429 219
IIEP Buenos Aires	52 800	71 000	123 800	1,0	873 410	997 210	107 791	71 000	178 791	1,6	1 561 146	1 739 937	(54 991)	(687 736)
IIEP Pôle de Dakar	-	-	-	-	4 310 762	4 310 762	-	-	-	-	3 381 688	3 381 688	-	929 074
TOTAL, INTEGRATED CAP. DEV'T STRATEGY	4 537 072	574 300	5 111 372	40,7	8 611 698	13 723 070	3 600 985	465 297	4 066 281	35,9	8 198 011	12 264 292	1 045 091	413 687
2. KNOWLEDGE GENERATION (Line 2)														
Foresight	96 423	75 000	171 423	1,4	95 932	267 355	263 313	44 634	307 947	2,7	43 758	351 705	(136 524)	52 174
Development of tools and methodologies	30 033	40 000	70 033	0,6	-	70 033	28 308	20 798	49 107	0,4	-	49 107	20 926	-
Reduced social inequalities, particularly gender inequality	73 412	15 000	88 412	0,7	-	88 412	133 304	16 019	149 322	1,3	-	149 322	(60 910)	-
Improved cognitive and non-cognitive learning outcomes	509 791	55 000	564 791	4,5	105 860	670 651	290 573	34 909	325 482	2,9	212 103	537 585	239 309	(106 243)
Governance and accountability	546 253	145 024	691 277	5,5	-	691 277	621 624	194 776	816 400	7,2	152 577	968 977	(125 123)	(152 577)
Resilience of education systems	260 250	-	260 250	2,1	14 137	274 387	140 176	-	140 176	1,2	46 949	187 125	120 074	(32 812)
IIEP Buenos Aires	45 600	-	45 600	0,4	163 618	209 218	87 893	40 000	127 893	1,1	219 036	346 929	(82 293)	(55 418)
IIEP Pôle de Dakar	-	-	-	-	731 842	731 842	-	-	-	-	574 112	574 112	-	157 730
TOTAL, KNOWLEDGE GENERATION	1 561 762	330 024	1 891 786	15,0	1 111 389	3 003 175	1 565 190	351 137	1 916 327	16,9	1 248 535	3 164 862	(24 541)	(137 147)
3. OUTREACH AND ADVOCACY (Line 3)														
Institutional knowledge management	720 238	615 000	1 335 238	10,6	-	1 335 238	949 422	510 961	1 460 383	12,9	-	1 460 383	(125 145)	-
Partnerships and cooperation	682 718	235 000	917 718	7,3	-	917 718	464 133	162 000	626 134	5,5	94 477	720 611	291 584	(94 477)
IIEP Buenos Aires	48 000	120 000	168 000	1,3	2 411	170 411	88 940	90 158	179 098	1,6	1 369	180 466	(11 098)	1 043
IIEP Pôle de Dakar	-	-	-	-	995 811	995 811	-	-	-	-	781 190	781 190	-	214 621
TOTAL, OUTREACH AND ADVOCACY	1 450 956	970 000	2 420 956	19,3	998 222	3 419 178	1 502 495	763 119	2 265 615	20,0	877 036	3 142 650	155 341	121 187
TOTAL, I: PROGRAMME. OPERATIONS	7 549 790	1 874 324	9 424 114	75,0	10 721 309	20 145 423	6 668 670	1 579 553	8 248 223	72,9	10 323 582	18 571 805	1 175 891	397 727

¹ Advanced Training Programme, Short courses, and Education Sector Planning participants.

² Technical assistance projects in various countries.

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

Regular and Extrabudgetary Programmes	Approved 2017										New Estimates 2017										(Increase)/Decrease Appr. Less New Estim. Extrab.
	Regular Programme					Share					Regular Programme					Share					
	Staff	Activities	Total	%	Extrabudg.	Staff	Activities	Total	%	Extrabudg.	Staff	Activities	Total	%	Extrabudg.	Staff	Activities	Total	%	Extrabudg.	
II. GOV. BOARD, DIRECTORATE & ADMINISTRATION (Line 4)																					
1. GOV. BOARD & DIRECTORATE																					
Governing Board	212 618	160 000	372 618	3,0	-	372 618	-	372 618	4,0	-	347 614	100 000	447 613	4,0	-	447 613	(74 995)				
Directorate/Monitoring and Evaluation	646 423	100 000	746 423	5,9	-	746 423	-	746 423	6,7	-	604 729	152 072	756 801	6,7	-	756 801	(10 378)				
TOTAL, GOV. BOARD & DIRECTORATE	859 041	260 000	1 119 041	8,9	-	1 119 041	-	1 119 041	10,6	-	952 342	252 072	1 204 414	10,6	-	1 204 414	(85 373)				
2. ADMINISTRATION																					
General Administration	679 124	573 000	1 252 124	10,0	-	1 252 124	-	1 252 124	10,7	-	637 543	573 000	1 210 543	10,7	-	1 210 543	41 581				
Institutional Information Technology	162 072	247 000	409 072	3,3	-	409 072	-	409 072	2,9	-	82 823	247 000	329 823	2,9	-	329 823	79 249				
Staff development	-	100 000	100 000	0,8	-	100 000	-	100 000	0,9	-	-	100 000	100 000	0,9	-	100 000	-				
Renovation of building	-	269 000	269 000	2,1	500 000	769 000	-	769 000	1,9	65 341	-	218 000	218 000	1,9	65 341	283 341	434 659				
Staff Service Account	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Administrative support funds	-	-	-	-	-	-	-	-	0,0	-	-	3 389	3 389	0,0	-	3 389	(3 389)				
TOTAL, ADMINISTRATION	841 196	1 189 000	2 030 196	16,1	500 000	2 530 196	-	2 530 196	16,5	65 341	720 366	1 141 389	1 861 755	16,5	65 341	1 927 096	168 441	434 659			
TOTAL, II: GOV. BOARD, DIRECTORATE & ADMIN.	1 700 237	1 449 000	3 149 237	25,0	500 000	3 649 237	-	3 649 237	27,1	65 341	1 672 709	1 393 461	3 066 169	27,1	65 341	3 131 510	83 068	434 659			
TOTAL EXPENDITURE I & II	9 250 027	3 323 324	12 573 351	100,0	11 221 309	23 794 660	-	23 794 660	100,0	10 388 923	8 341 378	2 973 014	11 314 392	100,0	10 388 923	21 703 315	1 258 959	832 387			
III. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)																					
Programme Support Costs	-	-	-	-	(733 517)	(733 517)	-	(733 517)	-	(591 251)	-	-	-	-	(591 251)	(591 251)	-	(142 266)			
Staff costs recovery & other	-	-	-	-	(2 296 509)	(2 296 509)	-	(2 296 509)	-	(1 546 981)	-	-	-	-	(1 546 981)	(1 546 981)	-	(749 528)			
Total, Elimination - PSF	-	-	-	-	(3 030 026)	(3 030 026)	-	(3 030 026)	-	(2 138 232)	-	-	-	-	(2 138 232)	(2 138 232)	-	(891 794)			
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	9 250 027	3 323 324	12 573 351	100,0	8 191 283	20 764 634	-	20 764 634	100,0	8 250 691	8 341 378	2 973 014	11 314 392	100,0	8 250 691	19 565 083	1 258 959	(59 407)			

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

Appropriation Line/Programme Chapter	Approved 2017						New Estimates 2017						(Increase)/Decrease Appr. Less New Estim. Extrab. Programme	
	Regular Programme			Share Extrabudg.			Regular Programme			Share Extrabudg.				
	Staff	Activities	Total	Total	%	Programme	Staff	Activities	Total	Total	%	Programme		
B. IN-KIND EXPENDITURE														
PHYSICAL FACILITIES														
Rental for the IIEP/Paris building	-	-	1 442 586	1 442 586	-	-	-	-	1 430 185	1 430 185	-	-	12 401	
Rental for the IIEP/BA building	-	-	108 000	108 000	-	-	-	-	108 000	108 000	-	-	-	
Rental for the IIEP/PDK building	-	-	52 186	52 186	-	-	-	-	55 481	55 481	-	-	(3 295)	
TOTAL, PHYSICAL FACILITIES	-	-	1 602 772	1 602 772	-	-	-	-	1 593 666	1 593 666	-	-	9 106	
C. EXPENDITURE FROM DECENTRALIZED FUNDS														
UNESCO DECENTRALIZED FUNDS														
Extra-budgetary funds	-	-	187 822	187 822	-	-	-	-	112 455	112 455	-	-	75 367	
Regular Programme	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL, DECENTRALIZED FUNDS	-	-	187 822	187 822	-	-	-	-	112 455	112 455	-	-	75 367	
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	-	-	1 790 595	1 790 595	-	-	-	-	1 706 121	1 706 121	-	-	84 474	
GRAND TOTAL	9 250 027	3 323 324	12 573 351	22 555 229	100,0	9 981 878	2 973 014	11 314 392	21 271 204	100,0	9 956 812	1 258 959	25 066	

TABLE 2
UNESCO
INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STABILIZATION RESERVE ACCOUNT
STATEMENT OF INCOME AND EXPENDITURE FOR 2017

in US\$	PAR & IBA	PDK	Total
BALANCE BROUGHT FORWARD 1 JANUARY 2017	8 544 833	-	8 544 833
INCOME			
Previous year's 5% payroll	347 757	111 161	458 918
Interest gained Est. 2017	117 248	-	117 248
TOTAL ESTIMATED INCOME	465 005	111 161	576 166
EXPENDITURE			
TOTAL ESTIMATED EXPENDITURE	-	-	-
EXCESS/(SHORTFALL): INCOME LESS EXPENDITURE	465 005	111 161	576 166
BALANCE AS AT 31 DECEMBER 2017	9 009 838	111 161	9 120 999

General Administration

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

- giving advice and support to IIEP staff on administrative, financial, budgetary, procurement 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.
- ensuring the optimum and efficient running of information technology services: computer, networks and telecommunications systems.

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.

The Administration in Paris invested time and efforts in 2017 in designing and imparting new training. The aim has been to increase the level and standards of the other two IIEP offices. The new Administrative Officer in Buenos Aires was trained in all aspects of the IIEP administration and the SAP system during a week early this year. A lot of support was also given to the Pôle de Dakar administration throughout the year with training in "financial reporting" and in Microsoft Excel skills. The Pôle also received close support in the preparation of the Steering Committee held early October 2017. Training was organised in Paris for all staff on "Introduction to Risk Management", IIEP Finance and Administration and on Travel and Procurement processes.

In addition, the **IT team** have started to integrate the Pôle de Dakar and Buenos Aires offices' IT systems for better connectivity, increased security and upgraded technology.

The Institute pursued important projects this year; in some cases, the needs were identified in the last few years. Given the value of the projects, and in line with the **procurement** rules and best practices, five Requests for Proposal (RFP's) were launched:

- A Constituency Management System (CRM), to manage interaction with stakeholders, manage contacts, events and resource mobilization efforts.
- Training Management Information System (T-MIS)
- Project Portfolio Management System (My PROJECTS 3.0)
- Replacement of Windows & Insulation Project
- Evaluation of Pôle de Dakar

It involved a lot of support from the Administration Unit, both procurement and IT, with a high level of guidance and participation.

Finance monitoring continued with regular project review meetings conducted together with the Director's office.

Human Resources continued to be very active this year and supported management in various areas. Further details are given on p. 19 of this document.

General Administration Expenditure for 2017

General Administration expenditure includes the management of premises and its renovation, the purchase and maintenance of equipment, furniture and supplies, communications and utilities, building insurance, etc. This year we expect 100% implementation rate in General Administration expenditure, i.e. US\$573,000.

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 2017, the French Ministry of Higher Education and Research presented IIEP with an amendment of the building maintenance contract (2017-2018) resulting in a reduction of the subsidy from US\$239,726 to US\$136,651. The Pôle de Dakar team resides in the premises of the UNESCO Regional Office in Dakar. A fee for rent and services is paid to the host.

The growth of the Paris team led the institute to create a Committee, headed by the Administration, to reflect on “smarter” use of space in order to optimize office space, improve and rethink the documentation center and training rooms, archiving rooms, the print shop and common areas. Staff and IIEP trainees were also consulted through surveys. It resulted in a major renovation project of the Library that reflects more adequately its professional and innovative approach. This involved the creation of a variety of learning spaces for individual study and group work, as well as more informal spaces, more in line with the evolving needs of users. The project should be completed in February 2018.

A second Task Force was formed this year for the creation of one or two “smart, connected classrooms” at IIEP, to promote and develop methods that will efficiently and effectively offer the best possible classroom experience for participants and trainers. Recommendations were approved by the Director’s office in November 2017 and it should be fully implemented in 2018.

The electric generator project finally ended in 2017. Regarding the thermal insulations of walls and windows project, the Institute continued with the preparation and the administrative aspects. Given the full amount of the project (US\$ 620K) it needs to be approved by the UNESCO Contract’s Committee, hopefully before the end of 2017. Implementation will start in January 2018.

Information Technology, Tools, and Systems

With a modern infrastructure firmly in place, the IT team focused on improving the IIEP end user experience in 2017. The Associate IT Officer (P1) was appointed, as part of the Executive Committee’s approved Investment Plan.

At the start of the year, the VoIP telephone operating system went operational, replacing the obsolete and unreliable PABX, while the aging WiFi system was also replaced, resulting in better coverage, increased speeds and new networks reserved for IIEP staff.

All Paris staff received new PCs with more memory, processing power and a dual screen setup for increased productivity. In parallel, IIEP migrated from Windows 7 to 10 to take advantage of the new features and enhanced security offered by this latest operating system.

Staff on the move received laptops with docking systems, allowing them to take their work with them on travel and to meetings. Moreover, a reserved WiFi network in IIEP gives them access to internal resources seamlessly from anywhere in the building.

The IT team also took steps to make data more accessible to staff and the institute's collaborators by implementing a cloud based solution hosted in Paris. Furthermore, to support and enable the telework policies of IIEP, a new, secure VPN solution was deployed to give the option of remote work to all staff.

Finally, work for the offices in Dakar and Buenos Aires has also started. Their email accounts have been migrated to IIEP servers along with some of their websites, with the objective of hosting them all in our data center by the end of 2018. Work is underway to integrate both offices into the IIEP network and thereby provide them with better connectivity, increased security and the latest hardware and software by the end of the second quarter of 2018. IIEP Paris invested US\$ 24K for IIEP Buenos Aires in IT infrastructure this year.

Human Resources Management

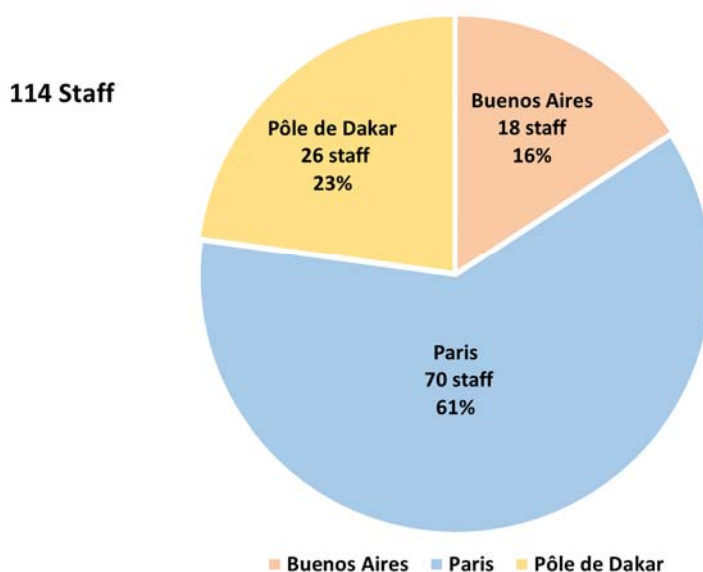
In 2017, the implementation of IIEP's hiring growth strategy for strengthening Human Resources continued. Seven positions were filled from the tentative plan of 14 project appointment positions in Paris, while additional needs arose and were filled.

This year's recruitment activity continued to be very high with 14 new recruitment efforts, 8 in Paris and 6 in Pole de Dakar. 2016 and 2017 recruitment activity concluded in 27 new appointments this year: 16 in Paris, 9 in Pole de Dakar and 2 in Buenos Aires. Important HR support was required for the integration of these newly appointed staff members.

In November 2017, the three offices had 114 staff members in place, under staff and UNESCO service contracts. This represents an increase of 11 staff from November 2016. Of the twenty-seven appointments, eleven correspond to existing staff members appointed to higher-level positions and four to the replacement of staff who were separated. This underlines the opportunities available on project appointment positions and the consideration given to staff internal progression.

- 70 staff members worked at the Paris office, compared to 64 staff in 2016. In 2017, 8 new staff members took up their functions in Paris: four on project appointments, two on established posts and two service contract holders. In 2017, 1 staff member retired and one SC holder resigned.
- 26 staff members worked at the Pôle de Dakar office (PDK), compared to 21 staff in 2016. In 2017, 6 staff members took up their functions at the PDK and one staff member left upon expiry of her contract.
- In Buenos Aires, 18 staff were in place in October 2017, like in 2016. One staff member resigned and one separated at the end of her contract and two new staff joined the Buenos Aires' office, on UNESCO service contracts.

Distribution of 114 IIEP staff members in BA, PDK and Paris Offices, 2017



The total workforce in Paris in November 2017 comprised 46 professional staff and 24 general service staff, 6 additional professional staff than in November 2016. This included 50 female staff and 20 male staff, with 33 professional female staff and 17 female general service staff. Three male professional staff were appointed on project appointment in 2017, increasing the number to 13 (versus 10 in 2016).

In IIEP Buenos Aires, two service contract holders were separated and two appointed in 2017. In November 2017, the office maintained a total workforce of 18 people as in 2016, including 11 female staff, of which six are professional, and 7 male staff, of which three are professional.

Pôle de Dakar's workforce in November 2017 comprised 17 male staff, of which 15 are professional, and 9 female staff, of which four are professional. The signature of the new project AFD Quality with the *Agence Française de Développement* in August 2017, allowed the creation of four staff positions which shall be filled by December 2017.

Recruitment

Beyond the recruitments which led to appointments in 2017, there are seven new recruitments underway, which will bring the headcount to 121 staff compared to the estimated 124 staff at the forty-fourth session of the IIEP Executive Committee in June 2017.

The two Team Leaders Research & Development (P5) and Team Leader Training & Education Programme (P5) appointed in 2016 took up their established posts in early 2017.

The recruitment of the Team Leader Information Services (P4) post is still on hold, but several options are under consideration for its recruitment, after discussion with the new Director HRM.

Staff on new positions in October 2017: 27 staff

Post	Grade	Team	Contract type	Effective date
<i>IIEP Paris Office</i>				
Team Leader TEP	P5	TEP	Established	Jan
Team Leader R&D	P5	R&D	Established	Jan
Programme Specialist	P4	TC	PA	Sept
Project Officer	P3	TEP	PA	Jan
Associate Research Officer	P1	R&D	PA	Feb
Associate Project Officer	P1	DIR	PA	Jun
Programme Specialist	P3	R&D	PA	Sept
Programme Specialist	P3	DIR	PA	Nov
Programme Specialist	P3	TC	PA	Nov
Editorial Assistant	G5	INS	PA	Jan
Administrative Assistant	G5	DIR	PA	Mar
Programme Assistant	G5	INS	PA	Nov
IT Assistant	G4	ADM	PA	Sept
Receptionist	G4	ADM	PA	Jun
Programme Specialist	SC (P)	TC	SC	Mar
Programme Specialist	SC (P)	R&D	SC	Mar
<i>IIEP Buenos Aires Office</i>				
Communications Officer	SC (P)	BA	SC	Jan
Cleaner	SC (GS)	BA	SC	Jan
<i>IIEP Pôle de Dakar Office</i>				
Principal Education Policy Analyst	P4	PDK	PA	Jan
Expert principal Education Policy (Quality)	P4	PDK	PA	Oct
Programme Specialist (Quality)	P3	PDK	PA	Nov
Programme Specialist (Quality)	P2	PDK	PA	Oct
Associate Communication Officer	P2	PDK	PA	Jan
Admin Assistant (PEFOP)	G5	PDK	PA	Nov
Admin Assistant (Quality)	G5	PDK	PA	Nov
Admin Assistant (Coordination)	G5	PDK	PA	Nov

Staff separated in 2017: 4 staff

Post	Grade	Type of contract	Reason	Effective date
Programme Specialist (PAR-TC)	P4	PA	Retirement	Apr
Programme Assistant (PDK)	G5	PA	End of Contract	June
Programme Specialist (BA)	SC (P)	SC	End of contract	Feb
Programme Specialist (BA)	SC (P)	SC	Resignation	Nov

Staff recruitment and entry on duty in progress: 7 staff

Post	Grade	Team	Contract Type
<i>IIEP Paris Office</i>			
Programme Specialist	P4	TC	PA
Programme Specialist	P3	TC	PA
Programme Specialist	P3	TEP	PA
Associate Programme Specialist	P1	TC	PA
Programme Assistant	G5	TEP	PA
<i>IIEP Pôle de Dakar Office</i>			
Education Policy Analyst (on hold)	P3	PDK	PA
Expert Institutional Analysis (on hold)	P3	PDK	PA

Staff promoted to higher level and on new position as of 31 Oct 2017 = 11

Post	Grade	Team	Contract type	Effective date
<i>IIEP Paris Office</i>				
Programme Specialist	P4	TC	PA	Sept
Programme Specialist	P3	R&D	PA	Sept
Programme Specialist	P3	DIR	PA	Nov
Programme Specialist	P3	TC	PA	Nov
Associate Research Officer	P1	R&D	PA	Feb
Administrative Assistant	G5	DIR	PA	Mar
Programme Assistant	G5	INS	PA	Nov
IT Assistant	G4	ADM	PA	Sept
<i>IIEP Dakar Office</i>				
Principal Education Policy Analyst	P4	PDK	PA	Jan
Expert principal Education Policy (Quality)	P4	PDK	PA	Oct
Associate Communication Officer	P2	PDK	PA	Jan

Desk Audits

The desk audits conducted in September 2016 by a UNESCO classification consultant for seven established post holders resulted in February 2017 in the reclassification of two positions: one Programme Specialist P-3 was promoted to P-4 and one Administrative Assistant G-5 was promoted to G-6. The remaining five staff members were denied post reclassification.

Staff Development and Well-Being

Further to the results of the desk audit and their negative impact on staff whose posts were not reclassified, measures were taken by the office to provide support to these staff members. A psychologist was identified to meet and discuss with all staff concerned and to provide individual coaching sessions to those who would request it. Two staff members took the coaching sessions.

An assessment centre was organized for one Team Leader in the framework of staff development and followed by the identification of areas to be strengthened with the guidance of a coach. This positive experiment will be renewed with other Team Leaders to support their management and leadership skills.

On the issue of wellbeing in the work place, a session on stress management was organized in 2017 with an external facilitator. Eight staff members attended the training.

An all staff session on burnout and its prevention was organized to raise IIEP staff awareness on this health problem. It was conducted and facilitated by two renowned psychiatrists who collaborate on a regular basis with UNESCO.

The budget allotment for staff development in 2017 remained at US\$100,000, the same level as in 2016, for IIEP Paris and two Buenos Aires PA staff. We expect an implementation rate of 100% this year.

Apart from the group trainings on stress management and burnout, Procurement and Travel process training sessions were organized by Administration for all staff as well as a one-week induction training for the new Administrative Officer in Buenos Aires on IIEP/UNESCO Administrative and Financial processes.

Staff members participated in the following external learning events:

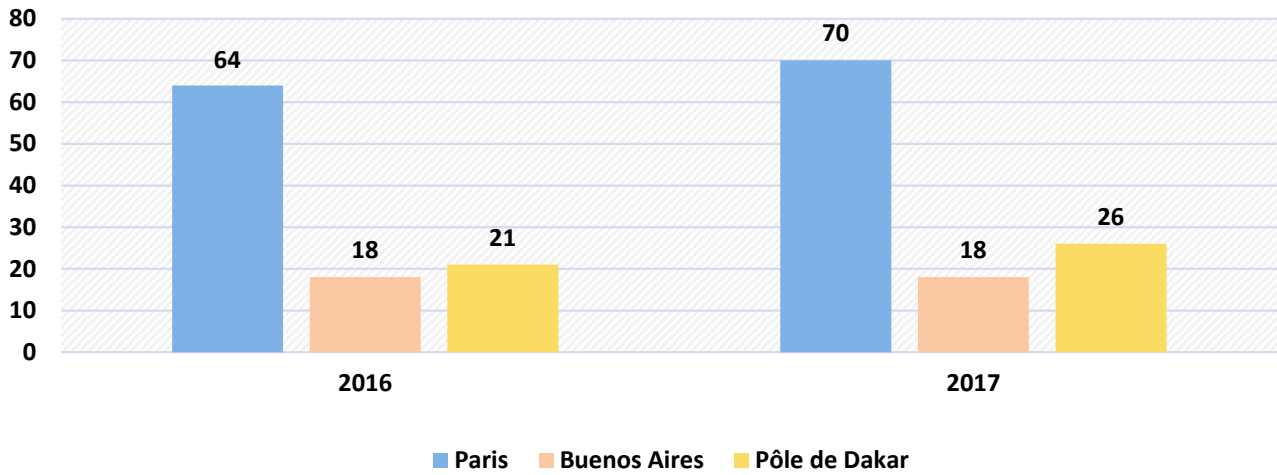
- Measurements for Effective Results-Based Management
- Fundraising Essentials – Developing a Fundraising Strategy
- UNESCO Ethical leadership training course organized for senior level staff
- UN Leadership – Innovation, Transformation and Collaboration
- UNESCO Workshop for Core Systems Redesign project
- Public Certified Accountant training organized by UNESCO
- Specific external trainings for IT staff

UNESCO online trainings were approved in English, IPSAS, Outlook, Excel, PowerPoint, security awareness, emotional intelligence and related interpersonal skills training. Small groups of staff members participated in English & French language classes on a cost-sharing basis.

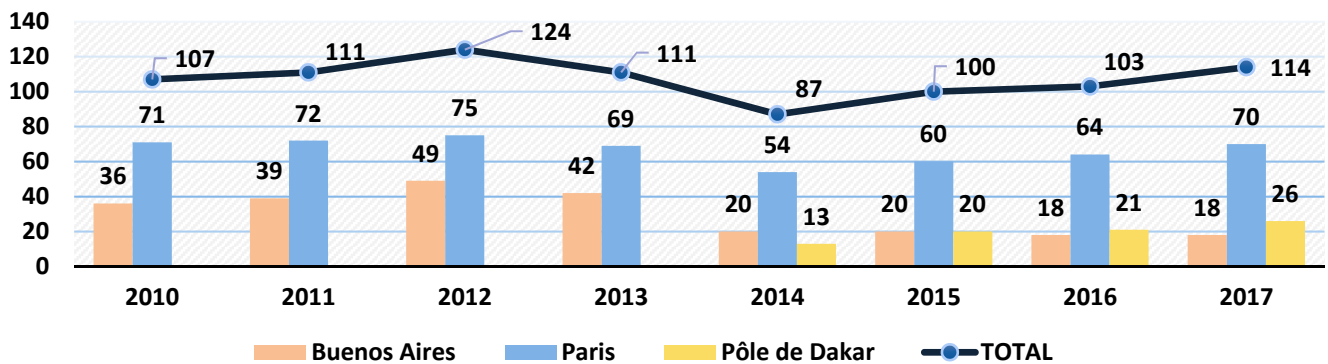
In Pôle de Dakar, 14 staff enrolled in English language courses on a cost-sharing basis. Several staff enrolled in UNESCO online trainings in IPSAS, performance management, writing skills, IPSAS and writing skills.

Human Resources Charts (All headcount figures include all types of Contracts)

Headcount by Office

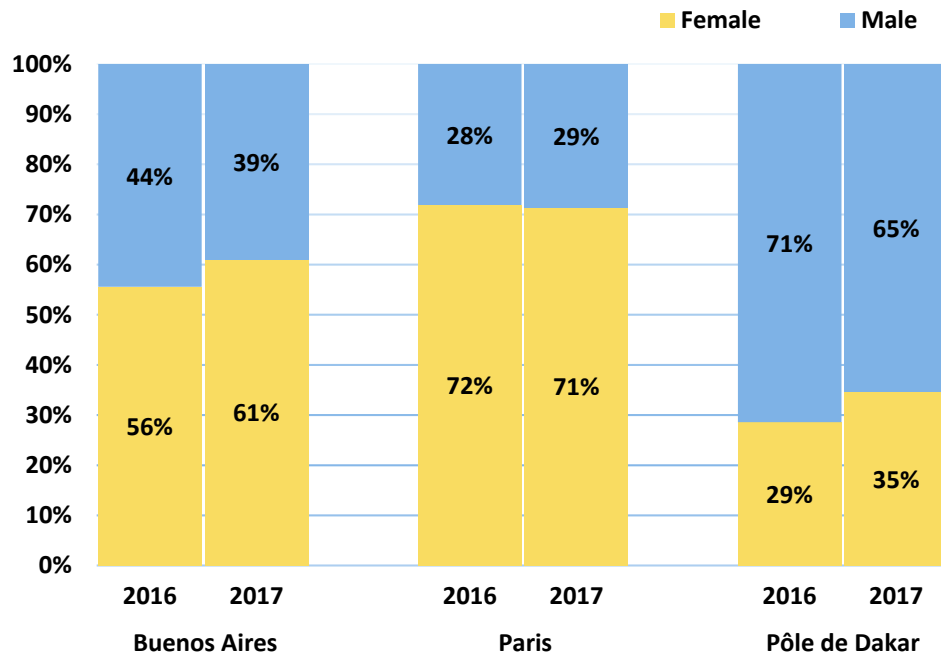


Headcount by Office-Evolution

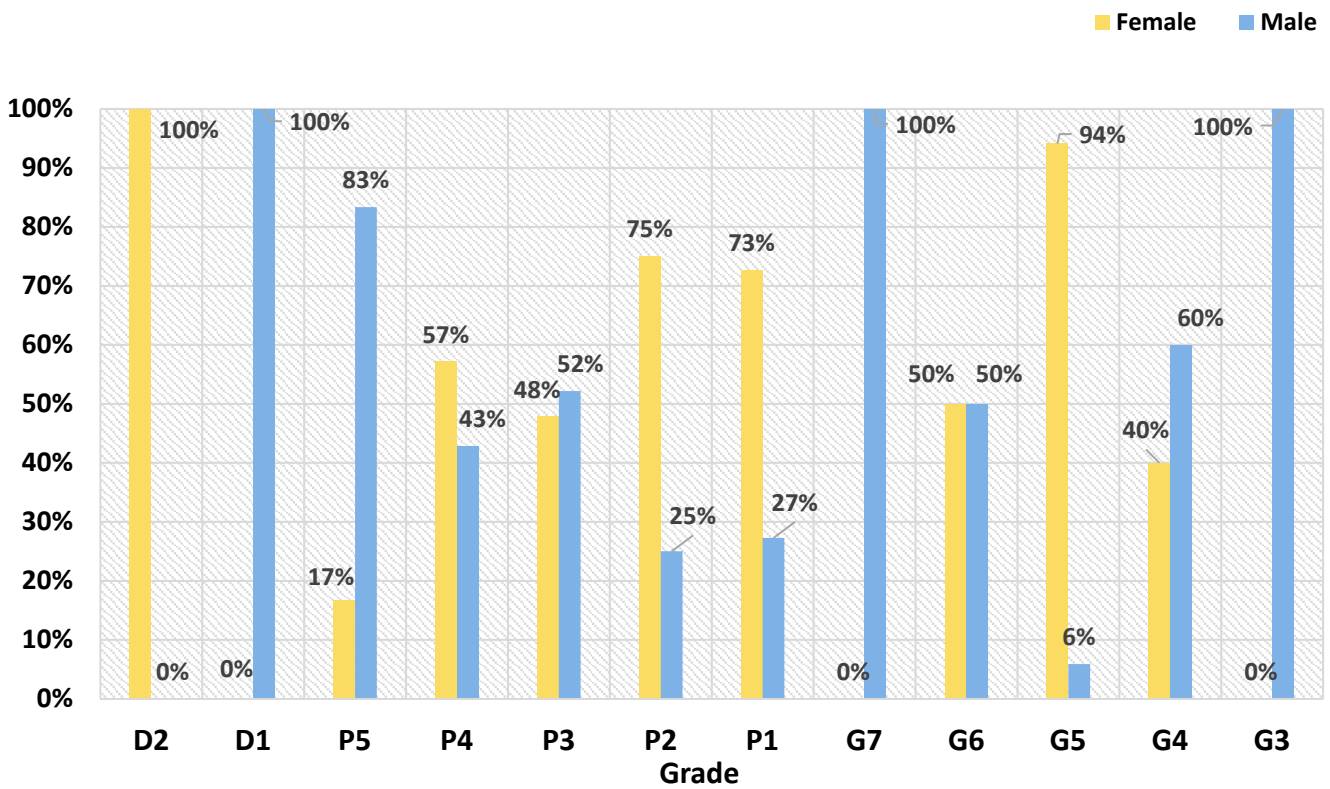


Note: In 2014 Buenos Aires changed contract type from SSA to consultants

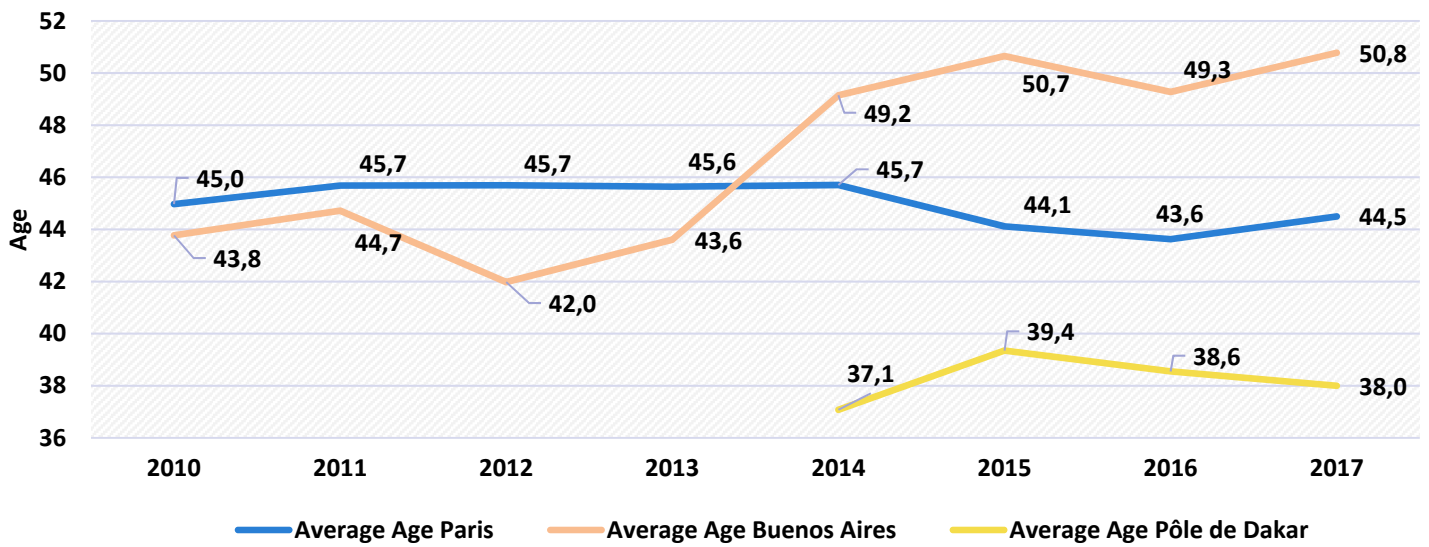
IIEP Headcount by Gender



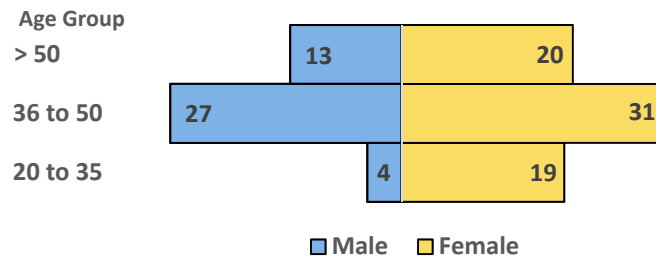
Gender Balance Analysis by Grade 2017



Average by Office

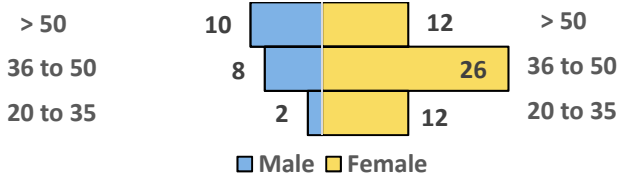


IIEP Headcount Distribution by Age and Office 2017



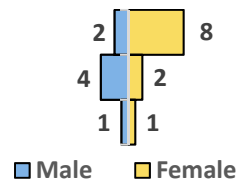
IIEP Paris

Headcount: 70



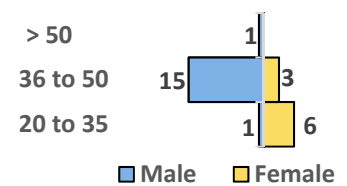
IIEP Buenos Aires

Headcount: 18



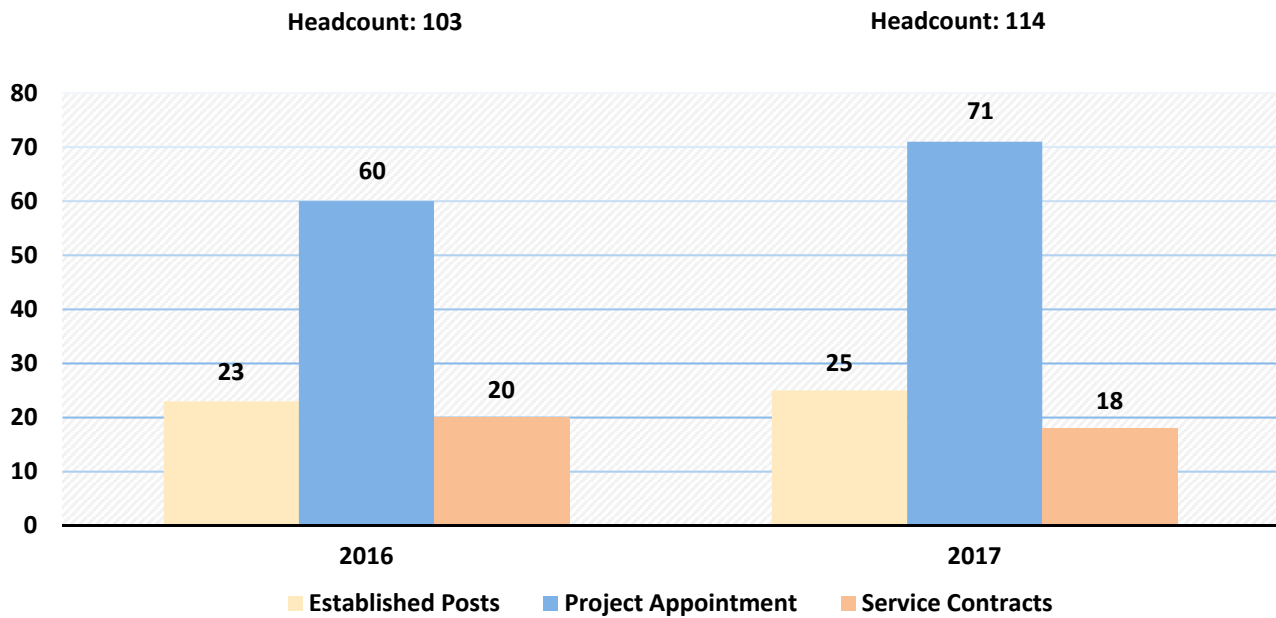
IIEP Pôle de Dakar

Headcount: 26

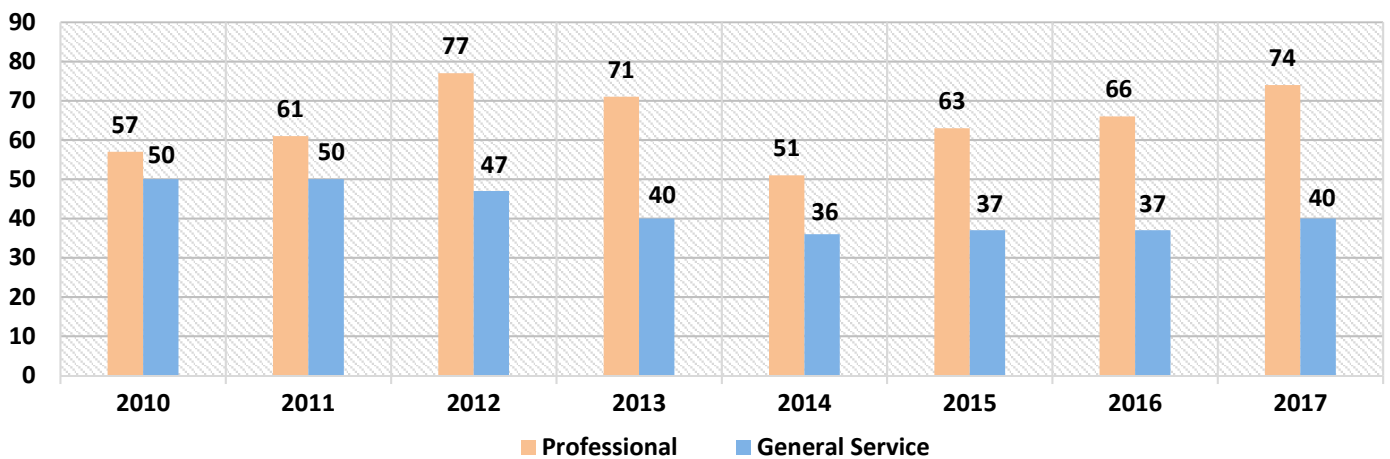


Post by Category

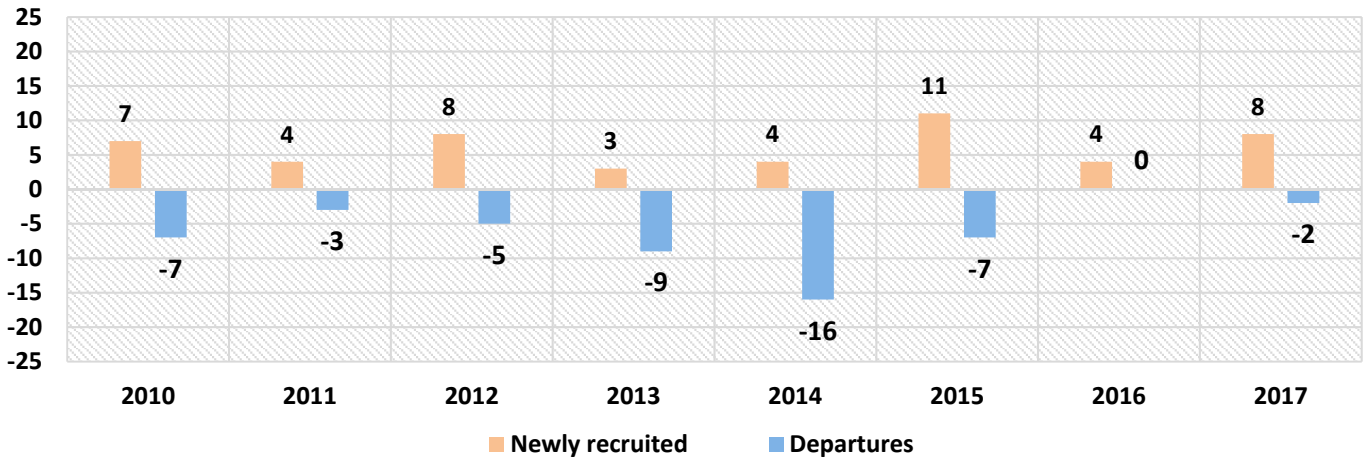
IIEP Paris, Buenos Aires, and Pôle de Dakar offices have several types of contractual arrangements with their personnel. The different posts by category can be seen in this graph.



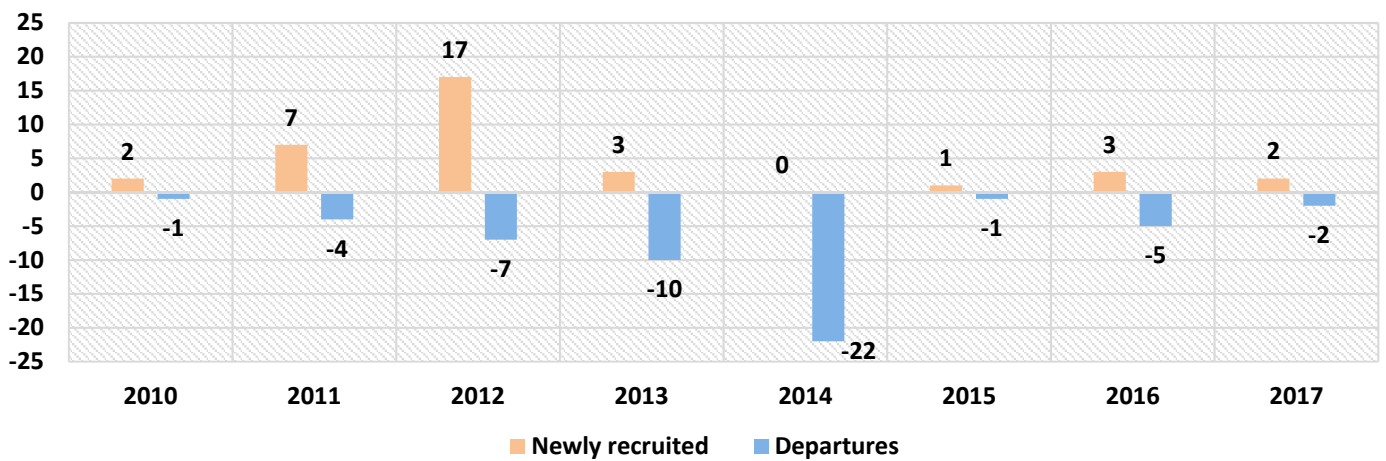
IIEP Headcount by Posts



IIEP Paris Departures and Recruitments

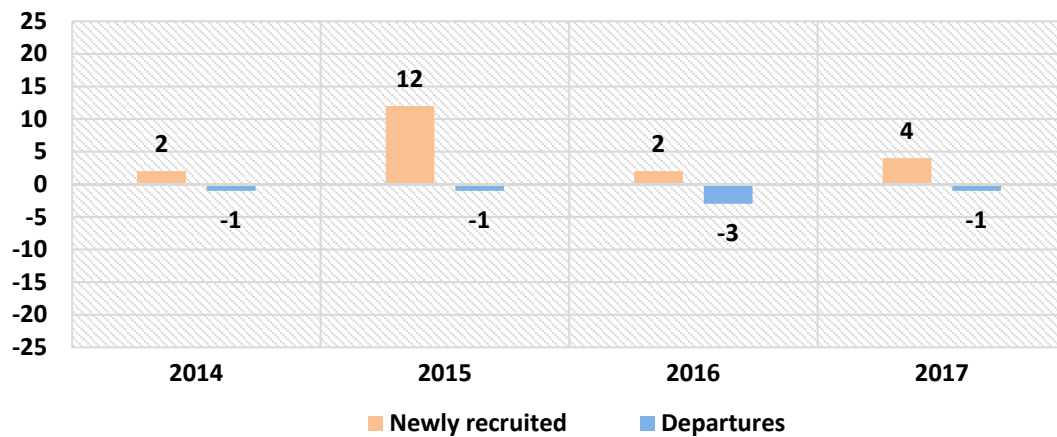


IIEP Buenos Aires Departures and Recruitments



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

IIEP Pôle de Dakar Departures and Recruitments



BUDGET PRESENTATION FOR THE YEAR 2018

In the first year of the 10th Medium Term Strategy (MTS), for the period 2018-2021, 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 Extrabudgetary Programme will continue to be financed, through contracts, 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. Resources from the extrabudgetary programme finance earmarked activities in IIEP Paris plus IIEP Pôle de Dakar and IIEP Buenos Aires, including training fellowships.

Estimated Financial Resources and Expenditure

The estimated financial resources and expenditure are combined in the Table 1-2018 **Statement of Resources and Expenditure for 2018** (p. 34) for both the Regular and Extrabudgetary programmes. It provides details of the new appropriation lines of the 10th MTS. The amounts are shown in current United States dollars, the official currency of UNESCO. The average US dollar /Euro rates of exchange used for the Governing Board reports are US\$1 = €0.956 for 2017, and US\$1 = €0.905 for 2018. Detailed information on resources is provided in **Schedule 1-2018** (pp. 35-36), while **Schedule 2-2018** (pp. 37-38) 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 2018 amounts to US\$2,140,100, the same amount as in 2017.

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\$8,996,431. The income for the Regular Programme is estimated at US\$1,9 million higher than in 2017 mainly thanks to the Swiss contribution which has been doubled (+US\$1.6 million).

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 extrabudgetary projects implemented and managed by IIEP and cost recovery from the annual training programme. The institute will continue to closely monitor the cost-sharing and cost recovery scheme. Other income has been estimated at US\$2,285,815 for 2018, which represents an increase of 42% from 2017. Pôle de Dakar and Buenos Aires cost recovery is included under the extrabudgetary 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 continue drawing from its reserves in 2018 by continuing implementing the hiring growth strategy and building renovation approved by the 43rd Executive Committee in July 2017. In addition, the institute proposes to transfer the amount of US\$1 million to the Stabilization Reserve to bring it to the level of 2018 payroll. It is expected that the Regular Programme reserves will decrease by US\$1.8 million, to a total of US\$4.7 million at the end of 2018.

5. Extrabudgetary resources

The estimated resources for the Extrabudgetary programme amount to US\$12,408,865, corresponding to the on-going projects, plus those projects which are certain to be signed in 2018 and the US\$ 50K resulting from the liquidation of prior years' obligations.

Expenditure

The Regular Programme expenditure for 2018 has been estimated at US\$13,727,051, of which US\$10,178,967 relates to staff costs and US\$3,548,084 to programme activities.

The staff costs increase in Paris of 20% in 2018, compared to 2017, is explained by the Team Leader appointments, as well as the execution to complete 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	2017	2017	2018
	Actual	Actual	Actual	Actual	Budget	Estimated	Estimated
Total Staff costs Paris	8 119	7 060	6 457	7 070	9 250	8 341	10 179
Cost recovery Paris	(1 844)	(2 514)	(2 811)	(2 480)	(2 416)	(1 612)	(2 286)
Net Staff costs Paris	6 275	4 546	3 646	4 590	6 834	6 729	7 893
Paris % Recovery/year	23%	36%	44%	35%	26%	19%	22%

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

Resolution 545

The Governing Board,

Having examined the Draft Programme and Budget for 2018 contained in document *57 GB/4 – Part II*,

Having received the report of the *ad hoc* Committee on Finance and Administration

Resolves that,

A. Regular Programme

- (a) for the financial period 1 January to 31 December 2018, the total appropriation should amount to US\$ 13 727 051, to be financed by estimated income of US\$ 13 422 347 and reserves estimated at US\$ 4 956 462, hereby appropriated for the purpose indicated in the appropriation table as follows:

Appropriation Line	Amount in US\$
I. Programme Operations	
A. Training (line 1)	2 831 383
B. Technical Cooperation (line 2)	1 940 687
C. Research & Development (line 3)	2 642 964
D. Outreach and Advocacy (line 4)	2 568 254
Sub-total I	9 983 289
II. Directorate and Administration	
D. Governing Board	535 096
E. Directorate/Monitoring and Evaluation	933 303
F. General Administration	1 423 706
Institutional Information Technology	180 658
G. Investment	
Staff development	60 000
Renovation of building	450 000
IT Technology	161 000
Sub-total II	3 743 762
Total Appropriation	<u>13 727 051</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	2 140 101
II. Voluntary Contributions	8 996 431
Sub-total I & II	11 136 532
III. Other Income	
Programme Support Funds	1 910 815
Income from training	365 000
Miscellaneous Income	10 000
Sub-total III	2 285 815
Sub-total I, II & III	<u>13 422 347</u>
IV. Other Resources	
Liquidation of previous years' obligations	30 000
Transfer to Stabilization Reserve Account	(1 539 297)
Reserves and Fund Balances on 1 January	6 465 759
Sub-total IV	4 956 462
Grand Total Regular Programme	<u>18 378 809</u>

- (c) The Director is authorized to incur obligations during the financial period 1 January to 31 December 2018 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.
- (i) The Director is authorized to transfer an exceptional amount of US\$ 1 million to the Stabilization Reserve account in 2018, bringing the IIEP's Stabilization Reserve to the level of the 2018 full payroll.

B. Extrabudgetary 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 2018, the total appropriation for the Extrabudgetary Programme should amount to US\$ 9 270 772 to be financed by estimated income of US\$6 898 956 and reserves estimated at US\$ 5 509 909.

Appropriation Line	Amount in US\$
I. Programme Operations ¹	
A. Training (line 1)	2 692 570
B. Technical Cooperation (line 2)	7 874 059
C. Research & Development (line 3)	629 224
D. Outreach and Advocacy (line 4)	1 656 718
Sub-total I	12 852 571
II. Investment	
E. Renovation of building	450 000
Sub-total II	450 000
III. Programme Support Funds	
F. Programme Support Fund Interfund eliminations	(3 581 799)
Sub-total III	(3 581 799)
Total Appropriation	<u>9 720 772</u>
Income and Other Resources	
I. Contracts	
Governments	3 050 632
Other	7 330 123
France (IIEP building maintenance)	100 000
Sub-total I	10 480 755
II. Other Income	
Programme Support Fund Interfund eliminations	(3 581 799)
Sub-total II	(3 581 799)
Total Income I & II	<u>6 898 956</u>
III. Other Resources	
Liquidation of previous years' obligations	50 000
Reserves and Fund Balances on 1 January	5 459 909
Sub-total III²	5 509 909
Grand Total Extrabudgetary Programme	<u>12 408 865</u>

¹ Includes Paris, Buenos Aires & Pôle de Dakar programmes and activities

² On-going multi-year Extrabudgetary projects that will be implemented beyond 2018

Table 1-2018
UNESCO INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STATEMENT OF RESOURCES AND EXPENDITURE FOR 2018

Regular and Extrabudgetary Programmes	Estimated 2018			
	Regular Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$
IIEP SPECIAL ACCOUNT				
INCOME				
I. UNESCO Financial Allocation	2 140 101	-	-	2 140 101
II. Voluntary Contributions	8 996 431	-	-	8 996 431
III. Contracts				
Governments	-	3 050 632	-	3 050 632
Other	-	7 330 123	(1 652 212)	5 677 910
France (IIEP building maintenance)	-	100 000	-	100 000
TOTAL, GENERAL INCOME	11 136 532	10 480 755	(1 652 212)	19 965 075
IV. OTHER INCOME				
Programme Support Funds ¹	1 910 815	-	(1 769 587)	141 228
Training Programme cost recovery ²	365 000	-	(160 000)	205 000
Miscellaneous Income ³	10 000	-	-	10 000
TOTAL, OTHER INCOME	2 285 815	-	(1 929 587)	356 228
TOTAL INCOME OF THE YEAR	13 422 347	10 480 755	(3 581 799)	20 321 303
EXPENDITURE				
10th Medium-Term Strategy				
I. PROGRAMME OPERATIONS				
Training (Line 1)	2 831 383	2 692 570	(835 033)	4 688 921
Technical Cooperation (Line 2)	1 940 687	7 874 059	(2 382 881)	7 431 865
Research and Development (Line 3)	2 642 964	629 224	(62 187)	3 210 002
Outreach and Advocacy (Line 4)	2 568 254	1 656 718	(301 699)	3 923 273
TOTAL, PROGRAMME OPERATIONS	9 983 289	12 852 571	(3 581 799)	19 254 060
II. GOV. BOARD, DIRECTORATE AND ADMINISTRATION (Line 5)				
Governing Board	535 096	-	-	535 096
Directorate/Monitoring & Evaluation	933 303	-	-	933 303
Administration				
General Administration	1 423 706	-	-	1 423 706
Information Technology	180 658	-	-	180 658
TOTAL, GOV. BOARD, DIRECTORATE AND GEN. ADM.	3 072 762	-	-	3 072 762
III. INVESTMENT (Line 6)				
Staff development	60 000	-	-	60 000
Renovation of Building	450 000	450 000	-	900 000
IT Technology	161 000	-	-	161 000
TOTAL, INVESTMENT	671 000	450 000	-	1 121 000
TOTAL, EXPENDITURE I - III	13 727 051	13 302 571	(3 581 799)	23 447 822
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	(304 704)	(2 821 816)	-	(3 126 520)
OTHER RESOURCES & RESERVES				
Liquidation of previous years' obligations	30 000	50 000	-	80 000
Transfer to the Stabilization Reserve Account ⁴	(539 297)	-	-	(539 297)
Transfer to the Stabilization Reserve Account ⁵	(1 000 000)	-	-	(1 000 000)
Reserves & Fund Balances on 1 January	6 465 759	5 459 909	-	11 925 668
TOTAL, OTHER RESOURCES & RESERVES	4 956 462	5 509 909	-	10 466 371
BALANCE AT YEAR END ALL MANAGED FUNDS⁶	4 651 759	2 688 093	-	7 339 851

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 courses 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 IIEP Paris (US\$ 417K) and Pôle de Dakar (US\$ 122K) payrolls.

⁵ 57th GB proposed resolution.

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

SCHEDULE 1-2018. IIEP ESTIMATED RESOURCES IN 2018
(Expressed in current United States Dollars)
(Page 1 of 2)

Regular and Extrabudgetary Programmes					
Source	2017	Share	2018	Share	Increase/(Decrease)
	Estimated	%	Estimated	%	of (3) less (1)
	(1)	(2)	(3)	(4)	Amount
					(5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 101	12,6	2 140 101	10,5	-
II. Voluntary Contributions					
Argentina	70 000	0,4	70 000	0,3	-
Norway	3 232 480	19,0	3 232 480	15,9	-
Sweden	2 301 984	13,5	2 522 704	12,4	220 720
Switzerland	1 507 858	8,9	3 171 247	15,6	1 663 389
Total, Voluntary Contributions	7 112 321	41,9	8 996 431	44,3	1 884 110
TOTAL, I & II	9 252 422	54,5	11 136 532	54,8	1 884 110
III. OTHER INCOME					
Programme Support Funds	1 191 215	7,0	1 910 815	9,4	719 600
Income from training	366 758	2,2	365 000	1,8	(1 758)
Miscellaneous Income	53 869	0,3	10 000	0,0	(43 869)
TOTAL, OTHER INCOME	1 611 842	9,5	2 285 815	11,2	673 973
TOTAL, INCOME REGULAR PROGRAMME	10 864 264	63,9	13 422 347	66,1	2 558 083
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	559 225	3,3	361 327	1,8	(197 898)
Benin**	14 215	0,1	-	-	(14 215)
Burkina Faso	-	-	338 656	1,7	338 656
Cambodia	342 000	2,0	175 000	0,9	(167 000)
Central African Republic**	90 629	0,5	91 412	0,4	783
France (Expertise France)	39 148	0,2	-	-	(39 148)
France (AFD - Convention 2013)**	1 100 000	6,5	830 786	4,1	(269 214)
Germany (GIZ)	91 906	0,5	-	-	(91 906)
Guinea**	252 954	1,5	188 131	0,9	(64 823)
Mauritania**	65 393	0,4	-	-	(65 393)
Mexico*	198 474	1,2	-	-	(198 474)
Niger**	127 554	0,8	167 757	0,8	40 203
Sweden (SIDA)	1 041 440	6,1	107 422	-	(934 018)
Sao Tomé-et-Príncipe**	10 000	0,1	164 964	0,8	154 964
Togo	-	-	122 890	0,6	122 890
Togo**	27 900	0,2	213 787	1,1	185 887
Panama*	-	-	88 500	0,4	88 500
Paraguay*	-	-	200 000	1,0	200 000
Total, Contracts - Governments	3 960 839	23,3	3 050 632	15,0	(910 206)
Contracts - Others					
Agence Française de Développement (AFD - PEFOP)**	1 192 298	7,0	1 587 283	7,8	394 985
Agence Française de Développement (AFD - Quality)**	-	-	1 567 195	7,7	1 567 195
Caribbean Development Bank (CDB)	-	-	100 345	0,5	100 345
Protect Education in Insecurity & Conflict Program (EAA-PEIC)	24 037	0,1	-	-	(24 037)
European Union Haiti	298 769	1,8	65 365	0,3	(233 404)
European Union FPI	20 000	0,1	1 135 811	5,6	1 115 811
Foundation ARCOR*	8 979	0,1	-	-	(8 979)
Fundación Santa María*	35 000	0,2	-	-	(35 000)
Global Partnership for Education (GPE) (PAR)	35 000	0,2	-	-	(35 000)
Global Partnership for Education (GPE) (IBA)*	199 670	1,2	-	-	(199 670)
International Labour Organization*	10 000	0,06	-	-	(10 000)
UNESCO ¹	230 068	1,4	188 959	0,9	(41 109)
UNICEF ¹	576 902	3,4	580 419	2,9	3 517
UNDP*	23 043	0,1	22 000	0,1	(1 043)

SCHEDULE 1-2018. IIEP ESTIMATED RESOURCES IN 2018
(Expressed in current United States Dollars)
(Page 2 of 2)

Regular and Extrabudgetary Programmes					
Source	2017 Estimated (1)	Share % (2)	2018 Estimated (3)	Share % (4)	Increase/(Decrease) of (3) less (1) Amount (5)
Fellowships & other funds					
Annual Training Program (Fellowships)	439 779	2,6	417 459	2,1	(22 320)
Annual Training Program (Fellowships IBA)	72 682	0,4	60 000	0,3	(12 682)
Annual Training Program (Fellowships PDK)	146 353	0,9	173 502	0,9	27 149
Staff Service Account	23 349	0,1	20 000	0,1	(3 349)
Other Extrabudgetary Income	830 961	4,9	1 411 786	6,9	580 825
Total, Contracts - Others	4 166 887	24,5	7 330 123	36,1	3 163 235
France (IIEP building maintenance)	136 651	0,8	100 000	0,5	(36 651)
TOTAL, CONTRACTS	8 264 377	48,6	10 480 755	51,6	2 216 378
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(591 251)	- 3,5	(751 454)	- 3,7	(160 203)
Staff costs recovery & other	(1 546 981)	- 9,1	(2 830 345)	- 13,9	(1 283 364)
Total, Elimination - PSF	(2 138 232)	- 12,6	(3 581 799)	- 17,6	(1 443 567)
TOTAL, EXTRABUDGETARY INCOME	6 126 146	36,1	6 898 956	33,9	772 810
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	16 990 410	100,0	20 321 303	100,0	3 330 893
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Regular Prog.	30 000	-	30 000	-	-
Liquidation of previous years' obligations, Exb. Prog	50 000	-	50 000	-	-
Transfer to Stabilization Reserve Account	(458 918)	-	(539 297)	-	(80 379)
Trans. Stab. Res. Account ExCom resolution 43_EXC	-	-	(1 000 000)	-	(1 000 000)
Reserves & Fund Balances on 1 January, Regular Prog.	7 344 805	-	6 465 759	-	(879 046)
Reserves & Fund Balances on 1 January, Exb. Prog	7 534 454	-	5 459 909	-	(2 074 545)
TOTAL, OTHER RESOURCES & RESERVES	14 500 341	-	10 466 371	-	(4 033 970)
GRAND TOTAL, IIEP MANAGED FUNDS	31 490 751	-	30 787 674	-	(703 077)
C. IN-KIND CONTRIBUTIONS					
I. PHYSICAL FACILITIES					
Rental for the IIEP building/Paris	1 430 185	89,7	1 444 196	89,8	14 011
Rental for the IIEP building/Buenos Aires	108 000	6,8	108 000	6,7	-
Rental for the IIEP building/Pôle de Dakar	55 481	3,5	55 655	3,5	174
TOTAL, PHYSICAL FACILITIES	1 593 666	100,0	1 607 851	100,0	14 185
D. RESOURCES DECENTRALIZED TO IIEP					
I. UNESCO DECENTRALIZED FUNDS					
Funds-in-Trust	112 455	100,0	96 428	100,0	(16 027)
TOTAL, DECENTRALIZED FUNDS	112 455	100,0	96 428	100,0	(16 027)
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	1 706 121	100,0	1 704 279	100,0	(1 842)
GRAND TOTAL	33 196 872	100,0	32 491 953	100,0	(704 919)

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Pôle de Dakar.

¹ UN Family projects signed with the three IIEP Offices.

SCHEDULE 2-2018. IIEP ESTIMATED EXPENDITURE IN 2018
(Expressed in current United States Dollars)
(Page 1 of 2)

Regular and Extrabudgetary Programmes	Estimated 2018					
	Regular Programme (RP)		RP	Share	Extrabudg.	Grand
Appropriation Line/Programme Chapter	Staff	Activities	Sub-total	%	Programme (EXB)	Total
A. IIEP SPECIAL ACCOUNT						
<u>I. PROGRAMME OPERATIONS</u>						
1. STRATEGIC OBJECTIVE 1: TECHNICAL COOPERATION AND CAPACITY DEVELOPMENT						
Training (Line 1)	2 292 883	538 500	2 831 383	20,6	2 692 570 ¹	5 523 953
Technical Cooperation (Line 2)	1 940 687	-	1 940 687	14,1	7 874 059 ²	9 814 746
TOTAL, TECH. COOP. & CAP. DEVELOPMENT	4 233 570	538 500	4 772 070	34,8	10 566 629	15 338 699
2. STRATEGIC OBJECTIVE 2: KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING						
Research and Development (Line 3)	1 860 444	782 520	2 642 964	19,3	629 224	3 272 188
Outreach & Advocacy (Line 4)	1 795 590	772 664	2 568 254	18,7	1 656 718	4 224 972
TOTAL, KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING	3 656 035	1 555 184	5 211 218	38,0	2 285 942	7 497 160
TOTAL, I: PROGRAMME. OPERATIONS	7 889 605	2 093 684	9 983 289	72,7	12 852 571	22 835 860
<u>II. GOV. BOARD, DIRECTORATE, ADMINISTRATION & INVESTMENT (Line 5)</u>						
1. GOV. BOARD & DIRECTORATE						
Governing Board	435 096	100 000	535 096	3,9	-	535 096
Directorate/Monitoring and Evaluation	883 303	50 000	933 303	6,8	-	933 303
TOTAL, GOV. BOARD & DIRECTORATE	1 318 399	150 000	1 468 399	10,7	-	1 468 399
2. ADMINISTRATION						
General Administration	865 706	558 000	1 423 706	10,4	-	1 423 706
Institutional Information Technology	105 258	75 400	180 658	1,3	-	180 658
TOTAL, ADMINISTRATION	970 964	633 400	1 604 364	11,7	-	1 604 364
TOTAL, II: GOV. BOARD, DIRECTORATE & ADMIN.	2 289 362	783 400	3 072 762	22,4	-	3 072 762
<u>III. INVESTMENT (Line 6)</u>						
1. INVESTMENT						
Staff development	-	60 000	60 000	0,4	-	60 000
Renovation of building	-	450 000	450 000	3,3	450 000	900 000
IT Technology	-	161 000	161 000	1,2	-	161 000
TOTAL, III: INVESTMENT	-	671 000	671 000	4,9	450 000	1 121 000
TOTAL EXPENDITURE I, II & III	10 178 967	3 548 084	13 727 051	100,0	13 302 571	27 029 622
IV. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)						
Programme Support Costs	-	-	-	-	(751 454)	(751 454)
Staff costs recovery & other	-	-	-	-	(2 830 345)	(2 830 345)
Total, Elimination - PSF	-	-	-	-	(3 581 799)	(3 581 799)
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	10 178 967	3 548 084	13 727 051	100,0	9 720 772	23 447 822

¹ Advanced Training Programme, Short courses, and Education Sector Planning participants.

² Technical assistance projects in various countries.

SCHEDULE 2-2018. IIEP ESTIMATED EXPENDITURE IN 2018
 (Expressed in current United States Dollars)
 (Page 2 of 2)

Regular and Extrabudgetary Programmes	Estimated 2018					
Appropriation Line/Programme Chapter	Regular Programme (RP)		RP	Share	Extrabudg.	Grand
	Staff	Activities	Sub-total	%	Programme	Total
B. IN-KIND EXPENDITURE						
<u>PHYSICAL FACILITIES</u>						
Rental for the IIEP/Paris building	-	-	-	-	1 444 196	1 444 196
Rental for the IIEP/BA building	-	-	-	-	108 000	108 000
Rental for the IIEP/PDK building	-	-	-	-	55 655	55 655
TOTAL, PHYSICAL FACILITIES	-	-	-	-	1 607 851	1 607 851
C. EXPENDITURE FROM DECENTRALIZED FUNDS						
<u>UNESCO DECENTRALIZED FUNDS</u>						
Extra-budgetary funds	-	-	-	-	96 428	96 428
Regular Programme	-	-	-	-	-	-
TOTAL, DECENTRALIZED FUNDS	-	-	-	-	96 428	96 428
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	-	-	-	-	1 704 279	1 704 279
GRAND TOTAL	10 178 967	3 548 084	13 727 051	100,0	11 425 051	25 152 102

General Administration

2018 Budget

The proposed budget for general administration and information technology for 2018 is itemized as follows:

General Administration		Amount in US\$
	Expenditure types	
	Insurance	20 000
CONTRACTS	Consultants & Missions	30 000
	Staff Missions	25 000
	Sub-total Contracts	75 000
TRAINING	Interns	33 000
EQUIPMENT	Purchase furniture & equipment, office supplies, maintenance of furniture & equipment, premises maintenance & repairs	261 000
MISCELLANEOUS	Communications, hospitality, water, gas & electricity, and others	189 000
	TOTAL	558 000
IT EQUIPMENT	Computers/hardware (purchase & maintenance)	32 600
	Software (purchase & licence costs)	40 000
	Consumables	2 800
	TOTAL	75 400
	GRAND TOTAL	633 400

Finance and Budget

The Administration will assist management and the programme teams in the monitoring of programme activities and its implementation. In 2018, the Administration will focus on risk management by assisting in identifying and mitigating the risks associated with the Institutes' activities. The team will continue to work closely with the Director's office on the improvement of all administrative, technological, and programme processes.

Investment

Investment	Expenditure types	Amount in US\$
	Staff Development	60 000
INVESTMENT	Building renovation	450 000
	IT Technology	161 000
	GRAND TOTAL	671 000

Investments

IIEP plans to spend US\$ 60,000 on Staff Development, a critical investment to the present and future success of the Institute. The Building Renovation includes the renovation of the library, the replacement of the windows and the smart classroom. The plan is to use US\$450,000 from the RP funding and additional US\$450,000 from earmarked funds received from the French Government. IT software and equipment investments amounting to US\$ 161,000 include storage upgrades, network core switches and laptops for trainees, and software development services for the on-going projects (T-MIS, My PROJECTS 3.0, CRM).

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 plan in 2018 will be to complete three major projects. The new documentation centre will open its doors in February 2018; the thermal insulation of walls and windows will be completed during the summer and the new smart classroom should be operational during the year. Some other renovation work is also envisaged to optimize the space in the Institute.

Information Technology, Tools, and Systems

For 2018, work will continue to integrate the Pôle de Dakar and Buenos Aires offices. This includes an upgrade of user PCs, laptops for nomad users, always-on VPN access to IIEP and UNESCO for internal applications such as SAP, and VPN access to the same for staff on mission or telework. Moreover, their IT infrastructures will be upgraded for improved network speeds, full WiFi coverage, streamlined computer management and enhanced security.

In Paris, the IT team will be working on improving the meeting facilities and further improve the end user experience. This includes, among other things, upgrading all the video projectors, permanent installations of Skype and Skype for Business equipment in all meeting rooms, and webcams and headsets for all staff. In line with IIEP's training mission, the team will also be involved in the creation of a smart classroom with improved connectivity, interactive blackboards, modular seating and flexibility for group work and presentations.

Finally, the network core will also be upgraded and storage increased to provide extra resources needed to host email and websites for all three offices and any new IT applications and services IIEP may need in the near future.

Human Resources Management

IIEP will continue to enhance its expertise through human resource planning, recruitment and personal development in line with the existing strategy and available financial resources. The 2018 priority will be to complete the seven recruitment processes in progress and to launch the recruitment identified and planned for this year, another eleven professional positions for the Paris office, as shown in the table below.

Another priority for 2018 will be the performance evaluation of 2016-2017 for all staff and setting objectives for the new biennium. The evaluations and the new plans will be recorded in the existing tool, *My Talent*.

Training and development activities will be identified based on institutional and individual needs and a learning and development plan will be elaborated for the biennium.

Recruitment planned for 2018: 11 staff

Post	Grade	Team	Contract Type
<i>IIEP Paris Office</i>			
Senior Advisor	P5	DIR	PA
Programme Specialist (Crisis-sensitive planning)	P4	TC	PA
Programme Specialist (IA and M&E)	P3	TC	PA
Programme Specialist (Crisis-sensitive planning)	P3	TC	PA
Assistant Programme Specialist (Crisis-sensitive planning)	P2	TC	PA
Assistant Programme Specialist (Cost & financing)	P1	TC	PA
Chief Research	P4	R&D	PA
Chief Development	P4	R&D	PA
Associate Library & Info Specialist (Metadata)	P2	Lib	PA
Associate Library & Info Specialist (Outreach)	P1	Lib	PA
Associate Library & Info Specialist (Acquisition)	P1	Lib	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 2016
UNESCO INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STATEMENT OF RESOURCES AND EXPENDITURE

Regular and Extrabudgetary Programmes	Final 2015				Final 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	1 870 500	-	-	1 870 500	2 140 099	-	-	2 140 099	2 045 935
II. Voluntary Contributions	7 177 184	-	-	7 177 184	7 178 063	-	-	7 178 063	6 862 228
III. Contracts									
Governments	-	5 020 943	-	5 020 943	-	3 461 942	-	3 461 942	3 309 617
Other	-	7 568 265	(1 634 682)	5 933 583	-	6 552 095	(929 593)	5 622 502	5 375 112
France (IIEP building maintenance)	-	367 033	-	367 033	-	239 726	-	239 726	229 178
TOTAL, GENERAL INCOME	9 047 684	12 956 241	(1 634 682)	20 369 242	9 318 162	10 253 763	(929 593)	18 642 332	17 822 070
IV. OTHER INCOME									
Programme Support Funds ¹	2 304 412	-	(1 772 318)	532 094	2 066 017	-	(1 896 770)	169 247	161 800
Annual Training Programme cost recovery ²	492 001	-	(219 642)	272 359	391 217	-	(244 262)	146 955	140 489
Miscellaneous Income ³	15 087	-	-	15 087	22 908	-	-	22 908	21 900
TOTAL, OTHER INCOME	2 811 500	-	(1 991 960)	819 540	2 480 142	-	(2 141 033)	339 109	324 188
TOTAL INCOME OF THE YEAR	11 859 184	12 956 241	(3 626 642)	21 188 782	11 798 304	10 253 763	(3 070 626)	18 981 441	18 146 258
EXPENDITURE									
9th Medium-Term Strategy									
I. PROGRAMME OPERATIONS									
Line 1: Integrated Capacity Development Strategy	3 376 798	8 380 052	(2 237 873)	9 518 977	3 839 300	7 162 881	(2 113 830)	8 888 351	8 497 264
Line 2: Knowledge Generation	1 320 126	2 514 470	(989 935)	2 844 661	1 479 416	1 867 761	(696 987)	2 650 190	2 533 581
Line 3: Outreach and Advocacy	1 443 529	871 234	(398 834)	1 915 929	1 687 790	688 568	(259 809)	2 116 549	2 023 421
TOTAL, PROGRAMME OPERATIONS	6 140 453	11 765 756	(3 626 642)	14 279 567	7 006 505	9 719 210	(3 070 626)	13 655 090	13 054 266
II. GOV. BOARD, DIRECTORATE AND ADMINISTRATION									
Line 4.1 : Governing Board	237 564	-	-	237 564	223 981	-	-	223 981	214 126
Line 4.2 : Directorate	584 570	-	-	584 570	623 168	-	-	623 168	595 749
Line 4.3 : Administration									
General Administration	1 080 497	-	-	1 080 497	1 015 599	-	-	1 015 599	970 913
Information Technology	212 434	-	-	212 434	355 613	-	-	355 613	339 966
Staff development	67 710	-	-	67 710	45 651	-	-	45 651	43 642
Renovation of Building	-	(3 982)	-	(3 982)	-	138 557	-	138 557	132 460
Staff Service Account	-	-	-	-	-	4 270	-	4 270	4 082
Administrative support funds	-	8 342	-	8 342	-	226 422	-	226 422	216 459
TOTAL, GOV. BOARD, DIRECTORATE AND GEN. ADM.	2 182 776	4 361	-	2 187 137	2 264 012	369 249	-	2 633 261	2 517 398
TOTAL, EXPENDITURE I - II	8 323 229	11 770 116	(3 626 642)	16 466 703	9 270 518	10 088 459	(3 070 626)	16 288 351	15 571 664
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	3 535 955	1 186 124	-	4 722 079	2 527 786	165 304	-	2 693 091	2 574 595
IV. OTHER RESOURCES & RESERVES									
Liquidation of previous years' obligations	33 300	175 918	-	209 218	111 774	18 297	-	130 070	124 347
Transfer to the Stabilization Reserve Account ⁴	(210 672)	-	-	(210 672)	(344 890)	-	-	(344 890)	(329 715)
Trans. to the Stabilization Reserve Account ⁵	(202 640)	-	-	(202 640)	(2 533 959)	-	-	(2 533 959)	(2 422 465)
Adjustments to reserves and Fund Balances ⁶	(246 048)	246 048	-	-	-	-	-	-	-
Reserves & Fund Balances on 1 January	4 674 199	5 742 763	-	10 416 962	7 584 094	7 350 853	-	14 934 947	14 277 810
TOTAL, OTHER RESOURCES & RESERVES	4 048 139	6 164 729	-	10 212 868	4 817 019	7 369 150	-	12 186 169	11 649 977
BALANCE AT YEAR END ALL MANAGED FUNDS⁷	7 584 094	7 350 853	-	14 934 947	7 344 805	7 534 454	-	14 879 259	14 224 572

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 courses 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, interests and other.

⁵ Partial reimbursement for the renovation of the cafeteria (2015) & EXC_43 SRA Transfer 2016.

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

⁷ Carry forward reserve which permits IIEP to commence the programme execution at the beginning of the year while waiting for contributions to be received.

* Exchange rate of US dollar/euro : 2015 US\$1 = €0,914; 2016 US\$1 = €0,956

FINANCIAL APPENDICES

SCHEDULE 1. IIEP RESOURCES: APPROVED BUDGET 2016 VS ACTUAL 2016

(Expressed in current United States Dollars)

(Page 1 of 2)

Regular and Extrabudgetary Programmes					
Source	2016 Approved Budget	Share %	2016 Final	Share %	Increase/(Decrease) (5)= (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 100	10,99	2 140 099	11,27	(1)
II. Voluntary Contributions					
Argentina	125 000	0,64	-	-	(125 000)
Norway	2 917 834	14,98	3 286 791	17,32	368 957
Sweden	2 336 995	12,00	2 416 460	12,73	79 465
Switzerland	1 515 151	7,78	1 474 812	7,77	(40 339)
	6 894 979	35,39	7 178 063	37,82	283 084
TOTAL, I & II	9 035 079	46,38	9 318 162	49,09	283 083
III. OTHER INCOME					
Programme Support Funds	1 983 691	10,18	2 066 017	10,88	82 326
Annual Training Programme cost recovery ²	480 333	2,47	391 217	2,06	(89 116)
Miscellaneous Income ³	2 000	0,01	22 908	0,12	20 908
TOTAL, OTHER INCOME	2 466 024	12,66	2 480 142	13,07	14 118
TOTAL, INCOME REGULAR PROGRAMME	11 501 103	59,04	11 798 304	62,16	297 201
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	1 500 000	7,70	155 271	0,82	(1 344 729)
Burkina Faso**	-	-	96 025	0,51	96 025
Burundi**	80 000	0,41	-	-	(80 000)
Cambodia	377 387	1,94	261 395	1,38	(115 992)
Comores**	200 000	1,03	-	-	(200 000)
Côte d'Ivoire**	70 000	0,36	-	-	(70 000)
France (AFD - Convention 2013)**	1 188 806	6,10	1 188 536	6,26	(270)
France	-	-	33 296	0,18	33 296
Guinea**	220 000	1,13	-	-	(220 000)
Malaysia	-	-	166 675	0,88	166 675
Mauritania**	100 000	0,51	-	-	(100 000)
Myanmar	50 000	0,26	-	-	(50 000)
Mexico*	-	-	36 210	0,19	36 210
Niger**	210 000	1,08	-	-	(210 000)
Sweden (SIDA)	1 519 047	7,80	1 518 734	8,00	(313)
Uruguay*	-	-	5 800	0,03	5 800
Total, Contracts - Governments	5 515 240	28,31	3 461 942	18,24	(2 053 298)
Contracts - Others					
Aerolinas Argentina*	-	-	533	0,00	533
Agence Française de Développement (AFD - PEFOP)**	1 500 000	7,70	2 229 660	11,75	729 660
Cablevision SA*	-	-	28 876	0,15	28 876
DAAD - The German Academic Exchange Service	-	-	38 930	0,21	38 930
EAA/PEIC - Protect Education in Insecurity & Conflict Program	374 747	1,92	432 203	2,28	57 456
Foundation ARCOR*	-	-	32 781	0,17	32 781
Global Partnership for Education (GPE) (PAR)	130 000	0,67	114 940	0,61	(15 060)
MacArthur Foundation	50 000	0,26	90 000	0,47	40 000
Organization Iberico-American States (OEI)*	-	-	84 916	0,45	84 916
P4LP (Wellspring Adv.)	65 000	0,33	65 000	0,34	-
Rockefeller Phil. Advisors Inc (Education Commission)	-	-	233 769	1,23	233 769
Universidad de Guadalajara*	-	-	31 300	0,16	31 300
Universidad de la Punta*	-	-	3 533	0,02	3 533

FINANCIAL APPENDICES

SCHEDULE 1. IIEP RESOURCES: APPROVED BUDGET 2016 VS ACTUAL 2016

(Expressed in current United States Dollars)

(Page 2 of 2)

Regular and Extrabudgetary Programmes					
Source	2016 Approved Budget	Share %	2016 Final	Share %	Increase/(Decrease) (5)= (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
UNESCO ¹	345 000	1,77	596 614	3,14	251 614
UNICEF ¹	532 636	2,73	812 172	4,28	279 536
IBA Various	300 000	1,54	-	-	(300 000)
Sub-total, Contracts - Others	3 377 513	17,34	4 875 357	25,68	1 497 844
Fellowships & other funds					
Annual Training Program (Fellowships)	547 222	2,81	528 723	2,79	(18 499)
Annual Training Program (Fellowships IBA)*	70 000	0,36	54 824	0,29	(15 176)
Annual Training Program (Fellowships PDK)**	200 000	1,03	179 946	0,95	(20 054)
Staff Service Account	20 000	0,10	15 316	0,08	(4 684)
Other Extrabudgetary Interfunds	1 813 143	9,31	897 929	4,73	(915 214)
Sub-Total, Fellowships & other funds	2 650 365	13,60	1 676 738	8,83	(973 627)
France (IIEP building maintenance)	370 648	1,90	239 726	1,26	(130 922)
TOTAL, CONTRACTS	11 913 766	61,16	10 253 763	54,02	(1 660 003)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Funds	(950 955)	- 4,88	(639 052)	- 3,37	311 903
Staff costs recovery & other	(2 982 990)	- 15,31	(2 431 574)	- 12,81	551 416
Total, Elimination - PSF	(3 933 945)	- 20,19	(3 070 626)	- 16,18	863 319
TOTAL, EXTRABUDGETARY INCOME	7 979 821	40,96	7 183 137	37,84	(796 684)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	19 480 925	100,00	18 981 441	100,00	(499 484)
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Regular Prog.	30 000	-	111 774	-	81 774
Liquidation of previous years' obligations, Exb. Prog	80 000	-	18 297	-	(61 703)
Transfer to Stabilization Reserve Account	(396 807)	-	(344 890)	-	51 917
Transfer to Stabilization Reserve Account	-	-	(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	-	12 186 169	-	(3 212 809)
GRAND TOTAL, IIEP MANAGED FUNDS	34 879 903	-	31 167 610	-	(3 712 293)

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Pôle de Dakar.

¹ UN Family projects signed with the three IIEP Offices.

FINANCIAL APPENDICES

SCHEDULE 1. IIEP RESOURCES: PRIOR YEAR 2015 VS ACTUAL 2016

(Expressed in current United States Dollars)

(Page 1 of 2)

Regular and Extrabudgetary Programmes					
Source	2015		2016		Increase/(Decrease) (5)+ (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	8,83	2 140 099	11,27	269 599
II. Voluntary Contributions					
Argentina	23 360	0,11	-	-	(23 360)
Norway	3 340 236	15,76	3 286 791	17,32	(53 446)
Sweden	2 364 660	11,16	2 416 460	12,73	51 800
Switzerland	1 448 927	6,84	1 474 812	7,77	25 885
	7 177 184	33,87	7 178 063	37,82	879
TOTAL, I & II	9 047 684	42,70	9 318 162	49,09	270 478
III. OTHER INCOME					
Programme Support Funds	2 304 412	10,88	2 066 017	10,88	(238 394)
Annual Training Programme cost recovery ²	492 001	2,32	391 217	2,06	(100 784)
Miscellaneous Income ³	15 087	0,07	22 908	0,12	7 820
TOTAL, OTHER INCOME	2 811 500	13,27	2 480 142	13,07	(331 358)
TOTAL, INCOME REGULAR PROGRAMME	11 859 184	55,97	11 798 304	62,16	(60 880)
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	1 545 184	7,29	155 271	0,82	(1 389 913)
Burkina Faso**	-	-	96 025	0,51	96 025
Burundi**	199 950	0,94	-	-	(199 950)
Cambodia	189 912	0,90	261 395	1,38	71 483
Colombia*	30 000	0,14	-	-	(30 000)
France (AFD - Convention 2013)**	1 350 678	6,37	1 188 536	6,26	(162 142)
France	-	-	33 296	-	33 296
Germany (GIZ)	112 233	0,53	-	-	(112 233)
Guinea**	-	-	-	-	-
Malaysia	158 765	0,75	166 675	0,88	7 910
Mauritania**	97 067	0,46	-	-	(97 067)
Mexico*	84 490	0,40	36 210	0,19	(48 280)
Sweden (SIDA)	1 157 410	5,46	1 518 734	8,00	361 324
UAE	54 434	0,26	-	-	(54 434)
Uruguay*	40 820	0,19	5 800	0,03	(35 020)
Total, Contracts - Governments	5 020 943	23,70	3 461 942	18,24	(1 559 001)
Contracts - Others					
Aerolinas Argentina*	54 047	0,26	533	0,00	(53 514)
Agence Française de Développement (AFD - PEFOP)**	2 178 640	10,28	2 229 660	11,75	51 020
Cablevision SA*	24 395	0,12	28 876	0,15	4 481
CLADE*	2 050	0,01	-	-	(2 050)
DAAD - The German Academic Exchange Service	-	-	38 930	0,21	38 930
EAA/PEIC - Protect Education in Insecurity & Conflict Program	124 894	0,59	432 203	2,28	307 309
European Commission	24 504	0,12	-	-	(24 504)
Foundation ARCOR*	-	-	32 781	0,17	32 781
Fundación Omar Dengo*	30 000	0,14	-	-	(30 000)
Global Partnership for Education (GPE) (PAR)	611 589	2,89	114 940	0,61	(496 649)
Global Partnership for Education (GPE) (PDK)**	168 780	0,80	80 130	0,42	(88 650)
Hewlett Foundation	67 800	0,32	-	-	(67 800)
MacArthur Foundation	-	-	90 000	0,47	90 000
Mott MacDonald	434 745	2,05	-	-	(434 745)
Organization Iberico-American States (OEI)*	156 804	0,74	84 916	0,45	(71 888)
P4LP (Wellspring Adv.)	65 000	0,31	65 000	0,34	-
Plan Internantional*	29 310	0,14	-	-	(29 310)
Rockefeller Phil. Advisors Inc (Education Commission)	-	-	233 769	-	233 769
UFAR - French University in Armenia Foundation	6 698	0,03	-	-	(6 698)
Universidad de Guadalupe*	18 136	0,09	31 300	0,16	13 164
Universidad de la Punta*	43 749	0,21	3 533	0,02	(40 216)

FINANCIAL APPENDICES
SCHEDULE 1. IIEP RESOURCES: PRIOR YEAR 2015 VS ACTUAL 2016
(Expressed in current United States Dollars)
(Page 2 of 2)

Regular and Extrabudgetary Programmes					
Source	2015 Final	Share %	2016 Final	Share %	Increase/(Decrease) (5)+ (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
UNESCO ¹	480 943	2,27	596 614	3,14	115 671
UNICEF ¹	646 019	3,05	812 172	4,28	166 154
UNRWA	-	-	-	-	-
Sub-total, Contracts - Others	5 168 103	24,39	4 875 357	25,68	(292 746)
Fellowships & other funds					
Annual Training Program (Fellowships)	461 560	2,18	528 723	2,79	67 163
Annual Training Program (Fellowships IBA)*	72 062	0,34	54 824	0,29	(17 238)
Annual Training Program (Fellowships PDK)**	211 732	1,00	179 946	0,95	(31 786)
Staff Service Account	20 126	0,09	15 316	0,08	(4 810)
Other Extrabudgetary Interfunds	1 634 682	7,71	897 929	4,73	(736 753)
Sub-Total, Fellowships & other funds	2 400 162	11,33	1 676 738	8,83	(723 424)
France (IIEP building maintenance)	367 033	1,73	239 726	1,26	(127 307)
TOTAL, CONTRACTS	12 956 241	61,15	10 253 763	54,02	(2 702 477)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Funds	(672 726)	- 3,17	(639 052)	- 3,37	33 674
Staff costs recovery & other	(2 953 916)	- 13,94	(2 431 574)	- 12,81	522 342
Total, Elimination - PSF	(3 626 642)	- 17,12	(3 070 626)	- 16,18	556 016
TOTAL, EXTRABUDGETARY INCOME	9 329 599	44,03	7 183 137	37,84	(2 146 462)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	21 188 782	100,00	18 981 441	100,00	(2 207 341)
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Regular Prog.	33 300	-	111 774	-	78 473
Liquidation of previous years' obligations, Exb. Prog.	175 918	-	18 297	-	(157 621)
Transfer to Stabilization Reserve Account	(210 672)	-	(344 890)	-	(134 218)
Transfer to Stabilization Reserve Account	(202 640)	-	(2 533 959)	-	(2 331 319)
Reserves & Fund Balances on 1 January, Regular Prog.	4 674 199	-	7 584 094	-	2 909 896
Reserves & Fund Balances on 1 January, Exb. Prog.	5 742 763	-	7 350 853	-	1 608 090
TOTAL, OTHER RESOURCES & RESERVES	10 212 868	-	12 186 169	-	1 973 300
GRAND TOTAL, IIEP MANAGED FUNDS	31 401 651	-	31 167 610	-	(234 041)

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Pôle de Dakar.

¹ UN Family projects signed with the three IIEP Offices.

FINANCIAL APPENDICES
SCHEDULE 2. IIEP EXPENDITURE: BUDGET APPROVED 2016 VS ACTUAL 2016
(Expressed in current United States Dollars)
(Page 1 of 2)

Appropriation Line/Programme Chapter	Approved for 2016 56 GB						Final 2016						Increase / (Decrease) Approved less Actual			
	Regular Programme			Extrabudg.			Regular Programme			Extrabudg.						
	Staff	Activities	Total	Share %	Staff	Activities	Total	Share %	Staff	Activities	Total	Share %		Reg. Programme	Extrabudg.	
A. IIEP SPECIAL ACCOUNT																
I. PROGRAMME OPERATIONS																
1. INTEGRATED CAPACITY DEVELOPMENT STRATEGY (Line 1)																
Training	2 100 736	390 800	2 491 536	23,15	761 463 ¹	3 252 999			1 898 805	265 901	2 164 706	23,35	848 719 ¹	3 013 425	326 830	(87 256)
Technical cooperation	1 590 405	40 000	1 630 405	15,15	2 446 675 ²	4 077 080			1 504 223	51 486	1 555 709	16,78	2 786 148 ²	4 341 857	74 696	(339 473)
IIEP Buenos Aires	91 656	61 000	152 656	1,42	1 512 487	1 665 143			57 929	60 956	118 885	1,28	972 027	1 090 912	33 771	540 460
IIEP Pôle de Dakar	-	-	-	-	3 069 271	3 069 271			-	-	-	-	2 555 988	2 555 988	-	513 283
TOTAL, INTEGRATED CAP. DEVT STRATEGY	3 782 797	491 800	4 274 597	39,72	7 789 896	12 064 493			3 460 957	378 343	3 839 300	41,41	7 162 881	11 002 181	435 297	627 015
2. KNOWLEDGE GENERATION (Line 2)																
Foresight	117 168	5 000	122 168	1,14	15 901	138 069			67 814	7 428	75 243	0,81	91 828	167 071	46 925	(75 927)
Reduced social inequalities, particularly gender inequality	90 615	15 000	105 615	0,98	19 795	125 410			67 814	13 037	80 851	0,87	1 295	82 146	24 764	18 500
Improved cognitive and non-cognitive learning outcomes	453 169	15 000	468 169	4,35	295 737	763 906			406 887	14 455	421 342	4,54	155 110	576 451	46 827	140 627
Governance and accountability	494 613	331 104	825 717	7,67	801 268 ³	1 626 985			406 887	190 654	597 541	6,45	727 493 ³	1 325 034	228 176	73 775
Resilience of education systems	99 281	-	99 281	0,92	306 719	406 000			203 443	-	203 443	2,19	310 701	514 145	(104 162)	(3 982)
IIEP Buenos Aires	39 953	15 000	54 953	0,51	283 338	338 291			49 653	51 343	100 996	1,09	147 402	248 398	(46 043)	135 936
IIEP Pôle de Dakar	-	-	-	-	521 073	521 073			-	-	-	-	433 932	433 932	-	87 141
TOTAL, KNOWLEDGE GENERATION	1 294 799	381 104	1 675 903	15,57	2 243 831	3 919 734			1 202 499	276 917	1 479 416	15,96	1 867 761	3 347 177	196 487	376 070
3. OUTREACH AND ADVOCACY (Line 3)																
Institutional knowledge management	804 178	441 323	1 245 501	11,57	-	1 245 501			542 516	345 401	887 917	9,58	-	887 917	357 584	-
Partnerships and cooperation	609 619	180 000	789 619	7,34	35 572	825 191			474 701	167 490	642 192	6,93	98 120	740 312	147 427	(62 548)
IIEP Buenos Aires	47 003	120 000	167 003	1,55	4 175	171 178			55 170	102 511	157 681	1,70	-	157 681	9 322	4 175
IIEP Pôle de Dakar	-	-	-	-	709 020	709 020			-	-	-	-	590 448	590 448	-	118 572
TOTAL, OUTREACH AND ADVOCACY	1 460 800	741 323	2 202 123	20,46	748 767	2 950 890			1 072 387	615 403	1 687 790	18,21	688 568	2 376 358	514 333	60 199
IIEP POLE DE DAKAR																
PDK Programmes & activities	-	-	-	-	-	-			-	-	-	-	-	-	-	-
TOTAL, IIEP POLE DE DAKAR																
TOTAL, I. PROGRAMME. OPERATIONS	6 538 396	1 614 227	8 152 623	75,76	10 782 494	18 935 117			5 735 843	1 270 662	7 006 505	75,58	9 719 210	16 725 716	1 146 118	1 063 284

¹ Annual Training Programme, Short courses, and Education Sector Planning participants.

² Technical assistance projects in various countries.

³ Including Global Partnership for Education projects.

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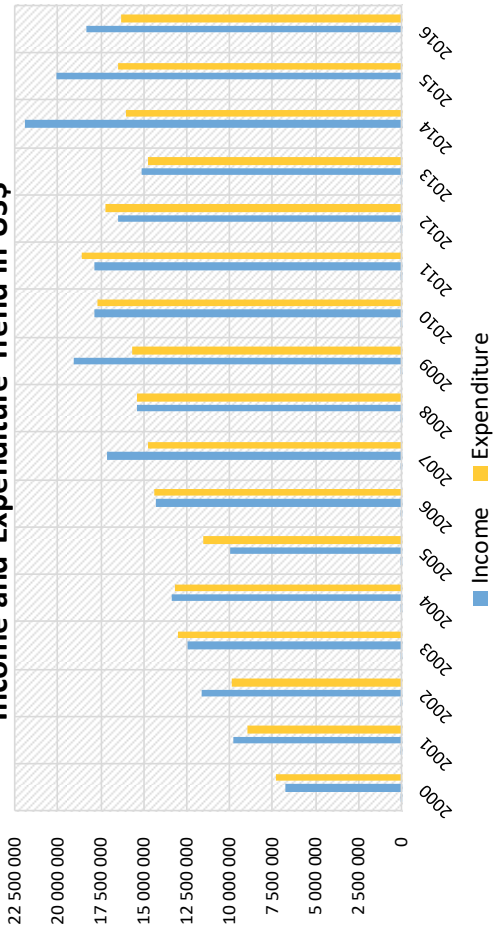
SCHEDULE 2. II EP EXPENDITURE: BUDGET APPROVED 2016 VS ACTUAL 2016
(Expressed in current United States Dollars)
(Page 2 of 2)

Regular and Extrabudgetary Programmes	Approved for 2016				Final 2016				Increase/(Decrease) Approved less Actual
	Regular Programme		Share		Share		Extrabudg.		
	Staff	Activities	Total	%	Staff	Activities	Total	%	
Appropriation Line/Programme Chapter									
II. GOV. BOARD, DIRECTORATE & ADMINISTRATION (Line 4)									
1. GOV. BOARD & DIRECTORATE									
Governing Board	195 078	110 000	305 078	2,84					81 097
Directorate/Monitoring and Evaluation	601 046	80 000	681 046	6,33					57 878
TOTAL, GOV. BOARD & DIRECTORATE	796 124	190 000	986 124	9,16					138 975
2. ADMINISTRATION									
General Administration	611 323	610 000	1 221 323	11,35					205 724
Institutional Information Technology	65 471	235 000	300 471	2,79					(65 142)
Staff development	-	100 000	100 000	0,93					54 349
Renovation of building	-	-	-	-					-
Staff Service Account	-	-	-	-					-
Administrative support funds	-	-	-	-					-
TOTAL, ADMINISTRATION	676 794	945 000	1 621 794	15,07					204 931
TOTAL, II: GOV. BOARD, DIRECTORATE & ADMIN.	1 472 918	1 135 000	2 607 918	24,24					343 906
TOTAL EXPENDITURE I & II	8 011 314	2 749 227	10 760 541	100,00					1 490 023
III. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)									
Programme Support Costs	-	-	-	-					-
Staff costs recovery & other	-	-	-	-					-
Total Elimination - PSF	-	-	-	-					-
TOTAL, EXPENDITURE II EP SPECIAL ACCOUNT	8 011 314	2 749 227	10 760 541	100,00					1 490 023

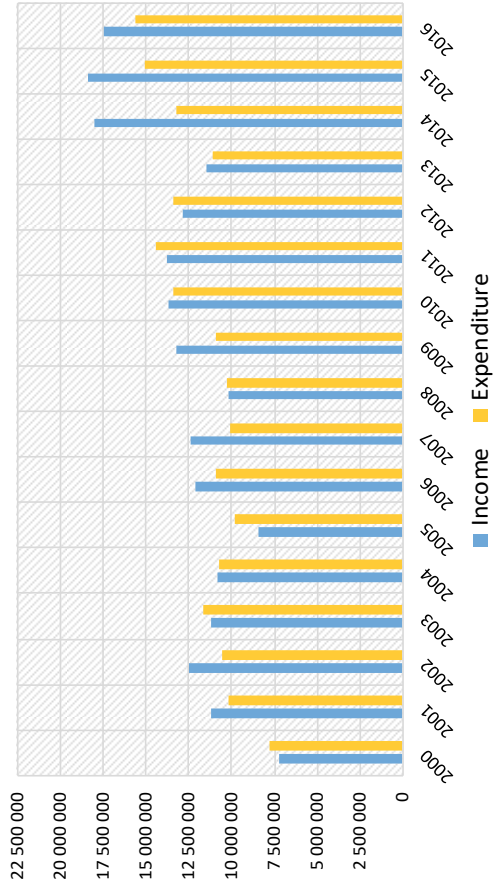
⁴ Expenses for maintenance of premises.

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Income and Expenditure Trend in US\$

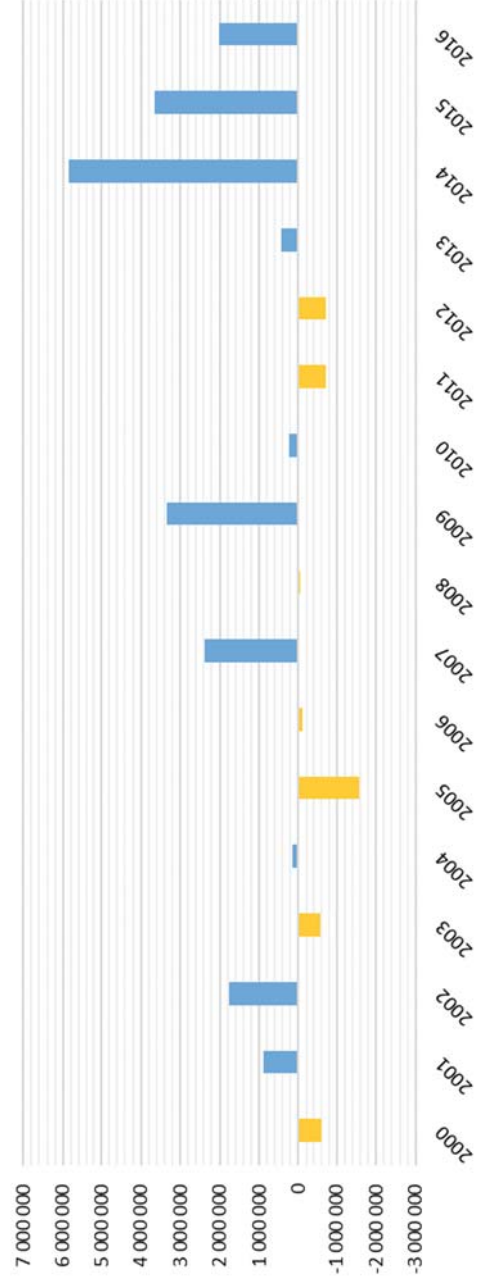


Income and Expenditure Trend in Euros



Note: IIEP Income (excluding Fellowships*)

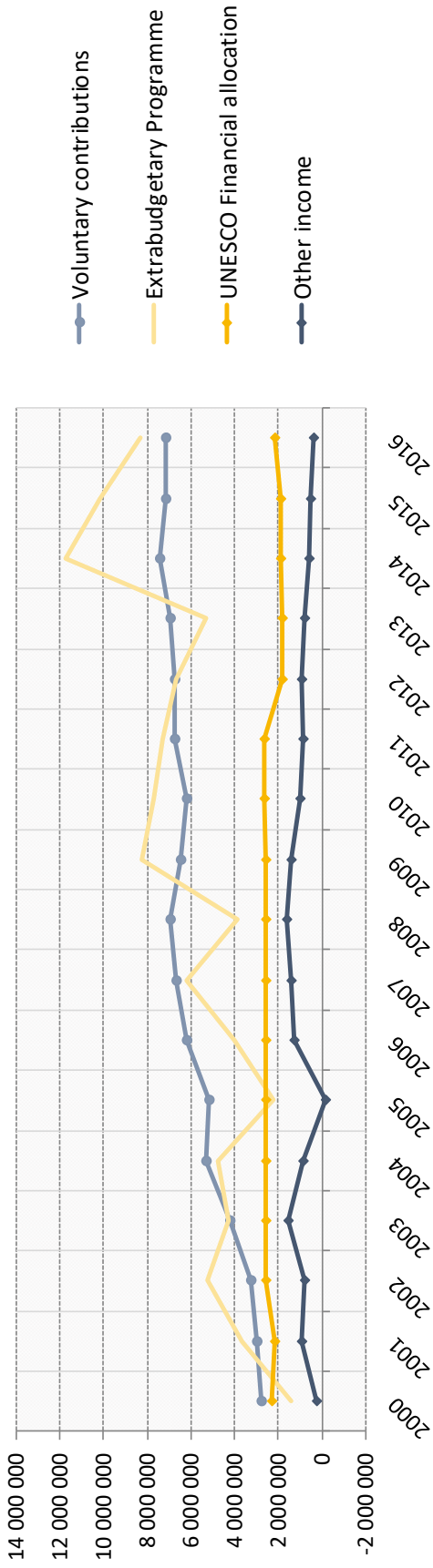
Excess (Shortfall) of Income over Expenditure in US\$



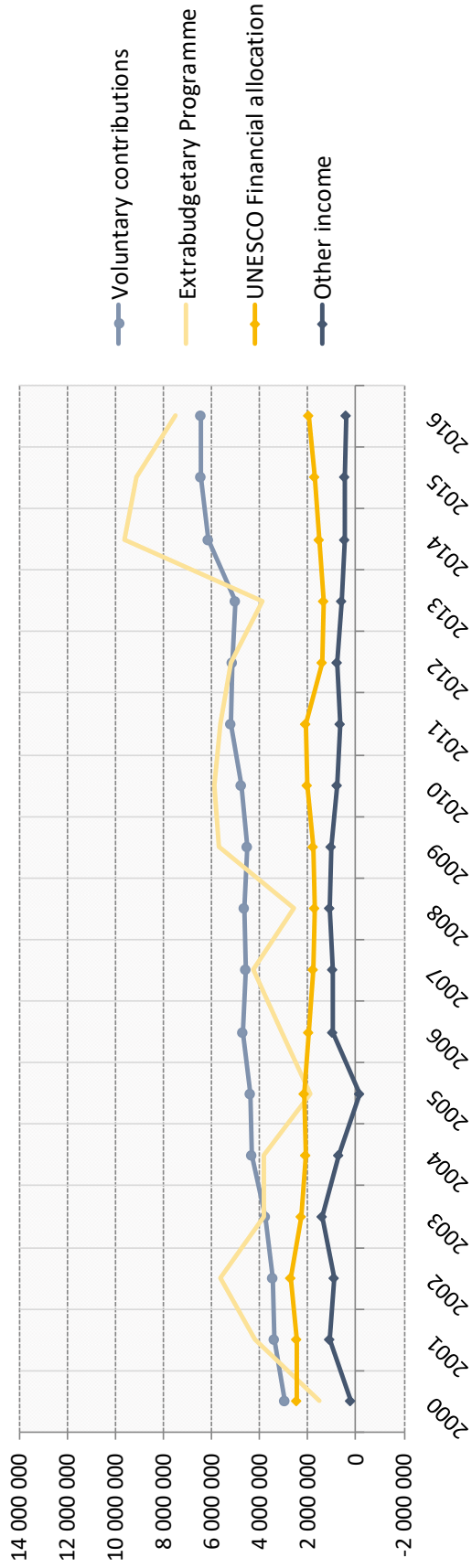
Note: IIEP Income (excluding Fellowships*)

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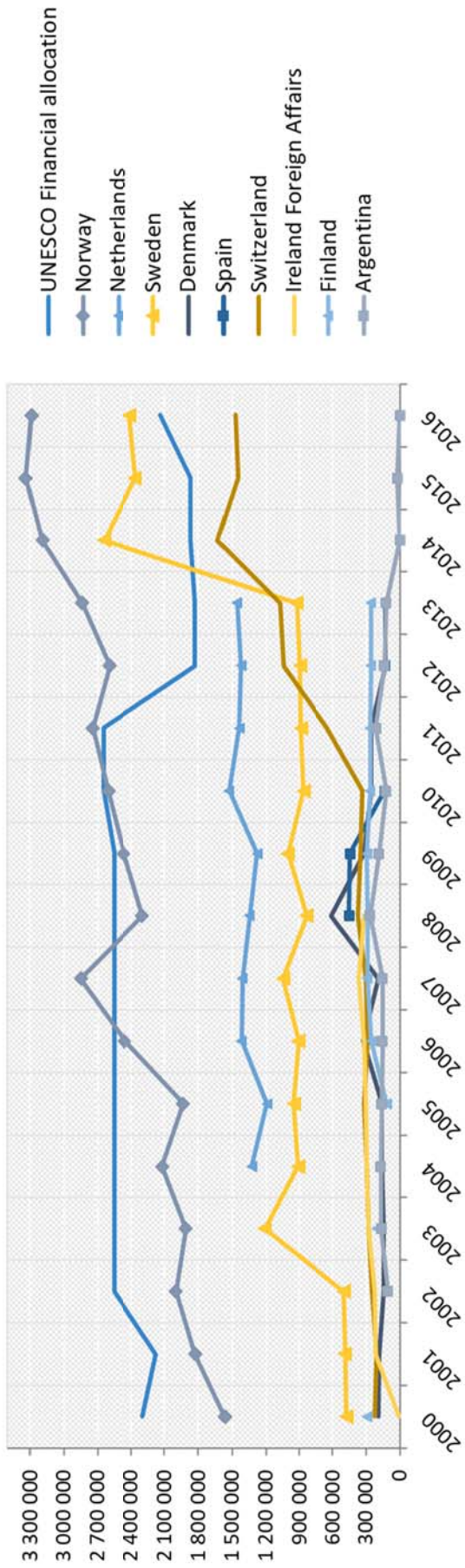
Main Funding Sources in US\$



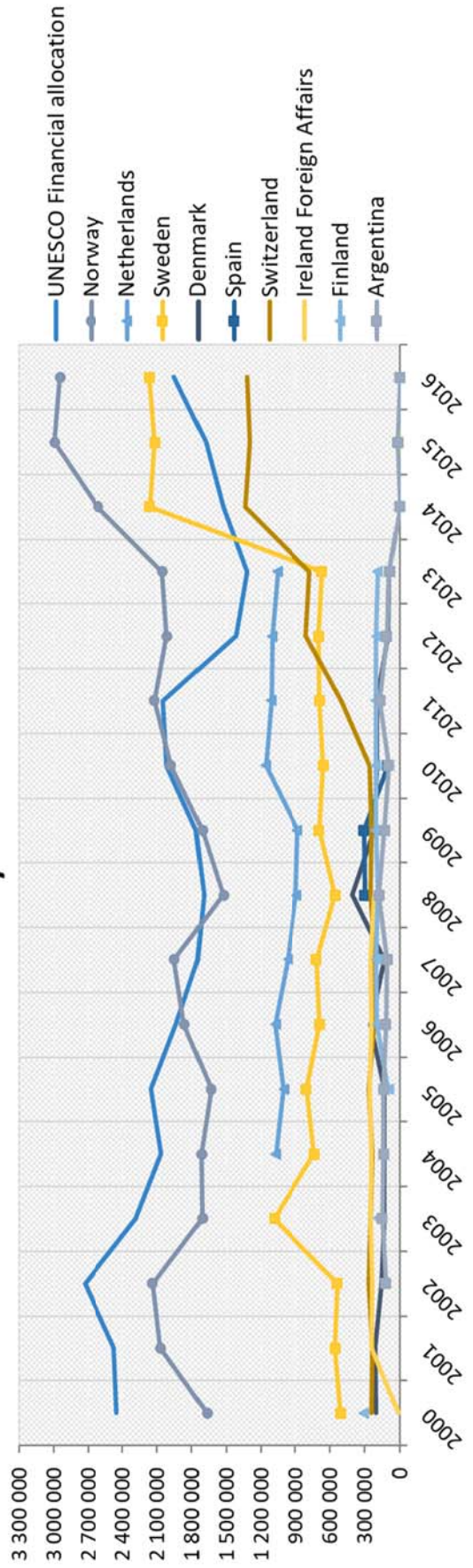
Main Funding Sources in Euros



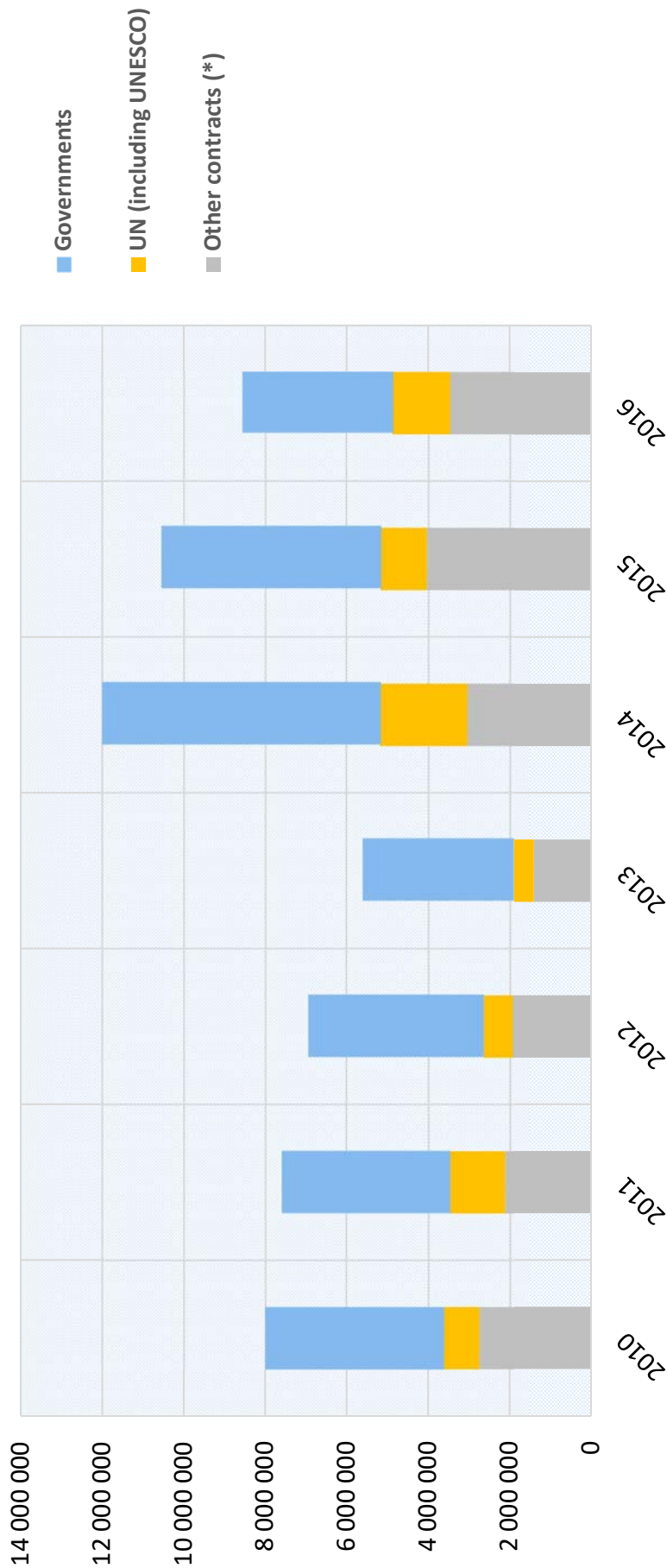
UNESCO Allocation and Main Voluntary Contributions in US\$



UNESCO Allocation and Main Voluntary Contributions in Euros



Extrabudgetary Funding excluding fellowships in US\$



(*) other contracts 2016: ADF-PEFOP, EAA-PEIC, GPE, Rockefeller Foundation, OEI and

FINANCIAL APPENDICES

OTHER INCOME - REGULAR PROGRAMME PARIS								
<i>Figures in USD'000s</i>	<i>Final</i> 2012	<i>Final</i> 2013	<i>Final</i> 2014	<i>Final</i> 2015	<i>Final</i> 2016	<i>Budget</i> 2017	<i>Estimate</i> 2017	<i>Incr/(Decr)</i> 2017 Est. vs 2016
Programme Support Funds¹								
<i>(i) From Ongoing EXB Projects</i>	760	716	1 111	1 432	1 360	1 218	649	-52%
Project Support Costs	286	369	393	402	393	292	247	-37%
Sub-total	1 046	1 085	1 504	1 834	1 753	1 510	896	-49%
<i>(ii) Additional costs recovery & others</i>	438	475	434	470	313	504	295	-6%
Total, Programme Support Funds	1 484	1 560	1 938	2 304	2 066	2 014	1 191	-42%
Training Programme costs recovery ²	289	283	570	492	391	392	367	-6%
Miscellaneous income ³	241	1	6	15	23	10	54	
GRAND TOTAL	2 014	1 844	2 514	2 811	2 480	2 416	1 612	-35%

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 courses and Education Sector Planning participants.

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