



United Nations
Educational, Scientific and
Cultural Organization



International Institute
for Educational Planning

59 GB/REP
27 January 2020
Original : English

**UNESCO
INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING**

**REPORT OF THE 59th SESSION OF THE GOVERNING BOARD
(Paris, 16-17 December 2019)**



Contents

Item 1. and 2. Adoption of the Agenda and the Timetable.....	3
Item 3. Adoption of the reports of the 58th session of the Governing Board and of the 46th session of the Executive Committee (December 2018 and June 2019).....	4
Item 4. Report of the Director on the Activities carried out by IIEP in 2019 and on the Draft Operational Plan for 2020	4
Report of the <i>ad hoc</i> Committee on Finance and Administration	4
Finance and Administration report	4
Risk register.....	5
Finance and Administration committee as a Statutory Committee	6
Report of the Director on 2019 activities and the 2020 Operational Plan	6
Update on IIEP Buenos Aires.....	7
Update IIEP Dakar.....	7
Resolution 560 on 59GB/4 Part 1	8
Resolution 561 Appropriation Resolution	9
Resolution 562 on the Certified Accounts.....	11
Resolution 563 on the proposed 2020 budget.....	11
Resolution 564 on the financial sustainability of IIEP	14
Item 5. Special thanks to Ms Estelle Zadra for 17 years of service as Secretary of the Board.....	14
Resolution 565 Special thanks Estelle Zadra.....	14
Item 6. Report of the Director on the Implementation of IIEP’s Risk Management Strategy.....	15
Resolution 559 on 59GB/3 Risk Management	15
Item 7. Adoption of Guidelines on Conflict of Interest.....	15
Resolution 566 on 59GB/5 Guidelines on conflict of interest.....	16
Item 8. Continued improvements to IIEP’s Governance.....	16
Resolution 567 on 59GB/6 Continued Improvements to IIEP’s Governance	16
Resolution 568 on 59GB/6 on the creation of a Finance and Administration Committee of the Governing Board	17
Resolution 569 on general improvements to the Rules of Procedure.....	18
Item 9. Recommendations for appointment to the Governing Board.....	18
Resolution 570 on 59GB/7 recommendation for appointment of two Board Members by Director-General..	18
Item 10. Election of Members to Governing Board Committees for 2020.....	19
Executive Committee.....	19
Finance and Administration Committee	19
Nominating Committee	19
Panel for recruitment of a new Director	19
Item 11. Dates, venue and agenda of the 60 th session of the Governing Board (2020) and the 47 th session of the Executive Committee (2020).....	19
Item 12. Other matters – Adoption of resolutions	21

1. The Governing Board convened from 16 to 17 December 2019 in Paris, France with Mr Nicholas Burnett, as Chair.
2. In addition to the Chair, the following attended the 59th session of the Governing Board:

Members of the Governing Board:

Ms Nina Arnhold
Ms Rukmini Banerji
Ms Josephine Bourne
Ms Dina El Khawaga
Ms Valérie Liechti, who served on 16 December 2019 and was excused on 17 December 2019
Mr Dzingai Mutumbuka
Mr Keiichi Ogawa
Mr Srinivas Reddy
Mr José Weinstein Cayuela

Regrets

Ms Lais Abramo, joining in video conference for the update on the IIEP BA office
Mr Jean-Michel Séverino

UNESCO representative

Ms Astrid Gillet, ED/EO

IIEP personnel

Ms Suzanne Grant Lewis, Director
Mr Paul Coustère, Deputy Director
Ms Emily Stirnemann, Secretary of the Board
Team Leaders
Members of the Professional Staff

3. The Chair of the Board, Mr Nicholas Burnett, opened the session by welcoming all Board members, IIEP Management and staff, as well as the representative of the Director-General. The Chair introduced the new Governing Board member: Mr Robert Jenkins, Chief, Education and Associate Director, Programme Division, United Nations Children's Fund (UNICEF).
4. UNESCO's Director-General was represented at the meeting of the Governing Board by Ms Astrid Gillet, Executive Officer of the Education Sector, who addressed the Board and engaged in dialogues.

Item 1. and 2. Adoption of the Agenda and the Timetable

5. The Board adopted its agenda and timetable as follows:
 - Item 1 - Adoption of the Agenda
(*Document 59 GB/1*)
 - Item 2 - Adoption of the Timetable
(*Document 59 GB/2*)
 - Item 3 - Adoption of the report of the 58th session of the Governing Board and of the 46th session of the Executive Committee (December 2018 and June 2019)
(*Document 58 GB/REP and Document 46 EXC/REP*)
 - Item 4 - Report of the Director on the activities carried out by IIEP in 2019 and on the Draft Operational Plan for 2020
(*Documents 59 GB/4 Parts I and II and 59 GB/4 Inf.*)
 - Item 5 - Special thanks to Ms Estelle Zadra for 17 years of service as Secretary of the Board

- Item 6 - Report of the Director on the risk Management Strategy
(Document 59 GB/3)
- Item 7 - Adoption of the Guidelines on conflict of interest
(Document 59 GB/5)
- Item 8 - Continued improvements to IIEP's Governance
(Document 59 GB/6 Inf.)
- Item 9 - Recommendation for appointment to the Governing Board
(Document 59 GB/7)
- Item 10 - Election of Members to Governing Board Committees for 2020
- Item 11 - Dates, venue and agenda of the 60th session of the Governing Board (2020) and the 47th session of the Executive Committee (2020)
(Document 59 GB/8)
- Item 12 - Other matters - Adoption of Resolutions
(Document 59 GB/RES)

Item 3. Adoption of the reports of the 58th session of the Governing Board and of the 46th session of the Executive Committee (December 2018 and June 2019)

(Document 58 GB/REP and document 46 EXC/REP)

6. Both reports were adopted without comment.

Item 4. Report of the Director on the Activities carried out by IIEP in 2019 and on the Draft Operational Plan for 2020

(Documents 59 GB/4 Parts I and II and 59 GB/4 Inf.)

Report of the *ad hoc* Committee on Finance and Administration

7. The *ad hoc* Committee on Finance and Administration met on 16 December 2019. It was chaired by Nicholas Burnett; Mr Srinivas Reddy served as appointed by the 58th session of the Governing Board; Mr Dzingai Mutumbuka served in lieu of Mr Jean-Michel Séverino, who excused himself.

Finance and Administration report

Finance

8. In 2019, the income in RP presented many positive signs: the French AFD switched from Project Funding to Core Funding, and an agreement was signed in December 2019. The French Ministry of Foreign Affairs provided a Voluntary Contribution of US\$1.64M through a UNESCO PCA, with \$1.1M soft earmarked for the Gender at the Center Initiative (GCI). Norway came back to previous level with an additional \$1.1M compared to 2018. Regular programme implementation rates are on track and Core Funding reserves are \$3.3M higher than planned. On the other hand, staff cost recovery was \$600K lower than planned, the implementation rate of Extrabudgetary funds was lower than budgeted (86%) and there was \$200K of exchange rate losses.

9. For 2020, the recent news is that the UNESCO allocation is maintained at last biennium's level and IIEP expects soft earmarked Core Funding of \$1.6M from the French AFD for GCI.

10. In the budget scenarios IIEP Management presented, it is important to note that the total payroll will rise from \$10.7M in 2019 to \$13.8M in 2020, after inclusion of Dakar staff payroll within the Regular Programme budget. The Stabilization Reserve is projected to be at \$10.6M at the end of 2020. Regarding AFD funding, IIEP signed the Euro10M four-year agreement in December 2019 but IIEP learned only on 1 December that the first payment will be disbursed in January 2020. Therefore, IIEP covered an additional \$427K for IIEP Dakar salaries

in 2019 with its Regular Programme savings. GB4 Part II does not reflect this, because of the late date of the news. Similarly, Operating Reserves were projected to be \$8.04M at the end of 2020 but now will be \$5.3M.

11. The AFD funding, with specific triggers for annual disbursements, is considered to be a transition from Project funding to Core Funding. One of these triggers is a headcount of 20 non-administrative professional staff in Dakar for 2020. IIEP trusts there will be no such conditions in the next funding agreement with AFD.

12. Simulations show that from 2021, IIEP starts to have a gap on the Minimum Operating Reserves. To avoid depleting the reserves with recurrent costs, the *ad hoc* Committee for Finance and Administration considered the following five options to address structural issues:

- (i) Decrease the expenditure on activities. This is already factored into the simulation. After excluding the Gender at the Center Initiative commitment, over \$900K is cut in 2021 compared to 2020 in Regular Programme expenses. One of the consequences is that from 2021 onwards, the scale of the research programme will be dependent on successes in fundraising.
- (ii) Increase revenue, by increasing Core Funding, finding new core funders such as the Netherlands, Finland, Ireland, Qatar, and increasing Project Funding by approaching DFID, Dubai Cares, the Netherlands, the EU and others.
- (iii) IIEP will abide by a conservative plan, freezing recruitments after 2020. It is worth noting that a no growth in staff still represents an increase in staff costs: 5% for step increases and 5% of payroll for the transfer to the Stabilization Reserve Account. If needed, Management will be asked to review any further savings.
- (iv) Increase staff cost recovery, by refining the way IIEP budgets; it is understood that increasing IIEP's external pricing of its staff is difficult because IIEP must remain competitive. An additional option is to increase other cost recovery beyond staff cost recovery.
- (v) Offer the Advanced Training Programme (ATP) in a cost-effective manner and perhaps put the ATP on hold for one year to mitigate short-term spending while fundraising long-term.

13. The *ad hoc* Committee for Finance and Administration advised the Governing Board that the Executive Committee should convene in mid-year to discuss a few budget scenarios, including possible revision of the 2020 budget to address structural issues. The Committee also advised that draft resolution 564 be amended to make it clear that the 2020 budget can be amended mid-year as needed.

Administration

14. Administration expenditure is on track. The financial investment in Staff Development increased from \$72,711 in 2018 to \$100,000 in 2019 and is budgeted at \$162,595 in 2020. Management is now calculating staff time spent on staff development as well. Mobility options among IIEP offices are being explored. The building is being well maintained and the Auditorium has been equipped with an elevator to ensure access for people with reduced mobility.

Risk register

15. The *ad hoc* Committee for Finance and Administration noted that the risks were not all of the same importance and focused on the high risk entries. All members of the Committee agreed that the financial risk of losing a core donor should be moved up to be first. The Committee urged that the implications of the post-2020 financial forecast for program implementation and the design of the next Medium-Term Strategy, be reflected in the risk register.

16. The *ad hoc* Committee for Finance and Administration was very concerned about the high risk of burnout of staff. The Director answered that both UNESCO and IIEP have started mitigating that risk through raising awareness on recognizing symptoms in oneself and others, setting realistic expectations for staff cost recovery, requiring programme specialists from all teams to participate, agreeing to institutionalized teleworking, monitoring the number of days of travel per staff, and using IT to reduce travel. A staff satisfaction survey will be launched in the New Year.

17. To increase IIEP's capacity to deliver and meet the demand, the *ad hoc* Committee for Finance and Administration proposed building partnerships with national institutions, as well as using new technology to allow partnerships with centers of excellence in different parts of the world. Capacity transfer at local level with a clear plan over four or five years could help bring the number of travel days down. This proposal requires challenging existing habits but in the long-term it favors the work-life balance.

18. The *ad hoc* Committee for Finance and Administration also looked into the lack of fellowships for the Advanced Training Programme, presented under risk number 19. At its 58th session, the Board requested that the ATP be maintained. Notwithstanding this, the *ad hoc* Committee for Finance and Administration recommended looking into what savings IIEP could generate should the ATP be phased out, or at least be put on hold for a short period.

Finance and Administration committee as a Statutory Committee

19. The *ad hoc* Committee for Finance and Administration proposed the creation of the Finance and Administration Committee as a statutory Committee through Draft Resolution 568.

Report of the Director on 2019 activities and the 2020 Operational Plan

20. The Director introduced a new Team Leader for Information Services, Ms Claire Kaplun.

21. The Director recalled that the Board had requested at its 57th session that Management focus on strategic issues in their presentations. Management therefore reported back on four strategic issues, updates from the two filed offices, and then introduced the proposed roadmap to the 11th Medium-Term Strategy.

22. *Strategic partnerships for the realization of the Education 2030 agenda.* The Board remains very interested in how IIEP is contributing to achieving SDG 4. Early Childhood Education (ECE) was at the heart of this discussion and some members argued for tackling the learning crisis at early grade as a foundation for any education and training system, while others insisted on the transition to work and the need to prepare the workforce for lifelong skills to adapt to fast changing economies and workplace. The representative of the Director-General presented the mission-oriented approach, inspired by the European Commission and currently being introduced in UNESCO's education sector. Within this new mission framework, it was suggested that IIEP could identify its contribution to intermediary targets (time bound, like 2025), to reach Education 2030 targets and/or regionally defined targets. Several Board members also raised the importance of taking full account of the current debate about the world's lack of sufficient progress on SDG 4 and the need to look hard at the focus, lack of focus, and current inadequate practices. IIEP cannot be absent for this debate.

23. *The future of the Paris core training offer.* Turning to IIEP's training offer, one Board member recommended more courses on specialized topics be developed and to perhaps rely on academic centres for the broader skills of planning and management. The Director stated that in the last two years IIEP had designed more new courses than in the previous five. The growth of the training team is in support of online courses, which reach far more people though face-to-face has its relevance.

24. *Increasing cross-fertilization across lines of work.* The presentation focused on how training, technical cooperation and research come together through communication and outreach activities. Better understanding IIEP's audiences is a major focus in 2020. Board members recognized the strength of IIEP's intersecting lines of work but suggested it needed to be better explained to audiences. One Board member emphasized the importance of ethics and corruption in IIEP's training offer; the topic may not get funding through projects but it is extremely important to the global public good approach and should be repackaged to be more attractive to donors.

25. *Update on the Results Framework.* The Board discussed IIEP's Results Assessment Framework (RAF), particularly the targets of Key Performance Indicators (KPI) not met. KPI 1.1.1 Volume of training was below expectations because one distance training in the Buenos Aires office had registered many people but far fewer completed the course. Factors behind the poor performance on KPI 1.2.1 Strengthening training providers were explained: IIEP has a strict definition of what it means to have a partnership with a training institution and more staff time will be put into this work. Overall, the Deputy Director recalled that the Board set the targets for 2021 with indicative year-by-year targets. If IIEP missed the 2019 target, it will be more difficult to reach the target in

2021, unless corrective action is taken. This results framework fulfils its intended role of challenging IIEP and raising questions during the Board meetings. The Board may adjust the target if IIEP cannot meet it or request that IIEP make additional efforts to reach it. One Board member requested a clarification on the KPIs tracking engagement in Least Developed Countries (LDCs) and Fragile States. Both of these measure the proportion of the portfolio expenditure, not the number of countries. IIEP is strongly engaged in LDCs, particularly in Africa, but the expenditure may be lower for a host of reasons, including implementation delays and absorptive capacity. Stronger engagement throughout Latin America also causes these KPIs to decline. The Board offered suggestions on possible improvements to the RAF for the next MTS, such as a more explicit link to SDG 4 and to donors' expectations, as well as getting inspiration on metrics from existing initiatives like the P20 on targeting the 20% poorest.

26. Following a short presentation on the Roadmap to the 11th Medium-Term Strategy, the Board urged the Director to engage with its members no later than June 2020 on key questions and parameters. The Board members requested that budget scenarios based on financial forecasts be presented alongside the Concept Note at the next session of the Executive Committee. Further to Board members brainstorming on topics IIEP should touch upon in its next Medium-Term Strategy, the Deputy Director asked the Board for guidance on how to keep focused on IIEP's mandate given the large number of potential areas of interventions and demands.

27. The Board requested that documents on items such as the Roadmap be sent to Board members prior to the meeting, especially if, as in the case of the roadmap, the adoption of a resolution on the item was requested.

28. The Representative of the Director-General spoke about the major directions of UNESCO's education work over the last three years and the expected scaling up in three areas of work. Overall trends include the increased attention given to inclusion and the doubling of the budget for Africa. There are three global priorities. (i) Education for girls and women is the first, pursued through better data, better national legislation (including the Gender at the Center Initiative), better learning opportunities (such as STEM education for girls), and improvement of the situation of female teachers in Sahel countries. (ii) Education for refugees, migrants, and displaced population is supported by, among other things, a passport to recognize qualifications of refugees (being tested in Zambia) and work on EMIS for fragile states (with a conference at HQ with Education Cannot Wait in April 2020). (iii) Futures of Education involves reflections leading to a publication in two years, built on debates among different entities, including schools and teacher unions. In addition, she reported on the General Conference adoption of the Global Convention on the Recognition of Higher Education Qualifications. It will enter into force after 20 countries have ratified it.

Update on IIEP Buenos Aires

29. Overall, Board members value the role that IIEP Buenos Aires plays in training and research and it recognized the positive evolution of the office, ensuring a regional perspective on issues that Latin America faces. They welcomed the achievements to strengthen the regional reach of the work of the BA office, with broader geographical coverage, including translation of materials in Portuguese to reach out to Brazil and Lusophone Africa. They appreciated the efforts to develop and disseminate research relevant to Latin America education systems and public policy.

30. The Board asked about the sustainability of IIEP Buenos Aires' finances. The Director answered that the Office in Buenos Aires income could support only a small number of staff, not the current staff count of 17. The global IIEP gives IIEP BA annual staff costs of \$500K. While finances are not yet optimal, the office is in a transition period, reasserting IIEP's full mandate and working towards recognition as a regional center of excellence, and this is expected to attract funding. IIEP BA also hired an international staff for technical cooperation this year, to grow this line of work and induce more project funding in the future. Additionally, IIEP BA synergies with IIEP Paris and IIEP Dakar offices are on the rise, allowing the Office to capitalize on investments in other offices. For example, the Crisis-Sensitive Planning course developed by Paris is being customized, translated and will be offered by the IIEP Buenos Aires office. There are also strong TVET links between the offices in Buenos Aires and Dakar.

Update IIEP Dakar

31. After the presentation on the Dakar Office, the Board praised its work, particularly on TVET. One Board member indicated potential for areas of cooperation with the ILO Training Center in Torino, which faces

challenges in serving francophone participants and is in search of francophone trainers. Another major challenge faced in the transition to the labour market is the skills mismatch. One Board member pointed to the research gaps in that area. The Head of Office mentioned the inclusion of private sector and employers' representatives in the TVET work of IIEP Dakar as a way to address the skills mismatch.

32. Regarding IIEP's expanding support in the Africa region, some Board members strongly recommended establishing more partnerships at country level and leveraging of ICTs. Recognizing the trade-off between breadth (geographical coverage) and depth (long-term focus in one country) of IIEP interventions, a Board member argued that it was important that IIEP achieves depth in at least some countries, because depth is the key to success stories. IIEP needs to showcase success stories and this leads to replication and knowledge sharing. The Board confirmed the relevance of IIEP's strategy to work through networks and to support Global South cooperation. The Board also stressed that good policies and plans ultimately depend on implementation. IIEP Management offered its view on how this is part of the model of IIEP intervention, which covers the whole policy or reform cycle, not limiting support to monitoring and evaluating implementation, but very much focused on the conduct of reforms and actual management of education systems. At the same time, IIEP Management IIEP is not the implementer. The Director thanked the Board for the excellent inputs and ideas for applied research that will be closely considered in the crafting of the 11th Medium-Term Strategy. The Director also recalled the challenge that the Gender at the Center Initiative, a three-year project, of evolving the work into a permanent offer on gender issues in the 11th Medium-Term Strategy.

33. It was noted that IIEP Paris was not engaged in TVET. While this could change in the future, Board members accepted that there was value in the integration of all offices to avoid duplicating the offer, and reinforce complementarity.

Resolution 560 on 59GB/4 Part 1

The Governing Board,

Having reviewed the Report of the Director on the Activities carried out by IIEP in 2019 and Operational Plan for 2020, Document 59 GB/4 Part I and II, and Information documents and **bearing in mind** the information conveyed in the Director's oral report,

Congratulates the Director and IIEP on a strong second year of implementation of the 10th MTS and the progress expanding its programme to support the realization of the Education 2030 agenda,

Expresses appreciation for increased cross-fertilization across its training, technical cooperation, research and outreach lines of work,

Acknowledges the efforts of the Director and IIEP on the further integration, complementarity, and subsidiarity between the IIEP Paris office and the two regional offices,

Encourages the Director, based on the Board's evaluation of the implementation of the 10th Medium-Term Strategy, to consolidate the results pertaining to the objectives assessed as 'on track' and to increase efforts for those which are not.

Requests the Director to modify the Roadmap for the IIEP's 11th Medium-Term Strategy so that a first draft of the Concept Note is circulated to the Board for the 47th session of the Executive Committee and **looks forward to receiving** an updated Concept Note at the 60th session of the Governing Board,

Asks the Director to include a financial framework as part of the 11th Medium-Term Strategy,

Expresses its gratitude to the Governments of France and Argentina for the support they are providing to the Institute, and encourages them to increase their support,

Further expresses its gratitude to the Member States, in particular France, Norway, Sweden and Switzerland, for increasing their voluntary contributions to the Institute in 2019,

Approves document 58 GB/4 Parts I and II and Information documents as presented by the Director.

Resolution 561 Appropriation Resolution

The Governing Board,

Having examined the Report by the Director on the activities of the IIEP in 2019 (Document 58 GB/4 – Part II),

Taking note of the expenditure for the Regular Programme, by appropriation line, including the available financial resources for 2019,

Resolves that for the financial period 1 January to 31 December 2019, the total appropriation should amount to US\$14 559 585 to be financed by estimated income of US\$ 18 036 025 and reserves estimated at US\$ 3 917 388 as follows:

A. Regular Programme		
Appropriation Line		Amount in US\$
I. Programme Operations		
A. Training (line 1)		3 075 463
B. Technical Cooperation (line 2)		2 931 850
C. Research & Development (line 3)		2 938 966
D. Outreach and Advocacy (line 4)		2 239 901
	Sub-total I	11 186 180
II. Directorate and Administration		
D. Governing Board		336 014
E. Directorate/Monitoring and Evaluation		664 582
F. General Administration		1 359 157
Institutional Information Technology		284 881
G. Investment		
Staff development		240 901
Renovation of building		126 871
IT Technology		360 999
	Sub-total II	3 373 405
	Total Appropriation	<u>14 559 585</u>
 Income and Other Resources		 Amount in US\$
I. UNESCO Financial Allocation		2 140 100
II. Voluntary Contributions		13 429 207
	Sub-total I & II	15 569 307
III. Other Income		
Programme Support Funds		1 812 555
Income from training		324 163
Miscellaneous Income		330 000
	Sub-total III	2 466 718
	Sub-total I, II & III	<u>18 036 025</u>
IV. Other Resources		
Liquidation of previous years' obligations		30 000
Transfer to Stabilization Reserve Account		(591 156)
Reserves and Fund Balances on 1 January		4 478 544
	Sub-total IV	3 917 388
	Total Income and Other Resources Regular Programme	<u>21 953 413</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 2019,

Resolves that for the financial period 1 January to 31 December 2019, the total appropriation should amount to US\$7 430 262 to be financed by estimated income of US\$ 8 097 492 and reserves estimated at US\$ 3 764 195 as follows:

B. Extrabudgetary Programme

Appropriation Line	Amount in US\$
I. Programme Operations ¹	
A. Training (line 1)	1 783 599
B. Technical Cooperation (line 2)	7 378 555
C. Research & Development (line 3)	145 246
D. Outreach and Advocacy (line 4)	273 104
Sub-total I	9 580 503
II. Investment	
E. Staff Service Account	7 606
Sub-total II	7 606
III. Programme Support Funds	
F. Programme Support Fund Interfund eliminations	(2 157 847)
Sub-total III	(2 157 847)
Total Appropriation	<u>7 430 262</u>
Income and Other Resources	
I. Contracts	
Governments	1 437 570
Other	8 817 769
Sub-total I	10 255 339
II. Other Income	
Programme Support Fund Interfund eliminations	(2 157 847)
Sub-total II	(2 157 847)
Total Income I & II	<u>8 097 492</u>
III. Other Resources	
Liquidation of previous years' obligations	50 000
Reserves and Fund Balances on 1 January	3 714 195
Sub-total III²	3 764 195
Total Income and Other Resources Extrabudgetary Programme	<u>11 861 687</u>

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

² On-going multi-year Extrabudgetary projects that will be implemented beyond 2019

Resolution 562 on the Certified Accounts

The Governing Board,

Having examined the certified accounts for the year 2018 and the Auditor's report thereon contained in document 59 GB/4 Inf. 2,

Approves the report of the External Auditor and the audited financial statements of IIEP for the financial period 1 January – 31 December 2018,

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

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Resolution 563 on the proposed 2020 budget

The Governing Board,

Having examined the Draft Programme and Budget for 2020 contained in document 59 GB/4 – Part II,

Applauds the integration of IIEP Pôle de Dakar into the Regular Programme budget and,

Resolves that,

A. Regular Programme

- (a) for the financial period 1 January to 31 December 2020, the total appropriation should amount to US\$ 18 159 940, to be financed by estimated income of US\$ 19 416 212 and reserves estimated at US\$ 6 799 823, hereby appropriated for the purpose indicated in the appropriation table as follows:

Appropriation Line¹	Amount in US\$
I. Programme Operations	
A. Training (line 1)	3 853 495
B. Technical Cooperation (line 2)	3 867 104
C. Research & Development (line 3)	3 336 528
D. Outreach and Advocacy (line 4)	2 862 031
	Sub-total I
	13 919 158
II. Directorate and Administration	
D. Governing Board	383 318
E. Directorate/Monitoring and Evaluation	930 329
F. General Administration	1 645 555
Institutional Information Technology	354 533
G. Investment	
Staff development	344 123
Renovation of building	117 081
IT Technology	465 842
	Sub-total II
	4 240 782
	Total Appropriation
	<u>18 159 940</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 Resources¹	Amount in US\$
I. UNESCO Financial Allocation	2 140 100
II. Voluntary Contributions	14 745 477
	Sub-total I & II
	16 885 577
III. Other Income	
Programme Support Funds	1 960 927
Income from training	313 078
Miscellaneous Income	256 630
	Sub-total III
	2 530 634
	Sub-total I, II & III
	<u>19 416 212</u>
IV. Other Resources	
Liquidation of previous years' obligations	30 000
Transfer to Stabilization Reserve Account	(624 005)
Reserves and Fund Balances on 1 January	7 393 828
	Sub-total IV
	6 799 823
	Sub-total I, II, III & IV
	<u>26 216 034</u>

- (c) The Director is authorized to incur obligations during the financial period 1 January to 31 December 2020 up to the amount appropriated under (a) above.
- (d) The Director is authorized to accept and add to the appropriation approved under paragraph (a) above, subventions, contributions, grants, gifts or bequests, fees and miscellaneous income, taking into account the provisions of Article 3.2 of the Financial Regulations of the Special Account for UNESCO International Institute for Educational Planning (IIEP). The Director shall provide information on the amounts accepted to the Governing Board, in writing, at the session following such action.
- (e) The Director is authorized to make transfers between appropriation lines not exceeding 20 per cent of the total amount of the appropriation from which the funds are transferred.
- (f) The Director is authorized to make transfers between appropriation lines in excess of the percentage indicated in (e) above with the prior approval of the Governing Board.
- (g) In urgent and special circumstances, when an immediate action becomes imperative the Director may make transfers exceeding the percentage indicated in (e) above, but not exceeding the sum of US\$50 000, between appropriation lines, informing the Members of the Governing Board in writing, at the session following such action, of the details of the transfers and the reasons for them.
- (h) The Director is authorized, when the payment of expected funds is delayed for unforeseen reasons or circumstances, to transfer to programme costs the necessary funds from the Stabilization Reserve Account in order to ensure the continuation of programmes and projects, on the understanding that the amount so transferred be returned to the Account in the same financial period and/or, at the latest, during the ensuing two consecutive financial periods.

B. 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 2020, the total appropriation for the Extrabudgetary Programme should amount to US\$ 6 974 124 to be financed by estimated income of US\$6 403 984 and reserves estimated at US\$ 4 481 425.

Appropriation Line	Amount in US\$
I. Programme Operations ²	
A. Training (line 1)	1 939 151
B. Technical Cooperation (line 2)	6 670 037
C. Research & Development (line 3)	347 709
D. Outreach and Advocacy (line 4)	229 326
Sub-total I	9 186 222
II. Programme Support Funds	
F. Programme Support Fund Interfund eliminations	(2 212 099)
Sub-total III	(2 212 099)
Total Appropriation	<u>6 974 124</u>
Income and Other Resources	
I. Contracts	
Governments	760 833
Other	7 855 249
Sub-total I	8 616 082
II. Other Income	
Programme Support Fund Interfund eliminations	(2 212 099)
Sub-total II	(2 212 099)
Total Income I & II	<u>6 403 984</u>
III. Other Resources	
Liquidation of previous years' obligations	50 000
Reserves and Fund Balances on 1 January	4 431 425
Sub-total III³	4 481 425
Total Income and Other Resources Extrabudgetary Programme	<u>10 885 409</u>

¹ Includes Paris & Pôle de Dakar Regular Programmes

² Includes Paris, Buenos Aires & Pôle de Dakar extrabudgetary programmes and activities

³ On-going multi-year Extrabudgetary projects that will be implemented beyond 2020

Resolution 564 on the financial sustainability of IIEP

The Governing Board,

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

Having reviewed the Report of the Director on the Activities carried out by IIEP in 2019 and Operational Plan for 2020, Document 59 GB/4 Part II – Finance and Budget, and **bearing in mind** the information conveyed in the Director’s oral report,

Confirms that the 2019 expenditures are in conformance with the 10th Medium-Term Strategy,

Encourages the Director and IIEP to expand its strategic partnerships with financial, intellectual and implementation partners for the realization of the Education 2030 agenda,

Recognizes that IIEP marked growth over the next two years, while encouraged by demand from Member States, cannot be sustained without significant increase in the volume of voluntary contributions, and **encourages** the Director to approach new funders,

Notes that the current financial scenarios shows that in 2021 the level of operating reserves will not respect the minimum requirement if significant new core funding is not secured,

Expects the Director and IIEP to start preparing for budget scenarios based on financial forecasts starting in 2020 to ensure the respect of the minimum requirement for operating reserves from 2021 onwards, and to present this plan to the Executive Committee no later than by the end of the first semester of 2020.

Item 5. Special thanks to Ms Estelle Zadra for 17 years of service as Secretary of the Board.

34. The Chair introduced this item and thanked Ms Zadra for her 17 years of dedicated service to the Governing Board on behalf of all members of the Board and on behalf of Mr Fredriksen and Mr Wanner, previous Chairs, whom Ms Zadra also served.

35. Ms Zadra joined by videoconference and delivered a heart-felt speech thanking the Board in turn.

Resolution 565 Special thanks Estelle Zadra

The Governing Board,

Expresses its deep appreciation to Ms Estelle Zadra, who served the Board and its Members with great dedication for 17 years, as Secretary.

Wishes Ms Zadra well in her new functions.

Item 6. Report of the Director on the Implementation of IIEP's Risk Management Strategy

(Document 59 GB/3)

36. The Governing Board members collectively agreed, according to the report of the *ad hoc* Committee on Finance and Administration, that Risk number three Loss of core funder should be moved up to first.

37. The Governing Board members, echoing the *ad hoc* Committee on Finance and Administration, were of particular concern to Risks one and two concerning staff workload. They requested information from the Director on the mitigation of these two risks. The Director answered to the full Board, as she did previously in the *ad hoc* Committee on Finance and Administration. Several Board members reasserted the need to use IT to avoid some travel and thanked Management for sending the signal to the staff that their health is most important. The Governing Board appreciated that Management took this risk seriously, and encouraged Management to engage with staff on a regular basis to ventilate issues of burn out early on, to partner with national institutions with the double benefit of reducing the travel plans and of building capacity in the field, as national institutions will serve as implementing partners. The representative of the Director-General added that UNESCO Field Offices should also serve as a relay in the field. One Board member highlighted that performance was never to be assessed on number of days of travel, especially for young women with children.

38. The Board was also alerted to the high risk concerning the low enrolment in the ESP/ATP due to lack of fellowships. The Chair recalled the debate that occurred at the 58th session of the Governing Board requesting Management to maintain this flagship training and the Director is still working on identifying reliable funders. Approximately half of the fellowships are funded through extrabudgetary projects. One Board member suggested repackaging the offer to sell it to potential donors while another proposed to link with Asian countries through SEAMEO, which grants fellowships. The representative of the Director-General suggested introducing fellowships for the ATP in upfront negotiations in GPE countries in funding requests. Several members of the Board requested that the Director explore the option of a one-year break for the ATP, and look into the figures, notably reporting to the Board on the generation of savings of such a break.

39. The Chair noted that the risk on financial sustainability and depletion of reserves, highlighted in the report of the *ad hoc* Committee, was not represented as such in the risk register. IIEP Management suggested that risk number 22 could be re-defined as a financial risk, instead of fraud and corruption risk, and rephrased to reflect the concern of the *ad hoc* Committee and of the Board. As a consequence, risk number 22 will be updated to specifically refer to the adequate level of operating reserves, and will also be raised to a higher priority position within the register.

Resolution 559 on 59GB/3 Risk Management

The Governing Board,

Having examined the updated Risk Register,

Appreciates the updates made consecutively to the 58th Governing Board meeting and to the 46th Executive Committee meeting,

Encourages the Director to monitor risk and risk mitigation actions throughout the 10th MTS and to update the Risk Register twice a year.

Item 7. Adoption of Guidelines on Conflict of Interest

(Document 59 GB/5)

40. The Chair presented the document, recalling the discussion at the 58th Governing Board session, in which he had requested the introduction of this item.

41. Board members appointed by their institution, i.e. designated members appointed under Articles III (a), (b), (c), and (d) of IIEP's Statutes expressed concern for obligating their organizations by signing as they are employed by another international organization, with its own norms and standards, and serve in their personal capacity on IIEP's Governing Board.

42. The internally nominated Board members, i.e. the members designated under Articles III (e) and III (f) of IIEP's Statutes expressed no difficulty in signing the declaration. Board members collegially agreed that the Board members appointed by their institutions, under Articles III (a), (b), (c), and (d) of IIEP's Statutes should not be requested to sign the personal declaration, but should however abide by the spirit of the guidelines that will be sent to all Board members annually and declare any conflict of interest, should one arise.

43. Resolution 566 was adopted according to the above discussions and all members appointed under Articles III (e) and III (f) who were present at the meeting signed the personal declaration for 2020. The personal declaration will be sent out immediately after the Board meeting to those members who were excused.

Resolution 566 on 59GB/5 Guidelines on conflict of interest

The Governing Board,

Having examined the Guidelines regarding Conflict of Interest or Potential Conflict of Interest for IIEP Governing Board Members, and the personal declaration relating thereto, Document 59 GB/5,

Thanks the Director for implementing new safeguards with a view to improving IIEP's Governance,

Approves the Guidelines and the Declaration as per the modified document, which will serve as the template,

Requests all Board Members, except for those appointed to the Board under Article III (a), III (b), III (c), and III (d) of the Statutes, to sign their declaration before the end of 2019.

Trusts that the institutional Board members appointed under Article III (a), III (b), III (c), and III (d) of the Statutes will act in the spirit of the guidelines and the personal declaration.

Item 8. Continued improvements to IIEP's Governance

(Document 59 GB/6 Inf.)

44. The Governing Board took good note of the information contained in document 59 GB/6 and of the Resolution of the General Conference modifying IIEP's Statutes.

45. The Board discussed the interim arrangement for the Chair. Their collective preference is to see the Chair renewed as a Board member for a period of two years under Article III (f) of the new Statutes. Board members stressed the importance of continuity, and praised the skills and contributions the current Chair makes to IIEP's Board.

46. The Board requested the Director to communicate the above request to the Assistant Director-General for Education in the discussion on interim arrangements and to make the necessary adjustments to IIEP's Basic Texts. The resolution adopted is hereafter:

Resolution 567 on 59GB/6 Continued Improvements to IIEP's Governance

The Governing Board,

Having examined the improvements to IIEP's Governance contained in document 59 GB/6 Inf., including the Annex Management of the Education-related Category I Institutes, document 40 C/20 of the General Conference,

Thanks the Director for the excellent relationship she maintains with the Education Sector and its Executive Office, and for the role she played in finding a compromise acceptable to all parties,

Recognizes the improvements made since 2017,

Takes note of the amendments made to the Basic Texts, as approved by the General Conference,

Requests the Director to insert these changes and share the new Basic Texts on IIEP's website as early as possible, in order for the Chair to report appropriately to the 41st session of the General Conference,

Requests the Director to proceed accordingly to the modifications to the Rules of Procedures

Requests the Director to continue the discussion with ED/EO on the interim arrangements and present them to the Executive Committee at its next session.

47. Further to discussions of the *ad hoc* Committee for Finance and Administration, in which the said Committee itself recommended making the Finance and Administration Committee a statutory Committee, the Board adopted resolution 568, which reads as follows.

Resolution 568 on 59GB/6 on the creation of a Finance and Administration Committee of the Governing Board

The Governing Board,

Having reviewed the report of the Finance and Administration *ad hoc* committee and its proposal to introduce the Finance and Administration Committee as a statutory committee, in accordance with Article V.2 "Procedure" of Part II *Statutes of the International Institute for Educational Planning* and Article XI.24 "Amendments" of Part III *Rules of Procedure* of IIEP's Basic Texts.

Favors the creation of such a permanent committee as a sub-set of its Governing Board as yet another safeguard in place for financial sustainability of the Institute,

Requests the Director to update the Rules of Procedure, according to Article V of its Basic texts according to the following wording, under Article VI Executive and other Committees of the Rules of Procedure:

Rule 17 - Finance and Administration Committee

1. There shall be a Finance and Administration Committee, composed of the Chair of the Board and three members to be elected at each ordinary session from among the members of the Board.
2. The term of office of the elected members of the Finance and Administration Committee shall begin at the close of the ordinary session at which they are elected and shall end at the close of the following ordinary session.
3. A vacancy occurring among the elected members of the Finance and Administration Committee shall be filled by the remaining members of the Committee from among the members of the Board.
4. The functions of the Finance and Administration Committee are to
 - a. Review the long-term financial situation of the Institute at each ordinary session of the Governing Board,
 - b. Act as a financial safeguard so as to maintain excellent governance standards, and
 - c. Make recommendations to the Governing Board or to the Executive Committee on financial and administrative matters.

Rule 18 - Procedure of the Finance and Administration Committee:

1. The Chair of the Board shall serve as Chair- of the Finance and Administration Committee. The Committee shall make such rules and regulations as it deem proper for the conduct of its business. Committee meetings shall be called by the Chair- at the request of any member, but the Committee shall be deemed to be in continuous session.
2. Three members of the Finance and Administration Committee shall constitute a quorum.

48. Lastly under this item, the Board resolved to updated its Rules of Procedure, using more modern and gender neutral language throughout the document, as explained below:

Resolution 569 on general improvements to the Rules of Procedure

The Governing Board,

Having read the Rules of Procedure thoroughly, so as to comply with General Conference resolution and to improve IIEP’s Governance,

Having ascertained the entire text and having detected several mistakes and obsolete phrasings,

Requests the Director, in accordance with Article V.2 “Procedure” of Part II *Statutes of the International Institute for Educational Planning* and Article XI.24 “Amendments” of Part III *Rules of Procedure* of IIEP’s Basic Texts, to correct, modify and update the rules, notably on the methods of communication from “mail, cable or telegram” to “mail, email or any other legally-accepted electronic means”, and to adopt gender-neutral language throughout the document.

Item 9. Recommendations for appointment to the Governing Board

(Document 59 GB/7)

49. The Chair presented the document explaining that the Nomination Committee had met in the fall for the replacement of Ms Banerji and the possible renewal of Mr José Weinstein, who both occupy a seat under Article III (e).

50. Mr José Weinstein was excused from the room for the discussion and the adoption of the resolution.

51. The Nominating Committee recommended Ms Rong Wang, Professor of Finance at the Beijing University in replacement of Ms Banerji and the renewal of Mr José Weinstein in his seat, reiterating the need for continuity on the Board, for the Director-General’s approval. Several Board members underlined that all candidates considered were very skilled and hoped that the CVs would be saved for future openings on the Board. The Chair noted that he had ascertained from Ms Wang and Mr Weinstein that they were willing to serve if appointed.

52. The Board members will continue to pay close attention to gender balance and to geographical distribution. They also noted the possibility to open the Board to more non-education experts.

53. There were no objections to the adoption of resolution 570, hereafter:

Resolution 570 on 59GB/7 recommendation for appointment of two Board Members by Director-General

The Governing Board,

Having received the recommendation made by the Nominating Committee to fill the vacancy which will occur on the Board as a result of the expiration of the term of office of Ms Rukmini Banerji (India),

Acting in accordance with sub-paragraph (f) of paragraph 1 of Article III of the Statutes, and with Rules 6, 8, and 10 of the Rules of Procedure,

Designates Ms Rong Wang (China) for a period of four years which will begin at the close of the 59th session of the Governing Board (2019),

And **submits** its recommendation to the Director-General for approval.

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The Governing Board,

Having received the recommendation made by the Nominating Committee to fill the vacancy which will occur on the Board as a result of the expiration of the term of office Mr José Weinstein (Chile),

Acting in accordance with sub-paragraph (f) of paragraph 1 of Article III of the Statutes, and with Rules 6, 8, and 10 of the Rules of Procedure,

Designates Mr José Weinstein (Chile) for a period of four years, which will begin at the close of the 59th session of the Governing Board (2019),

And **submits** its recommendation to the Director-General for approval.

Item 10. Election of Members to Governing Board Committees for 2020

54. The Governing Board elected the Members to the following three committees.

Executive Committee

55. In addition to the Chair, the Executive Committee will be composed of the following members:

- Nina Arnhold
- Dina El Khawaga
- Valérie Liehti
- Keiichi Ogawa

Finance and Administration Committee

56. In addition to the Chair, the Finance and Administration Committee will be composed of the following members:

- Srinivas Reddy
- Jean-Michel Séverino
- Rong Wang, subject to appointment by the Director-General

Nominating Committee

57. In addition to the Chair, the Nominating Committee will be composed of the following members:

- Robert Jenkins
- Dzingai Mutumbuka
- José Weinstein

Panel for recruitment of a new Director

58. The Governing Board designated the Members who would sit on the panel for the recruitment of the Director. The Director will send a memorandum to the Director-General, via the Assistant Director-General for Education, with copy to the Director of Human Resource Management to indicate the names of the designated Board members.

Item 11. Dates, venue and agenda of the 60th session of the Governing Board (2020) and the 47th session of the Executive Committee (2020)

(Document 59 GB/8)

59. The Governing Board will take place in Paris either on 8 and 9 or 14 and 15 December 2020. A consultation via email took place immediately after the Board. The Governing Board approved its provisional Agenda, which is as follows:

- Item 1 - Adoption of the Agenda
(Document 60 GB/1)
- Item 2 - Adoption of the Timetable
(Document 60 GB/2)
- Item 3 - Adoption of the reports of the 59th session of the Governing Board and of the 47th session of the Executive Committee (December 2019 and MM 2020)
(Document 59 GB/REP and Document 47 EXC/REP)
- Item 4 - Report of the Director on the activities carried out by IIEP in 2020 and on the Draft Operational Plan for 2021
(Document 60 GB/4 Parts I and II and 60 GB/4 Inf.)
- Item 5 - Report of the Director on the Implementation of IIEP's Risk Management Strategy
(Documents 60 GB/3)
- Item 6 - Presentation of the Concept Note for the 11th Medium-Term Strategy
(Document 60 GB/X)
- Item 7 - Continued improvements to IIEP's Governance
(Document 60 GB/X)
- Item 8 - Recommendation for appointment to the Governing Board
(Document 60 GB/X)
- Item 9 - Election of the Chair of the Board
- Item 10 - Selection of the new Director
- Item 11 - Election of Members of Governing Board Committees for 2021
- Item 12 - Dates, venues and agendas for the 61st Session of the Governing Board (2021) and the 48th session of the Executive Committee (2021)
(Document 60 GB/X)
- Item 13 - Other matters - Adoption of Resolutions
(Document 60GB/RES)

60. The Executive Committee will convene in the second half of June 2020. The dates are yet to be confirmed, as well as the meeting modality: face to face or by video conference. The Governing Board approved its provisional Agenda with the addition of a presentation by the Director of a draft Concept Note. It is as follows:

- Item 1 - Adoption of the Agenda
(Document 47 EXC/1)
- Item 2 - Oral Report of the Director on the partial implementation of the 2020 Programme and on the Financial Situation of IIEP
- Item 3 - Presentation of the Draft Concept Note for the 11th Medium-Term Strategy
(Document 47 EXC/XX)
- Item 4 - Oral Report on the recruitment of the new Director
- Item 5 - Continued Improvements to IIEP's Governance
- Item 6 - Adoption of the Agenda for the 60th Session of the Governing Board
(Document 47 EXC/XX)

- Item 7 - Other matters - Adoption of resolutions
(Document 47 EXC/RES)

Item 12. Other matters – Adoption of resolutions

(Document 59 GB/RES)

61. Pursuant to the adoption of Resolution 566 on the guidelines on the Conflict of Interest policy, Board Members appointed under Article III (e) and III (f) of the statutes were required to sign their personal declaration on conflict of interest.

62. One member of the Board, who was running for renewal, abstained from the vote on resolution 570. All other resolutions were adopted by the full Board with no objection.

63. The Chair thanked the members of the Board for their presence and fruitful discussions, and the Director and her staff.

64. The Board ended at 14:25 p.m. on 17 December 2019.