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Item 4 of the Agenda

Report of the Director on the activities carried out
by IIEP in 2018 and Operational plan for 2019

*Part II – Finance and Budget
Approved*

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IMPLEMENTATION OF THE BUDGET IN 2018

2018 was marked by the implementation of the new budget structure and the first year of the 10th Medium Term Strategy. This financial report provides an overview of the implementation of the 2018 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 2017 financial data for comparison purposes (p. 44).

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, and the Stabilization Reserve Account.

Table 1-2018: statement of resources and expenditure provides the provisional data for the year ending 2018 compared to the estimates for 2018 from the 57 GB/4. Resources and expenditure for 2018 have been estimated as of 30 September 2018 in United States Dollars (p. 10).

Schedule 1-2018: estimated resources for 2018 compares new estimates to the approved 57 GB/4 resources (p. 11–12).

Schedule 2-2018: estimated expenditure for 2018 compares new estimates to the approved 57 GB/4 expenditure (p. 13–14).

Table 2-2018: the Stabilization Reserve Account shows the situation at the end of 2018. This account was established on 1 July 1993 by the Governing Board's Resolution 251. (p. 15)

Financial Resources

Overall income of the Institute in 2018 is estimated at US\$ 17,648,139 compared to a budget of US\$ 20,321,303 (Table 1, p. 10).

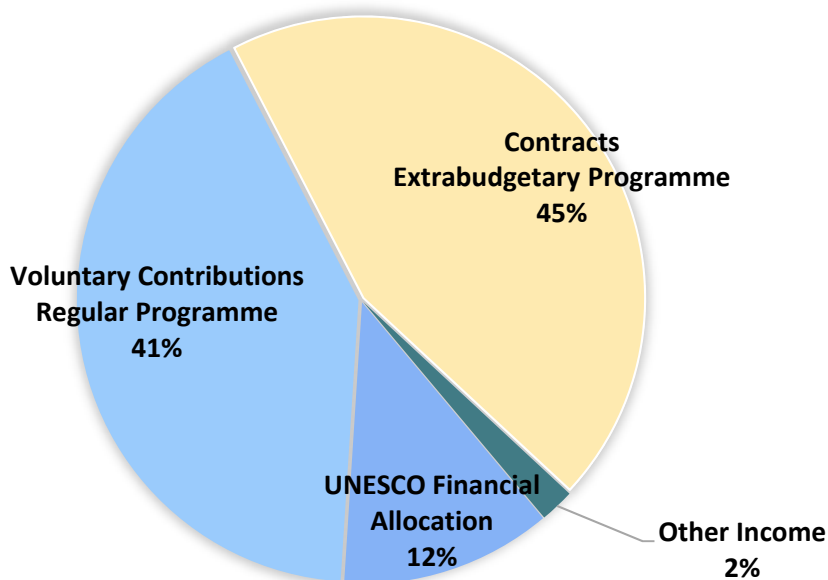
The **Regular Programme's** (RP) income is composed of UNESCO's financial allocation (US\$ 2,140,101), voluntary contributions or Core funding from Governments (US\$ 7,305,299) and other income (US\$ 1,965,882), which originates mainly from staff costs recovery from extrabudgetary projects (US\$ 1,642,621) as well as from revenues from the training programme, sales from publications, various reimbursements and other sources. Switzerland increased significantly their support to IIEP and an agreement was signed for an amount of CHF 15 million (US\$ 15.2 million) for a four year period: CHF 3 million in 2018 and CHF 4 million from 2019 to 2021 for the financing of the Institute's core activities.

The **Extrabudgetary** income, or earmarked funding from projects, is estimated at US\$ 8,891,047 or a net of US\$ 6,236,857 after eliminating cost recovery and other interfund deductions to avoid double counting.

The main variances are explained as follows. Norway reduced its core funding contributions to UNESCO in 2018. This had a major impact on the Institute's RP income with a reduction of US\$ 1,230,621, a 38% decrease from prior year and in the budgeted income. Exchange rate differences (Swedish Kroner and Swiss Franc versus USD) and lower than expected cost recovery in the Paris office explains the rest of the US\$ 781K

negative variance in the Regular Programme income. This year IIEP signed extrabudgetary projects which had not been budgeted with GPE, UNICEF Cambodia and Togo, DFID, GIZ and EU Haiti whereas the implementation of other projects have been delayed such as AFD TVET and Quality Management, Burkina Faso and EU FPI, which affects the income recognition and explains the negative variance of US\$ 662K.

2018 ESTIMATED INCOME



The graph above shows that the Extrabudgetary (earmarked) funding represents 45% of the total income versus 55% from the Regular Programme.

Total **Reserves** for the Regular Programmes at the beginning of the year were US\$ 6,730,346 (Table 1, p.10). In July 2016, the Executive Committee, at its 43th Session, requested the Institute to decrease the RP operating reserves and to adopt the practice of keeping a minimum Operating Reserve Ratio of 25 percent, or three months of the RP annual expense budget. An investment plan as part of the Growth Strategy was approved. IIEP increased the programme activities in 2017 and 2018, invested in human resources and in information services technology; it also carried out major renovation projects. The Institute estimates the level of reserves at the end of 2018 at US\$ 4,670,688 as planned.

The proposed transfer of US\$ 1 million to the Stabilisation Reserve was cancelled to counter balance the reduction of US\$ 1.2 million of Norwegian core funding, as agreed in the Executive Committee at its 45th Session.

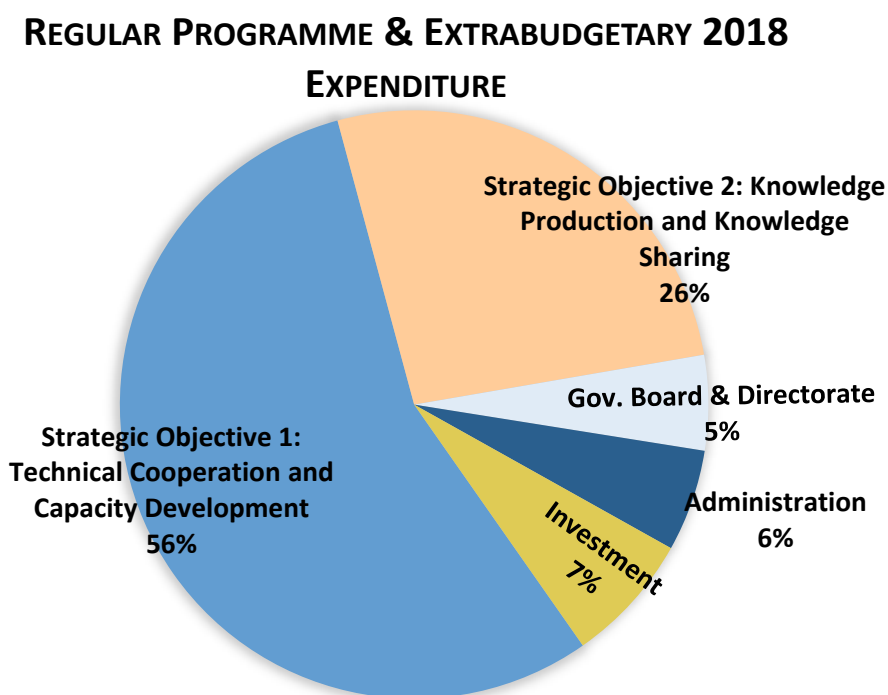
IIEP is closely monitoring RP expenditures, particularly staff costs, which have been growing as part of the approved Investment Plan to better respond to Member States demand. Attention is being given to the sustainability of RP expenditures and complying with the 2016 Governing Board resolution (43EX/C) requirement of a 25% minimum operating reserve or three months of the RP annual expense budget. A contingency plan will be discussed at the 48th Governing Board session.

Expenditure

Overall expenditure of the Institute in 2018 amounts to US\$ 23,977,943 including in-kind and decentralized funds (Schedule 2-2018, p. 13-14).

If we compare this year's part A expenditure of, US\$ 22,171,341 (p.14) with last year's US\$ 18,868,882 (Schedule 2-2017, page 50), the Institute has implemented an additional US\$ 3,3 million on programme and projects activities, investments projects and hiring additional staff than in 2017 (+18%) and US\$ 5.9 million more than in 2016 (+36%).

The charts below show the percentage distribution by appropriation line for the total expenditure, Regular Programme and Extrabudgetary. During 2018, 82% was spent on programme activities, versus 11% on Administration, the Directorate, and the Governing Board. In addition, 7% was invested in institutional information services, building renovation and staff development. Figures include expenditure on staff and activity.

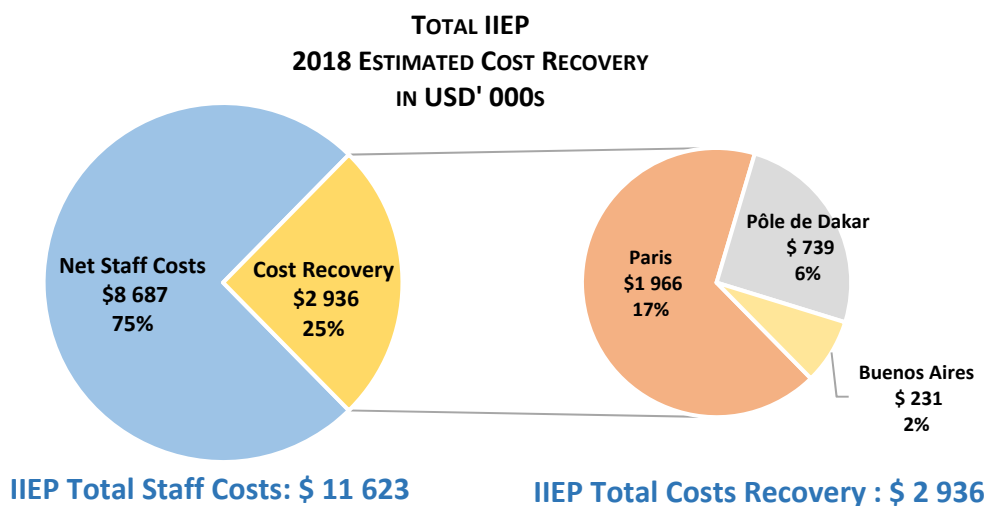


Regular Programme implementation expenditure is estimated at US\$ 12,972,162, compared to a budget of US\$ 13,727,051 (p.13). Full planned **staff costs** were not achieved (-US\$ 697K) as recruitment was slowed down in 2018 in view of the cut in core funding by the Norwegian government. The implementation rate of the Regular programme **activities** is estimated at 98%, achieved through reprogramming during the second half of the year.

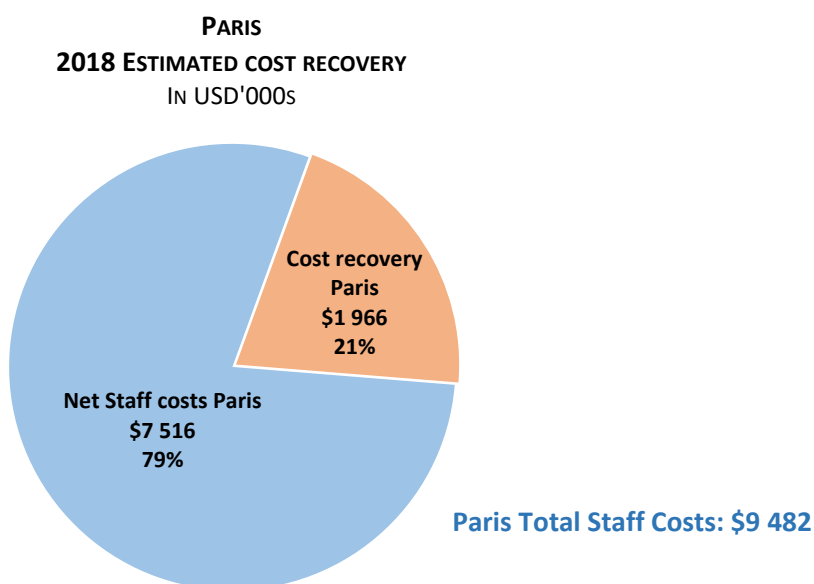
Programme implementation expenditure for the **Extrabudgetary Programme** is estimated at US\$ 11,853,369, compared to a budget of US\$ 13,302,571 (p.13). The US\$ 1.4 million variance is mainly explained by slower than planned implementation of projects such as AFD TVET and AFD Quality Management, Burkina Faso EMIS and HRM, EU FPI and lower than expected staff cost recovery from Pôle de Dakar.

Cost Recovery

Cost recovery includes staff costs recovery from extrabudgetary projects, revenues from the training programme, sales from publications, various reimbursements and other sources. IIEP estimates a recovery rate of 25% of the overall staff costs in 2018 versus 26% recovered last year. Good efforts continue to be made to ensure an optimal and timely recovery of staff time.



The Paris office will recover 21% of the total staff costs for 2018, compared to 22% budgeted and 21% recovered in 2017. The total amount recovered is US\$ 320K less compared to the amount originally planned for the year. This decrease is mainly due to delays in projects mentioned earlier and the smaller than estimated number of Specialized Courses Programme (SCP) participants in 2018.



Figures in USD'000s	2013	2014	2015	2016	2017	2018	2018
	Actual	Actual	Actual	Actual	Actual	Budget	Estimated
Total Staff costs Paris	8 119	7 060	6 457	7 070	8 387	10 179	9 482
Cost recovery Paris	(1 844)	(2 514)	(2 811)	(2 480)	(1 790)	(2 286)	(1 966)
Net Staff costs Paris	6 275	4 546	3 646	4 590	6 597	7 893	7 516
	-	-	-	-	-	-	-
Paris % Recovery/year	23%	36%	44%	35%	21%	22%	21%

Pôle de Dakar, in turn, recovered US\$ 441K less than planned, mainly due to a slower implementation of the AFD Quality, Niger and Central African Republic projects, and delays in starting the UNICEF Togo project.

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 opening balance at the beginning of the year was US\$ 9,129,646 (Table 2, p 15).

The total contribution this year from the three offices amounts to US\$ 528,777. Additional income will be credited to the account from interest gained (US\$ 168,014) on cash investments in 2018.

The total balance at the end of 2018 is estimated at US\$ 9,344,368 after the settlement of US\$ 418,715 for the separation indemnities of Service Contracts holders from the IIEP Buenos Aires office.

APPROPRIATION RESOLUTION

In Appropriation Resolution 545, approved for the Regular Programme by the IIEP Governing Board at its 57th session in 2017, the resources estimated for 2018 was US\$ 18,378,809, while the estimated expenditure was US\$ 13,727,051.

The final estimated amounts of both expenditure and income, as compared with those approved by Resolution 545 of the Governing Board, will be as follows:

A. Resources for 2018

	(a)	(b)	(a+b)
	Res. 545	Increase (Decrease)	Estimated New Total
	\$	\$	\$
I. UNESCO financial allocation	2 140 101	-	2 140 101
II. Voluntary Contributions	8 996 431	(1 691 132)	7 305 299
III. Other Income			
Programme Support Funds	1 910 815	(268 194)	1 642 621
Income from training	365 000	(103 049)	261 951
Miscellaneous Income	10 000	51 310	61 310
Sub-total, I, II & III	13 422 347	(2 011 065)	11 411 282
IV. Other Resources			
Liquidation of previous years' obligations	30 000	-	30 000
Transfer to Stabilization Reserve Account	(1 539 297)	1 010 520	(528 777)
Reserves and Fund Balances on 1 January	6 465 759	264 586	6 730 346
Sub-total, IV	4 956 462	1 275 106	6 231 568
Total Resources	18 378 809	(735 959)	17 642 850

B. Expenditures for 2018

	(a)	(b)	(c)	(d)	(a+b+c+d)
Appropriation Line	Res. 545	Dollar* Fluct.	Additional activities	Deficit or (Savings) Approved activities	Estimated New Total
	\$	\$	\$	\$	\$
Line 1: Training	2 831 383	(213 403)	-	(68 602)	2 549 378
Line 2: Technical Cooperation	1 940 687	(146 271)	-	252 201	2 046 617
Line 3: Research and Development	2 642 964	(199 202)	-	(250 063)	2 193 699
Line 4: Outreach & Advocacy	2 568 254	(193 571)	-	(98 467)	2 276 216
Line 5: Gov. Board, Directorate, Admin. & Investment	3 743 762	(282 170)	-	444 659	3 906 252
Total Appropriation	13 727 051	(1 034 617)	-	279 729	12 972 162

* Average exchange rate US\$1 = €0,905 for the 57 GB/4, US\$1 = €0,841 for the 58 GB/4

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

Resolution...

The Governing Board,

Having examined the Report by the Director on the activities of the IIEP in 2018 (Document 58 GB/4 – Part II),

Taking note of the expenditure for the Regular Programme, by appropriation line, including the available financial resources for 2018,

Resolves that for the financial period 1 January to 31 December 2018, the total appropriation should amount to US\$12 972 162 to be financed by estimated income of US\$ 11 411 282 and reserves estimated at US\$ 6 231 568 as follows:

A. Regular Programme

Appropriation Line	Amount in US\$
I. Programme Operations	
A. Training (line 1)	2 549 378
B. Technical Cooperation (line 2)	2 046 617
C. Research & Development (line 3)	2 193 699
D. Outreach and Advocacy (line 4)	2 276 216
	Sub-total I
	9 065 911
II. Directorate and Administration	
D. Governing Board	484 723
E. Directorate/Monitoring and Evaluation	814 261
F. General Administration	1 192 541
Institutional Information Technology	196 785
Administrative support funds	315
G. Investment	
Staff development	73 488
Renovation of building	308 712
IT Technology	835 428
	Sub-total II
	3 906 252
	Total Appropriation
	<u>12 972 162</u>
Income and Other Resources	Amount in US\$
I. UNESCO Financial Allocation	2 140 101
II. Voluntary Contributions	7 305 299
	Sub-total I & II
	9 445 400
III. Other Income	
Programme Support Funds	1 642 621
Income from training	261 951
Miscellaneous Income	61 310
	Sub-total III
	1 965 882
	Sub-total I, II & III
	<u>11 411 282</u>
IV. Other Resources	
Liquidation of previous years' obligations	30 000
Transfer to Stabilization Reserve Account	(528 777)
Reserves and Fund Balances on 1 January	6 730 346
	Sub-total IV
	6 231 568
	Total Income and Other Resources Regular Programme
	<u>17 642 850</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 2018,

Resolves that for the financial period 1 January to 31 December 2018, the total appropriation should amount to US\$9 199 179 to be financed by estimated income of US\$ 6 236 857 and reserves estimated at US\$ 6 431 925 as follows:

B. Extrabudgetary Programme

Appropriation Line	Amount in US\$
I. Programme Operations ¹	
A. Training (line 1)	2 671 698
B. Technical Cooperation (line 2)	6 516 332
C. Research & Development (line 3)	662 723
D. Outreach and Advocacy (line 4)	1 442 433
Sub-total I	11 293 185
II. Investment	
E. Renovation of building	560 183
Sub-total II	560 183
III. Programme Support Funds	
F. Programme Support Fund Interfund eliminations	(2 654 190)
Sub-total III	(2 654 190)
Total Appropriation	<u>9 199 179</u>
Income and Other Resources	
I. Contracts	
Governments	2 346 193
Other	6 428 857
France (IIEP building maintenance)	115 998
Sub-total I	8 891 047
II. Other Income	
Programme Support Fund Interfund eliminations	(2 654 190)
Sub-total II	(2 654 190)
Total Income I & II	<u>6 236 857</u>
III. Other Resources	
Liquidation of previous years' obligations	50 000
Reserves and Fund Balances on 1 January	6 381 925
Sub-total III²	6 431 925
Total Income and Other Resources Extrabudgetary Programme	<u>12 668 784</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

2017 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 2017 Accounts were certified by the External Auditor on 10 July 2018. They are available in document *58 GB/4 Inf.1*. The Governing Board may wish to adopt the following resolution:

Resolution...

The Governing Board,

Having examined the certified accounts for the year 2017 and the Auditor's report thereon contained in document *58 GB/4 Inf.1*,

Approves the report of the External Auditor and the audited financial statements of IIEP for the financial period 1 January – 31 December 2017,

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

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

Regular and Extrabudgetary Programmes	Budget Approved 2018				New Estimates 2018			
	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	2 140 101	-	-	2 140 101	2 140 101	-	-	2 140 101
II. Voluntary Contributions	8 996 431	-	-	8 996 431	7 305 299	-	-	7 305 299
III. Contracts								
Governments	-	3 050 632	-	3 050 632	-	2 346 193	-	2 346 193
Other	-	7 330 123	(1 652 212)	5 677 910	-	6 428 857	(1 035 732)	5 393 125
France (IIEP building maintenance)	-	100 000	-	100 000	-	115 998	-	115 998
TOTAL, GENERAL INCOME	11 136 532	10 480 755	(1 652 212)	19 965 075	9 445 400	8 891 047	(1 035 732)	17 300 715
IV. OTHER INCOME								
Programme Support Funds ¹	1 910 815	-	(1 769 587)	141 228	1 642 621	-	(1 461 674)	180 947
Training Programme cost recovery ²	365 000	-	(160 000)	205 000	261 951	-	(156 784)	105 167
Miscellaneous Income ³	10 000	-	-	10 000	61 310	-	-	61 310
TOTAL, OTHER INCOME	2 285 815	-	(1 929 587)	356 228	1 965 882	-	(1 618 458)	347 424
TOTAL INCOME OF THE YEAR	13 422 347	10 480 755	(3 581 799)	20 321 303	11 411 282	8 891 047	(2 654 190)	17 648 139
EXPENDITURE								
10th Medium-Term Strategy								
I. PROGRAMME OPERATIONS								
Training (Line 1)	2 831 383	2 692 570	(835 033)	4 688 921	2 549 378	2 671 698	(808 468)	4 412 608
Technical Cooperation (Line 2)	1 940 687	7 874 059	(2 382 881)	7 431 865	2 046 617	6 516 332	(1 649 474)	6 913 474
Research and Development (Line 3)	2 642 964	629 224	(62 187)	3 210 002	2 193 699	662 723	(47 492)	2 808 930
Outreach and Advocacy (Line 4)	2 568 254	1 656 718	(301 699)	3 923 273	2 276 216	1 442 433	(148 755)	3 569 894
TOTAL, PROGRAMME OPERATIONS	9 983 289	12 852 571	(3 581 799)	19 254 060	9 065 911	11 293 185	(2 654 190)	17 704 906
II. GOV. BOARD, DIRECTORATE, ADMIN. & INVESTMENT (Line 5)								
Governing Board	535 096	-	-	535 096	484 723	-	-	484 723
Directorate/Monitoring & Evaluation	933 303	-	-	933 303	814 261	-	-	814 261
Administration								
General Administration	1 423 706	-	-	1 423 706	1 192 541	-	-	1 192 541
Information Technology	180 658	-	-	180 658	196 785	-	-	196 785
Administrative support funds	-	-	-	-	315	-	-	315
TOTAL, GOV. BOARD, DIRECTORATE AND GEN. ADM.	3 072 762	-	-	3 072 762	2 688 624	-	-	2 688 624
III. INVESTMENT								
Staff development	60 000	-	-	60 000	73 488	-	-	73 488
Renovation of Building	450 000	450 000	-	900 000	308 712	560 183	-	868 895
IT Technology	161 000	-	-	161 000	835 428	-	-	835 428
TOTAL, INVESTMENT	671 000	450 000	-	1 121 000	1 217 628	560 183	-	1 777 811
TOTAL, EXPENDITURE I - III	13 727 051	13 302 571	(3 581 799)	23 447 822	12 972 162	11 853 369	(2 654 190)	22 171 341
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	(304 704)	(2 821 816)	-	(3 126 520)	(1 560 881)	(2 962 321)	-	(4 523 202)
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	(539 297)	-	-	(539 297)	(528 777)	-	-	(528 777)
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	6 730 346	6 381 925	-	13 112 271
TOTAL, OTHER RESOURCES & RESERVES	4 956 462	5 509 909	-	10 466 371	6 231 568	6 431 925	-	12 663 494
BALANCE AT YEAR END ALL MANAGED FUNDS⁶	4 651 759	2 688 093	-	7 339 851	4 670 688	3 469 604	-	8 140 292

¹ Internal transfers from execution of the EXB: Administrative support costs, Staff costs recovery & other reimbursements, and consultancy services & 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\$ 414K) and Pôle de Dakar (US\$ 114K) payrolls.

⁵ 57th GB proposed resolution cancelled by the 45th EX/C in June 2018.

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	2018 Approved (1)	Share % (2)	2018 New Estimates (3)	Share % (4)	Increase/(Decrease of (3) less (1) Amount (5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 101	10,5	2 140 101	12,1	-
II. Voluntary Contributions					
Argentina	70 000	0,3	70 000	0,4	-
Norway	3 232 480	15,9	2 001 859	11,3	(1 230 621)
Sweden	2 522 704	12,4	2 200 073	12,5	(322 631)
Switzerland	3 171 247	15,6	3 033 367	17,2	(137 880)
Total, Voluntary Contributions	8 996 431	44,3	7 305 299	41,4	(1 691 132)
TOTAL, I & II	11 136 532	54,8	9 445 400	53,5	(1 691 132)
III. OTHER INCOME					
Programme Support Funds	1 910 815	9,4	1 642 621	9,3	(268 194)
Income from training	365 000	1,8	261 951	1,5	(103 049)
Miscellaneous Income	10 000	0,0	61 310	0,3	51 310
TOTAL, OTHER INCOME	2 285 815	11,2	1 965 882	11,1	(319 933)
TOTAL, INCOME REGULAR PROGRAMME	13 422 347	66,1	11 411 282	64,7	(2 011 065)
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	361 327	1,8	282 720	1,6	(78 607)
Benin**	-	-	94 520	0,5	94 520
Burkina Faso GHR	163 745	0,8	-	-	(163 745)
Burkina Faso EMIS	174 912	0,9	-	-	(174 912)
Cambodia	175 000	0,9	-	-	(175 000)
Central African Republic**	91 412	0,4	-	-	(91 412)
France (Expertise France)	-	-	19 574	0,1	19 574
France (AFD - Convention 2013)**	830 786	4,1	830 786	4,7	-
Germany (GIZ)	-	-	213 328	1,2	213 328
Guinea**	188 131	0,9	92 394	0,5	(95 737)
Mali**	-	-	25 720	0,1	25 720
Mexico*	-	-	80 050	0,5	80 050
Niger**	167 757	0,8	6 000	0,0	(161 757)
Sweden (SIDA)	107 422	0,5	451 433	-	344 011
Sao Tomé-et-Príncipe**	164 964	0,8	-	-	(164 964)
Togo (PAR)	122 890	0,6	-	-	(122 890)
Togo (PDK)**	213 787	1,1	-	-	(213 787)
Panama*	88 500	0,4	-	-	(88 500)
Paraguay*	200 000	1,0	-	-	(200 000)
United Kingdom (DFID)	-	-	159 708	0,9	159 708
Uruguay*	-	-	89 960	0,5	89 960
Total, Contracts - Governments	3 050 632	15,0	2 346 193	13,3	(704 439)
Contracts - Others					
Agence Universitaire de la Francophonie (AUF)	-	-	9 112	0,1	9 112
Agence Française de Développement (AFD - PEFOP)**	1 587 283	7,8	1 263 125	7,2	(324 158)
Agence Française de Développement (AFD - Quality)**	1 567 195	7,7	971 000	5,5	(596 195)
Agua y Saneamientos Argentinos S.A (AYSA)*	-	-	23 959	0,1	23 959
Caribbean Development Bank (CDB)	100 345	0,5	30 000	0,2	(70 345)
Coordinación Educativa/Cultural Centroamericana (CECC)*	-	-	39 980	0,2	39 980
Education Development Trust (EDT)	-	-	38 534	0,2	38 534
ETIS Asociación Civil*	-	-	2 382	0,0	2 382
European Union Haiti 2017-2018	65 365	0,3	346 232	2,0	280 867
European Union FPI	1 135 811	5,6	446 674	2,5	(689 137)
Foundation ARCOR*	-	-	13 087	0,1	13 087
Global Partnership for Education (GPE) (PAR)	-	-	319 365	1,8	319 365

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

Regular and Extrabudgetary Programmes					
Source	2018 Approved	Share %	2018 New Estimates	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
UNESCO¹	188 959	0,9	198 405	1,1	9 447
UNICEF¹	580 419	2,9	1 069 272	6,1	488 853
UNDP*	22 000	0,1	44 010	0,2	22 010
Fellowships & other funds					
Annual Training Program (Fellowships)	417 459	2,1	395 026	2,2	(22 433)
Annual Training Program (Fellowships IBA)	60 000	0,3	41 446	0,2	(18 554)
Annual Training Program (Fellowships PDK)	173 502	0,9	189 145	1,1	15 643
Staff Service Account	20 000	0,1	17 837	0,1	(2 163)
Other Extrabudgetary Income	1 411 786	6,9	970 265	5,5	(441 521)
Total, Contracts - Others	7 330 123	36,1	6 428 857	36,4	(901 266)
France (IIEP building maintenance)	100 000	0,5	115 998	0,7	15 998
TOTAL, CONTRACTS	10 480 755	51,6	8 891 047	50,4	(1 589 708)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(751 454)	- 3,7	(537 026)	- 3,0	214 428
Staff costs recovery & other	(2 830 345)	- 13,9	(2 117 164)	- 12,0	713 181
Total, Elimination - PSF	(3 581 799)	- 17,6	(2 654 190)	- 15,0	927 609
TOTAL, EXTRABUDGETARY INCOME	6 898 956	33,9	6 236 857	35,3	(662 098)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	20 321 303	100,0	17 648 139	100,0	(2 673 163)
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	(539 297)	-	(528 777)	-	10 520
Trans. Stab. Res. Account ExCom resolution 43_EXC	(1 000 000)	-	-	-	1 000 000
Reserves & Fund Balances on 1 January, Regular Prog.	6 465 759	-	6 730 346	-	264 586
Reserves & Fund Balances on 1 January, Exb. Prog	5 459 909	-	6 381 925	-	922 017
TOTAL, OTHER RESOURCES & RESERVES	10 466 371	-	12 663 494	-	2 197 123
GRAND TOTAL, IIEP MANAGED FUNDS	30 787 674	-	30 311 633	-	(476 041)
C. IN-KIND CONTRIBUTIONS					
I. PHYSICAL FACILITIES					
Rental for the IIEP building/Paris	1 444 196	89,8	1 495 954	89,1	51 757
Rental for the IIEP building/Buenos Aires	108 000	6,7	126 000	7,5	18 000
Rental for the IIEP building/Pôle de Dakar	55 655	3,5	57 708	3,4	2 054
TOTAL, PHYSICAL FACILITIES	1 607 851	100,0	1 679 662	100,0	71 811
D. RESOURCES DECENTRALIZED TO IIEP					
I. UNESCO DECENTRALIZED FUNDS					
Funds-in-Trust	96 428	100,0	126 940	100,0	30 512
TOTAL, DECENTRALIZED FUNDS	96 428	100,0	126 940	100,0	30 512
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	1 704 279	100,0	1 806 602	100,0	102 323
GRAND TOTAL	32 491 953	100,0	32 118 235	100,0	(373 718)

* 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	Approved 2018						New Estimates 2018					
	Regular Programme (RP)		RP	Share	Extrabudg.	Grand	Regular Programme (RP)		RP	Share	Extrabudg.	Grand
	Staff	Activities	Sub-total	%	Programme (EXB)	Total	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	2 000 402	548 977	2 549 378	19,7	2 671 698 ¹	5 221 076
Technical Cooperation (Line 2)	1 940 687	-	1 940 687	14,1	7 874 059 ²	9 814 746	2 046 617	-	2 046 617	15,8	6 516 332 ²	8 562 949
TOTAL, TECH. COOP. & CAP. DEVELOPMENT	4 233 570	538 500	4 772 070	34,8	10 566 629	15 338 699	4 047 019	548 977	4 595 995	35,4	9 188 030	13 784 025
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	1 452 156	741 543	2 193 699	16,9	662 723	2 856 422
Outreach & Advocacy (Line 4)	1 795 590	772 664	2 568 254	18,7	1 656 718	4 224 972	1 501 180	775 036	2 276 216	17,5	1 442 433	3 718 649
TOTAL, KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING	3 656 035	1 555 184	5 211 218	38,0	2 285 942	7 497 160	2 953 336	1 516 579	4 469 915	34,5	2 105 156	6 575 071
TOTAL, I: PROGRAMME. OPERATIONS	7 889 605	2 093 684	9 983 289	72,7	12 852 571	22 835 860	7 000 355	2 065 556	9 065 911	69,9	11 293 185	20 359 096
<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	396 753	87 970	484 723	3,7	-	484 723
Directorate/Monitoring and Evaluation	883 303	50 000	933 303	6,8	-	933 303	762 911	51 350	814 261	6,3	-	814 261
TOTAL, GOV. BOARD & DIRECTORATE	1 318 399	150 000	1 468 399	10,7	-	1 468 399	1 159 663	139 320	1 298 983	10,0	-	1 298 983
2. ADMINISTRATION												
General Administration	865 706	558 000	1 423 706	10,4	-	1 423 706	524 841	667 700	1 192 541	9,2	-	1 192 541
Institutional Information Technology	105 258	75 400	180 658	1,3	-	180 658	122 735	74 050	196 785	1,5	-	196 785
Administrative support funds	-	-	-	-	-	-	-	315	315	0,0	-	315
TOTAL, ADMINISTRATION	970 964	633 400	1 604 364	11,7	-	1 604 364	647 576	742 065	1 389 640	10,7	-	1 389 640
TOTAL, II: GOV. BOARD, DIRECTORATE & ADMIN.	2 289 362	783 400	3 072 762	22,4	-	3 072 762	1 807 239	881 385	2 688 624	20,7	-	2 688 624
<u>III. INVESTMENT</u>												
1. INVESTMENT												
Staff development	-	60 000	60 000	0,4	-	60 000	13 488	60 000	73 488	0,6	-	73 488
Renovation of building	-	450 000	450 000	3,3	450 000	900 000	58 712	250 000	308 712	2,4	560 183	868 895
IT Technology	-	161 000	161 000	1,2	-	161 000	601 758	233 670	835 428	6,4	-	835 428
TOTAL, III: INVESTMENT	-	671 000	671 000	4,9	450 000	1 121 000	673 958	543 670	1 217 628	9,4	560 183	1 777 811
TOTAL EXPENDITURE I, II & III	10 178 967	3 548 084	13 727 051	100,0	13 302 571	27 029 622	9 481 552	3 490 611	12 972 162	100,0	11 853 369	24 825 531

¹ Advanced Training Programme, Short courses, and Education Sector Planning participants ² Technical assistance projects in various countries
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SCHEDULE 2-2018. IIEP ESTIMATED EXPENDITURE IN 2018 (Expressed in current United States Dollars)
(Page 2 of 2)

Regular and Extrabudgetary Programmes	Approved 2018						New Estimates 2018					
	Regular Programme (RP)		RP	Share	Extrabudg.	Grand	Regular Programme (RP)		RP	Share	Extrabudg.	Grand
	Staff	Activities	Sub-total	%	Programme (EXB)	Total	Staff	Activities	Sub-total	%	Programme (EXB)	Total
IV. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)												
Programme Support Costs	-	-	-	-	(751 454)	(751 454)	-	-	-	-	(537 026)	(537 026)
Staff costs recovery & other	-	-	-	-	(2 830 345)	(2 830 345)	-	-	-	-	(2 117 164)	(2 117 164)
Total, Elimination - PSF	-	-	-	-	(3 581 799)	(3 581 799)	-	-	-	-	(2 654 190)	(2 654 190)
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	10 178 967	3 548 084	13 727 051	100,0	9 720 772	23 447 822	9 481 552	3 490 611	12 972 162	100,0	9 199 179	22 171 341
B. IN-KIND EXPENDITURE												
<u>PHYSICAL FACILITIES</u>												
Rental for the IIEP/Paris building	-	-	-	-	1 444 196	1 444 196	-	-	-	-	1 495 954	1 495 954
Rental for the IIEP/BA building	-	-	-	-	108 000	108 000	-	-	-	-	126 000	126 000
Rental for the IIEP/PDK building	-	-	-	-	55 655	55 655	-	-	-	-	57 708	57 708
TOTAL, PHYSICAL FACILITIES	-	-	-	-	1 607 851	1 607 851	-	-	-	-	1 679 662	1 679 662
C. EXPENDITURE FROM DECENTRALIZED FUNDS												
<u>UNESCO DECENTRALIZED FUNDS</u>												
Extra-budgetary funds	-	-	-	-	96 428	96 428	-	-	-	-	126 940	126 940
Regular Programme	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL, DECENTRALIZED FUNDS	-	-	-	-	96 428	96 428	-	-	-	-	126 940	126 940
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	-	-	-	-	1 704 279	1 704 279	-	-	-	-	1 806 602	1 806 602
GRAND TOTAL	10 178 967	3 548 084	13 727 051	100,0	11 425 051	25 152 102	9 481 552	3 490 611	12 972 162	100,0	11 005 781	23 977 943

TABLE 2
UNESCO
INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STABILIZATION RESERVE ACCOUNT
STATEMENT OF INCOME AND EXPENDITURE FOR 2018

<u>in US\$</u>	<u>PAR & IBA</u>	<u>PDK</u>	<u>Total</u>
BALANCE BROUGHT FORWARD 1 JANUARY 2018	9 018 485	111 161	9 129 646
INCOME			
Previous year's 5% payroll	414 240	114 537	528 777
Interest gained Est. 2018	168 014	-	168 014
TOTAL ESTIMATED INCOME	582 254	114 537	696 791
EXPENDITURE			
IIEP Paris - Termination of Fix-Term contract	63 354	-	63 354
IIEP Buenos Aires – Settlement Service Contracts	418 715	-	418 715
TOTAL ESTIMATED EXPENDITURE	482 069	-	482 069
EXCESS/(SHORTFALL): INCOME LESS EXPENDITURE	100 185	114 537	214 722
BALANCE AS AT 31 DECEMBER 2018	9 118 670	225 698	9 344 368

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 much time and effort in 2018 in assisting with the implementation of various major investment projects. Regarding systems, the **CRM**, a Constituency Management System, to manage interaction with stakeholders, manage contacts, events and resource mobilization efforts; **My PROJECTS 3.0**, a Project Portfolio Management System and **Aurion**, a Training Management Information System. Regarding the building renovation, the administration managed the replacement of windows and insulation project, and the Library renovation and the Smart Classroom's projects that started in 2017 were also finalized.

The **IT team** completed the integration of the Pôle de Dakar and Buenos Aires offices' IT systems for better connectivity, increased security and upgraded technology.

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 from p. 18 of this document.

General Administration Expenditure for 2018

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 120% implementation rate in General Administration activities expenditure, i.e. US\$667,700 (Schedule 2, p. 13). This is due to the new 2018 Audit Fees, US\$ 139,000, that have been allocated by UNESCO BFM for the first time in the history of the Institute. IIEP considers that the size of the allocation is overestimated for the size of the Institute and the IIEP Director is in negotiations with the CFO and the External Auditors to bring it down to a more reasonable level for 2019 and future years.

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 2018, the French Ministry of Higher Education and Research's subsidy amounts to US\$ 115,998. 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, UNESCO.

Three major renovation projects were completed in 2018. The new Library was inaugurated and re-opened in July. The creation of the Smart Classroom to offer participants and trainers the best possible classroom experience was also launched in the spring. Regarding the thermal insulations of walls and windows project, the Institute obtained the approval of UNESCO Contract's Committee in December 2017. The project started in January 2018 and will be completed before the end of the year.

Information Technology, Tools, and Systems

On the heels of the modernization of the IT infrastructure and end user experience in IIEP Paris, the IT team shifted its attention this year to the offices in Dakar and Buenos Aires.

The team collaborated on designing an "office in a box", with the aim of providing the same services in IIEP Paris at a smaller scale. This package includes computer, storage and network modules in a small form factor, in line with the needs of these two offices. To keep the costs down, two recent servers, no longer needed thanks to the virtualization of IIEP's datacenter, were reused for the project.

The packages were prepared and tested in Paris before sending them to the field offices. Missions were then undertaken in April for Dakar, and in September for Buenos Aires, for deployment and migration of all staff to the new infrastructure. On top of the new backend infrastructure, new desktops and laptops were also delivered to Buenos Aires so they may fully take advantage of the new system. Finally, new Internet connection contracts were also negotiated for the two offices to provide them with better connectivity.

As a result of the deployment, staff in remote offices now have a permanent Virtual Private Network (VPN) connection to Paris, allowing them to use internal and corporate applications directly such as DUO, SAP and Tulip, to name a few. Each office also hosts its own cloud-based storage to allow easier internal and external sharing of data. Their computers are also fully integrated into the IIEP network, improving security and manageability. Lastly, their Wi-Fi systems were also revamped, facilitating access for staff and guests, and roaming for IIEP laptops.

With this integration of the three offices, the mobility of IIEP laptops has been further enhanced. Any staff member on mission to any of the offices, using their IIEP laptop, automatically gets access to the network, including corporate applications, drives, printers and the Internet.

In line with this integration, the IIEP datacenter in Paris received core network and storage upgrades to increase its capacity for backups of the field offices.

A single-sign on (SSO) system has also been made available to all staff to improve access to web applications. An active connection to one allows immediate access to the others, without re-asking for credentials. This SSO is being used by MyProjects 3.0, facilitating integration of this external application and allowing staff to use it with their IIEP login.

With respect to the Smart Classroom project, an interactive projector has been installed in Room 3 and the walls resurfaced for writing. Staff also attended a training on the new projector and the interactive course preparation software.

UNESCO continues its push to use Skype for Business for all communication needs. To this end, two meeting rooms were permanently fitted with videoconferencing systems and microform factor desktops along with wireless keyboards and mice. The other rooms will be equipped in 2019. However, all meeting rooms now have dedicated Skype for Business accounts to connect them easily. Moreover, this shields staff from having to use their personal accounts, which is better for recruitment interviews and the like.

Finally, to ensure that the Institute complies with norms and standards for asset management, an inventory management system, hosted in-house, was installed and configured by the IT team. The platform, Scan2Inventory, was chosen for its ease of use, straightforward set up and flexibility. To complement this platform, a barcode printer and portable scanner were also purchased to make inventory taking simple, easy and efficient.

Human Resources Management

In 2018, IIEP continued its workforce growth strategy to meet evolving programme delivery needs and enhance the Institute's capacity to delivery effectively on its mandate worldwide. There is a greater awareness that hiring for purpose is key to bringing on board talent, which is committed to the Institute's global work, is resilient to meet evolving challenges and savvy enough to enhance the value of its products and services.

A new Human Resources Officer was appointed in July 2018 after the departure of the previous one. Furthermore, the HR team was reinforced with the appointment of a junior Recruitment Officer. The team is striving to provide a consistent and quality service across the Institute.

The Institute pays attention to people's personal wellbeing and professional growth needs. During the reporting period, staff members in IIEP Paris and IIEP Buenos Aires transitioned from Service Contracts to Projects Appointments. This is further evidence of the Institute's commitment to providing its staff with a more secure career environment.

Others have changed roles or moved to Units where their skills and knowledge can be used more effectively. Staff were also given professional growth opportunities via training in diverse areas such as leadership, IT and coaching for personal effectiveness. A more coordinated and efficient workplace learning strategy is being contemplated in anticipation of UNESCO's overall review of its performance management policy. At IIEP, the aim is that future learning helps to develop and enhance skills and competencies that make staff more productive and produce superior education planning and management results for its stakeholders.

Overall, the HR function delivered in 2018 an effective and efficient service from recruitment, managing benefits and entitlements, supporting learning and development, to concluding amicable staff separations. HR supports team leaders by ensuring they have the human resources they need to deliver on projects.

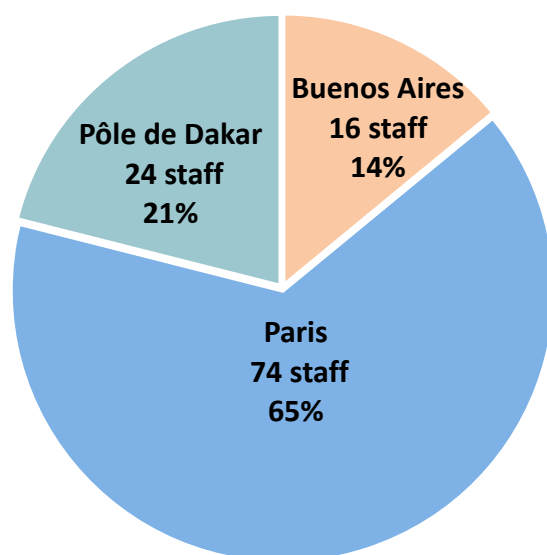
Senior management is supported through advice on strategic HR issues such as professional and personal growth of staff and sound performance management practices. Staff members approach HR with a myriad of challenges. These are dealt with in a professional manner and in the shortest possible time. In this way, staff members have more time to focus on their core work.

Workforce Structure

In November 2018, IIEP had a total workforce of 114 in all locations representing all Fixed Term, Project Appointments and Service Contracts as shown in the graph below.

Figure.1

Distribution of 114 IIEP staff members in BA, PDK and Paris Offices, 2018



The headcount remains at the same level as in 2017, as there has been the same number of separations as new staff hires.

The breakdown of staff members by grade and location is shown in the table below.

Table 1. IIEP Staff Establishment by Grade and Location in 2018

Staff Grade	IIEP Paris	Pôle de Dakar	IIEP Buenos Aires	Total
D2	1	0	0	1
D1	1	0	0	1
P5	4	1	1	6
P4	9	5	0	14
P3	21	5	0	26
P2	5	4	0	9
P1	10	2	0	12
G7	1	0	0	1
G6	5	3	1	9
G5	13	3	0	16
G4	4	0	0	4
G3	0	1	0	1
SC			14*	14
Grand Total				114

* Seven of these long service contract holders will be separated from IIEP on 31 December 2018 and five others converted into Project Appointment contracts.

Staff gender distribution appears in **Table 2** below.

Table 2: IIEP Gender Distribution

Gender	IIEP Paris	IIEP Pôle de Dakar	IIEP Buenos Aires	Total	% total staff universe
Female	52	9	10	71	62 %
Male	22	15	6	43	38 %
Total	74	24	16	114	100%

Going forward, IIEP will make a deliberate effort to address the too evident gender imbalance in Paris in order to give a substantive meaning to the term “diversity”. It is perhaps important to introduce gender mainstreaming into IIEP’s internal HR policy discussions and the implications for its brand image. Notwithstanding its inequitable distribution of gender in the staffing structure, IIEP will be guided by the principle of securing the best possible candidate when making hiring decisions.

Staff Recruitment

Through a robust candidate search, interviewing process and rigorous reference checks, the Institute successfully completed **eight recruitment** actions in 2018 well within the 130 days specified in UNESCO’s updated recruitment policy. Managers have become more adept at competency based interviewing and now use assessment tools to make evidenced based hiring decisions.

In this way, IIEP is assured that new staff hires have the competencies that will make them immediately productive upon entry on duty. Furthermore, internal checks and controls by management ensure that the hiring process is objective, transparent and free of bias. As **Table 3** shows, only IIEP Paris brought on board new staff hires in 2018.

Table 3. Staff in new positions in October 2018: 8

Location & Post Title	Grade	Team	Contract Type	Effective Date
<i>IIEP Paris Office</i>				
Human Resources Officer	P3	ADM	PA	01/07/2018
Programme Specialist - Crises Sensitive Planning	P3	TC	PA	01/07/2018
Programme Specialist ESP	P3	TC	PA	01/09/2018
Associate Programme Specialist - Crisis Sensitive Planning	P2	TC	PA	20/08/2018
Library and Information Analyst (Content & Metadata)	P2	INS	PA	01/11/2018
Library and Information Analyst (Outreach)	P1	INS	PA	11/09/2018
Associate Programme Specialist (Cost & Financing)	P1	TC	PA	16/07/2018
Programme Assistant	G5	TEP	PA	23/04/2018

In addition to Project Appointments, IIEP Paris recruited **ten temporary staff on Service Contracts**, (Full Time Equivalent), to assist with programme implementation (Total cost was **US\$ 635K**). Two of them replaced staff on maternity leave.

Staff Separations

In 2018, IIEP has or will bid farewell to twelve colleagues by 31 December 2018. Losing staff not only has a material cost but affects the well-being of those remaining as well. While most separations are through resignation, we are satisfied that this does not imply IIEP is unable to retain staff. Indeed, we recognise and encourage career advancement. In large part, this explains why some of our colleagues have left. For instance, seven of the twelve were on long term Service Contracts in Buenos Aires opted for a voluntary separation package.

Transition from Service Contracts to Project Appointment and Agreed Separations in Buenos Aires

Since early 2018, IIEP has been working with HRM at UNESCO to address the situation of long term Service Contracts (SC) in the Buenos Aires office. IIEP put offers on the table regarding separation and reached agreement with seven staff to separate (including one mandatory age retirement). Five other staff will move to national Project Appointment (PA) contracts in the Professional and General Service categories.

Given that many of the IIEP Service Contract holders had worked for many years at IIEP, HRM granted a number of derogations on some HR provisions, in order to facilitate a successful transition from SC to UNESCO PA staff contracts. An example was HRM's exceptional agreement to grant salary steps not normally available to staff on initial appointment. Another example was HRM's acceptance to pay the separation package into USD accounts because of the huge currency devaluation in Argentina. The whole process required a great deal of time and effort during 2018 and was achieved in very collaborative and mutually beneficial way. This restructuring also provided an opportunity to adjust the staff profiles in the office to better serve the whole region and to cover IIEP's mandate.

Consequently, the exercise will result in the separation of the twelve Service Contract holders at 31 December 2018, and the subsequent appointment of five of them from 1st January 2019, with little disruption to programme implementation. These colleagues now not only have better conditions of service, benefits and entitlements, but the new contract gives them a deeper sense of belonging.

Financial costs that arose from these transitional arrangements for the payment of separation indemnities amounted to US\$ 418,715. These costs will be covered by the IIEP's Stabilization Fund. This successful negotiated separation settlement has enabled the Institute to avoid a potentially much larger financial and legal liability.

Table 4 shows the posts that are in the process of being converted to Project Appointments in the National Officer and General Service categories.

Table 4. Contract Conversions in the IIEP Buenos Aires Office: 5

Post Title	New Grade	Contract Type	Effective Date
Research Coordinator	NO-C	PA	01/01/2019
Training Coordinator	NO-C	PA	01/01/2019
Secretary	G6	PA	01/01/2019
Programme Assistant	G5	PA	01/01/2019
Administrative Assistant	G4	PA	01/01/2019

IIEP will bid farewell to these long service contract holders on 31 December 2018. We pay tribute to the dedication and commitment to duty of these departing colleagues whose contributions have helped enhance IIEP's work and visibility in Latin America.

Table 5 summarises completed and pending separations in 2018 for all locations including those for Buenos Aires described above.

Table 5. Staff Separations by 31 December 2018: 12

Location & Post	Grade	Team	Contract Type	Reason	Effective Date
<i>IIEP Paris Office</i>					
Human Resources Officer	P3	ADM	PA	Resignation	30/04/2018
Programme Assistant	G5	TEP	PA	Resignation	20/09/2018
Programme Assistant	G4	TEP	FT (Fixed –Term)	Resignation	30/11/2018
<i>IIEP Pôle de Dakar Office</i>					
Senior Education Policy Analyst	P4	PDK	PA	Resignation	20/07/2018
Education Policy Analyst	P3	PDK	PA	Resignation	28/02/2018
<i>IIEP Buenos Aires Office</i>					
Project Coordinator	SB5	BA	SC	Agreed Separation	31/12/2018
Project Coordinator	SB5	BA	SC	Agreed Separation	31/12/2018
Project Coordinator	SB5	BA	SC	Agreed Sep (Retirement)	31/12/2018
Administrative Assistant	SB3	BA	SC	Agreed Separation	31/12/2018
Programme Assistant	SB3	BA	SC	Agreed Separation	31/12/2018
Clerk	SB2	BA	SC	Agreed Separation	31/12/2018
Cleaner	SB1	BA	SC	Agreed Separation	31/12/2018

Table 6 shows one IIEP staff member who was promoted to a higher grade in 2018 through a competitive recruitment process. Two others transitioned from Service Contract holders to Professional staff via competitive recruitment. These actions are in line with IIEP's policy to provide meaningful career advancement opportunities for internal staff. This also reflects the Institute's deliberate effort to give priority to staff already on board in the recruitment process. It does not however preclude our commitment, whenever possible, to bring new talent from outside the Institute.

Table 6. Staff promoted to a higher grade: 3

Post	Grade	Team	Contract Type	Effective Date
Library and Information Analyst (Content & Metadata)	P2	INS	PA	01/11/2018
Transitions from SC to PA via competitive recruitment				
Programme Specialist	P3	TC	PA	13/08/2018
Library and Information Analyst (Outreach)	P1	INS	PA	03/09/2018

The on-going hiring process is shown in **Table 7** below.

Table 7: Staff recruitment and entry on duty in progress: 3

Location & Post	Grade	Team	Contract Type
<i>IIEP Paris Office = 2</i>			
Senior Programme Specialist (Development)	P4	R&D	PA
Associate Research Officer	P1	R&D	PA
<i>IIEP Buenos Aires Office = 1</i>			
Finance and Administrative Officer	NO-B	BA	PA

Building a Positive Work Environment

Following agreement with UNESCO's HRM, the Institute is now conducting the on-boarding briefing for all new staff arrivals in Paris. IIEP's Human Resources Unit now offers a more personalised and in-depth structured briefing to ensure new staff understand better their conditions of service, entitlements and benefits as well as their rights and obligations.

Staff Learning and Development

In 2018, US\$ 60,000 was spent on staff development. Of this amount, approximately US\$ 49,000 was spent on technology related training. The remainder of the staff development budget went to fulfilling on-going staff coaching contracts and other incomplete individual and group training, particularly on the CRM.

Staff from Pôle de Dakar and Buenos Aires travelled to Paris to receive training in the use of the latest MyProjects 3.0 software suite designed to enhance capacity in project and portfolio management. Training was also conducted on different modules of the Constituency Relations Management tool (CRM). In-turn, the trainees transferred their new knowledge to staff in their Offices.

With the assistance of the HR Unit, a series of one-day training sessions were organised by the Director's Office to bring all staff in Paris up to speed on MyProjects 3.0. Staff are now competently entering time sheets to account for how and what they are contributing to IIEP's core business activities.

In September, eight colleagues attended a training on the use of STATA, a general-purpose statistical package which will improve IIEP's data management, statistical analysis, and graphics. In October, the Training and Education Unit organised a one-day training session in e-moderation attended by 17 staff members in Paris

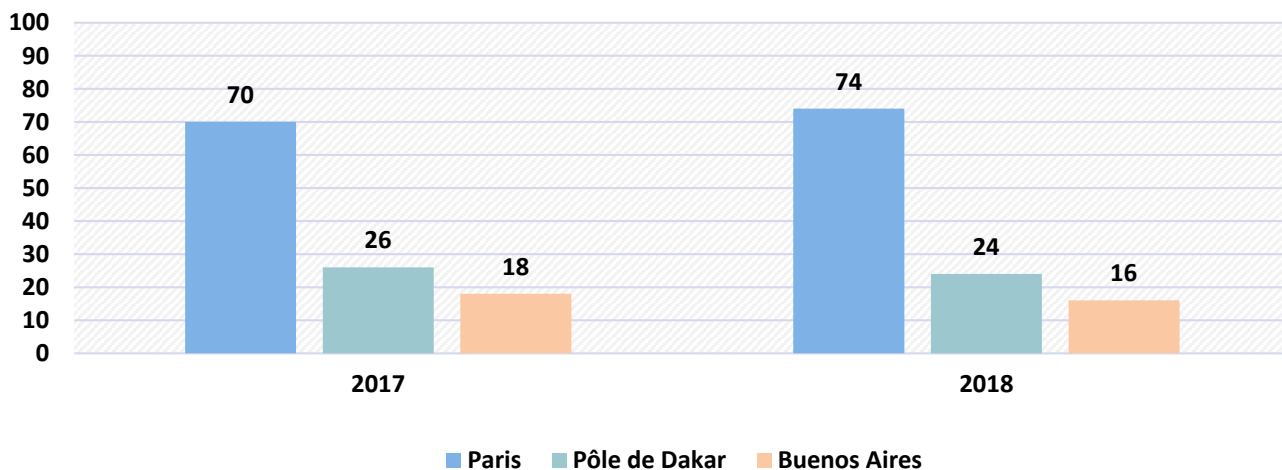
Its stated objective was to "introduce the participants' to key frameworks addressing effective design, development, and facilitation of online courses". At the end of the course, participants were expected to "recognize key frameworks, concepts and principles related to e-moderating, identify e-moderating challenges in the courses they lead and design activities, tools and resources to address these challenges". Level 1 evaluation results of the course showed participants' learning expectations were met.

In Pôle de Dakar, three staff members completed training to enhance their English language skills. An additional two staff members attended technical training courses relating to youth employment and skills needs assessment at the Turin based ILO International Training Centre.

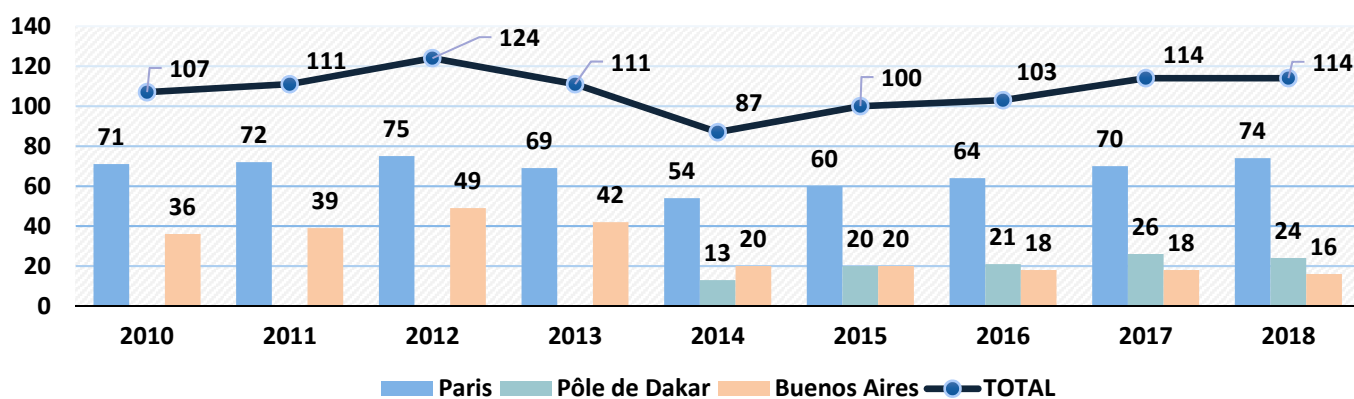
Rather than wait for formal training opportunities and e-learning only, we want to encourage a strong self-directed reading culture among staff. In this way they acquire new knowledge and tools to help them work more effectively. The Library will therefore create space dedicated to these reading resources.

Human Resources Charts (All headcount figures include Fixed Term and Project Appointment contracts. Service Contracts are those in the Buenos Aires office)

Headcount by Office

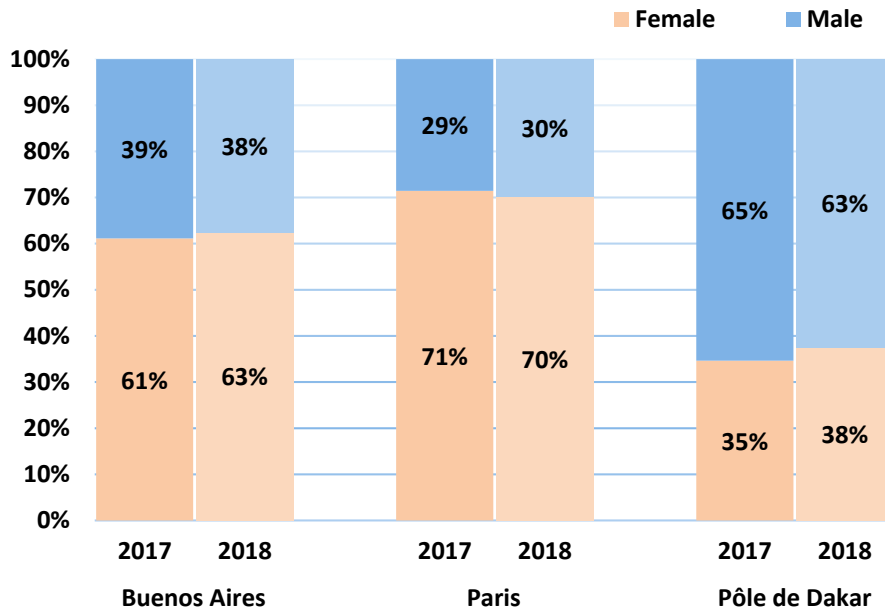


Headcount by Office-Evolution

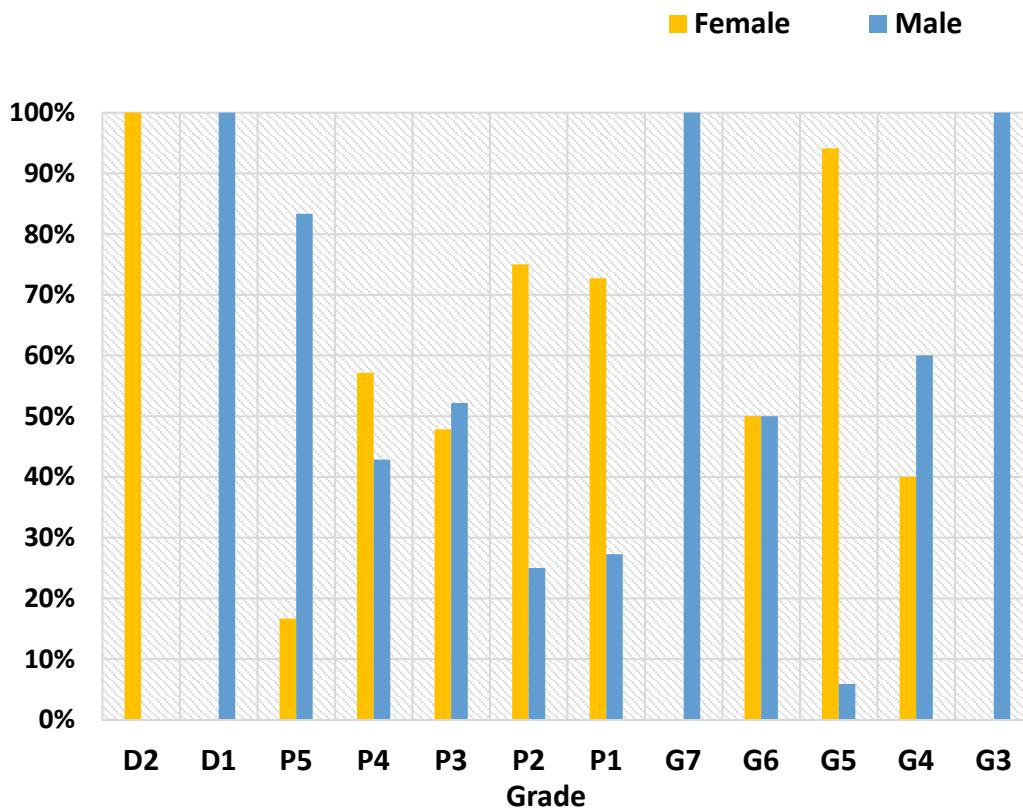


Note: In 2014 Buenos Aires changed contract type from SSA to consultants

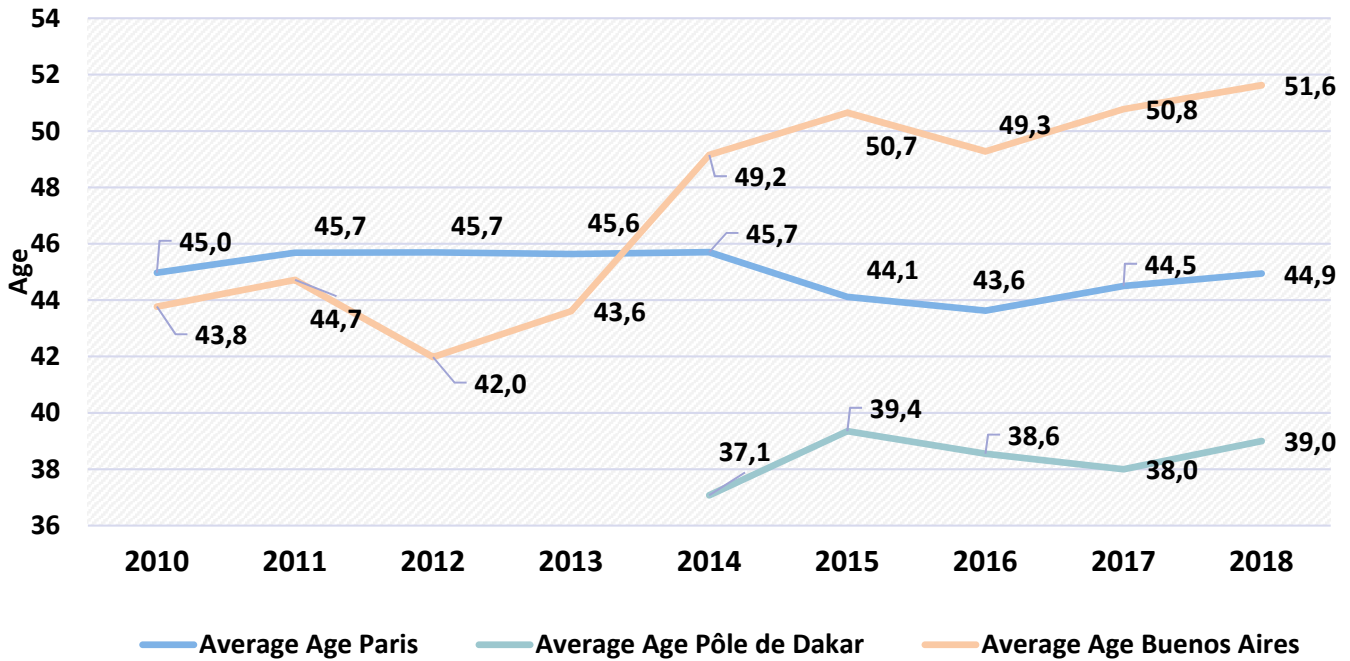
IIEP Headcount by Gender



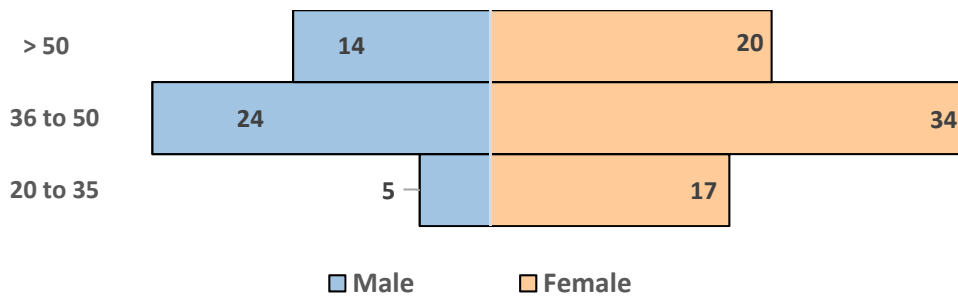
Gender Balance Analysis by Grade 2018



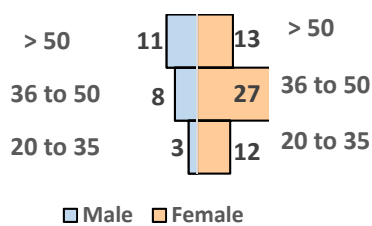
Average by Office



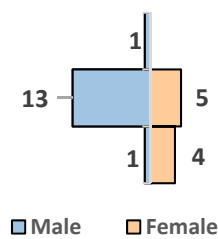
IIEP Headcount Distribution by Age and Office 2018



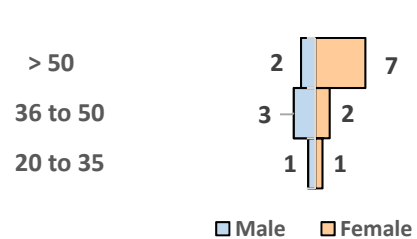
IIEP Paris Headcount: 74



IIEP Pôle de Dakar Headcount: 24

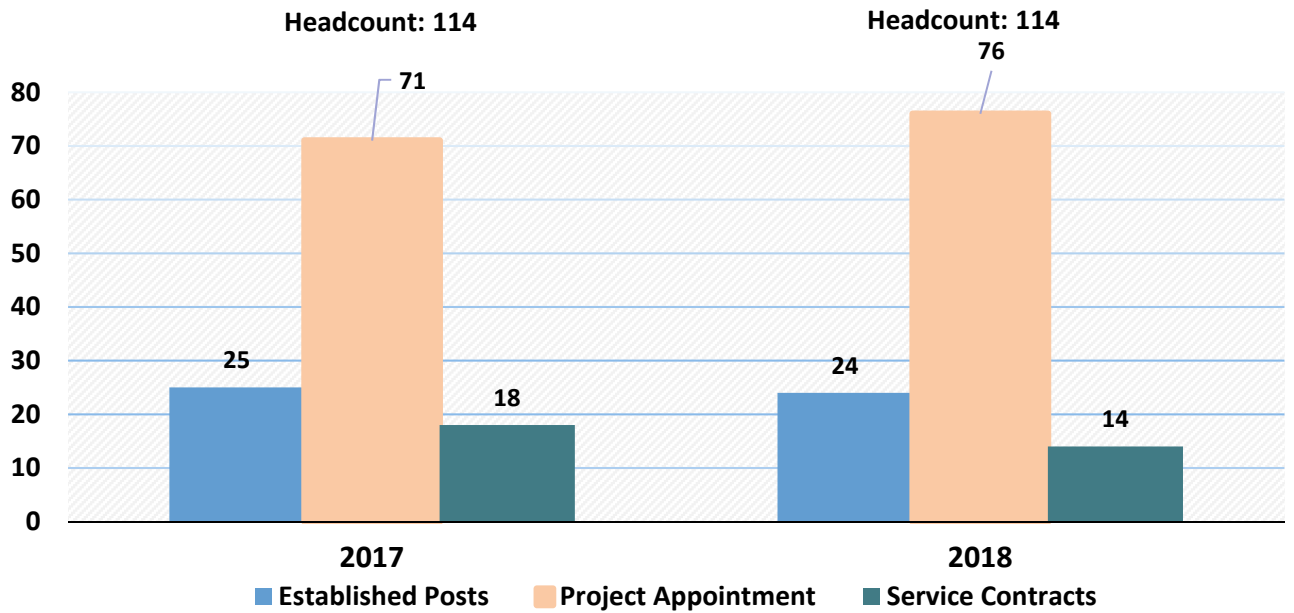


IIEP Buenos Aires Headcount: 16

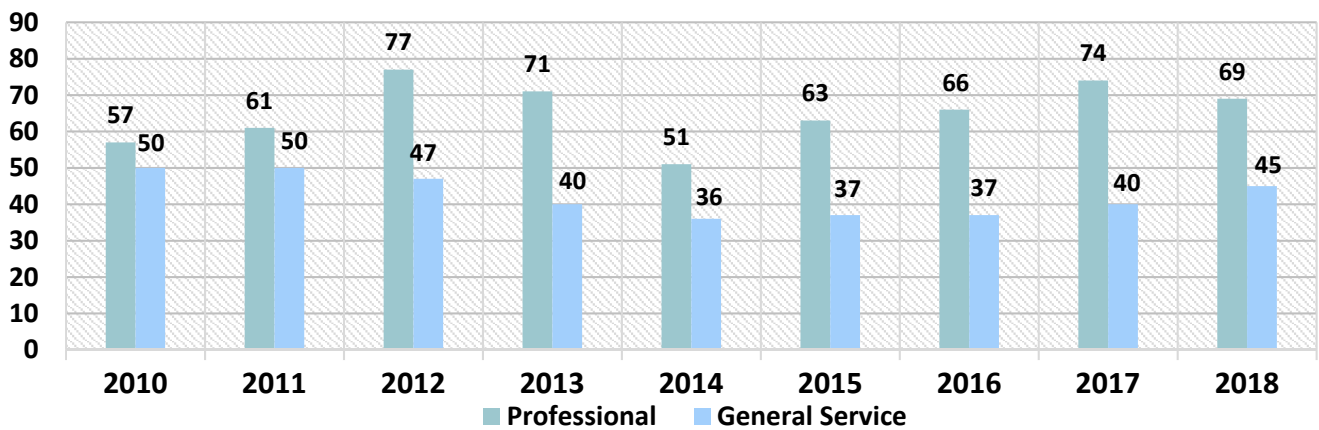


Post by Category

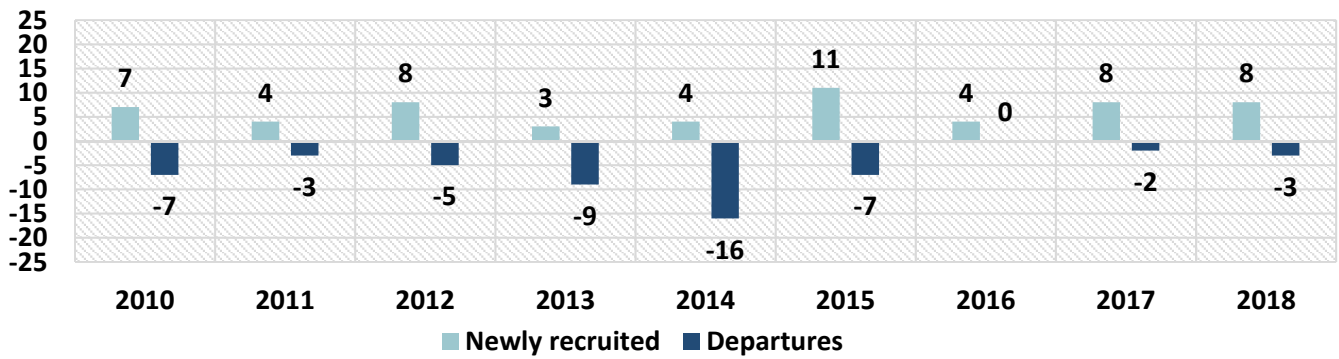
IIEP Paris, Buenos Aires, and Pôle de Dakar offices have several types of contractual arrangements with their personnel. The different posts by category can be seen in this graph.



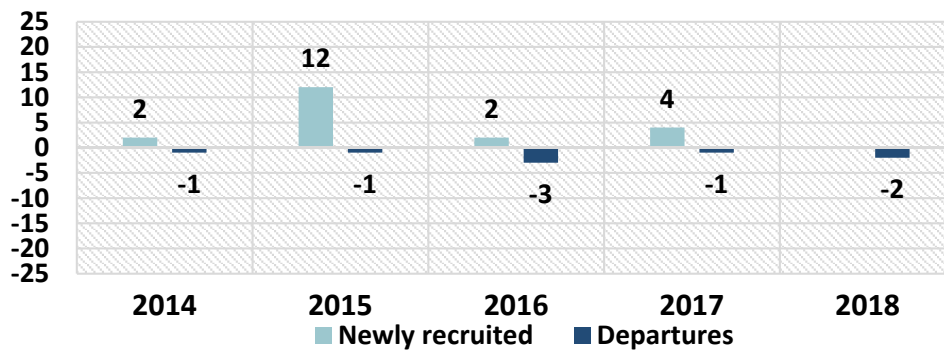
IIEP Headcount by Posts



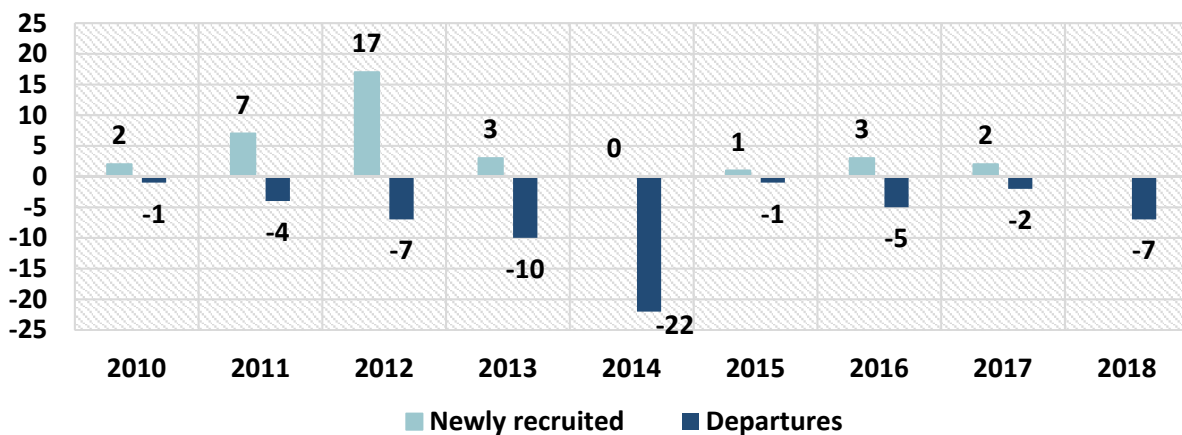
IIEP Paris Departures and Recruitments



IIEP Pôle de Dakar Departures and Recruitments



IIEP Buenos Aires Departures and Recruitments



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

BUDGET PRESENTATION FOR THE YEAR 2019

In the second 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 the three IIEP offices core programme and activities (Paris, IIEP Buenos Aires and Pôle de Dakar). Resources from the extrabudgetary programme also 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 1-2019 **Statement of Resources and Expenditure for 2019** (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 = €0.841 for 2018, and US\$1 = €0.847 for 2019. Detailed information on resources is provided in **Schedule 1-2019** (p. 35-36), while **Schedule 2-2019** (p. 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 2019 amounts to US\$ 2,140,100, the same amount as in 2018.

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\$ 10,896,838.

In 2019, the Institute expects the Agence Française de Développement (AFD) to change their funding modality and switch from project funding to core funding. This is a major change in their strategy which will allow an even greater integration, diversification and stability of the Pôle de Dakar. IIEP expects to sign with AFD an agreement for €10 million with a duration of four years to 2022. The income for 2019 amounts to US\$ 2,840,909.

The other increase is the contribution from Switzerland who more than doubled their support to IIEP (CHF 4 million / US\$ 3,988,036 for 2019) in the agreement signed in 2018 for CHF 15 million.

Regarding the Norwegian contribution, IIEP hopes that Norway will reinstate its support to the level of 2017. The US\$1 million drop has a big impact in the Institute's future implementation capacity.

3. Other Income

Other income has been estimated at US\$ 2,776,859 for 2019. 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 the three offices. It also includes the administrative support costs levied on extrabudgetary projects implemented and managed by IIEP and cost recovery from the annual training programme.

4. Other resources

Other resources come from prior years' surpluses and reserves belonging to the general fund and which can be used to finance activities under the Regular Programme. These reserves represent surpluses accumulated, mainly in recent years, including Pôle de Dakar reserves (US\$ 2,070,000). The Institute expects to continue drawing from its reserves in 2019. At the end of the year the minimum Operating Reserve should be US\$ 3,941,000 to be in line with the 25% policy implemented in 2016. The current estimate is US\$ 4,121,874.

Nonetheless, IIEP management will draw up a contingency plan and continuously revisit forecasting models to ensure prudent financial planning and compliance with Governing Board requirements.

5. Extrabudgetary resources

The estimated resources for the Extrabudgetary programme amount to US\$ 3,469,604, corresponding to the on-going projects (roll-over), and US\$ 9,034,809 which is income still to be received from such projects plus income from new projects agreements that are very likely to be signed like with the African Development Bank (AFDB), Ecuador, Burundi, and a follow-on contract with EU – Haiti.

Expenditure

The Regular Programme expenditure for 2019 has been estimated at US\$ 15,765,646, of which US\$ 11,692,662 relates to staff costs and US\$ 4,072,983 to programme activities. These figures will include Pôle de Dakar's core staff, programme activities and cost recovery from 2019, with the assumption that AFD becomes a core funder.

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

Resolution...

The Governing Board,

Having examined the Draft Programme and Budget for 2019 contained in document 58 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 2019, the total appropriation should amount to US\$ 15 765 646, to be financed by estimated income of US\$ 15 813 798 and reserves estimated at US\$ 4 073 721, hereby appropriated for the purpose indicated in the appropriation table as follows:

Appropriation Line¹	Amount in US\$
I. Programme Operations	
A. Training (line 1)	3 008 413
B. Technical Cooperation (line 2)	3 565 029
C. Research & Development (line 3)	2 489 336
D. Outreach and Advocacy (line 4)	2 760 959
	Sub-total I
	11 823 737
II. Directorate and Administration	
D. Governing Board	554 725
E. Directorate/Monitoring and Evaluation	929 507
F. General Administration	1 350 358
Institutional Information Technology	301 120
G. Investment	
Staff development	114 847
Renovation of building	204 627
IT Technology	486 725
	Sub-total II
	3 941 908
	Total Appropriation
	<u>15 765 646</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	2 140 101
II. Voluntary Contributions	10 896 838
	Sub-total I & II
	13 036 939
III. Other Income	
Programme Support Funds	2 414 669
Income from training	352 190
Miscellaneous Income	10 000
	Sub-total III
	2 776 859
	Sub-total I, II & III
	<u>15 813 798</u>
IV. Other Resources	
Liquidation of previous years' obligations	30 000
Transfer to Stabilization Reserve Account	(626 966)
Reserves and Fund Balances on 1 January	4 670 688
	Sub-total IV
	4 073 721
	Total Income and Other Resources Regular Programme
	<u>19 887 520</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.

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 2019, the total appropriation for the Extrabudgetary Programme should amount to US\$ 8 296 906 to be financed by estimated income of US\$6 234 230 and reserves estimated at US\$ 3 519 604.

Appropriation Line	Amount in US\$
I. Programme Operations ²	
A. Training (line 1)	1 604 875
B. Technical Cooperation (line 2)	9 217 524
C. Research & Development (line 3)	136 305
D. Outreach and Advocacy (line 4)	88 780
Sub-total I	11 047 485
II. Investment	
E. Renovation of building	50 000
Sub-total II	50 000
III. Programme Support Funds	
F. Programme Support Fund Interfund eliminations	(2 800 579)
Sub-total III	(2 800 579)
Total Appropriation	<u>8 296 906</u>
Income and Other Resources	
I. Contracts	
Governments	1 487 353
Other	7 429 922
France (IIEP building maintenance)	117 534
Sub-total I	9 034 809
II. Other Income	
Programme Support Fund Interfund eliminations	(2 800 579)
Sub-total II	(2 800 579)
Total Income I & II	<u>6 234 230</u>
III. Other Resources	-
Liquidation of previous years' obligations	50 000
Reserves and Fund Balances on 1 January	3 469 604
Sub-total III³	3 519 604
Total Income and Other Resources Extrabudgetary Programme	<u>9 753 835</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 2019

Table 1-2019
UNESCO INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STATEMENT OF RESOURCES AND EXPENDITURE FOR 2019

Regular and Extrabudgetary Programmes	Estimated 2018				Estimated 2019			
	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	2 140 101	-	-	2 140 101	2 140 101	-	-	2 140 101
II. Voluntary Contributions	7 305 299	-	-	7 305 299	10 896 838	-	-	10 896 838
III. Contracts	-	-	-	-	-	-	-	-
Governments	-	2 346 193	-	2 346 193	-	1 487 353	-	1 487 353
Other	-	6 428 857	(1 035 732)	5 393 125	-	7 429 922	(410 956)	7 018 966
France (IIEP building maintenance)	-	115 998	-	115 998	-	117 534	-	117 534
TOTAL, GENERAL INCOME	9 445 400	8 891 047	(1 035 732)	17 300 715	13 036 939	9 034 809	(410 956)	21 660 792
IV. OTHER INCOME	-	-	-	-	-	-	-	-
Programme Support Funds ¹	1 642 621	-	(1 461 674)	180 947	2 414 669	-	(2 252 433)	162 237
Training Programme cost recovery ²	261 951	-	(156 784)	105 167	352 190	-	(137 190)	215 000
Miscellaneous Income ³	61 310	-	-	61 310	10 000	-	-	10 000
TOTAL, OTHER INCOME	1 965 882	-	(1 618 458)	347 424	2 776 859	-	(2 389 623)	387 237
TOTAL INCOME OF THE YEAR	11 411 282	8 891 047	(2 654 190)	17 648 139	15 813 798	9 034 809	(2 800 579)	22 048 028
EXPENDITURE								
10th Medium-Term Strategy								
I. PROGRAMME OPERATIONS								
Training (Line 1)	2 549 378	2 671 698	(808 468)	4 412 608	3 008 413	1 604 875	(934 019)	3 679 270
Technical Cooperation (Line 2)	2 046 617	6 516 332	(1 649 474)	6 913 474	3 565 029	9 217 524	(1 811 993)	10 970 560
Research and Development (Line 3)	2 193 699	662 723	(47 492)	2 808 930	2 489 336	136 305	(29 042)	2 596 599
Outreach and Advocacy (Line 4)	2 276 216	1 442 433	(148 755)	3 569 894	2 760 959	88 780	(25 525)	2 824 214
TOTAL, PROGRAMME OPERATIONS	9 065 911	11 293 185	(2 654 190)	17 704 906	11 823 737	11 047 485	(2 800 579)	20 070 643
II. GOV. BOARD, DIRECTORATE, ADMIN. & INVESTMENT (Line 5)								
Governing Board	484 723	-	-	484 723	554 725	-	-	554 725
Directorate/Monitoring & Evaluation	814 261	-	-	814 261	929 507	-	-	929 507
Administration	-	-	-	-	-	-	-	-
General Administration	1 192 541	-	-	1 192 541	1 350 358	-	-	1 350 358
Information Technology	196 785	-	-	196 785	301 120	-	-	301 120
Administrative support funds	315	-	-	315	-	-	-	-
TOTAL, GOV. BOARD, DIRECTORATE AND GEN. ADM.	2 688 624	-	-	2 688 624	3 135 709	-	-	3 135 709
III. INVESTMENT								
Staff development	73 488	-	-	73 488	114 847	-	-	114 847
Renovation of Building	308 712	560 183	-	868 895	204 627	50 000	-	254 627
IT Technology	835 428	-	-	835 428	486 725	-	-	486 725
TOTAL, INVESTMENT	1 217 628	560 183	-	1 777 811	806 199	50 000	-	856 199
TOTAL, EXPENDITURE I - III	12 972 162	11 853 369	(2 654 190)	22 171 341	15 765 646	11 097 485	(2 800 579)	24 062 552
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	(1 560 881)	(2 962 321)	-	(4 523 202)	48 152	(2 062 676)	-	(2 014 523)
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	(528 777)	-	-	(528 777)	(626 966)	-	-	(626 966)
Reserves & Fund Balances on 1 January	6 730 346	6 381 925	-	13 112 271	4 670 688	3 469 604	-	8 140 292
TOTAL, OTHER RESOURCES & RESERVES	6 231 568	6 431 925	-	12 663 494	4 073 721	3 519 604	-	7 593 326
BALANCE AT YEAR END ALL MANAGED FUNDS⁵	4 670 688	3 469 604	-	8 140 292	4 121 874	1 456 929	-	5 578 802

Note: 2019 Estimated Regular Programme (RP) includes the contribution from the Agence Française de Development (AFD) as core funding as well as Pôle de Dakar RP figures.

¹ Internal transfers from execution of the EXB: Administrative support costs, Staff costs recovery & other reimbursements, and consultancy services & 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\$ 474K); Buenos Aires (US\$ 24K) and Pôle de Dakar (US\$ 129K) payrolls.

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

SCHEDULE 1-2019. IIEP ESTIMATED RESOURCES IN 2019
(Expressed in current United States Dollars)
(Page 1 of 2)

Regular and Extrabudgetary Programmes

Source	2018 Estimated (1)	Share % (2)	2019 Estimated (3)	Share % (4)	Increase/(Decrease) of (3) less (1) Amount (5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 101	12,1	2 140 101	9,7	-
II. Voluntary Contributions					
Argentina	70 000	0,4	70 000	0,3	-
France (AFD)	-	-	2 840 909	12,9	2 840 909
Norway	2 001 859	11,3	1 845 897	8,4	(155 962)
Sweden	2 200 073	12,5	2 151 996	9,8	(48 077)
Switzerland	3 033 367	17,2	3 988 036	18,1	954 669
Total, Voluntary Contributions	7 305 299	41,4	10 896 838	49,4	3 591 539
TOTAL, I & II	9 445 400	53,5	13 036 939	59,1	3 591 539
III. OTHER INCOME					
Programme Support Funds	1 642 621	9,3	2 414 669	11,0	772 048
Income from training	261 951	1,5	352 190	1,6	90 239
Miscellaneous Income	61 310	0,3	10 000	0,0	(51 310)
TOTAL, OTHER INCOME	1 965 882	11,1	2 776 859	12,6	810 977
TOTAL, INCOME REGULAR PROGRAMME	11 411 282	64,7	15 813 798	71,7	4 402 516
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	282 720	1,6	8 000	0,0	(274 720)
Benin**	94 520	0,5	40 040	0,2	(54 480)
Burkina Faso GHR	-	-	343 715	1,6	343 715
Burkina Faso EMIS	-	-	421 228	1,9	421 228
Burundi**	-	-	174 570	0,8	174 570
Dominican Republic*	-	-	66 329	0,3	66 329
Ecuador*	-	-	67 144	0,3	67 144
France (Expertise France)	19 574	0,1	-	-	(19 574)
France (AFD - Convention 2013)**	830 786	4,7	-	-	(830 786)
Germany (GIZ)	213 328	1,2	-	-	(213 328)
Guinea**	92 394	0,5	138 591	0,6	46 197
Mali**	25 720	0,1	-	-	(25 720)
Mexico*	80 050	0,5	-	-	(80 050)
Niger**	6 000	0,0	24 000	0,1	18 000
Panama*	-	-	88 500	0,4	88 500
Sweden (SIDA)	451 433	2,6	-	-	(451 433)
United Kingdom (DFID)	159 708	0,9	53 236	0,2	(106 472)
Uruguay*	89 960	0,5	62 000	0,3	(27 960)
Total, Contracts - Governments	2 346 193	13,3	1 487 353	6,7	(858 840)
Contracts - Others					
AFRICAN Development Bank (AFDB)**	-	-	182 542	0,8	182 542
Agence Universitaire de la Francophonie (AUF)	9 112	0,1	-	-	(9 112)
Agence Française de Développement (AFD - PEFOP)**	1 263 125	7,2	1 453 719	6,6	190 594
Agence Française de Développement (AFD - Quality)**	971 000	5,5	1 857 083	8,4	886 083
Agua y Saneamientos Argentinos S.A (AYSA)*	23 959	0,1	-	-	(23 959)
Caribbean Development Bank (CDB)	30 000	0,2	50 000	0,2	20 000
Coordinación Educativa/Cultural Centroamericana (CECC)*	39 980	0,2	-	-	(39 980)
Education Development Trust (EDT)	38 534	0,2	-	-	(38 534)
ETIS Asociación Civil*	2 382	0,0	-	-	(2 382)
European Union Haiti 2017-2018	346 232	2,0	34 180	0,2	(312 053)
European Union Haiti 2018-2021	-	-	797 199	3,6	797 199
European Union FPI	446 674	2,5	1 092 618	5,0	645 944
Foundation ARCOR*	13 087	0,1	7 500	0,0	(5 587)
Global Partnership for Education (GPE) (PAR)	319 365	1,8	179 769	0,8	(139 596)

SCHEDULE 1-2019. IIEP ESTIMATED RESOURCES IN 2019
(Expressed in current United States Dollars)
(Page 2 of 2)

Regular and Extrabudgetary Programmes					
Source	2018 Estimated	Share %	2019 Estimated	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
UNESCO¹	198 405	1,1	107 036	0,5	(91 369)
UNICEF¹	1 069 272	6,1	811 232	3,7	(258 040)
UNDP*	44 010	0,2	-	-	(44 010)
Fellowships & other funds	-				
Annual Training Program (Fellowships)	395 026	2,2	418 182	1,9	23 156
Annual Training Program (Fellowships IBA)	41 446	0,2	50 000	0,2	8 554
Annual Training Program (Fellowships PDK)	189 145	1,1	156 961	0,7	(32 184)
Staff Service Account	17 837	0,1	20 000	0,1	2 163
Other Extrabudgetary Income	970 265	5,5	211 901	1,0	(758 365)
Total, Contracts - Others	6 428 857	36,4	7 429 922	33,7	818 523
France (IIEP building maintenance)	115 998	0,7	117 534	0,5	1 536
TOTAL, CONTRACTS	8 891 047	50,4	9 034 809	41,0	(38 780)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(537 026)	- 3,0	(614 931)	- 2,8	(77 905)
Staff costs recovery & other	(2 117 164)	- 12,0	(2 185 647)	- 9,9	(68 484)
Total, Elimination - PSF	(2 654 190)	- 15,0	(2 800 579)	- 12,7	(146 389)
TOTAL, EXTRABUDGETARY INCOME	6 236 857	35,3	6 234 230	28,3	(185 169)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	17 648 139	100,0	22 048 028	100,0	4 217 347
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	(528 777)	-	(626 966)	-	(98 189)
Reserves & Fund Balances on 1 January, Regular Prog.	6 730 346	-	4 670 688	-	(2 059 658)
Reserves & Fund Balances on 1 January, Exb. Prog	6 381 925	-	3 469 604	-	(2 912 321)
TOTAL, OTHER RESOURCES & RESERVES	12 663 494	-	7 593 326	-	(5 070 168)
GRAND TOTAL, IIEP MANAGED FUNDS	30 311 633	-	29 641 354	-	(852 821)
C. IN-KIND CONTRIBUTIONS					
I. PHYSICAL FACILITIES					
Rental for the IIEP building/Paris	1 495 954	89,1	1 528 132	89,2	32 178
Rental for the IIEP building/Buenos Aires	126 000	7,5	126 000	7,4	-
Rental for the IIEP building/Pôle de Dakar	57 708	3,4	58 977	3,4	1 269
TOTAL, PHYSICAL FACILITIES	1 679 662	100,0	1 713 109	100,0	33 446
D. RESOURCES DECENTRALIZED TO IIEP					
I. UNESCO DECENTRALIZED FUNDS					
Funds-in-Trust	126 940	100,0	546 975	100,0	420 035
TOTAL, DECENTRALIZED FUNDS	126 940	100,0	546 975	100,0	420 035
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	1 806 602	100,0	2 260 083	100,0	453 481
GRAND TOTAL	32 118 235	100,0	31 901 437	100,0	(399 340)

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Pôle de Dakar.

¹ UN Family projects signed with the three IIEP Offices.

SCHEDULE 2-2019. IIEP ESTIMATED EXPENDITURE IN 2019 (Expressed in current United States Dollars)
(Page 1 of 2)

Regular and Extrabudgetary Programmes	2018 Estimated						2019 Estimated					
	Regular Programme (RP)		RP	Share	Extrabudg.	Grand	Regular Programme (RP)		RP	Share	Extrabudg.	Grand
	Staff	Activities	Sub-total	%	Programme (EXB)	Total	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)	2 000 402	548 977	2 549 378	19,7	2 671 698 ¹	5 221 076	2 365 201	643 213	3 008 413	19,1	1 604 875 ¹	4 613 288
Technical Cooperation (Line 2)	2 046 617	-	2 046 617	15,8	6 516 332 ²	8 562 949	3 236 149	328 880	3 565 029	22,6	9 217 524 ²	12 782 553
TOTAL, TECH. COOP. & CAP. DEVELOPMENT	4 047 019	548 977	4 595 995	35,4	9 188 030	13 784 025	5 601 349	972 093	6 573 442	41,7	10 822 399	17 395 841
2. STRATEGIC OBJECTIVE 2: KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING												
Research and Development (Line 3)	1 452 156	741 543	2 193 699	16,9	662 723	2 856 422	1 697 672	791 665	2 489 336	15,8	136 305	2 625 642
Outreach & Advocacy (Line 4)	1 501 180	775 036	2 276 216	17,5	1 442 433	3 718 649	1 883 500	877 459	2 760 959	17,5	88 780	2 849 739
TOTAL, KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING	2 953 336	1 516 579	4 469 915	34,5	2 105 156	6 575 071	3 581 171	1 669 124	5 250 295	33,3	225 085	5 475 381
TOTAL, I: PROGRAMME. OPERATIONS	7 000 355	2 065 556	9 065 911	69,9	11 293 185	20 359 096	9 182 521	2 641 217	11 823 737	75,0	11 047 485	22 871 222
<u>II. GOV. BOARD, DIRECTORATE, ADMINISTRATION & INVESTMENT (Line 5)</u>												
1. GOV. BOARD & DIRECTORATE												
Governing Board	396 753	87 970	484 723	3,7	-	484 723	436 725	118 000	554 725	3,5	-	554 725
Directorate/Monitoring and Evaluation	762 911	51 350	814 261	6,3	-	814 261	839 773	89 734	929 507	5,9	-	929 507
TOTAL, GOV. BOARD & DIRECTORATE	1 159 663	139 320	1 298 983	10,0	-	1 298 983	1 276 497	207 734	1 484 231	9,4	-	1 484 231
2. ADMINISTRATION												
General Administration	524 841	667 700	1 192 541	9,2	-	1 192 541	690 745	659 613	1 350 358	8,6	-	1 350 358
Institutional Information Technology	122 735	74 050	196 785	1,5	-	196 785	135 100	166 020	301 120	1,9	-	301 120
Administrative support funds	-	315	315	0,0	-	315	-	-	-	-	-	-
TOTAL, ADMINISTRATION	647 576	742 065	1 389 640	10,7	-	1 389 640	825 845	825 633	1 651 478	10,5	-	1 651 478
TOTAL, II: GOV. BOARD, DIRECTORATE & ADMIN.	1 807 239	881 385	2 688 624	20,7	-	2 688 624	2 102 343	1 033 367	3 135 709	19,9	-	3 135 709
<u>III. INVESTMENT</u>												
1. INVESTMENT												
Staff development	13 488	60 000	73 488	0,6	-	73 488	14 847	100 000	114 847	0,7	-	114 847
Renovation of building	58 712	250 000	308 712	2,4	560 183	868 895	64 627	140 000	204 627	1,3	50 000	254 627
IT Technology	601 758	233 670	835 428	6,4	-	835 428	328 325	158 400	486 725	3,1	-	486 725
TOTAL, III: INVESTMENT	673 958	543 670	1 217 628	9,4	560 183	1 777 811	407 799	398 400	806 199	5,1	50 000	856 199
TOTAL EXPENDITURE I, II & III	9 481 552	3 490 611	12 972 162	100,0	11 853 369	24 825 531	11 692 662	4 072 983	15 765 646	100,0	11 097 485	26 863 130

SCHEDULE 2-2019. IIEP ESTIMATED EXPENDITURE IN 2019 (Expressed in current United States Dollars)
(Page 2 of 2)

Regular and Extrabudgetary Programmes	Approved 2018						New Estimates 2018					
	Regular Programme (RP)		RP	Share	Extrabudg.	Grand	Regular Programme (RP)		RP	Share	Extrabudg.	Grand
	Staff	Activities	Sub-total	%	Programme (EXB)	Total	Staff	Activities	Sub-total	%	Programme (EXB)	Total
IV. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)												
Programme Support Costs	-	-	-	-	(537 026)	(537 026)	-	-	-	-	(614 931)	(614 931)
Staff costs recovery & other	-	-	-	-	(2 117 164)	(2 117 164)	-	-	-	-	(2 185 647)	(2 185 647)
Total, Elimination - PSF	-	-	-	-	(2 654 190)	(2 654 190)	-	-	-	-	(2 800 579)	(2 800 579)
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	9 481 552	3 490 611	12 972 162	100,0	9 199 179	22 171 341	11 692 662	4 072 983	15 765 646	100,0	8 296 906	24 062 552
B. IN-KIND EXPENDITURE												
<u>PHYSICAL FACILITIES</u>												
Rental for the IIEP/Paris building	-	-	-	-	1 495 954	1 495 954	-	-	-	-	1 528 132	1 528 132
Rental for the IIEP/BA building	-	-	-	-	126 000	126 000	-	-	-	-	126 000	126 000
Rental for the IIEP/PDK building	-	-	-	-	57 708	57 708	-	-	-	-	58 977	58 977
TOTAL, PHYSICAL FACILITIES	-	-	-	-	1 679 662	1 679 662	-	-	-	-	1 713 109	1 713 109
C. EXPENDITURE FROM DECENTRALIZED FUNDS												
<u>UNESCO DECENTRALIZED FUNDS</u>												
Extra-budgetary funds	-	-	-	-	126 940	126 940	-	-	-	-	546 975	546 975
TOTAL, DECENTRALIZED FUNDS	-	-	-	-	126 940	126 940	-	-	-	-	546 975	546 975
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	-	-	-	-	1 806 602	1 806 602	-	-	-	-	2 260 083	2 260 083
GRAND TOTAL	9 481 552	3 490 611	12 972 162	100,0	11 005 781	23 977 943	11 692 662	4 072 983	15 765 646	100,0	10 556 989	26 322 635

¹ Advanced Training Programme, Short course and Education Sector Planning participants ² Technical assistance projects in various countries

General Administration

2019 Activity Budget

The proposed activity budget for general administration and information technology for 2019 is itemized as follows:

General Administration

Expenditure types		Amount in US\$
BUILDING MAINTENANCE & EQUIPMENT	Building maintenance/cleaning, repairs & supplies. Furniture & Equipment. Taxes.	170 000
UTILITIES & TELECOMMUNICATIONS	Electricity, gaz & water, telephone, internet, bank charges, postage & other.	219 000
AUDIT	2019 Audit Fees	140 000
	Contracts (Insurance & Consultants)	52 613
MISCELLANEOUS	Staff Missions	45 000
	Other (Interns)	33 000
	Sub-total Miscellaneous	130 613
	SUB-TOTAL	659 613
IT EQUIPMENT	Software licences	154 365
	Consumables	11 655
	SUB-TOTAL	166 020
	GRAND TOTAL GENERAL ADMINISTRATION	825 633

Finance and Budget

The Administration will assist management and the programme teams in the monitoring of programme activities and its implementation. In 2019, the Administration will continue to work closely with the Director's Office on various areas: risk management, project management including cost recovery and the implementation of the three information systems and integration into UNESCO core systems redesign, all started in 2018. The team will organise workshops for staff with the aim to continue improving administrative, human resources and technological processes.

Investment

Expenditure types	Amount in US\$
Staff Development	100 000
INVESTMENT Building renovation	140 000
Institutional Information Systems	158 400
GRAND TOTAL INVESTMENT	398 400

Investments

IIEP plans to spend an activity budget of US\$ 100,000 on Staff Development, a critical investment to the present and future success of the Institute to ensure that its expertise is enhanced. The Building Renovation includes access to the auditorium for people with disabilities and a co-working space. The amount of US\$ 140,000 will be funded from the RP funds and an additional US\$ 50,000 from earmarked funds received from the French Government. IT software and equipment investments amounting to US\$ 158,400 include a disaster recovery site, improved security and upgrades of equipment and storage, and software development services for the on-going projects (My PROJECTS 3.0, CRM, Aurion).

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 main priority in 2019 will be to make the access to the auditorium possible to people with disabilities. It is not an easy project as in the past all feasibility studies were negative. IIEP has sought expert advice to make the access possible in line with the principles of an inclusive education.

The creation of a collaborative work space on the ground floor of the building has the objective of creating a user-friendly work area by optimizing available space. The renovated space will allow for exchange, increase creativity and work capacity, while promoting conviviality. The design should allow IIEP staff to have meetings with other colleagues, be it informal discussions or work sessions.

Information Technology, Tools, and Systems

For 2019, the IT team will be looking for an external site for data replication. The objective of this project is to host the totality of IIEP data, from all three offices, at a remote site for disaster recovery purposes.

UNESCO HQ has such a project in the works to allow field offices to backup data to their datacenter. However, due to their proximity to IIEP, we deem their site not remote enough to assure security as a catastrophic event in Paris might also take out their infrastructure as well as ours.

Due to budget constraints, the plan to upgrade all the video projectors of the institute was put on hold in 2018 and will be carried out in 2019 instead.

Lastly, further improvements will be made in the three IIEP offices to maintain the investments made in IT infrastructure over the past two years. Among other things, spare firewalls will be deployed in Dakar and Buenos Aires for redundancy and the networks will be refined to boost security and facilitate mobility for staff and guests.

Human Resources Management

The challenge for this 10th Medium Term Strategy (2018–2021) is to continue balancing the demand from Member States for technical support, which is outstripping IIEP’s capacity to respond, while maintaining IIEP’s value and legitimacy. This requires adjusting staff profiles continuously to meet the demands of the ambitious Education 2030 Agenda.

IIEP will continue to enhance its expertise through human resource planning, recruitment and personal development so there is alignment with the existing strategy and available financial resources. With a staff of over 114 across its three offices, a strong rationale remains to follow a prudent hiring strategy, maintain its financing ratio to stay in line with long-term sustainability, while continuing to invest in a new generation of people and skills.

Workforce planning underpins our hiring decisions for 2019. We have held extensive discussions with hiring managers and received satisfactory justification for each planned staff recruitment request. The HR Unit is providing consistent guidance to hiring managers in developing Terms of Reference that closely match the technical, leadership and management skills and competencies they are looking for.

We have also expanded our recruitment catchment spaces beyond the UNESCO and IIEP career sites to include job boards that target a much larger global audience. Our vacancy announcements are now appearing on popular and dedicated career sites used by other UN agencies such as [UNJobs](#). In this way, we hope to attract high calibre talent from the widest geographical area possible.

All three locations are actively resourcing their project teams as shown in the on-going hiring processes in **Table 1** below, of which six are replacing staff who were separated in 2018.

Table 1: Staff recruitment and entry on duty in progress: 11

Location & Post	Grade	Team	Contract Type
<i>IIEP Paris Office = 5</i>			
Head of Studies	P4	TEP	PA
Programme Specialist (Crisis Sensitive Planning)	P4	TC	PA
Team Leader - Information Services	P4	INS	FT
Assistant Editor	P1	INS	PA
Programme Assistant	G5	TEP	PA
<i>IIEP Pôle de Dakar Office = 3</i>			
Deputy Head	P5	PDK	PA
Education Policy Analyst Expert of Labor Market	P3	PDK	PA
Education Policy Analyst	P3	PDK	PA
<i>IIEP Buenos Aires Office = 3</i>			
Technical Cooperation Coordinator	P3	BA	PA
Programme Assistant	G4	BA	PA
Receptionist	G3	BA	PA

These posts are at various stages of recruitment but the intent is to ensure successful candidates are on board at least by **February 2019**. The Human Resources team is doing everything possible to ensure the expectations of the Hiring Units are met.

Table 2 shows additional posts that IIEP hopes to recruit in 2019, assuming no major declines in core funding, to enhance the service and project delivery capacity of all its Units and field offices.

Table 2. Additional Planned Recruitment in 2019: 14 PA's

Location & Post	Grade	Team	Contract Type
<i>IIEP Paris Office = 8</i>			
PMO Project Management Lead	P2	DIR	PA
PMO Project Assistant	P1	DIR	PA
Prg. Specialist in ESP Preparation	P3	TC	PA
Prg. Specialist (Micro-planning and Development of Indicators)	P2	TC	PA
Programme Assistant	G5	TC	PA
Programme Specialist	P3	TEP	PA
Programme Specialist (CVI)	P1	TEP	SC
Administrative Assistant	G4	TEP	SC
<i>IIEP Pôle de Dakar Office = 5</i>			
Expert in TVET	P3	PDK	PA
Expert in Research and Development in education systems	P2	PDK	PA
Assistant Education Policy analyst	P2	PDK	PA
Expert in Communication & Outreach	P2	PDK	PA
Expert in TVET	P1	PDK	PA
<i>IIEP Buenos Aires Office = 1</i>			
Prg. Specialist (ICT Development & Virtual Campus)	NO-C	BA	PA

In 2019, IIEP will pilot job satisfaction surveys to provide management with insights that help build positive staff relations, a productive and energised work environment. Staff attitudes, burnout tendencies, loyalty and workplace climate and training opportunities, are some of the indicators we need to survey to achieve staff retention, satisfaction, and productivity.

Our HR strategy is based on the assumption that satisfaction surveys are critical to employee engagement. Employee engagement at IIEP is a measure of staff attitudes in the workplace, how they think, feel and act towards helping the Institute meet its higher order goals.

Corporate Training Strategy

To develop a common set of competencies, skills and enhanced knowledge at all staff levels, IIEP plans to introduce a more corporate approach to staff development. While individuals learning requests for specific development needs will continue to be funded, IIEP managers and direct reports will in large part, follow **context-based** group-training programmes. Learning will be collegial, flexible, and relevant and designed to enhance performance and create an overall productive and energised work environment. It will also be cost effective by leveraging existing IIEP's technology investments to deliver blended virtual learning in real-time across time zones.

The emphasis will be on helping managers and direct reports learn how to collaborate in building winning teams, engage in difficult conversations to resolve conflict, plan and organise to produce superior results and reaffirm commitment to the Institute's mission.

A cohort based management-training programme over 3- 4 months period will be trialled, using webinars, group case study analysis, individual readings, and self-directed e-learning. The aim will be to develop supervisor skills to delegate, give effective feedback, communicate, motivate others, set goals and persuade others.

In addition, we plan to purchase books and journal subscriptions on management, leadership and personal development.

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 2017 VS FINAL 2016
UNESCO INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STATEMENT OF RESOURCES AND EXPENDITURE

Regular and Extrabudgetary Programmes	Final 2016				Final 2017			
	Regular Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$	Regular Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$
IIEP SPECIAL ACCOUNT								
ACTUAL REVENUE ON A COMPARABLE BASIS								
I. UNESCO Financial Allocation	2 140 099	-	-	2 140 099	2 140 101	-	-	2 140 101
II. Voluntary Contributions	7 178 063	-	-	7 178 063	7 044 039	-	-	7 044 039
III. Contracts								
Governments	-	3 461 942	-	3 461 942	-	4 183 871	-	4 183 871
Other	-	6 552 095	(929 593)	5 622 502	-	4 584 073	(1 114 671)	3 469 401
France (IIEP building maintenance)	-	239 726	-	239 726	-	114 934	-	114 934
TOTAL, GENERAL INCOME	9 318 162	10 253 763	(929 593)	18 642 332	9 184 140	8 882 878	(1 114 671)	16 952 346
IV. OTHER INCOME								
Programme Support Funds ¹	2 066 017	-	(1 896 770)	169 247	1 348 370	-	(950 092)	398 278
Annual Training Programme cost recovery ²	391 217	-	(244 262)	146 955	363 835	-	(314 413)	49 423
Miscellaneous Income ³	22 908	-	-	22 908	77 566	-	-	77 566
TOTAL, OTHER INCOME	2 480 142	-	(2 141 033)	339 109	1 789 772	-	(1 264 505)	525 267
TOTAL INCOME OF THE YEAR	11 798 304	10 253 763	(3 070 626)	18 981 441	10 973 912	8 882 878	(2 379 176)	17 477 613
ACTUAL EXPENDITURE ON A COMPARABLE BASIS								
9th Medium-Term Strategy								
I. PROGRAMME OPERATIONS								
Line 1: Integrated Capacity Development Strategy	3 839 300	7 162 881	(2 113 830)	8 888 351	4 150 332	7 692 423	(1 999 238)	9 843 517
Line 2: Knowledge Generation	1 479 416	1 867 761	(696 987)	2 650 190	1 872 621	995 937	(237 612)	2 630 946
Line 3: Outreach and Advocacy	1 687 790	688 568	(259 809)	2 116 549	2 169 074	757 018	(142 326)	2 783 765
TOTAL, PROGRAMME OPERATIONS	7 006 505	9 719 210	(3 070 626)	13 655 090	8 192 027	9 445 378	(2 379 176)	15 258 228
II. GOV. BOARD, DIRECTORATE AND ADMINISTRATION								
Line 4.1 : Governing Board	223 981	-	-	223 981	453 192	-	-	453 192
Line 4.2 : Directorate	623 168	-	-	623 168	767 433	-	-	767 433
Line 4.3 : Administration								
General Administration	1 015 600	-	-	1 015 600	1 413 219	-	-	1 413 219
Information Technology	355 613	-	-	355 613	295 998	-	-	295 998
Staff development	45 651	-	-	45 651	90 783	-	-	90 783
Renovation of Building	-	138 557	-	138 557	-	579 744	-	579 744
Staff Service Account	-	4 270	-	4 270	-	-	-	-
Administrative support funds	-	226 422	-	226 422	-	10 285	-	10 285
TOTAL, GOV. BOARD, DIRECTORATE AND GEN. ADM.	2 264 013	369 249	-	2 633 262	3 020 624	590 029	-	3 610 653
TOTAL, EXPENDITURE I - II	9 270 518	10 088 459	(3 070 626)	16 288 352	11 212 651	10 035 407	(2 379 176)	18 868 882
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	2 527 786	165 304	-	2 693 090	(238 739)	(1 152 529)	-	(1 391 268)
IV. OTHER RESOURCES & RESERVES								
Liquidation of previous years' obligations	111 774	18 297	-	130 070	83 199	-	-	83 199
Transfer to the Stabilization Reserve Account ⁴	(344 890)	-	-	(344 890)	(458 918)	-	-	(458 918)
Trans. to the Stabilization Reserve Account ⁵	(2 533 959)	-	-	(2 533 959)	-	-	-	-
Adjustments to reserves and Fund Balances ⁶	-	-	-	-	-	-	-	-
Reserves & Fund Balances on 1 January	7 584 094	7 350 853	-	14 934 947	7 344 804	7 534 454	-	14 879 259
TOTAL, OTHER RESOURCES & RESERVES	4 817 019	7 369 150	-	12 186 169	6 969 085	7 534 454	-	14 503 539
BALANCE AT YEAR END ALL MANAGED FUNDS⁷	7 344 804	7 534 454	-	14 879 258	6 730 346	6 381 925	-	13 112 271

Note: The budget and the accounting bases differ. The budget is prepared on a modified cash basis whereas the financial statements are prepared on a full accrual basis in compliance with IPSAS requirements. The following Financial Appendices fulfill budget purposes and therefore present the final 2016 and 2017 figures based on a cash basis.

¹ Internal transfers from execution of the EXB: Administrative support costs, Staff costs recovery & other reimbursements, and consultancy services & 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 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 : 2016 US\$1 = €0,956; 2017 US\$1 = €0,837

FINANCIAL APPENDICES

SCHEDULE 1. IIEP RESOURCES: APPROVED BUDGET 2017 VS ACTUAL 2017

(Expressed in current United States Dollars)

(Page 1 of 2)

Regular and Extrabudgetary Programmes					
Source	2017 Approved		2017 Final		Increase/(Decrease) (5)= (3) less (1)
	Expected Resources	Share %	Actual on a comparable basis	Share %	
	(1)	(2)	(3)	(4)	(5)
					Amount
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 100	11,40	2 140 101	12,24	1
II. Voluntary Contributions					
Argentina	125 000	0,67	-	-	(125 000)
Norway	2 997 602	15,97	3 234 191	18,50	236 589
Sweden	2 339 729	12,47	2 301 984	13,17	(37 745)
Switzerland	1 527 495	8,14	1 507 864	8,63	(19 631)
	6 989 825	37,24	7 044 039	40,30	54 214
TOTAL, I & II	9 129 925	48,64	9 184 140	52,55	54 215
III. OTHER INCOME					
Programme Support Funds	2 014 571	10,73	1 348 370	7,71	(666 200)
Annual Training Programme cost recovery ²	391 555	2,09	363 835	2,08	(27 720)
Miscellaneous Income ³	10 000	0,05	77 566	0,44	67 566
TOTAL, OTHER INCOME	2 416 126	12,87	1 789 772	10,24	(626 354)
TOTAL, INCOME REGULAR PROGRAMME	11 546 051	61,52	10 973 912	62,79	(572 139)
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	346 841	1,85	641 825	3,67	294 984
Benin**	-	-	14 215	0,08	14 215
Botswana	418 000	2,23	-	-	(418 000)
Burkina Faso**	501 672	2,67	-	-	(501 672)
Cambodia	290 000	1,55	281 091	1,61	(8 909)
Central African Republic**	-	-	182 041	1,04	182 041
France (AFD)**	1 916 000	10,21	1 100 000	6,29	(816 000)
France	-	-	19 574	0,11	19 574
Germany (GIZ)	-	-	29 124	0,17	29 124
Guinea**	169 161	0,90	252 954	1,45	83 793
Mauritania**	-	-	65 393	0,37	65 393
Mexico*	-	-	242 280	1,39	242 280
Namibia	-	-	18 622	0,11	18 622
Niger**	252 555	1,35	295 311	1,69	42 756
Sweden (SIDA)	1 052 878	5,61	1 041 440	5,96	(11 438)
Sao Tomé-et-Príncipe**	208 485	1,11	-	-	(208 485)
Togo	40 000	0,21	-	-	(40 000)
Togo**	176 280	0,94	-	-	(176 280)
Total, Contracts - Governments	5 371 872	28,62	4 183 871	23,94	(1 188 001)
Contracts - Others					
Agence Française de Développement (AFD - PEFOP)**	729 660	3,89	1 192 298	6,82	462 638
Agence Française de Développement (AFD - Quality)**	1 114 827	-	-	-	-
Agua y Saneamientos Argentinos S.A (AYSA)*	6 070	-	-	-	-
CECC - Coordinación Educativa y Cultural Centroamericana*	-	-	24 980	0,14	-
EAA/PEIC - Protect Education in Insecurity & Conflict Program	-	-	24 037	0,14	24 037
ETIS (Equipo de trabajo e investigación social)*	-	-	4 083	0,02	4 083
European Commission	-	-	17 904	0,10	17 904
Foundation ARCOR*	-	-	8 979	0,05	8 979
Fundación Santa Maria*	-	-	35 000	0,20	-
Global Partnership for Education (GPE) (PAR)	290 000	1,55	35 000	0,20	(255 000)
Global Partnership for Education (GPE) (IBA)*	-	-	249 588	1,43	-
UFAR - French University in Armenia Foundation	-	-	14 484	0,08	14 484

FINANCIAL APPENDICES

SCHEDULE 1. IIEP RESOURCES: APPROVED BUDGET 2017 VS ACTUAL 2017
(Expressed in current United States Dollars)
(Page 2 of 2)

Regular and Extrabudgetary Programmes					
Source	2017	Share	2017	Share	Increase/(Decrease) (5)= (3) less (1)
	Approved		Final		
	Expected	%	Actual on a	%	Amount
	Ressources		comparable basis		
	(1)	(2)	(3)	(4)	(5)
UNESCO ¹	75 000	0,40	360 066	2,06	285 066
UNICEF ¹	708 606	3,78	754 023	4,31	45 417
UNDP *	-	-	28 023	0,16	28 023
ILO *	-	-	10 000	0,06	
Sub-total, Contracts - Others	2 924 163	15,58	2 758 464	15,78	(165 699)
Fellowships & other funds					
Annual Training Program (Fellowships)	507 692	2,70	573 981	3,28	66 289
Annual Training Program (Fellowships IBA)*	60 000	0,32	80 192	0,46	20 192
Annual Training Program (Fellowships PDK)**	200 000	1,07	123 237	0,71	(76 763)
Staff Service Account	20 000	0,11	25 529	0,15	5 529
Other Extrabudgetary Interfunds	928 027	4,94	1 022 669	5,85	94 642
Sub-Total, Fellowships & other funds	1 715 719	9,14	1 825 608	10,45	109 889
France (IIEP building maintenance)	241 501	1,29	114 934	0,66	(126 567)
TOTAL, CONTRACTS	10 253 255	54,63	8 882 878	50,82	(1 370 377)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Funds	(733 517)	- 3,91	(638 422)	- 3,65	95 095
Staff costs recovery & other	(2 296 509)	- 12,24	(1 740 755)	- 9,96	555 754
Total, Elimination - PSF	(3 030 026)	- 16,14	(2 379 176)	- 13,61	650 850
TOTAL, EXTRABUDGETARY INCOME	7 223 229	38,48	6 503 702	37,21	(719 528)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	18 769 280	100,00	17 477 613	100,00	(1 291 667)
Physical facilities (In-kind Contribution)	1 602 772	-	1 700 362	-	97 590
Decentralized funds	187 822	-	103 570	-	(84 252)
Sub-Total, In-Kind and decentralized funds	1 790 595	-	1 803 932	-	13 337
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	1 790 595	-	1 803 932	-	13 337
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT, IN-KIND & DECENTRALIZED FUNDS	20 559 875	-	19 281 545	-	(1 278 330)
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Regular Prog.	30 000	-	83 199	-	53 199
Liquidation of previous years' obligations, Exb. Prog	50 000	-	-	-	(50 000)
Transfer to Stabilization Reserve Account	(472 763)	-	(458 918)	-	13 845
Transfer to Stabilization Reserve Account	-	-	-	-	-
Reserves & Fund Balances on 1 January, Regular Prog.	6 643 032	-	7 344 804	-	701 772
Reserves & Fund Balances on 1 January, Exb. Prog	7 220 361	-	7 534 454	-	314 093
TOTAL, OTHER RESOURCES & RESERVES	13 470 630	-	14 503 539	-	1 032 910
GRAND TOTAL, IIEP MANAGED FUNDS	34 030 505	-	33 785 085	-	(245 420)

* 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 2016 VS ACTUAL 2017
(Expressed in current United States Dollars)
(Page 1 of 2)

Regular and Extrabudgetary Programmes					
Source	2016 Final Actual on a comparable basis	Share %	2017 Final Actual on a comparable basis	Share %	Increase/(Decrease) (5)+ (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 099	11,27	2 140 101	12,24	2
II. Voluntary Contributions					
Norway	3 286 791	17,32	3 234 191	18,50	(52 600)
Sweden	2 416 460	12,73	2 301 984	13,17	(114 476)
Switzerland	1 474 812	7,77	1 507 864	8,63	33 052
	7 178 063	37,82	7 044 039	40,30	(134 024)
TOTAL, I & II	9 318 162	49,09	9 184 140	52,55	(134 022)
III. OTHER INCOME					
Programme Support Funds	2 066 017	10,88	1 348 370	7,71	(717 647)
Annual Training Programme cost recovery ²	391 217	2,06	363 835	2,08	(27 382)
Miscellaneous Income ³	22 908	0,12	77 566	0,44	54 658
TOTAL, OTHER INCOME	2 480 142	13,07	1 789 772	10,24	(690 370)
TOTAL, INCOME REGULAR PROGRAMME	11 798 304	62,16	10 973 912	62,79	(824 392)
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	155 271	0,82	641 825	3,67	486 554
Benin **	-	-	14 215	0,08	14 215
Burkina Faso**	96 025	0,51	-	-	(96 025)
Cambodia	261 395	1,38	281 091	1,61	19 696
Central African Republic **	-	-	182 041	1,04	182 041
France (AFD)**	1 188 536	6,26	1 100 000	6,29	(88 536)
France	33 296	0,18	19 574	0,11	(13 722)
Germany (GIZ)	-	-	29 124	0,17	29 124
Guinea**	-	-	252 954	1,45	252 954
Malaysia	166 675	0,88	-	-	(166 675)
Mauritania**	-	-	65 393	0,37	65 393
Mexico*	36 210	0,19	242 280	1,39	206 070
Namibia	-	-	18 622	0,11	18 622
Niger**	-	-	295 311	1,69	295 311
Sweden (SIDA)	1 518 734	8,00	1 041 440	5,96	(477 294)
Uruguay*	5 800	0,03	-	-	(5 800)
Total, Contracts - Governments	3 461 942	18,24	4 183 871	23,94	721 929
Contracts - Others					
Aerolinas Argentina*	533	0,00	-	-	(533)
Agence Française de Développement (AFD - PEFOP)**	2 229 660	11,75	1 192 298	6,82	(1 037 362)
Cablevision SA*	28 876	0,15	-	-	(28 876)
CECC - Coordinación Educativa y Cultural Centroamericana*	-	-	24 980	0,14	24 980
DAAD - The German Academic Exchange Service	38 930	0,21	-	-	(38 930)
EAA/PEIC - Protect Education in Insecurity & Conflict Program	432 203	2,28	24 037	0,14	(408 166)
ETIS (Equipo de trabajo e investigación social)*	-	-	4 083	0,02	4 083
European Union	-	-	17 904	0,10	17 904
Foundation ARCOR*	32 781	0,17	8 979	0,05	(23 802)
Fundación Santa Maria*	-	-	35 000	0,20	35 000

FINANCIAL APPENDICES

SCHEDULE 1. IIEP RESOURCES: PRIOR YEAR 2016 VS ACTUAL 2017

(Expressed in current United States Dollars) (Page 2 of 2)

Regular and Extrabudgetary Programmes					
Source	2016		2017		Increase/(Decrease)
	Final Actual on a comparable basis	Share %	Final Actual on a comparable basis	Share %	(5)+ (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
Global Partnership for Education (GPE) (PAR)	114 940	0,61	35 000	0,20	(79 940)
Global Partnership for Education (GPE) (PDK)**	80 130	0,42	-	-	(80 130)
Global Partnership for Education (GPE) (IBA)*	-	-	249 588	1,43	249 588
MacArthur Foundation	90 000	0,47	-	-	(90 000)
Organization Iberico-American States (OEI)*	84 916	0,45	-	-	(84 916)
P4LP (Wellspring Adv.)	65 000	0,34	-	-	(65 000)
Rockefeller Phil. Advisors Inc (Education Commission)	233 769	-	-	-	-
UFAR - French University in Armenia Foundation	-	-	14 484	0,08	14 484
Universidad de Guadalajara*	31 300	0,16	-	-	(31 300)
Universidad de la Punta*	3 533	0,02	-	-	(3 533)
UNESCO ¹	596 614	3,14	360 066	2,06	(236 548)
UNICEF ¹	812 172	4,28	754 023	4,31	(58 149)
UNDP *	-	-	28 023	0,16	28 023
ILO *	-	-	10 000	0,06	10 000
Sub-total, Contracts - Others	4 875 357	25,68	2 758 464	15,78	(2 116 893)
Fellowships & other funds					
Annual Training Program (Fellowships)	528 723	2,79	573 981	3,28	45 258
Annual Training Program (Fellowships IBA)*	54 824	0,29	80 192	0,46	25 367
Annual Training Program (Fellowships PDK)**	179 946	0,95	123 237	0,71	(56 709)
Staff Service Account	15 316	0,08	25 529	0,15	10 213
Other Extrabudgetary Interfunds	897 929	4,73	1 022 669	5,85	124 740
Sub-Total, Fellowships & other funds	1 676 738	8,83	1 825 608	10,45	148 870
France (IIEP building maintenance)	239 726	1,26	114 934	0,66	(124 792)
TOTAL, CONTRACTS	10 253 763	54,02	8 882 878	50,82	(1 370 886)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Funds	(639 052)	- 3,37	(638 422)	- 3,65	631
Staff costs recovery & other	(2 431 574)	- 12,81	(1 740 755)	- 9,96	690 819
Total, Elimination - PSF	(3 070 626)	- 16,18	(2 379 176)	- 13,61	691 450
TOTAL, EXTRABUDGETARY INCOME	7 183 137	37,84	6 503 702	37,21	(679 435)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	18 981 441	100,00	17 477 613	100,00	(1 503 828)
Physical facilities (In-kind Contribution)	1 534 692	-	1 700 362	-	165 670
Decentralized funds	174 756	-	103 570	-	(71 186)
Sub-Total, In-Kind and decentralized funds	1 709 448	-	1 803 932	-	94 484
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	1 709 448	-	1 803 932	-	94 484
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT, IN-KIND & DECENTRALIZED FUNDS	20 690 889	-	19 281 545	-	(1 409 343)
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Regular Prog.	111 774	-	83 199	-	(28 575)
Liquidation of previous years' obligations, Exb. Prog	18 297	-	-	-	(18 297)
Transfer to Stabilization Reserve Account	(344 890)	-	(458 918)	-	(114 028)
Transfer to Stabilization Reserve Account	(2 533 959)	-	-	-	2 533 959
Reserves & Fund Balances on 1 January, Regular Prog.	7 584 094	-	7 344 804	-	(239 290)
Reserves & Fund Balances on 1 January, Exb. Prog	7 350 853	-	7 534 454	-	183 601
TOTAL, OTHER RESOURCES & RESERVES	12 186 169	-	14 503 539	-	2 317 371
GRAND TOTAL, IIEP MANAGED FUNDS	32 877 057	-	33 785 085	-	908 028

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Pôle de Dakar.

¹ UN Family projects signed with the three IIEP Offices.

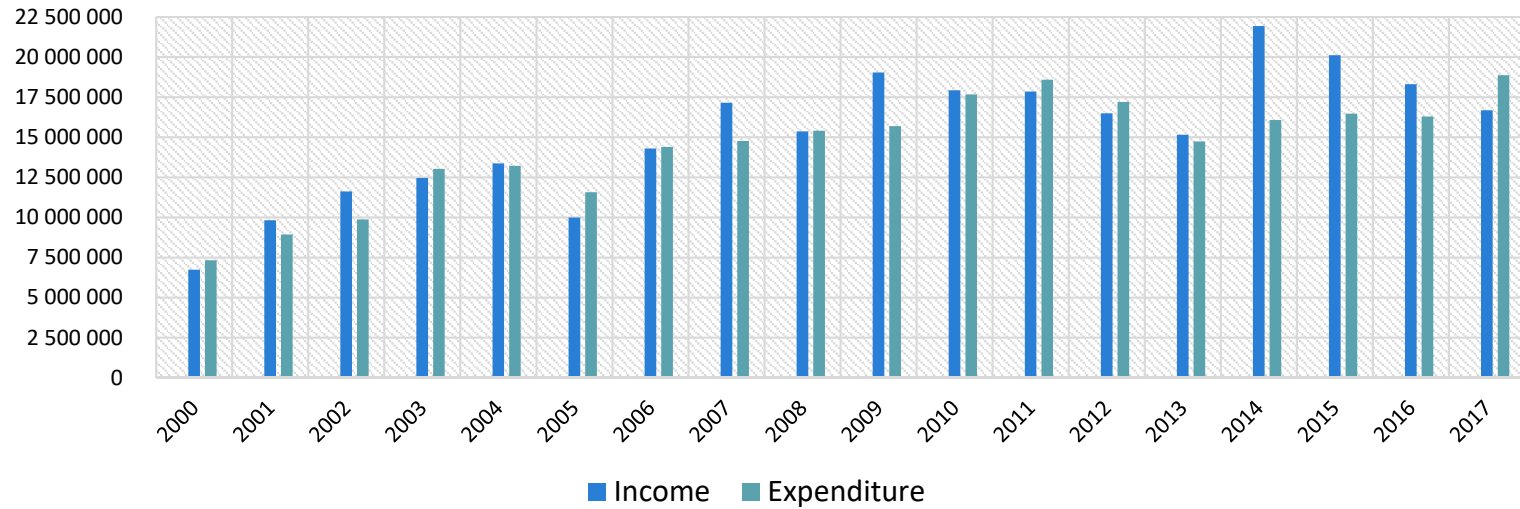
FINANCIAL APPENDICES
SCHEDULE 2. IIEP EXPENDITURE: BUDGET APPROVED 2017 VS ACTUAL 2017
(Expressed in current United States Dollars)
(Page 1 of 2)

Regular and Extrabudgetary Programmes	Approved for 2017 57 GB Appropriations (Governing Board approved Resolution 543)						Final 2017 Expenditure on comparable basis						Increase/(Decrease) Approved less Actual	
	Regular Programme		Share		Extrabudg.		Regular Programme		Share		Extrabudg.		Reg. Programme	Extrabudg.
	Staff	Activities	Total	%	Programme	Total	Staff	Activities	Total	%	Programme	Total		
A. IIEP SPECIAL ACCOUNT														
I. PROGRAMME OPERATIONS														
1. INTEGRATED CAPACITY DEVELOPMENT STRATEGY (Line 1)														
Training	1 926 992	394 297	2 321 289	20,52	885 246 ¹	3 206 535	1 928 913	454 340	2 383 254	21,26	750 339 ¹	3 133 593	(61 965)	134 907
Technical cooperation	1 566 202	-	1 566 202	13,84	2 369 931 ²	3 936 132	1 599 611	-	1 599 611	14,27	2 213 259 ²	3 812 870	(33 409)	156 672
IIEP Buenos Aires	107 791	71 000	178 791	1,58	1 561 146	1 739 937	97 025	70 442	167 467	1,49	1 643 709	1 811 177	11 323	(82 563)
IIEP Pôle de Dakar	-	-	-	-	3 381 688	3 381 688	-	-	-	-	3 085 116	3 085 116	-	296 572
TOTAL, INTEGRATED CAP. DEV'T STRATEGY	3 600 985	465 297	4 066 281	35,94	8 198 011	12 264 292	3 625 550	524 783	4 150 332	37,01	7 692 423	11 842 755	(84 051)	505 588
2. KNOWLEDGE GENERATION (Line 2)														
Foresight	263 313	44 634	307 947	2,72	43 758	351 705	239 942	56 901	296 842	2,65	33 758	330 600	11 104	10 000
Development of tools and methodologies*	28 308	20 798	49 107	0,43	-	49 107	28 793	12 180	40 973	0,37	-	40 973	8 133	-
Reduced social inequalities, particularly gender inequality	133 304	16 019	149 322	1,32	-	149 322	130 368	17 519	147 887	1,32	-	147 887	1 435	-
Improved cognitive and non-cognitive learning outcomes	290 573	34 909	325 482	2,88	212 103	537 585	286 330	50 854	337 184	3,01	195 778	532 962	(11 702)	16 325
Governance and accountability	621 624	194 776	816 400	7,22	152 577 ³	968 977	619 849	183 370	803 220	7,16	70 166 ³	873 386	13 180	82 411
Resilience of education systems	140 176	-	140 176	1,24	46 949	187 125	134 367	-	134 367	1,20	41 548	175 916	5 809	5 401
IIEP Buenos Aires	87 893	40 000	127 893	1,13	219 036	346 929	63 440	48 707	112 147	1,00	130 924	243 071	15 746	88 112
IIEP Pôle de Dakar	-	-	-	-	574 112	574 112	-	-	-	-	523 763	523 763	-	50 349
TOTAL, KNOWLEDGE GENERATION	1 565 190	351 137	1 916 327	16,94	1 248 535	3 164 862	1 503 090	369 531	1 872 621	16,70	995 937	2 868 558	43 706	252 598
3. OUTREACH AND ADVOCACY (Line 3)														
Institutional knowledge management	949 422	510 961	1 460 383	12,91	-	1 460 383	959 767	432 243	1 392 010	12,41	-	1 392 010	68 373	-
Partnerships and cooperation	464 133	162 000	626 134	5,53	94 477	720 611	479 883	146 149	626 032	5,58	44 338	670 370	102	50 139
IIEP Buenos Aires	88 940	90 158	179 098	1,58	1 369	180 466	63 440	87 592	151 032	1,35	-	151 032	28 066	1 369
IIEP Pôle de Dakar	-	-	-	-	781 190	781 190	-	-	-	-	712 680	712 680	-	68 510
TOTAL, OUTREACH AND ADVOCACY	1 502 495	763 119	2 265 615	20,02	877 036	3 142 650	1 503 090	665 984	2 169 074	19,34	757 018	2 926 092	96 541	120 018
IIEP POLE DE DAKAR														
PDK Programmes & activities	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL, IIEP POLE DE DAKAR	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL, I: PROGRAMME. OPERATIONS	6 668 670	1 579 553	8 248 223	72,90	10 323 582	18 571 805	6 631 729	1 560 298	8 192 027	73,06	9 445 378	17 637 404	56 196	878 204

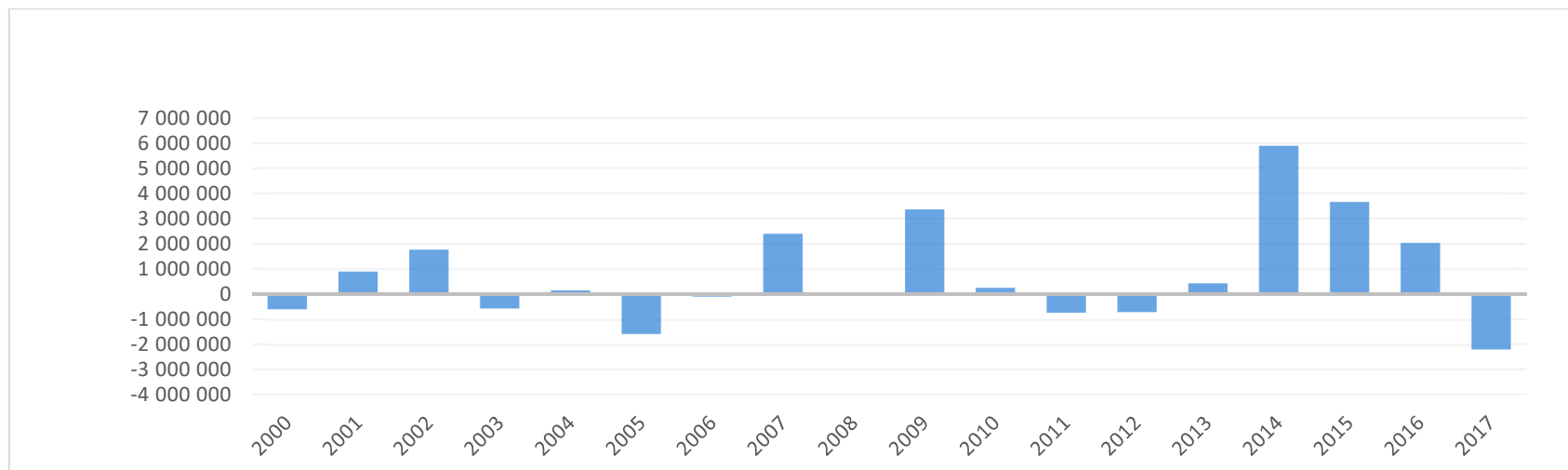
¹ Annual Training Programme, Short courses, and Education Sector Planning participants ² Technical assistance projects in various countries ³ Including Global Partnership for Education projects

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Income and Expenditure Trend in US\$ *

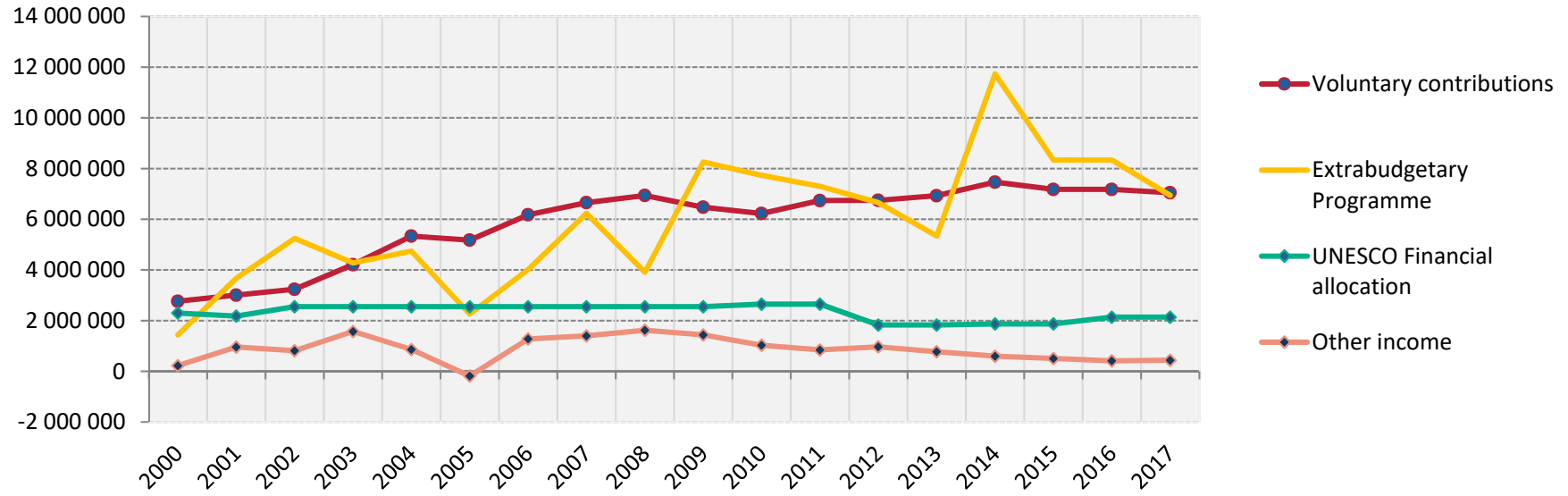


(Shortfall) of Income over Expenditure in US\$ *

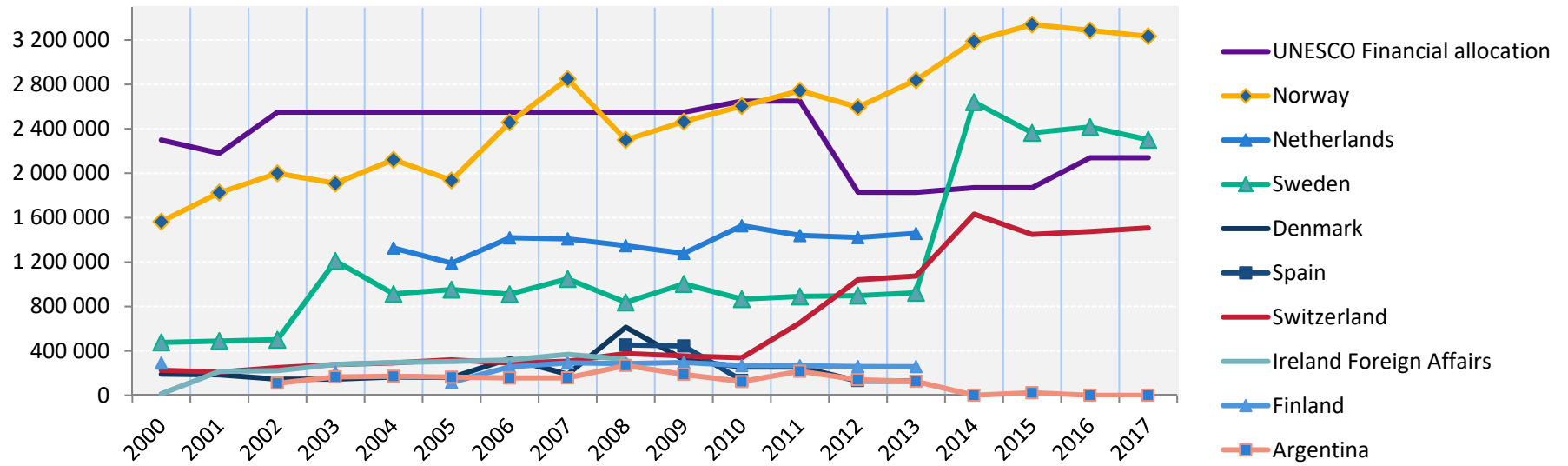


* Note: IIEP income (excluding for comparison purposes Fellowships & other funds, Programme Support Funds, elimination PSF, in-kind and decentralized funds)

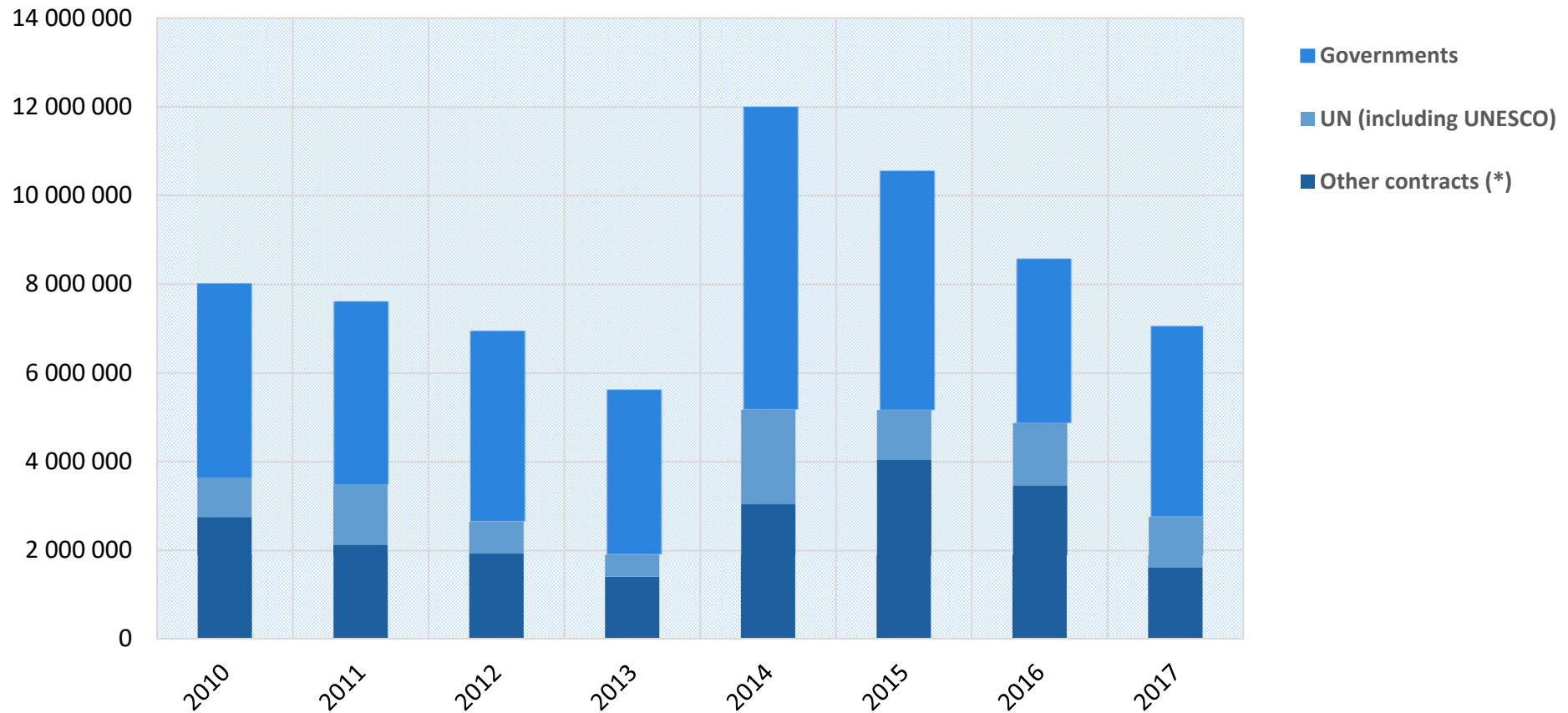
Main Funding Sources in US\$



UNESCO Allocation and Main Voluntary Contributions in US\$



Extrabudgetary Funding excluding fellowships in US\$



(*) other contracts 2017: ADF-PEFOP, EAA/PEIC, European Union, GPE, and others

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OTHER INCOME - REGULAR PROGRAMME PARIS										
<i>Figures in USD'000s</i>	<i>Final</i>	<i>Final</i>	<i>Final</i>	<i>Final</i>	<i>Final</i>	<i>Final</i>	<i>Budget</i>	<i>Estimate</i>	<i>Incr/(Decr)</i>	<i>Incr/(Decr)</i>
	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2018</i>	<i>Estimate vs</i>	<i>2017 Est. vs</i>
									<i>Budget</i>	<i>2016</i>
Programme Support Funds¹										
<i>(i) From Ongoing EXB Projects</i>	760	716	1 111	1 432	1 360	692	1 394	1 163	-17%	35%
Project Support Costs	286	369	393	402	393	307	201	169	-16%	-35%
Sub-total	1 046	1 085	1 504	1 834	1 753	999	1 595	1 332	-16%	19%
<i>(ii) Additional costs recovery & others</i>	438	475	434	470	313	349	316	311	-2%	-12%
Total, Programme Support Funds	1 484	1 560	1 938	2 304	2 066	1 348	1 911	1 643	-14%	14%
Training Programme costs recovery ²	289	283	570	492	391	364	365	262	-28%	-26%
Miscellaneous income ³	241	1	6	15	23	78	10	61		
GRAND TOTAL	2 014	1 844	2 514	2 811	2 480	1 790	2 286	1 966	-14%	7%

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.