

**UNESCO
INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING**

**REPORT OF THE 48th SESSION OF THE EXECUTIVE COMMITTEE
(Meeting, 8 July 2021, 3:00 to 5:30 p.m. C.E.T.)**

1. The 48th session of the Executive Committee of IIEP's Governing Board took place on Thursday 8 July 2021, remotely. Participants in the meeting included:

Executive Committee Members

- Mr Nicholas Burnett
- Ms Nina Arnhold
- Ms Valerie Liechti
- Mr José Weinstein

IIEP Staff

- Mr Paul Coustère, Director *a.i.*
- Ms Emily Stirnemann, Secretary of the Board
- Mr Dorian Gay, Executive Officer

Excused : Mr Simone Cecchini

Observers

- Ms Karen Mundy, Director designate
- Ms Astrid Gillet, ED/EO
- Ms Anne Coupez, ED/EO

2. Mr Cecchini sent his apologies, along with his comments on Item 3 of the Agenda.

3. The Chair introduced the Director designate, Ms Karen Mundy.

4. The incoming Director introduced herself; she will take up her position in September 2021. Her focus will be on cultivating the people in the Institute, through transformative leadership and management, and she is looking forward to implement the Strategy; she indicated a will to update IIEP's mission and mandate with a broader scope, adding leadership to the original management and planning. With strong backgrounds in Research and Technical Cooperation, and a comprehensive understanding of the multilateral scene, she intends to make this strategy a strong case for investment. In the meantime, Mr Paul Coustère will serve as Director *a.i.*, and she thanked him for the smooth transition he is operating.

Item 1 and 2 Adoption of the Agenda and Timetable (*Documents 48 EXC/1 and 48 EXC/2*)

5. The Executive Committee adopted its Agenda and Timetable without amendment.

Item 3. Adoption of the 11th Medium-Term Strategy (*Document 48 EXC/3*)

6. The Director *a.i.* introduced the item, after the Chair warmly thanked him for his leadership in a long consultative process. The Director *a.i.* explained that the Strategy was not purely a fundraising document: it is the external face of IIEP and the go-to place to prioritize choices as well. There is strong ownership of the document by the IIEP Staff, and is the result of a long and iterative consultation with Donors, Board Members, and the Staff itself. There will be possibilities at the December Board, to adapt the Strategy, as the Board will be adopting a companion document on Monitoring and Evaluation (M&E) and Learning that will be presented alongside. There is a way to accommodate the input that was not inserted in the Strategy *per se*.

7. The Director *a.i.* stated that the main strategic directions were confirmed in the last iteration of the document sent out, with the feedback of all the stakeholders, i.e. Member States, Donors, Governing Board Members, and IIEP's incoming Director. The main recent changes include a 10th value stream

dedicated to learning, a stronger emphasis on the impact and consequences of COVID-19 on IIEP's priorities and missions, stronger links to other SDGs beyond SDG4, numerous inputs on IIEP's regional strategies, inputs on wording, including paragraphs about adaptive management – private sector and civil society; a proposal for an explicit theory of change and a more outcome oriented results framework, and IIEP's management and drafting teams proofreading and additional edits. The document also presents various funding scenarios, to become a Fundraising instrument.

8. The Director designate thanked the Director *a.i.* and his team for the excellent draft submitted to the Executive Committee and for being so gracious in accommodating her last minute changes. She particularly appreciates the regional approach. She foresees need for theory of change, and to make a case for investment there is a need for a more precise set of priorities and outcome indicators, as the strategy is broad and permissive. She is keen to see the word leadership added to IIEP's mandate. In the strategic objectives, she may present a change as she would like IIEP's target audiences not only to be Ministries of Education but also to engage with a wider network of CSOs and non-state actors.

9. The Chair shared the comments of the Executive Member who excused himself, and opened the floor to Executive Committee Members' comments. On the light editing side, the Director *a.i.* answered a set a questions from Members on the improvement of Value Streams, by explaining that some light edits could address their concerns and that for others they would be included in the M&E and Learning document – companion document of the 11th MTS – that will be presented in December. One Executive Committee Member also raised the questions of examples of achievements of IIEP within the document. The Director *a.i.* explained that the current document was already some 50% longer than the 10th MTS and that these examples would be part of another companion document of the 11th MTS: IIEP In Action, which is published every two years. All Executive Committee Members praised the section on the financing of Education, with the strong interaction between Ministries of Education and Ministries of Finance, which IIEP would be precursor in setting up; Members of the Committee also highlighted the need to reach out to senior levels of Ministries of Finance while they are aware of such a difficult task.

10. On broader questions, the Director *a.i.* started by addressing the time horizon of the Strategy raised by several Executive Committee Members. While IIEP's MTS is four years, divided in two years twice, the UNESCO strategy contained in the C/4 is of eight years, and the programme of activities is set out in the C/5 for a period of four years. IIEP could definitely plan for an eight-year horizon.

11. The Chair expressed his opinion sharing the Director designate's views on the Institute's move into a leadership role besides Planning and Management; Management should also include regulations and regulatory frameworks. In the discussions between the Director *a.i.* and the Board Members, it became clear that for the leadership to expand, the needs at regional level should be addressed, with a certain equilibrium between regional and global leadership. This cannot be assessed at this stage. It is nonetheless imperative that IIEP maintain its commitment towards UNESCO's Priority Africa, which translates into the strategy by a commitment that at least 50% of country level spending goes to the African Continent. This proportion is currently of 60%; if IIEP grows, the amounts going to Africa will grow accordingly, while exploring new regions like Asia. The development of activities in a new region will not be done at the expense of Priority Africa.

12. This discussion evolved towards the inclusion or not of the scalability of IIEP targets depending on levels of additional core funding mobilized during the four-year period. The rationale for this inclusion is for the document to be used as a case for investment. While all Executive Committee Members appreciated the effort in designing scenarios of scalability based on positive fundraising, they invited the Director *a.i.* to explain the assumptions rather in the text than in a table.

13. Lastly, all Executive Committee Members engaged in a discussion on the Key Performance Indicators (KPIs). The Director *a.i.* and the Representative of ADG/ED agreed that there were three primary key outputs that IIEP contributes to and that the others were secondary, and this could be reflected in the document. Overall, it was collectively concluded that the KPIs would remain in the document sent to the General Conference; they would however be entitled "tentative", to leave some room for change at IIEP's December Board.

Resolution 500

The Executive Committee,

Having reviewed the final draft of the 11th Medium-Term Strategy contained in Document 48 EX/3,

Approves the document as presented, with the committee's discussion reflected,

Invites the new Director to apprise the full Board of an oral presentation on the operational plan of the implementation of the 11th Medium-Term Strategy at its 61st session in December 2021.

Item 4. Presentation of the Report of the Finance and Administration Committee and recommendations (*Documents 3 FA/REP and 3 FA/REC*)

14. The Chair introduced the item, and the Director *a.i.* made a short presentation citing both documents. The notable points are that IIEP is in a better financial situation than a year ago: the combined effects of prudent decisions and the effects of the Covid crisis on the level of spending worked towards a better ratio of income against expenditure.

15. The Executive Committee Members were in agreement with the recommendations of the Finance and Administration Committee Members to invest in fundraising, to explore new geographical areas, and overall to maintain a five-year horizon to meet IIEP's standards.

16. The Chair invited the Director designate to start the reflection on the staffing structure of the new Strategy in light of the share of salary costs versus non-salary costs, for the next Board meeting in December.

Resolution 502

The Executive Committee

Having heard the oral report of the Chair regarding the Third Finance and Administration Committee,

Having reviewed documents 3 FA/REP and 3 FA/REP,

Appreciates the positive evolutions of the financial scenarios covering the end of the 10th Medium-Term Strategy and the entire 11th Medium-Term Strategy (2022-2025),

Recommends that the Director monitor and update the forecasts and convene a Finance and Administration Committee twice a year to inform the decisions of the Executive Committee and the Governing Board,

Recommends that the Director elaborate the draft budget for 2022 in accordance with a scenario compliant with IIEP's rule on required operational reserves with a five-year forward perspective.

Item 5. Vacancies on IIEP's Governing Board at close of 2021 Session

17. The Chair introduced the item.

18. Three positions on the Board will be vacant at the close of the 2021 session, that of Mr Nicholas Burnett, of Ms Valérie Liechti, and of Mr Jean-Michel Severino.

19. The Nominating Committee, composed of the Chair, Robert Jenkins, Dina El Khawaga and Keiichi Ogawa, will convene on 9 September 2021. In the meantime, Board Members have been requested to think about candidates to fill all three seats, which are '*at large*'.

20. The calendar for this exercise is important as IIEP's Board will also elect its new Chair in December 2021. All members of the Board must be appointed by the UNESCO Director-General before the election is held. The Secretary of the Board will hold a tight schedule, with a remote vote on recommended candidates ahead of the Board, to allow sufficient time for the Cabinet of the Director-General to address the file.

Item 6. Draft Agenda for 61st session of the Governing Board (*Document 61 GB/1*)

21. The Chair presented the Draft agenda for the Governing Board of IIEP, which will take place on 16 and 17 December 2021. He recalled that this is a very tentative document that will be revised in the fall, taking into account General Conference debates and also the health situation globally, which may affect the modality and venue of the Board: remote or in-person.

22. The Executive Committee agreed to the following draft Agenda for the 61st session of the Governing Board:

- Item 1 Adoption of Agenda
(*Document 61 GB/1*)
- Item 2 Adoption of the Timetable
(*Document 61 GB/2*)
- Item 3 Presentation of the Report of the F&A Committee and recommendations and Risk Register
(*Documents 4F&A REP and 4 F&A REC and 61 GB/3*)
- Item 4 Report of the Director on the activities carried out by IIEP in 2021 and on the Draft Operational Plan for 2022
(*Documents 61 GB/4 Parts I and II, and 61 GB/4 Inf.*)
- Item 5 Oral report of the Director's plan for implementation of 11th MTS
- Item 6 Continued improvements to IIEP's Governance
(*Document 61 GB/X*)
- Item 7 Recommendations for Appointment to the Governing Board
(*Document 61 GB/X*)
- Item 8 Election of the Chair as of close of the December 2021 session
- Item 9 Elections of Members to Governing Board Committees
- Item 10 Dates, venue, Agenda 49 EXC
(*Document 49 EXC/1*)
- Item 11 Other matters - Resolutions
(*Document 61 GB/RES*)

Item 7. Other matters – Adoption of resolutions

23. The Executive Committee is not expected to reconvene in the fall before the Governing Board unless a major event occurs. The full Board will be consulted on modalities and venue of the Governing Board perhaps in September **and** in October, depending on the evolution of the health crisis, according to host country prescriptions and guidance from Governing Board Members' duty stations.

24. The Chair gave an update on the Calendar of governing bodies' meetings until the end of the year. The Nominating Committee will meet on 9 September and a remote vote on recommended candidates will be set up in October. The UNESCO General Conference will meet from 9 to 24 November. The Finance and Administration Committee will meet either ahead or during the Governing Board meeting depending on the modality and venue of the Board.

25. The 48th session of the Executive Committee was officially closed at 17:10, Paris time.