

Forty-ninth session of the Executive Committee  
Videoconference, 29 June 2022, 2 p.m. C.E.T.

**Report of the 49<sup>th</sup> session of the  
Executive Committee**  
49 EXC/REP

1. The Executive Committee of IIEP's Governing Board, chaired by Mr José Weinstein, convened on Wednesday 29 June 2022, by videoconference.

2. In addition to the Chair, the following attended the 49<sup>th</sup> session of the Executive Committee:

Committee Members as per 61 GB elections	IIEP Personnel
Mr Robert Jenkins (excused)	Ms Karen Mundy, Director
Ms Pauline Rose	Mr Jordan Naidoo, Chief Technical Officer
Ms Sara Ruto	Ms Ana Terrer, Chief Administrative Officer
Ms Emiliana Vegas	Ms Rahmatoulaye Samassekou, Board Secretary
Quorum was reached	Ms Emily Stirnemann, Executive Officer

3. The Board Chair gave an overview of the prerogatives of the Executive Committee to the new Members on the Board. He explained the complex situation IIEP was facing, due to a triple crisis comprised of Covid, war on European soil, and a global economic crisis.

### **Item 1 – Adoption of the Agenda and Timetable**

4. The Executive Committee adopted its agenda without changes, as follows:

- Item 1** Adoption of the Agenda and Timetable - 49 EXC/1
- Item 2** Presentation of IIEP's Financial Forecast and Human Resource Plan, with the Recommendations of the Financial and Administration Committee - 49 EXC/2
- Item 3** Approval of IIEP's Monitoring, Evaluation and Learning Strategy - 49 EXC/3
- Item 4** Update on IIEP's Training Programme from the new Global Practice Lead, Training
- Item 5** Draft agenda of the 62<sup>nd</sup> session of the Governing Board - 49 EXC/5
- Item 6** Other matters – Resolutions - 49 EXC/RES

## **Item 2 - Presentation of IIEP's Financial Forecast and Human Resource Plan, with the Recommendations of the Financial and Administration Committee**

5. The Director presented Document 49 EXC/2.
6. One Committee Member asked if staff time could be fully budgeted and if funders accepted this presentation of budgets. The Director and her team answered that most of IIEP's projects amount to approximately US\$100 or US\$200,000 and are consequently too small to charge exact staff cost recovery. This requirement could put an extra burden on staff who fundraise. The Director reminded the Committee that IIEP does not pay any overhead to Headquarters on its funding. She went on to describe elements of the fundraising strategy, reaching out to non-traditional donors, like foundations and philanthropic corporations, for instance Mastercard who might fund IIEP's Africa Portfolio. First contacts have been made with large foundations like the Gates Foundation, who offered their help on IIEP's Africa strategy. A lot of effort is still being placed on retaining IIEP's core funders.
7. One Board member recalled that finding the right balance between core and project funding is essential, and while moving towards more project-based funding is now inevitable, some donors should still be targeted. Approaching new donors is a 12- to 18-month process, and some like the United Kingdom may be more inclined towards a consortium [comprised of IIEP, GEM Report and UIS]. The Director answered that indeed both UIS and the GEM Report receive FCDO funding, and FCDO may fund IIEP's Research through its What Works Hub. However, it will not be open-ended funding but will likely be earmarked to specific activities or deliverables. The Board Member was invited to join a fundraising meeting with FCDO with the Director.
8. Committee Members also invited IIEP Management to work closer with UNESCO Headquarters to fundraise as HQ may recognize IIEP as one of its huge assets, and partner with other UNESCO entities to complement one another's work more effectively. This may lead to better cooperation and change in work methods, learning from each other.
9. The Director answered the Committee Members' question about the imminence of the restructuring exercise and why it cannot be delayed any further. The current HR cuts are the only solution to close the current financial gap; the issue must be addressed at an early stage to give sufficient notice to staff, and to avoid the exponential increase of the deficit. The Chair gave his testimony that the process was cautious, consultative and transparent. The time factor was a problem; the year started properly, and donors' cuts were made at mid-year. The Chair reminded the Committee that he had attended an extraordinary meeting of IIEP's core funders and from that could speak to the fact that core funders were not pulling away because of the poor quality of IIEP's work. The Donors' opinion of IIEP's work is excellent; they are merely shifting towards addressing the refugee issue in the current crisis.
10. The Director and her team welcomed suggestions and advice from Board Members on how to engage in the next six months to maintain staff motivation. Committee Members praised the handling of this sensitive restructuring, in a humane and generous process. Some Board Members were quite concerned with how IIEP would operate with so many fewer staff and what it meant in terms of approaching funders. The Director anticipates that IIEP may have trouble delivering in this period, however IIEP's decentralized model spreads the downsizing exercise across all offices. The Director further answered the Committee Members on how such cuts affect the workload, IIEP being so responsive to opportunities and demand. All technical experts will be requested to do country support and be part of the training programs. IIEP will

be more efficient and will use consultants in a more effective way. The workforce will become more flexible and IIEP will start shifting R&D talents to help with training and technical cooperation. The Director also explained the staff rules and regulations regarding the separation of staff, in terms of packages and presence in the office.

### **Item 3 - Approval of IIEP's Monitoring, Evaluation and Learning Strategy**

11. The Director presented the document. IIEP traditionally had an in-house document but never published a Monitoring Evaluation and Learning Strategy (MEL Strategy).
12. One Board Member pointed at the percentage marked for gender responsiveness, and for the low level aimed for by 2025. The Director explained that the benchmark option was more ambitious than a simple focus. Wherever a higher benchmark option is adopted by a team for its baseline, Committee Members proposed to insert a footnote about their definition in the matrix. The Director will share the methodological guidance for the indicators with the Executive Committee in September 2022.
13. The Chair raised the adjustments expected at the next session of the Governing Board, considering the flexibility needed in terms of goals in the MEL Strategy in connexion with the staff reduction. The Director cannot over commit in terms of delivery with the HR Plan foreseen. The organization will be 20 to 25% smaller and will have to refocus its strategies. The Director suggests a mid-term update to lay out IIEP's focus areas and modifications to its strategy. She also reminded the committee that many of the core indicators are proportions and so will not need adjustments. Both the 11th Medium Term Strategy and the MEL Strategy are living documents, and she proposed a first update/mid-term review of IIEP's strategy at the end of 2023.

### **Item 4 - Update on IIEP's Training Programme from the new Global Practice Lead, Training**

14. The Chair and the Director introduced Ms Beatriz Pont, IIEP's new Global Practice Lead. Ms Pont presented herself and the Training Options Study on the alignment of IIEP's training programs across its three offices. The Chair explained that Covid had accelerated the move towards a more flexible training offer. He also reminded the new Board Members that IIEP's training was field oriented and very different from university trainings.
15. Committee Members were interested in the feasibility of recognition of credits beyond IIEP. The Global Practice Lead explained that making micro-credentials or ECTS credits and overall, these modules compliant with a university course is a tremendous amount of work. She is working on making credits recognizable externally, while checking what is feasible with UNESCO.
16. One Committee Member raised the issue of a current gap in the system: younger officers are not involved early enough in the process, and asked IIEP how to give more opportunity to youth coming into the profession? Would IIEP consider Training for beginners? The Global Practice Lead will consider this gap attentively and mentioned the self-paced online learning available to all, which will be modernized to be made more attractive to youth. The Director and her team envisage going beyond the Study options which propose a cohort approach, taking the modular path of IIEP's specialized courses, enriched by the involvement of IIEP's Technical Cooperation. Content development can be done in-house across teams and can also draw on other partners such as the Alumni network who would integrate field reality in IIEP's specialized courses. The offer will be limited in the first years and will need some marketing and advertising.

17. The Director and her team committed to make a case for investment of IIEP's new training offer at the 62<sup>nd</sup> session of the Governing Board, and perhaps request to use a portion of the stabilization fund to grow, approach new donors for the Virtual Campus.

### **Item 5 - Draft agenda of the 62<sup>nd</sup> session of the Governing Board**

18. The Committee Members all agreed that the 62<sup>nd</sup> session of the Governing Board would be held in Paris, should the health situation allow, on 13 and 14 December 2022, and requested the introduction of an item on a celebration in 2023 for the 60 years of IIEP, with a proposal for document, and a placeholder for discussions for the Board.

### **Item 6 - Other matters – Resolutions**

19. The Executive Committee adopted the following resolutions, which are presented in document 49 EXC/RES.

#### **Resolution 503**

The Executive Committee,

**Having received** the oral report of the Finance and Administration Committee and reviewed Documents 49 EXC/2 and 5 FA/REC,

**Welcomes** the proactive efforts taken by IIEP management to address emerging financial gaps and meet the requirements for operational reserves, as essential for IIEP's future sustainability,

**Approves** the reductions in Human Resource (HR) costs as proposed, in concurrence with the recommendations of the 5<sup>th</sup> session of the Finance and Administration Committee,

**Encourages** accelerated efforts by IIEP management to generate new core funders and project income opportunities, and **requests** the presentation of a Resource Mobilization plan by the Director at the 62<sup>nd</sup> session of the Governing Board in December 2022,

**Requests** an update from the Director on the implementation of the HR Plan at 62<sup>nd</sup> session of the Governing Board.

#### **Resolution 504**

The Executive Committee,

**Having reviewed** the final draft of the Monitoring, Evaluation and Learning (MEL) Strategy (Document 48 EXC/3),

**Emphasizes** the importance of the MEL Strategy in the realization of IIEP's 11<sup>th</sup> Medium-Term Strategy, and in ensuring the outcomes and impact of IIEP's work,

**Welcomes** the adaptation of the plan based on comments from IIEP's core donors and Board Members,

**Approves** the Monitoring, Evaluation and Learning Strategy in its present form, taking due note that baseline, midline and targets for key indicators are still under development,

**Requests** the Director to present to the Executive Committee for its endorsement the final baseline, midline and targets for the key indicators, by 30 September 2022, before final publication of the MEL Strategy.

### **Resolution 505**

The Executive Committee,

**Welcomes** the new Global Training Practice Lead, Beatriz Pont, to IIEP,

**Appreciates** the work underway to benchmark IIEP's approach to training against comparators, and to explore options for the future development and sustainability of IIEP's training programmes across all three IIEP Offices,

**Requests** the presentation of an integrated Training Strategy and Case for Investment at the 62<sup>nd</sup> session of the Governing Board.

### **Resolution 506**

The Executive Committee,

**Pays tribute** to Ms Daniela Trucco for her mandate on the IIEP Governing Board,

**Expresses**, on behalf of the Governing Board, its deep appreciation for her contributions,

**Wishes** Daniela Trucco every success in her future endeavours.