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International Institute for
Educational Planning

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Sixty-first session of the IIEP Governing Board
Videoconference, 16 - 17 December 2021

Report of the 61st session of the Governing Board

61 GB/REP

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1. The IIEP Governing Board, chaired by Mr Nicholas Burnett, convened on 16 and 17 December 2021, by videoconference.
2. In addition to the Chair, the following attended the 61st session of the Governing Board:

Members of the Governing Board

Ms Dina El Khawaga
Mr Robert Jenkins
Ms Valérie Liechti (excused on 17 December)
Mr Keiichi Ogawa
Ms Sara Ruto
Mr Jaime Saavedra
Mr Jean-Michel Séverino (excused on 17 December)
Mr Máximo Torero Cullen (excused for the entire 61st session)
Ms Daniela Trucco
Ms Rong Wang
Mr José Weinstein Cayuela

Incoming Board Members (joining the meeting as Observers)

Ms Pauline Rose
Mr Albert Nsengiyumva

UNESCO Assistant Director-General (or) Representative

Ms Stefania Giannini, Assistant Director-General for Education (ADG/ED)

IIEP personnel

Ms Karen Mundy, Director
Mr Paul Coustère, Deputy Director
Ms Rahmatoulaye Samassékou, Acting Board Secretary
IIEP Team Leaders (composing the IIEP Management Team)
IIEP staff from all three offices (livestreamed open session)

Item 1 and 2 – Adoption of the Agenda and Timetable

3. The Chair opened the session and welcomed the Board Members and other attending parties. The Governing Board adopted its Agenda and corresponding Timetable, as follows:

- Item 1 Adoption of the Agenda - 61 GB/1
- Item 2 Adoption of the Timetable - 61 GB/2
- Item 3 Welcoming words from the UNESCO Assistant Director-General for Education
- Item 4 Welcome to new Board Members and Observers - 61 GB/6
- Item 5 Report of the Director - 61 GB/4 (Part I - Report of the Director on the Implementation and Outcomes of IIEP's 2021 Activities and Part II - Report of the Director on the Operational Plan and Budget for 2022)
- Item 6 Election of the Chair as at Close of the 61st session
- Item 7 Elections of Members to Governing Board Committees
- Item 8 Presentation of the Report and Recommendations of the Finance and Administration Committee and Risk Register - 4 FA/REP, 61 GB/8
- Item 9 Oral Report of the Director on Organizational Change
- Item 10 Plans for future meetings - 61 GB/10
- Item 11 Tribute to outgoing Chair and Board Members
- Item 12 Other matters – Resolutions - 61 GB/RES

4. The Chair recalled that the reports of the last Governing Board session (60 GB/REP) and Executive Committee (48 EXC/REP) were adopted by correspondence, prior to this 61st session. Once adopted by the Board, these reports are published on the IIEP website.
5. The 2021 Board included a number of new Members. The Chair therefore invited all Board Members to introduce themselves. The Chair introduced Mr Máximo Torero Cullen, nominated Member for the Food and Agricultural Organization seat, who was unable to attend the session due to a medical emergency. The Chair invited the incoming Board Members attending as Observers to introduce themselves: Mr Albert Nsengiyumva and, Ms Pauline Rose (details under Item 4 [here](#)).
6. The Chair invited the new IIEP Director, Ms Karen Mundy, to say a few words of welcome and introduce the IIEP Management Team, who joined the open session. The Director emphasized the particularly active four months since her arrival at IIEP, with the completion of 2021 activities and the planning for 2022. She noted that 2022 would be a challenging year but would also provide opportunities for IIEP to build the foundations for future growth.
7. The Chair thanked the Management Team and all IIEP staff across the three offices; he expressed the Board's appreciation for their hard work and dedication, which make IIEP a Centre of Excellence.
8. The Chair thanked Ms Rahmatoulaye Samassékou for stepping in as Acting Secretary of the Board and congratulated her on the smooth process.

Item 3 - Welcoming words from the UNESCO Assistant Director-General for Education (ADG/ED)

9. The ADG/ED, Ms Stefania Giannini, represented the UNESCO Director-General at the Governing Board meeting on 16 December. The Chair thanked her for her presence and gave her the floor. In her address to the Board, the ADG/ED shared an update from the UNESCO Education Sector. She informed the Board that she had recently attended the 2021 RewirED Summit in Dubai, the first global education meeting in person since the start of the COVID-19 pandemic. She was pleased to report that the work of UNESCO was on the frontline; with flagship initiatives such as the Futures of Education report and the launch of the Global Declaration on Education for Connectivity. She noted that the Summit had been an excellent opportunity to showcase the new Global Cooperation Mechanism for Education in action. She presented two priorities for UNESCO in the coming years: (i) the contribution of education to addressing the green transition and climate change, and (ii) the contribution of education to addressing the digital transition. She stressed IIEP's important role to play in the coming years in supporting countries as they implement their COVID-19 recovery plans.
10. Ms Giannini congratulated the Governing Board and the IIEP Management Team on the launch of the new IIEP Medium-Term Strategy (MTS) 2022-2025. She noted the concern regarding the sustainability of the Institute and its reliance on external funding. She recognized the challenge of relying on donors who have not yet expressed their commitment. She confirmed that UNESCO was keen to maintain the level of contributions currently set for IIEP.
11. She concluded with a few words for Mr Burnett, who was attending his last official meeting as Chair and Member of the Board. She recognized the role he had played at IIEP and in education globally. She reminded all present of his critical role as ADG/ED and Director of the Education for All Global Monitoring Report. Finally, she expressed her best wishes to Karen Mundy as IIEP's new Director and said that she remained confident about IIEP's critical role in the future.
12. The ADG's address was followed by a questions and answers session. The Chair raised the issue of IIEP's financial situation, recalling that the major European donors currently supporting IIEP may cut funding. In addition, most of them are seeking to move away from IIEP (institutes) earmarked funding and towards a single contribution to UNESCO, which will then apportion to IIEP. He hoped that this

internal allocation of funds would mean transfers of funds at, or above, the level that they had been in the past. In her response, the ADG/ED indicated that unearmarked funding showed donors' appreciation of UNESCO's work. She explained that the challenge to motivate donors went beyond IIEP and UNESCO; she added that there was a sense from the closing round table in Dubai that education will be left behind due to competing agendas. Therefore, in the event of a dramatic cut in funding, institutions will have to adjust. She highlighted the importance of institutions having the flexibility to adjust their structure according to the evolution of funding. She saluted the good work achieved on this by former IIEP Director Suzanne Grant Lewis. She reiterated her appreciation of IIEP as an exceptional institution and assured that it would continue to be a priority for UNESCO and therefore continue to receive UNESCO funding. The Chair thanked the ADG for continuing to prioritize IIEP.

Item 4 - Welcome to new Board Members and Observers

13. Following the recommendation of the Governing Board, the UNESCO Director-General appointed the following three Members, whose term started at the close of the 61st session. Two of the incoming new Members attended the Governing Board session as Observers. The Chair invited them to introduce themselves:
 - Mr Albert Nsengiyumva, Executive Secretary of the Association for the Development of Education in Africa;
 - Ms Pauline Rose, Professor of international education and Director of the Research for Equitable Access and Learning Centre at the University of Cambridge;
 - Ms Emiliana Vegas, Co-Director, Center for Universal Education, Brookings Institution (was unable to attend the session).
14. All three new Members (Ms Vegas by email) thanked the Chair, the Board and IIEP. They expressed their satisfaction of being part of the IIEP Governing Board and demonstrated enthusiastic readiness to support IIEP.
15. Resolution 585 below on nominations was adopted by the Governing Board by correspondence ahead of the 61st session

Resolution 585

The Governing Board,

Having received the recommendation made by the Nominating Committee to fill the vacancies which will occur on the Board as a result of the expiration of the terms of office of Ms Valérie Liechti, Mr Jean-Michel Severino, and Mr Nicholas Burnett,

Acting in accordance with sub-paragraph (e) of paragraph 1 of Article III of the Statutes, with paragraph 2 of the same Article and with Rules 6, 8, and 10 of the Rules of Procedure,

Recommends Ms Emiliana Vegas, Mr Albert Nsengiyumva, and Ms Pauline Rose for appointment by the Director-General, each for a period of four years, which will begin at the close of the 61st session of the Governing Board (2021).

Item 5 - Report of the Director - Part I - Report of the Director on the Implementation and Outcomes of IIEP's 2021 Activities

16. The Chair welcomed the innovation to separate the report into two documents, which can be discussed separately: Part I, retrospective and Part II, prospective.
17. IIEP Deputy Director Paul Coustère presented the retrospective report, covering 2021 activities, but also reporting on the four years of IIEP's 10th Medium-Term Strategy (2018-2021). He began by noting that IIEP's Mission Statement, to strengthen the capacity of Member States to plan and manage their education systems, which is put to the vote every four years, remains valid. He then briefly presented the major activities and outcomes for IIEP's four functional areas: Training, Technical Cooperation (TC), Research and Development, and Knowledge Sharing, as well as the progress towards achievement, or achievement of, the 20 key performance indicators.
18. The Chair thanked the Deputy Director for his presentation and opened the floor for questions and comments. The Board commended IIEP for its accomplishments over the year and the 10th MTS period.
19. The Board asked for clarifications on how IIEP measured the impact of its training and research. It requested examples of the impact of IIEP's training on institutional capacity and the influence of its research on policy. The Deputy Director explained that the Kirkpatrick model used by IIEP to evaluate its training entails follow-up with IIEP alumni and their supervisors to assess any functional change at country level. The Head of IIEP's Training and Education Programme (TEP), Ms Mioko Saito, added that IIEP focuses on level 3 (behaviour change) and level 4 (organizational change) of the Kirkpatrick model. The Director provided the example of the training undertaken in partnership with UNICEF in Cambodia, noting that this had been robustly evaluated by a UNICEF external evaluator. IIEP has the most impact when it participates in a broader capacity development initiative to support education sector planning and analysis. The evaluations showed a positive impact in the departments where former trainees work in terms of strategic outputs, productivity and collaboration.
20. The Board discussed the challenges related to building national capacity through training. These include the rotation of government officials, the request of Member States for shorter and more specialized courses, arbitrating between one-off products such as training for the elaboration of a national education sector plan or training to build the permanent capacity of the planning and management function. The Director and Deputy Director confirmed that IIEP's approach has always been to adapt the offer to Member States' needs. In Ethiopia, for instance, IIEP has been training officials for over 10 years with a permanent upskilling requirement. IIEP will be working to refine its offer in 2022, to strengthen the long-term capacity of ministries of education and local institutions.
21. Regarding policy impact, the Director pointed out that IIEP has most policy impact when it co-creates research with country teams. She gave the example of the Institute's work on Quality Assurance and Flexible Learning Pathways. This created more engagement with countries and ministry staff, leading to policy dialogue at country level. The Acting Head of the Research and Development Team (R&D), Ms Michaela Martin, explained that over the years IIEP has evolved and learnt how to undertake co-creation of research and that due to the COVID-19 pandemic there was more dissemination of results at the national level involving national policy organizations with an interest in the research issue. She added that IIEP's research informs its training and that this also provides an opportunity to reach a wider audience.
22. The Board commented on IIEP's impressive electronic publications' output. It expressed concerns about these not being accessible to some key IIEP audiences. The Deputy Director pointed out that IIEP's communications team was working to develop digital products that could be accessed with little or no bandwidth. The Director added that papers, briefs and tools were considered publications, hence increasing the number thereof. She also informed the Board that IIEP will be giving up its

inhouse printshop as from 2022. Ms Michaela Martin explained that co-publishing with partners allows for a wider dissemination.

23. The Board asked for clarification on key performance indicators (KPIs), and specifically on the target related to support for national training institutes. The Director explained that the drop regarding strengthening training providers was due in part to the pandemic and in part to funding issues. Work needs to be done to build a sense of value for this type of intervention, including with potential donors. Regarding the number of online events held in 2021, the decrease from 2020 may be explained by the global surge in such events in 2021, leading to an increase in competing offers.
24. The Director explained the low staff development KPI by the fact that it measured formal training, whereas IIEP, as a learning organization, should consider a broader definition to include development of professional knowledge through workshops, seminars and individual learning.
25. The Board pointed to the low number of technical cooperation and research and development projects in the Middle East/North Africa (MENA) region, when there is a need in the region for strong skills development and better-quality learning outcomes. The Board also noted that, in the current context, IIEP could play an important role in providing support to enhance good governance through quality educational planning. The Institute could reach a new market through cooperation with UN agencies active in the region. The Director highlighted IIEP's support to Jordan as well as Lebanon and Iraq for the elaboration of their respective education sector analysis (ESA) and plan (ESP). IIEP is hoping to establish a formal agreement with UNHCR in the coming months, for work in the region.

Item 5 - Report of the Director - Part II - Report of the Director on the Operational Plan and Budget for 2022

26. The Director provided an overview of IIEP's operational plan for 2022, noting that 2022 would be a year of transition including the rolling out of final research products from the 10th MTS. The new IIEP structure would be framed around four value stream clusters, whose workplans will be defined by several sprint teams. The approach to training and capacity development would be centred around one IIEP and three campuses. She suggested that IIEP's role may evolve further to support national and regional training providers with learning materials. The new MTS committed to spending more than 50% of resources on the African continent. She announced the creation of a knowledge and evidence brokering function so that evidence is available and placed in the hands of Member States. She also outlined a new staffing structure which would be implemented from 2022. The Director invited Mr Koffi Segniagbeto, Head of IIEP's Dakar Office, and Mr Pablo Cevallos Estarellas, Head of IIEP's Buenos Aires Office, to address the Board.
27. 2021 marked the 20th anniversary of IIEP's Dakar Office. In 2022 the office will be focusing on the needs of countries in the region: strengthening the support to ESA and ESP, as well as the management of education, particularly at decentralized levels. The Office will have five thematic priorities: demography, equity, learning, youth employment and gender.
28. In 2017 when the 10th MTS was being drafted, the Buenos Aires Office developed a strategy to produce a basic offer free of charge as a sample of IIEP's offer. Now there is an established relationship with all ministries of education in the region and an increase in the number of requests for tailor-made projects. The Office's five priorities for 2022 are: (i) to expand its geographic scope to the Caribbean region and to continue support to Portuguese-speaking countries; (ii) to position the office as the UN capacity building institution for ministries of education; (iii) to have a competitive technical cooperation offer by specializing in topics relevant for the region; (iv) to continue to promote South-South cooperation including through communities of practice and new networks; and (v) to be an honest broker of reliable information for the region. Mr Cevallos Estarellas thanked the staff from the Buenos Aires Office for their work and commitment over the year.

29. The Chair noted the tremendous amount of ground included in the short presentations and opened the floor for questions and comments. The Board expressed its appreciation of the positioning of IIEP as a knowledge hub and noted the need for IIEP to focus on synthesizing state of the art research rather than carrying out original research. They also welcomed the focus on implementation capacity. The Director recognized that IIEP could further support ministries of education to use evidence and data and could play a role in supporting education bureaucracies to learn more effectively.
30. The Board requested the Director to elaborate on IIEP's main challenges in the coming year(s). The Director mentioned four major challenges: (i) to make IIEP into a more strategic organization as a provider of capacity development tools and approaches; (ii) to look at new approaches to planning and not solely focus on analysis and plans; (iii) to make IIEP more relevant, more agile and more responsive; (iv) to focus on IIEP's unique niche as an anchor and a broker in capacity development and the strengthening of educational planning and management.
31. The Board warned that IIEP should not lose the specificities of the regional offices to an integrated training offer as there are different regional needs. The aim is to maximize the integration and exchange of expertise and learning in all three offices, with a view to make IIEP a learning organization, harvesting lessons from the regions, bringing them together and making them accessible across the whole IIEP portfolio.
32. The Board noted that 2022 will be a transition year, both for IIEP and its Governing Board: replacing departing experience and expertise, launching a new MTS, adjusting to, and coping with the COVID-19 context, and addressing Member State's new priorities. The Board reiterated its full support to IIEP and invited the Director to reflect on where Board members could further support.
33. The Governing Board adopted the Resolutions 586, 587, 588 and 589 on the Report of the Director.

Resolution 586

The Governing Board,

Having reviewed the Report of the Director on the Activities carried out by IIEP in 2021 and Operational Plan for 2022 (documents 61 GB/4 Part I, Part II, and Information documents), and **bearing in mind** the information conveyed in the Director's oral report,

Congratulates the Director and her staff on a strong last year of implementation of the 10th MTS, considering the unprecedented challenging context of the COVID-19 pandemic, particularly **commends** the Institute's flexibility, responsiveness, and dedication,

Expresses appreciation for increased cross-fertilization across its training, technical cooperation, research, and outreach lines of work, and for efforts to improve the format of Board reporting on IIEP's results,

Recognizes the efforts of the Director and IIEP in expanding cross-office collaborations and strengthening monitoring and evaluation of results through an institute-wide strategy,

Acknowledges the progress in the further integration, complementarity, and subsidiarity between IIEP's three offices,

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

Further expresses its gratitude to the Member States, in particular France, Norway, Sweden and Switzerland, for their voluntary contributions to the Institute in 2021,

Approves document 61 GB/4 Parts I and II and Information documents as presented by the Director.

Resolution 587 – Appropriation Resolution 2021

The Governing Board,

Having examined the Report by the Director on the activities of IIEP in 2021 (document 61 GB/4 – Part II),

Taking note of the expenditure for the Core Funding Programme, by appropriation line, including the available financial resources for 2021,

Resolves that for the financial period 1 January to 31 December 2021, the total appropriation should amount to US\$ 17,183,333 to be financed by estimated income of US\$ 20,704,359 and reserves estimated at US\$ 8,099,296 as follows:

A. Core Funding Programme

Further taking note of the expenditure for the Project Funding Programme, by appropriation line, and in view of the new contracts and available financial resources for 2021,

Resolves that for the financial period 1 January to 31 December 2021, the total appropriation should amount to US\$7,443,001 to be financed by estimated income of US\$ 3,565,993 and reserves estimated at US\$ 5,516,316 as follows:

B. Project Funding Programme

Appropriation Line ²	Amount in US\$
I. Programme Operations	
A. Training (line 1)	1 418 804
B. Technical Cooperation (line 2)	3 516 681
C. Research & Development (line 3)	1 718 614
D. Outreach and Advocacy (line 4)	758 540
Sub-total I	7 412 639
II. Corporate Services	
E. Staff Service Account	30 362
Sub-total II	30 362
Total Appropriation	<u>7 443 001</u>
Income and Other Resources²	
I. Contracts	
Governments	470 618
Other	5 383 214
Sub-total I	5 853 831
II. Other Income	
Programme Support Fund Interfund eliminations	(2 287 838)
Sub-total II	(2 287 838)
Total Income I & II	<u>3 565 993</u>
III. Other Resources	
Liquidation of previous years' obligations	50 000
Reserves and Fund Balances on 1 January	5 466 316
Sub-total III²	5 516 316
Total Income and Other Resources Project Funding Programme	<u>9 082 309</u>

1 IIEP three offices Core Funding Programme

2 On-going multi-year Project Funding projects that will be implemented beyond 2021

Resolution 588 – Certified Accounts

The Governing Board,

Having examined the certified accounts for the year 2020 and the Auditor’s report thereon contained in document 61 GB/4 Part Inf. 2,

Approves the report of the External Auditor and the audited financial statements of IIEP for the financial period 1 January – 31 December 2020,

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

Resolution 589 – Proposed budget for 2022

The Governing Board,

Having examined the Draft Programme and Budget for 2022 contained in document 61 GB/4 – Part II,

Applauds the integration of IIEP Dakar into the Core Funding Programme budget and,

Resolves that,

A. Core Funding Programme

- (a) For the financial period 1 January to 31 December 2022, the total appropriation should amount to US\$ 19,991,656, to be financed by estimated income of US\$ 17,419,540 and reserves estimated at US\$ 11,039,253, hereby appropriated for the purpose indicated in the appropriation table as follows:

Appropriation Line¹	Amount in US\$
I. Programme Operations	
A. Training (line 1)	4 057 829
B. Technical Cooperation (line 2)	5 105 402
C. Research & Development (line 3)	3 727 494
D. Outreach and Advocacy (line 4)	3 169 499
	Sub-total I
	16 060 224
II. Directorate and Corporate Services	
D. Governing Board	231 738
E. Directorate/Monitoring and Evaluation	779 944
F. General Administration	1 398 511
Institutional Information Technology	543 339
G. Investment	
Staff development	345 597
Renovation of building	208 792
IT Technology	423 512
	Sub-total II
	3 931 432
	Total Appropriation
	<u>19 991 656</u>

- (b) The total appropriation voted in paragraph (a) above shall be financed by the funds allocated for the operation of the Institute and which are or shall be paid into (i) the Special Account set up by the Director-General of UNESCO in accordance with the relevant provisions of the Organization’s Financial Regulations and with Article VIII, paragraphs 1 and 2 of the Statutes of the Institute, and (ii) the Stabilization Reserve Account set up on 1 July 1993 in accordance with Resolution 251 adopted by the Executive Committee of the Governing Board at its 28th session in June 1993, as follows:

Income and Other Resources¹	Amount in US\$
I. UNESCO Financial Allocation	2 140 100
II. Voluntary Contributions	12 450 353
Sub-total I & II	14 590 453
III. Other Income	
Programme Support Funds	2 435 087
Income from training	374 000
Miscellaneous Income	20 000
Sub-total III	2 829 087
Sub-total I, II & III	<u>17 419 540</u>
IV. Other Resources	
Liquidation of previous years' obligations	120 000
Transfer to Stabilization Reserve Account	(701 069)
Reserves and Fund Balances on 1 January	11 620 322
Sub-total IV	11 039 253
Total Income and Other Resources Core Funding Programme	<u>28 458 793</u>

- (c) The Director is authorized to incur obligations during the financial period 1 January to 31 December 2022 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 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. Project Funding

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 IIEP and/or the Regulations and Rules of UNESCO and the agreements made with the donors.

Resolves that for the financial period 1 January to 31 December 2022, the total appropriation for the Extrabudgetary Programme should amount to US\$ 4,748,477 to be financed by estimated income of US\$ 4,689,783 and reserves estimated at US\$ 3,977,147.

Appropriation Line²	Amount in US\$
I. Programme Operations	
A. Training (line 1)	1 490 595
B. Technical Cooperation (line 2)	4 167 139
C. Research & Development (line 3)	1 156 472
D. Outreach and Advocacy (line 4)	273 358
Sub-total I	7 087 564
II. Programme Support Funds	
F. Programme Support Fund Interfund eliminations	(2 339 087)
Sub-total III	(2 339 087)
Total Appropriation	<u>4 748 477</u>
Income and Other Resources²	
I. Contracts	
Governments	716 248
Other	6 312 622
Sub-total I	7 028 870
II. Other Income	
Programme Support Fund Interfund eliminations	(2 339 087)
Sub-total II	(2 339 087)
Total Income I & II	<u>4 689 783</u>
III. Other Resources	
Liquidation of previous years' obligations	50 000
Reserves and Fund Balances on 1 January	3 927 147
Sub-total III³	3 977 147
Total Income and Other Resources Project Funding Programme	<u>8 666 930</u>

1 IIEP three offices Core Funding Programme

2 IIEP three offices Project Funding programmes and activities

3 On-going multi-year Project Funding projects that will be implemented beyond 2022

Item 6 - Election of the Chair as at Close of the 61st session

34. The Chair indicated that he had consulted members of the Board informally regarding the position of Chair. One candidate came forward: Mr José Weinstein Cayuela. The Board elected Mr Weinstein Chair, by a unanimous vote.

35. The Governing Board adopted Resolution 590 pertaining to the election of the Chair.

Resolution 590

The Governing Board,

Pursuant to the stepping down of Chairman Nicholas Burnett as at close of the 61st session,

Acting in accordance with paragraph 2 of Article III of the Statutes, and with Rules 8, and 12 of the Rules of Procedure,

Has elected, by a unanimous vote, José Weinstein Chairman of the IIEP Governing Board, for a period of service beginning at the close of the 61st session,

Wishes José Weinstein every success in his new role on the IIEP Governing Board.

Item 7 - Elections of Members to Governing Board Committees

36. Considering the number of new Members joining the Governing Board at the end of the 61st session, the Board decided that the new Chair will consult Members by correspondence for the composition of the three committees: the Executive Committee, the Finance and Administration Committee, and the Nomination Committee.
37. The Committees shall be in place by 15 February 2022.

Item 8 - Presentation of the Report and Recommendations of the Finance and Administration Committee and Risk Register

38. The Finance and Administration Committee convened on 9 December 2021 by videoconference, in advance of the 61st session of the Governing Board, to review IIEP's financial situation and inform the decisions of the Board.
39. IIEP's Chief Administrative Officer presented the updated 2021 financial reports and the financial forecasts for the period 2022-2026, as well as the Risk Register. Concerning the 2021 implementation, she highlighted that the health crisis continued to negatively affect the overall implementation of IIEP activities. Given the global uncertainties, IIEP's core funding has been closely monitored and recorded savings of a total of US\$2.1 million (of which staff savings accounted for US\$0.9 million and savings in activities US\$1.2 million). As regards the 2022 budget, she indicated that the agreements with four core donors (France, Norway, Sweden and Switzerland) will expire by the end of 2021 and that there was a high risk that their contribution levels may decrease.
40. The discussions evolved around the management of risks linked to the possible cuts in core funding. Several Board Members asked questions about potential contributions from traditional and non-traditional donors, as well as plans regarding staff growth. The Director informed the Board that she has had discussions with each of IIEP's four core donors whose agreements are to be renewed in 2022. While all four donors highly appreciate IIEP's work and praise its strong performance, their renewed financial contributions are, for reasons outside IIEP's control, not yet secured. It will take until mid-2022 before IIEP knows the levels of contribution from these core donors. As regards possible new donors, the Director has had initial discussions with Canada and the Gates Foundation. She will give high priority to enlarging the pool of donors in the coming years. To assist the Director with fundraising, IIEP will recruit a Strategic Partnerships and Resource Mobilization Officer in 2022. In terms of staff growth, the Director expressed that the first six months of 2022 will be a period of particular uncertainty, and hence a period of prudence with regard to new recruitments. The major growth in terms of staff will be in the Dakar Office, where targets on number and type of positions trigger disbursements of a multi-year funding agreement with the French Development Agency.
41. The Board Members stressed that the issue of fundraising will be critical in the coming years. The challenges call for more coordination efforts among the Global Partnership for Education, UNESCO, UNICEF and the World Bank. The Director concurred, recognizing that IIEP is strongly dependent on such coordination mechanisms to fund its work. The Director reported on the Board's request that

IIEP undertake a staff wellbeing survey, as part of the efforts to address the related risks. The survey was led in the Fall of 2021; the results showed that staff were generally more unsettled than at the beginning of the pandemic and that there were challenges with a work-life balance. The Director assured the Board that staff wellbeing was a top priority for IIEP Management.

42. The recommendations of the Finance and Administration Committee were recalled at the Board meeting, in order to adopt Resolutions 591 and 592, which were passed. The Board specified that Resolution 589 was approved with the understanding that the Director, in 2022, will initially operate under the assumption that there will be cuts to IIEP's overall core funding and will adjust this prudent scenario as time proceeds and as financial contributions from core donors are secured.

Resolution 591 – Financial Stability

The Governing Board,

Having examined documents 61 GB/4 Part I and II,

Having read the written report of the 4th session of the Finance and Administration Committee,

Having heard its oral report,

Taking into account its Recommendation 6 to the Governing Board at its 61st session.

Acknowledges that the current forecasts are in conformity with Resolution 579 adopted by the 60th session of the Governing Board on the financial sustainability of IIEP, Resolution 498 adopted by the 47th session of the Executive Committee, and Resolution 502 adopted by the 48th session of the Executive Committee,

Requests the Director to address the significant financial risks facing IIEP, and the unsustainability of current levels of staff growth, by constraining further staff growth until there is confirmation of ongoing funding from at least three of IIEP's current core donors,

Invites the Director to prepare a three-year staffing plan and talent map for presentation to the Executive Committee at its mid-2022 meeting; and to continue to prepare and present for approval by the Board annual budgets that meet requirements on operational reserves through the medium term.

Resolution 592 – Risk Register

The Governing Board,

Having examined documents 61 GB/8 [Risk Register],

Having read the written report of the 4th session of the Finance and Administration Committee,

Having heard its oral report,

Taking into account its Recommendation 7 to the Governing Board at its 61st session,

Expresses its appreciation to the management for its ongoing monitoring of risks, including the changes and the updates made consecutively to the Risk Register each year from the 59th Governing Board meeting,

Requests the Director continues to monitor risk and risk mitigation actions throughout the 11th MTS, to update the Risk Register twice a year, and to update the Executive Committee on actions taken to mitigate areas of high risk during its mid-2022 meeting.

Item 9 - Oral Report of the Director on Organizational Change

43. The Chair invited the Director to present the proposed organizational changes in 2022. The Chair reminded the Board that its approval of IIEP's new organizational structure is not formally required.

However, the Director felt that it was important to share these plans and seek Board comments and endorsement. The Chair commended the Director for her approach.

44. The Director explained that an important transitional aspect of IIEP in 2022 will be the major renewal of its senior management team. While the team leaders in the Buenos Aires and Dakar Offices will remain, the Paris Office will see a change in its senior management team over the 2021-2022 period. The R&D Team Leader left IIEP in January 2021; the Technical Cooperation Team Leader retired in November 2021; and the Training and Education Programme Team Leader will retire in the first quarter of 2022. The current Deputy Director entered UNESCO's mobility pool and is expected to depart for a field position by September 2022. While there are challenges involved in the renewal of the Paris-based leadership, it is at the same time a good opportunity for introducing structural changes that will make the Organization better fit for purpose. The Director stressed that the proposed organizational changes can be achieved using existing or recently vacated posts and imply no additional HR costs for the Institute.
45. The main proposed organizational changes include:
- Creating a new position of Chief Technical Officer, to coordinate four thematic teams of experts and ensure exchange of expertise across all three offices. This position will replace that of the current Deputy Director.
 - Creating four value stream clusters, comprised of technical experts to anchor global expertise in core areas. A senior expert (using existing posts) will lead each of the four value stream clusters: in, respectively: (a) Planning, Finance, Data and Governance; (b) Equity and Resilience; (c) Management for Improved Learning; (d) Skills and Flexible Learning Pathways.
 - Creating a new team, Knowledge Management and Mobilization, focused on building IIEP's role as knowledge broker in planning and management in education. This will involve merging the IIEP Library, portals, publications, events and communications staff and disbanding the current Information Services Team.
46. Board members commented and raised questions and concerns on the following issues:
- How will the organizational changes match and serve IIEP's new Medium-Term Strategy?
 - How to ensure strong regional expertise when the Organization seems to move towards a global structure with global expertise?
 - The organizational change should clarify the terms of reference for IIEP's research activities, and these should more closely serve and be aligned with the Institute's training and technical cooperation assignments;
 - Could relocating staff to the regional offices be an option to save costs?
 - What would be the implications for IIEP of not hiring a new Deputy Director?
47. The Board stressed the need for IIEP's research to directly feed into and improve the content of IIEP's training and technical cooperation activities.
48. The Director thanked the Board for its valuable comments. She emphasized that the "One IIEP, three campuses" notion will allow for continued mobilization of regional expertise in Latin America and in Africa and strengthen IIEP's identity as a truly global organization. It does not prevent it from responding to regional demands. The Director indicated that, to some extent, IIEP has already started a gradual shift towards locating more staff in the regional offices. Whether this leads to major cost savings needs further investigation. She stressed the necessity of tying IIEP's R&D activities closer to technical cooperation and training and welcomed the Board's strong support on this topic. Finally, the Director explained that the new Chief Technical Officer will step in as the deputy for the Director when needed.

49. The Governing Board adopted Resolution 593 on the Organizational Change.

Resolution 593

The Governing Board,

Having reviewed the Director's Oral Report on Organizational Change,

Taking into account Board discussions at its 61st session,

Endorses the changes proposed by the Director to IIEP's senior leadership team and organizational structure; in particular the creation of the post of Chief Technical Officer, to manage the integrated research, development, and technical cooperation portfolios, and oversee four teams of experts clustered around the value streams described in IIEP's 11th MTS; and the restructuring of the Information Services Team, in order to create a Knowledge Management and Mobilization Team,

Requests the Director to update the Executive Committee on the implementation of these organizational changes at its mid-2022 meeting.

Item 10 - Plans for future meetings

50. The Board decided that the 62nd session will be held on 13 and 14 December 2022.

51. The Board decided that Members will be consulted by correspondence to set the date and venue of the next Executive Committee meeting.

Item 11 - Tribute to outgoing Chair and Board Members

52. The Chair and Board Members warmly thanked and praised the outgoing Members, Ms Nina Arnhold, Mr Simone Cecchini, Ms Valérie Liechti, and Mr Jean-Michel Severino for their service and wished for continued dialogue, both in their personal capacity and with their respective institutions.

53. The Chair commended Ms Liechti on her eight years of outstanding service on the Board. She was recognized as the longest serving Member.

54. Vibrant and moving tributes were paid to the outgoing Chair by the Members of the Board, the former and new IIEP Director, the IIEP Deputy Director, as well as the Assistant Director-General in her address on the first day of the meeting. The Deputy Director also shared with the assembly the tribute of the Secretary of the Board (on medical leave) to the Chair.

55. The assembly warmly thanked the Chair for his generous and unwavering commitment to IIEP and education in general. He was praised for his remarkable contributions to IIEP and the Board, as well as his expert chairmanship.

56. The Chair expressed his deep gratitude to the Board and its Secretary as well as to the IIEP management and staff, for their valuable support, outstanding engagement and work through the years.

57. The Governing Board translated their homages into Resolutions 594, 595, 596, 597, and 598.

Resolution 594

The Governing Board,

Recalling Nicholas Burnett's outstanding chairmanship of the IIEP Governing Board, from 2015 to 2021,

Noting that he graciously accepted to serve 1 additional year of extension to his second term and last term,

Acknowledges his strong commitment to IIEP and its staff, his numerous and valuable contributions in increasing the profile and outreach of the Institute, as well as his precious support in ensuring its sustainability and preserving its uniqueness,

Expresses its deep appreciation of his incomparable engagement with IIEP in support of UNESCO's overall mission in the area of Education; Particularly, **thanks** him for his continued efforts in pursuing the interests of the Institute, its mission, and its legacy,

Wishes Nicholas Burnett every success in his future endeavours.

Resolution 595

The Governing Board,

Pays tribute to Valérie Liechti for her mandates on the IIEP Governing Board since 2013,

Expresses its deep appreciation for her valuable contributions to IIEP's strategic vision, and her engaged participation on Board Committees; Particularly, **thanks** her for the remarkable commitment and support to the Governing Board as well as IIEP and its staff,

Wishes Valérie Liechti every success in her future endeavours.

Resolution 596

The Governing Board,

Pays tribute to Jean-Michel Severino for his mandate on the IIEP Governing Board,

Expresses its deep appreciation for his strong commitment and contributions, including his valuable participation on Board Committees,

Wishes Jean-Michel Severino every success in his future endeavours.

Resolution 597

The Governing Board,

Pays tribute to Nina Arnhold for her mandate on the IIEP Governing Board,

Expresses its deep appreciation for her strong commitment and valuable contributions, including her participation on Board Committees,

Wishes Nina Arnhold every success in her future endeavours.

Resolution 598

The Governing Board,

Pays tribute to Simone Cecchini for his mandate on the IIEP Governing Board,

Expresses its deep appreciation for his strong contributions, including his participation on Board Committees,

Wishes Simone Cecchini every success in his future endeavours.

Item 12 - Other matters – Resolutions

58. All resolutions were adopted by the Board quorum with no objections. The full set of draft resolutions had been shared with the three excused Board Members ahead of the meeting. No substantive changes were recorded since.
59. The Chairman thanked the Board Members for their presence and fruitful discussions, as well as the Director, Deputy Director and IIEP staff.
60. The 61st session of the IIEP Governing Board ended at 3:55 p.m. Paris time, on 17 December 2021.