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for Educational Planning

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Item 4 of the Agenda

Report of the Director on the activities carried out
by IIEP in 2019 and Operational plan for 2020

*Part II – Finance and Budget
Approved*

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IMPLEMENTATION OF THE BUDGET IN 2019

This financial report provides an overview of the implementation of the 2019 approved budget during the second year of the 10th Medium-Term Strategy. It presents 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 2018 financial data for comparison purposes (p. 45).

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 1-2019: statement of resources and expenditure provides the provisional data for the year ending 2019 compared to the estimates for 2019 from the 58 GB/4. Resources and expenditure for 2019 have been estimated as of 30 September 2019 in United States Dollars (p. 10).

Schedule 1-2019: estimated resources for 2019 disaggregates Table 1-2019 on the resource side and compares against plan. (p. 11–12).

Schedule 2-2019: estimated expenditure for 2019 disaggregates Table 1-2019 on the expenditure side and compares against plan. (p. 13–14).

Table 2-2019: the Stabilization Reserve Account shows the situation at the end of 2019. 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 2019 is estimated at US\$ 26,133,517 compared to a budget of US\$ 22,048,028 (Table 1, p. 10).

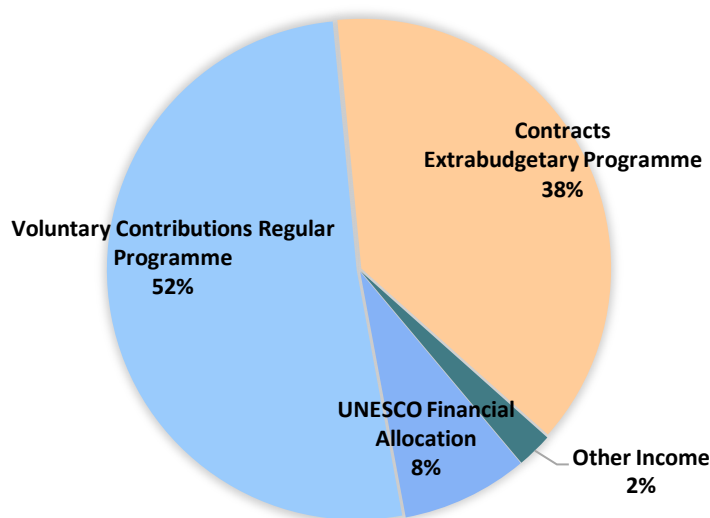
The total income of the **Regular Programme (RP)** is expected to amount to US\$ 18,036,025, which represents US\$ 2.2 million more than the budget. The RP income is composed of UNESCO's financial allocation (US\$ 2,140,100), voluntary contributions or Core funding from Governments (US\$ 13,429,207) and other income (US\$ 2,466,718), which originates mainly from staff costs recovery from extrabudgetary projects (US\$ 1,812,555) as well as from revenues from the training programme, sales from publications, various reimbursements and other sources.

The US\$ 2.2 million positive variance in 2019 is explained as follows. This year IIEP received unplanned funds from the Ministry of Foreign Affairs (MOFA) and awarded US\$ 1,592,724 of soft earmarked funding for the Gender at the Centre Initiative (GCI), aiming to advance progress in reaching gender equality in and through education. In addition to MOFA, Norway increased its core funding contributions to the 2017 levels and IIEP received a total of US\$2.9 million, an additional US\$1.1 million. Exchange rate differences (Euro, Swiss Franc and Swedish Kroner versus USD) explain a \$195K negative variance.

The **Extrabudgetary** new estimated income of US\$ 10,255,339 shows an increase of US\$ 1,220,530, compared to the approved budget of US\$ 9,034,809. IIEP signed several new agreements with UNICEF, including for Pakistan, UNGEI, Togo, Niger, and UNICEF LACRO. In addition, the income for AFD TVET has been recognised. The income net of cost recovery and other inter-fund eliminations amounts to \$US 8,097,492 (Schedule 1).

The graph below shows that the Regular Programme funding represents 62 % of the total income versus 38% from the Extrabudgetary (earmarked).

2019 ESTIMATED INCOME



Total **Reserves** for the Regular Programmes at the beginning of the year were US\$ 4,478,544 (Table 1, p.10). The Institute estimates that the level of reserves at the end of 2019 will increase to US\$ 7,393,828 as the implementation of the Gender at the Centre Initiative (GCI) will really take off in 2020.

IIEP Management implemented cautiously the programme and the recruitment plan in 2019 (Governing Board resolution 555 (58GB/4)), until Norway’s funding at the level of 2017, was confirmed. The unplanned France’s MOFA contract was also signed and the AFD core funding income is still expected in 2019.

The Management reported back to the Executive Committee in June 2019 with detailed financial scenarios including the new funding commitments and spending levels for 2019-2021, and taking account of both levels and uses of the Operating Reserve and the Stabilization Reserve. The Executive Committee applauded the efforts of the Director to secure new core funding with a major donor, France, for four years and agreed to maintain the current policy on Minimum Operating Reserve (Executive Board resolution 494 (46EXC)).

An update of the different financial simulations projected to 2023 is provided at this session of the Governing Board. These simulations indicate that after a period of rapid growth, IIEP has to ensure sustainability. IIEP will continue to monitor closely the costs of personnel and improve staff cost recovery; the management team will work on different budget scenarios as part of the implementation of the current 10th Medium-Term Strategy (2020-2021) and in preparation of the next Medium-Term Strategy.

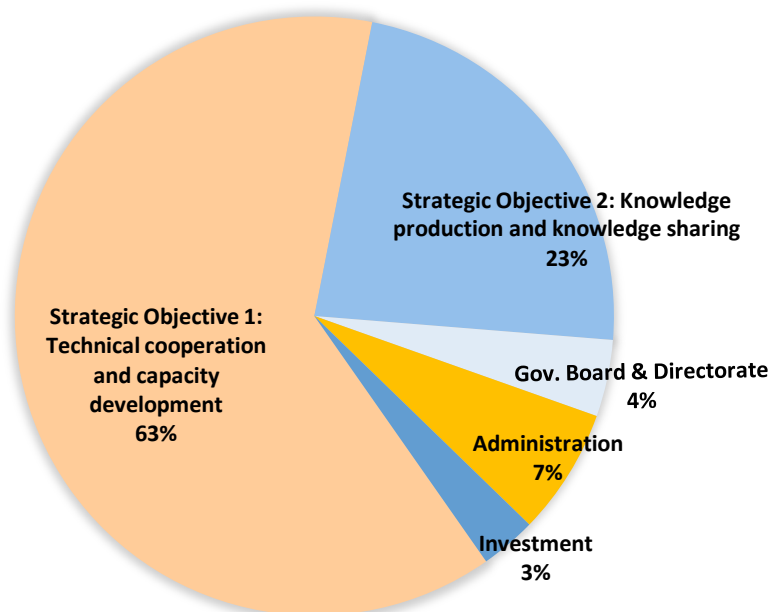
Expenditure

Overall expenditure of the Institute in 2019 amounts to US\$ 23,892,217 including in-kind and decentralized funds (Schedule 2-2019, p. 13-14).

Regular Programme implementation expenditure is estimated at US\$ 14,559,585, compared to a budget of US\$ 15,765,646, with an implementation rate of the regular programme activities at 94%, achieved through reprogramming during the second half of the year. Staff costs were monitored throughout the year and recruitment was slowed down during the first half of the year whilst waiting for confirmation on core funding levels. This resulted in a decrease of US\$ 955K in staff costs versus budget; costs went up by 13% compared to prior year, instead of the 23% planned.

The charts below show the percentage distribution by appropriation line for the total expenditure, Regular Programme and Extrabudgetary. During 2019, 86% was spent on programme activities and 11% on Governing Board, Directorate, Monitoring and Evaluation and Administration. In addition, 3% was invested in institutional information services, building renovation and staff development. Figures include expenditure on staff and activity.

REGULAR PROGRAMME & EXTRABUDGETARY 2019 EXPENDITURE

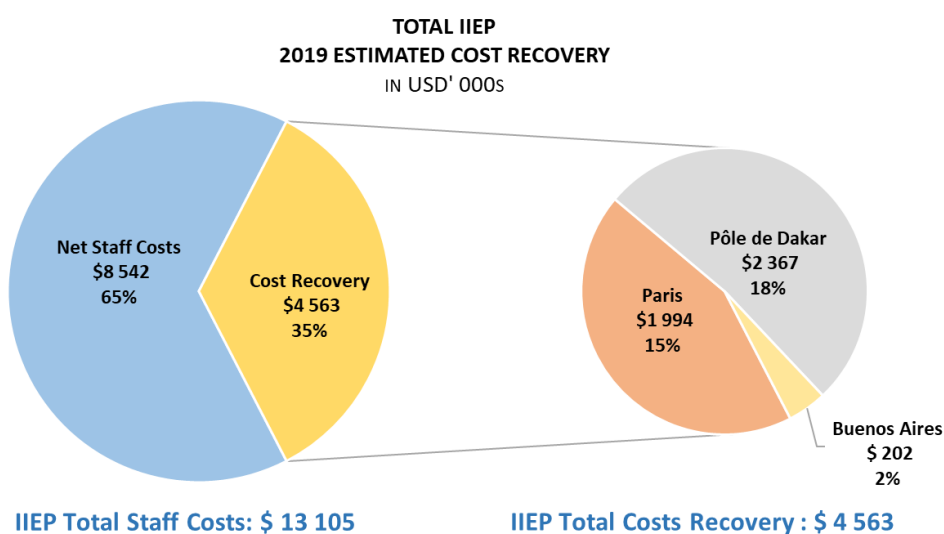


Programme implementation expenditure for the **Extrabudgetary Programme** is estimated at US\$ 9,588,109, compared to a budget of US\$ 11,097,485 representing an implementation rate of 86% (p.13). The US\$ 1.5 million variance is mainly explained by slower than planned implementation of projects such as AFD Quality Management and TVET projects and the Burkina Faso HRM and EMIS projects.

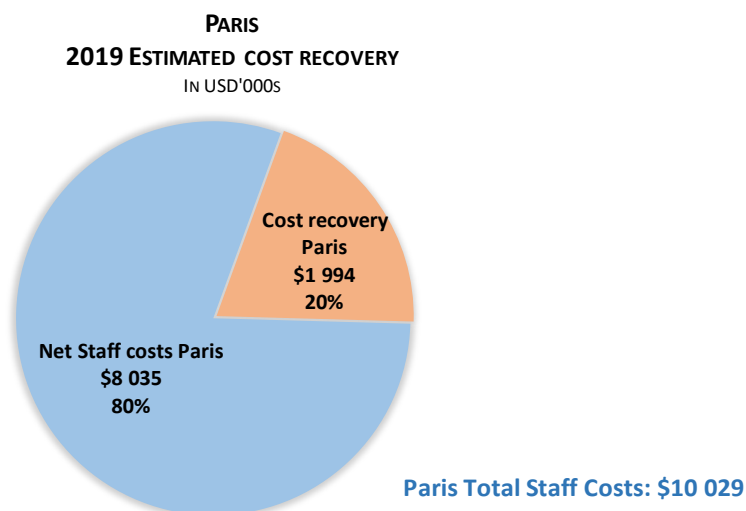
Cost Recovery

Overall cost recovery includes on one side, staff costs recovery from extrabudgetary projects (73%), and also revenues from the training programme, sales from publications, various reimbursements and other sources (27%).

IIEP estimates a recovery rate of 35% of the overall staff costs in 2019 versus 31% recovered last year. The increase in the overall staff costs recovery in the past two years is mainly because part of PDK staff costs have been funded directly by the AFD Quality Management and TVET projects. In 2020, with the conclusion of the AFD agreement, which changes their funding modality and switches from project funding to core funding, only the Quality Management project team will remain directly funded by the extrabudgetary programme.



The Paris office will recover 20% of its total staff costs for 2019 (chart below), compared to 19% budgeted and 18% recovered in 2018. The total amount recovered against projects is US\$ 363K less compared to the amount originally planned for the year. This decrease is mainly due to delays in the implementation of projects mentioned earlier and the SIDA funded project “Better Education Systems for Afghanistan’s Future” (implemented in cooperation with UNESCO Kabul). The gap however has been compensated for by the recognition of interest gain from investments of USD 300K. Good efforts continue to be made to ensure an optimal and timely recovery of staff time.



Figures in USD'000s	2013	2014	2015	2016	2017	2018	2019	2019
	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Estimated
Total Staff costs Paris	8 119	7 060	6 457	7 070	8 387	9 413	10 785	10 029
Cost recovery Paris	(1 844)	(2 514)	(2 811)	(2 480)	(1 790)	(1 666)	(2 037)	(1 994)
Net Staff costs Paris	6 275	4 546	3 646	4 590	6 597	7 747	8 748	8 035
	-	-	-	-	-	-	-	-
Paris % Recovery/year	23%	36%	44%	35%	21%	18%	19%	20%

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\$ 9 426 412 (Table 2, p 15).

The total contribution this year from the three offices amounts to US\$ 591 156.

The total balance at the end of 2019 is estimated at US\$ 10 017 568.

APPROPRIATION RESOLUTION

In Appropriation Resolution 555, approved for the Regular Programme by the IIEP Governing Board at its 58th session in 2018, the resources estimated for 2019 was US\$ 19,887,520, while the estimated expenditure was US\$ 15,765,646.

The final estimated amounts of both expenditure and income, as compared with those approved by Resolution 555 of the Governing Board, will be as follows:

A. Resources for 2019

	(a)	(b)	(a+b)
	Res. 555	Increase (Decrease)	Estimated New Total
	\$	\$	\$
I. UNESCO financial allocation	2 140 101	(1)	2 140 100
II. Voluntary Contributions	10 896 838	2 532 369	13 429 207
III. Other Income			
Programme Support Funds	2 414 669	(602 114)	1 812 555
Income from training	352 190	(28 027)	324 163
Miscellaneous Income	10 000	320 000	330 000
Sub-total, I, II & III	15 813 798	2 222 227	18 036 025
IV. Other Resources			
Liquidation of previous years' obligations	30 000	-	30 000
Transfer to Stabilization Reserve Account	(626 966)	35 810	(591 156)
Reserves and Fund Balances on 1 January	4 670 688	(192 143)	4 478 544
Sub-total, IV	4 073 721	(156 333)	3 917 388
Total Resources	19 887 520	2 065 894	21 953 413

B. Expenditures for 2019

	(a)	(b)	(c)	(d)	(a+b+c+d)
Appropriation Line	Res. 555	Dollar* Fluct.	Additional activities	Deficit or (Savings) Approved activities	Estimated New Total
	\$	\$	\$	\$	\$
Line 1: Training	3 008 413	170 569	-	(103 519)	3 075 463
Line 2: Technical Cooperation	3 565 029	202 128	-	(835 306)	2 931 850
Line 3: Research and Development	2 489 336	141 139	-	308 490	2 938 966
Line 4: Outreach & Advocacy	2 760 959	156 539	-	(677 597)	2 239 901
Line 5: Gov. Board, Directorate, Admin. & Investment	3 941 908	223 496	-	(791 999)	3 373 405
Total Appropriation	15 765 646	893 872	-	(2 099 932)	14 559 585

* Average exchange rate US\$1 = €0,841 for the 58 GB/4, US\$1 = €0,892 for the 59 GB/4

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

Resolution 561

The Governing Board,

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

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

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

A. Regular Programme

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

Further taking note of the expenditure for the Extrabudgetary Programme, by appropriation line, and in view of the new contracts and available financial resources for 2019,

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

B. Extrabudgetary Programme

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

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

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

2018 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 2018 Accounts were certified by the External Auditor on 18 June 2019. They are available in document *59 GB/4 Part I Inf.2*. The Governing Board may wish to adopt the following resolution:

Resolution 562

The Governing Board,

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

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

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

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

Regular and Extrabudgetary Programmes	Budget Approved 2019				New Estimates 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	2 140 100	-	-	2 140 100
II. Voluntary Contributions	10 896 838	-	-	10 896 838	13 429 207	-	-	13 429 207
III. Contracts								
Governments	-	1 487 353	-	1 487 353	-	1 437 570	-	1 437 570
Other	-	7 429 922	(410 956)	7 018 966	-	8 817 769	(294 363)	8 523 406
France (IIEP building maintenance)	-	117 534	-	117 534	-	-	-	-
TOTAL, GENERAL INCOME	13 036 939	9 034 809	(410 956)	21 660 792	15 569 307	10 255 339	(294 363)	25 530 284
IV. OTHER INCOME								
Programme Support Funds ¹	2 414 669	-	(2 252 433)	162 237	1 812 555	-	(1 639 321)	173 233
Training Programme cost recovery ²	352 190	-	(137 190)	215 000	324 163	-	(224 163)	100 000
Miscellaneous Income ³	10 000	-	-	10 000	330 000	-	-	330 000
TOTAL, OTHER INCOME	2 776 859	-	(2 389 623)	387 237	2 466 718	-	(1 863 484)	603 233
TOTAL INCOME OF THE YEAR	15 813 798	9 034 809	(2 800 579)	22 048 028	18 036 025	10 255 339	(2 157 847)	26 133 517
EXPENDITURE								
10th Medium-Term Strategy								
I. PROGRAMME OPERATIONS								
Training (Line 1)	3 008 413	1 604 875	(934 019)	3 679 270	3 075 463	1 783 599	(637 589)	4 221 473
Technical Cooperation (Line 2)	3 565 029	9 217 524	(1 811 993)	10 970 560	2 931 850	7 378 555	(1 487 689)	8 822 716
Research and Development (Line 3)	2 489 336	136 305	(29 042)	2 596 599	2 938 966	145 246	(17 115)	3 067 096
Outreach and Advocacy (Line 4)	2 760 959	88 780	(25 525)	2 824 214	2 239 901	273 104	(15 454)	2 497 551
TOTAL, PROGRAMME OPERATIONS	11 823 737	11 047 485	(2 800 579)	20 070 643	11 186 180	9 580 503	(2 157 847)	18 608 836
II. GOV. BOARD, DIRECTORATE, ADMIN. & INVESTMENT (Line 5)								
Governing Board	554 725	-	-	554 725	336 014	-	-	336 014
Directorate/Monitoring & Evaluation	929 507	-	-	929 507	664 582	-	-	664 582
Administration								
General Administration	1 350 358	-	-	1 350 358	1 359 157	-	-	1 359 157
Information Technology	301 120	-	-	301 120	284 881	-	-	284 881
Staff Service Account	-	-	-	-	-	7 606	-	7 606
TOTAL, GOV. BOARD, DIRECTORATE AND GEN. ADM.	3 135 709	-	-	3 135 709	2 644 635	7 606	-	2 652 240
III. INVESTMENT								
Staff development	114 847	-	-	114 847	240 901	-	-	240 901
Renovation of Building	204 627	50 000	-	254 627	126 871	-	-	126 871
IT Technology	486 725	-	-	486 725	360 999	-	-	360 999
TOTAL, INVESTMENT	806 199	50 000	-	856 199	728 770	-	-	728 770
TOTAL, EXPENDITURE I - III	15 765 646	11 097 485	(2 800 579)	24 062 552	14 559 585	9 588 109	(2 157 847)	21 989 847
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	48 152	(2 062 676)	-	(2 014 523)	3 476 440	667 230	-	4 143 670
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	(626 966)	-	-	(626 966)	(591 156)	-	-	(591 156)
Reserves & Fund Balances on 1 January	4 670 688	3 469 604	-	8 140 292	4 478 544	3 714 195	-	8 192 740
TOTAL, OTHER RESOURCES & RESERVES	4 073 721	3 519 604	-	7 593 326	3 917 388	3 764 195	-	7 681 584
BALANCE AT YEAR END ALL MANAGED FUNDS⁵	4 121 874	1 456 929	-	5 578 802	7 393 828	4 431 425	-	11 825 253

Note: The Estimated Regular Programme (RP) includes the contribution from the Agence Française de Développement (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 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\$ 440K); Buenos Aires (US\$ 20K) and Pôle de Dakar (US\$ 131K) 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	2019 Approved	Share %	2019 New Estimates	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 101	9,7	2 140 100	8,2	(1)
II. Voluntary Contributions					
Argentina	70 000	0,3	140 000	0,5	70 000
France (AFD)	2 840 909	12,9	2 735 230	10,5	(105 679)
France (MOFA)	-	-	1 592 724	6,1	1 592 724
Norway	1 845 897	8,4	2 910 790	11,1	1 064 893
Sweden	2 151 996	9,8	2 076 037	7,9	(75 959)
Switzerland	3 988 036	18,1	3 974 426	15,2	(13 610)
Total, Voluntary Contributions	10 896 838	49,4	13 429 207	51,4	2 532 369
TOTAL, I & II	13 036 939	59,1	15 569 307	59,6	2 532 368
III. OTHER INCOME					
Programme Support Funds	2 414 669	11,0	1 812 555	6,9	(602 114)
Income from training	352 190	1,6	324 163	1,2	(28 027)
Miscellaneous Income	10 000	0,0	330 000	1,3	320 000
TOTAL, OTHER INCOME	2 776 859	12,6	2 466 718	9,4	(310 141)
TOTAL, INCOME REGULAR PROGRAMME	15 813 798	71,7	18 036 025	69,0	2 222 227
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	8 000	0,0	57 573	0,2	49 573
Benin**	40 040	0,2	-	-	(40 040)
Burkina Faso GHR	343 715	1,6	199 525	0,8	(144 190)
Burkina Faso EMIS	421 228	1,9	205 679	0,8	(215 549)
Burundi**	174 570	0,8	-	-	(174 570)
Dominican Republic*	66 329	0,3	24 350	0,1	(41 979)
Ecuador*	67 144	0,3	-	-	(67 144)
France	-	-	6 311	0,0	6 311
France (AFD - Convention 2013)**	-	-	830 786	3,2	830 786
Germany (GIZ)	-	-	27 194	0,1	27 194
Guinea**	138 591	0,6	-	-	(138 591)
Mali**	-	-	21 151	0,1	21 151
Niger**	24 000	0,1	-	-	(24 000)
Panama*	88 500	0,4	-	-	(88 500)
United Kingdom (DFID)	53 236	0,2	-	-	(53 236)
Uruguay*	62 000	0,3	65 000	0,2	3 000
Total, Contracts - Governments	1 487 353	6,7	1 437 570	5,5	(49 783)
Contracts - Others					
AFRICAN Development Bank (AFDB)**	182 542	0,8	-	-	(182 542)
Agence Française de Développement (AFD - TVET)**	1 453 719	6,6	2 312 886	8,9	859 167
Agence Française de Développement (AFD - Quality)**	1 857 083	8,4	1 777 245	6,8	(79 838)
Caribbean Development Bank (CDB)	50 000	0,2	-	-	(50 000)
European Union Haiti 2017-2018	34 180	0,2	-	-	(34 180)
European Union Haiti 2018-2021	797 199	3,6	917 235	3,5	120 035
European Union FPI	1 092 618	5,0	1 298 445	5,0	205 827
French University in Armenia Foundation (UFAR)	-	-	9 045	0,0	9 045
Foundation ARCOR*	7 500	0,0	7 557	0,0	57
Foundation Open Society Institute (OSI)	-	-	80 000	0,3	80 000
Fundación Santa María Buenos Aires*	-	-	35 000	0,1	35 000
Global Partnership for Education (GPE) (PAR)	179 769	0,8	67 413	0,3	(112 356)

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

Regular and Extrabudgetary Programmes					
Source	2019 Approved	Share %	2019 New Estimates	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
UNESCO¹	107 036	0,5	45 000	0,2	(62 036)
UNICEF¹	811 232	3,7	1 124 621	4,3	313 388
West Indies University*	-	-	53 052	0,2	53 052
Fellowships & other funds					
Annual Training Program (Fellowships)	418 182	1,9	536 613	2,1	118 431
Annual Training Program (Fellowships IBA)	50 000	0,2	47 293	0,2	(2 707)
Annual Training Program (Fellowships PDK)	156 961	0,7	297 639	1,1	140 678
Staff Service Account	20 000	0,1	6 292	0,0	(13 708)
IBA Other Extrabudgetary Income	211 901	1,0	202 433	0,8	(9 467)
Total, Contracts - Others	7 429 922	33,7	8 817 769	33,7	1 387 847
France (IIEP building maintenance)	117 534	0,5	-	-	(117 534)
TOTAL, CONTRACTS	9 034 809	41,0	10 255 339	39,2	1 220 530
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(614 931)	- 2,8	(533 495)	- 2,0	81 436
Staff costs recovery & other	(2 185 647)	- 9,9	(1 624 352)	- 6,2	561 295
Total, Elimination - PSF	(2 800 579)	- 12,7	(2 157 847)	- 8,3	642 732
TOTAL, EXTRABUDGETARY INCOME	6 234 230	28,3	8 097 492	31,0	1 863 262
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	22 048 028	100,0	26 133 517	100,0	4 085 489
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	(626 966)	-	(591 156)	-	35 810
Reserves & Fund Balances on 1 January, Regular Prog.	4 670 688	-	4 478 544	-	(192 143)
Reserves & Fund Balances on 1 January, Exb. Prog	3 469 604	-	3 714 195	-	244 591
TOTAL, OTHER RESOURCES & RESERVES	7 593 326	-	7 681 584	-	88 258
GRAND TOTAL, IIEP MANAGED FUNDS	29 641 354	-	33 815 100	-	4 173 746
C. IN-KIND CONTRIBUTIONS					
I. PHYSICAL FACILITIES					
Rental for the IIEP building/Paris	1 528 132	89,2	1 457 291	88,9	(70 841)
Rental for the IIEP building/Buenos Aires	126 000	7,4	126 000	7,7	-
Rental for the IIEP building/Pôle de Dakar	58 977	3,4	56 244	3,4	(2 733)
TOTAL, PHYSICAL FACILITIES	1 713 109	100,0	1 639 535	100,0	(73 574)
D. RESOURCES DECENTRALIZED TO IIEP					
I. UNESCO DECENTRALIZED FUNDS					
Funds-in-Trust	546 975	100,0	262 835	100,0	(284 140)
TOTAL, DECENTRALIZED FUNDS	546 975	100,0	262 835	100,0	(284 140)
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	2 260 083	100,0	1 902 370	100,0	(357 714)
GRAND TOTAL	31 901 437	100,0	35 717 470	100,0	3 816 033

* 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	Approved 2019							New Estimates 2019				
	Regular Programme (RP)		RP	Extrabudg.	Grand	Share	Regular Programme (RP)		RP	Extrabudg.	Grand	Share
	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)	2 365 201	643 213	3 008 413	1 604 875 ¹	4 613 288	17,2	2 525 982	549 482	3 075 463	1 783 599 ¹	4 859 062	20,1
Technical Cooperation (Line 2)	3 236 149	328 880	3 565 029	9 217 524 ²	12 782 553	47,6	2 761 000	170 850	2 931 850	7 378 555 ²	10 310 405	42,7
TOTAL, TECH. COOP. & CAP. DEVELOPMENT	5 601 349	972 093	6 573 442	10 822 399	17 395 841	64,8	5 286 982	720 332	6 007 314	9 162 153	15 169 467	62,8
2. STRATEGIC OBJECTIVE 2: KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING												
Research and Development (Line 3)	1 697 672	791 665	2 489 336	136 305	2 625 642	9,8	2 074 164	864 802	2 938 966	145 246	3 084 211	12,8
Outreach & Advocacy (Line 4)	1 883 500	877 459	2 760 959	88 780	2 849 739	10,6	1 415 144	824 757	2 239 901	273 104	2 513 005	10,4
TOTAL, KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING	3 581 171	1 669 124	5 250 295	225 085	5 475 381	20,4	3 489 307	1 689 559	5 178 866	418 350	5 597 217	23,2
TOTAL, I: PROGRAMME. OPERATIONS	9 182 521	2 641 217	11 823 737	11 047 485	22 871 222	85,1	8 776 289	2 409 891	11 186 180	9 580 503	20 766 684	86,0
<u>II. GOV. BOARD, DIRECTORATE, ADMINISTRATION & INVESTMENT (Line 5)</u>												
1. GOV. BOARD & DIRECTORATE												
Governing Board	436 725	118 000	554 725	-	554 725	2,1	223 014	113 000	336 014	-	336 014	1,4
Directorate/Monitoring and Evaluation	839 773	89 734	929 507	-	929 507	3,5	580 848	83 734	664 582	-	664 582	2,8
TOTAL, GOV. BOARD & DIRECTORATE	1 276 497	207 734	1 484 231	-	1 484 231	5,5	803 862	196 734	1 000 597	-	1 000 597	4,1
2. ADMINISTRATION												
General Administration	690 745	659 613	1 350 358	-	1 350 358	5,0	656 625	702 532	1 359 157	-	1 359 157	5,6
Institutional Information Technology	135 100	166 020	301 120	-	301 120	1,1	118 861	166 020	284 881	-	284 881	1,2
Staff Service Account	-	-	-	-	-	-	-	-	-	7 606	7 606	0,0
TOTAL, ADMINISTRATION	825 845	825 633	1 651 478	-	1 651 478	6,1	775 486	868 552	1 644 038	7 606	1 651 644	6,8
TOTAL, II: GOV. BOARD, DIRECTORATE & ADMIN.	2 102 343	1 033 367	3 135 709	-	3 135 709	11,7	1 579 348	1 065 286	2 644 635	7 606	2 652 240	11,0
<u>III. INVESTMENT</u>												
1. INVESTMENT												
Staff development	14 847	100 000	114 847	-	114 847	0,4	140 901	100 000	240 901	-	240 901	1,0
Renovation of building	64 627	140 000	204 627	50 000	254 627	0,9	28 782	98 089	126 871	-	126 871	0,5
IT Technology	328 325	158 400	486 725	-	486 725	1,8	212 710	148 289	360 999	-	360 999	1,5
TOTAL, III: INVESTMENT	407 799	398 400	806 199	50 000	856 199	3,2	382 393	346 378	728 770	-	728 770	3,0
TOTAL EXPENDITURE I, II & III	11 692 662	4 072 983	15 765 646	11 097 485	26 863 130	100,0	10 738 030	3 821 556	14 559 585	9 588 109	24 147 694	100,0

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

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

Regular and Extrabudgetary Programmes	Approved 2019						New Estimates 2019					
	Regular Programme (RP)		RP	Extrabudg.	Grand	Share	Regular Programme (RP)		RP	Extrabudg.	Grand	Share
	Staff	Activities	Sub-total	Programme (EXB)	Total	%	Staff	Activities	Sub-total	Programme (EXB)	Total	%
IV. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)												
Programme Support Costs			-	(614 931)	(614 931)	-	-	-	-	(533 495)	(533 495)	-
Staff costs recovery & other			-	(2 185 647)	(2 185 647)	-	-	-	-	(1 624 352)	(1 624 352)	-
Total, Elimination - PSF	-	-	-	(2 800 579)	(2 800 579)	-	-	-	-	(2 157 847)	(2 157 847)	-
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	11 692 662	4 072 983	15 765 646	8 296 906	24 062 552	-	10 738 030	3 821 556	14 559 585	7 430 262	21 989 847	-
B. IN-KIND EXPENDITURE												
<u>PHYSICAL FACILITIES</u>												
Rental for the IIEP/Paris building	-	-	-	1 528 132	1 528 132	-	-	-	-	1 457 291	1 457 291	-
Rental for the IIEP/BA building	-	-	-	126 000	126 000	-	-	-	-	126 000	126 000	-
Rental for the IIEP/PDK building	-	-	-	58 977	58 977	-	-	-	-	56 244	56 244	-
TOTAL, PHYSICAL FACILITIES	-	-	-	1 713 109	1 713 109	-	-	-	-	1 639 535	1 639 535	-
C. EXPENDITURE FROM DECENTRALIZED FUNDS												
<u>UNESCO DECENTRALIZED FUNDS</u>												
Extra-budgetary funds	-	-	-	546 975	546 975	-	-	-	-	262 835	262 835	-
TOTAL, DECENTRALIZED FUNDS	-	-	-	546 975	546 975	-	-	-	-	262 835	262 835	-
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	-	-	-	2 260 083	2 260 083	-	-	-	-	1 902 370	1 902 370	-
GRAND TOTAL	11 692 662	4 072 983	15 765 646	10 556 989	26 322 635	-	10 738 030	3 821 556	14 559 585	9 332 632	23 892 217	-

TABLE 2
UNESCO
INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STABILIZATION RESERVE ACCOUNT
STATEMENT OF INCOME AND EXPENDITURE FOR 2019

<u>in US\$</u>	<u>Total</u>
BUDGET BALANCE BROUGHT FORWARD 1 JANUARY 2019	9 426 412
Previous year's 5% payroll	591 156
TOTAL ESTIMATED INCOME	591 156
EXPENDITURE	
TOTAL ESTIMATED EXPENDITURE	-
EXCESS/(SHORTFALL): INCOME LESS EXPENDITURE	591 156
BALANCE AS AT 31 DECEMBER 2019	10 017 568

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.
- leading the Institute's greening efforts.

There were changes in the Administration team in 2019. The Administrative Officer (AO) in Pôle de Dakar resigned in May and the position was filled with a member of the Paris Administration team. Subsequently, a new Assistant Finance and Accounting Officer was appointed in November in the Paris office to replace the staff appointed in Dakar.

The **finance team** regularly monitored actual programme implementation compared to the plan, prepared medium-term financial simulations, accounting and administration dashboards, and organised project review meetings.

The **IT team** continued to improve the IIEP IT systems and services by creating high availability clusters to minimize downtime and disruption of business processes; internal login servers were also upgraded and improvements made to the data backup systems. The equipment in the auditorium was upgraded to facilitate the hosting of videoconferences and webinars. The team continued to support the offices of Pôle de Dakar and Buenos Aires.

The **Human Resources** team supports fair, transparent and timely recruitment. It continued to give guidance and advice to senior management on issues such as staff performance management, learning and development, and unanticipated separations that affect continuity in service delivery. Staff members were supported via briefings and guidance in understanding better their benefits, entitlements and obligations as described in UNESCO's Staff Regulations and Staff Rules.

Further details are given in page 18.

General Administration Expenditure for 2019

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. for the offices of Paris and Dakar. This year we expect 105% implementation rate in General Administration activities expenditure, i.e. US\$ 868,552 (Schedule 2, p. 13). The yearly Audit Fees represent

16% of the General Administration expenses, US\$ 140,000. IIEP continues to consider that the size of the allocation is over estimated for the size of the Institute and the IIEP Director will pursue discussions with the new CFO and the External Auditors to bring it down to a more reasonable level in 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. The Pôle de Dakar team resides in the premises of the UNESCO Regional Office in Dakar. A fee of US\$ 60,000 was paid for rent, utilities and services to the Office as host.

In early 2019, IIEP started conversations with the French Ministry of Higher Education and Research to renew the agreement to support IIEP's building maintenance. No subsidy was obtained for 2019 but IIEP still hopes to be able to obtain the French Ministry's support from 2020.

A major renovation project was completed in the Paris office, the access to the auditorium for people with disabilities. A platform lift for people with reduced mobility (PRM) was built for a total cost of US\$ 68,000.

Information Technology, Tools, and Systems

With all three IIEP offices equipped with a proper infrastructure with redundancy at the hardware level, the IT team worked on improving the resiliency of IT services at the software level. This involves creating high availability (HA) clusters, which allow a node to take over when its partner is not available, to minimize downtime and disruption of business processes.

To this end, two additional server blades were acquired to handle the extra load of running multiple nodes for the same service concurrently. Vital services such as account login, email, time synchronization and name resolution for the IIEP domain were already running as clusters, done as part of the modernization project in 2016. This year, the attention was turned to sites and auxiliary services indispensable to the day-to-day work of the Institute.

Work is underway to host all IIEP websites on clusters to assure uptime and allow rolling deployments of upgrades and major changes.

As demand for videoconferences and webinars has been steadily increasing, the equipment in the auditorium was upgraded to facilitate hosting such events.

As part of the support given from Paris to the other two IIEP offices, the IT team visited the Buenos Aires office to check on the overall health of its IT infrastructure. This mission covered issues such as their Internet connection, computer needs, firewall redundancy, deployment system upgrades, internal network, software licenses and printing needs among other things. A similar visit to Pôle de Dakar is scheduled for the second quarter of 2020.

Lastly, other items the IT team worked on this year included the upgrade of our internal login servers, the migration of more and more data to the online file-sharing system, improvements to the data backup systems and the deployment of a status dashboard to allow IIEP staff to easily check the status of IT services and websites of the Institute.

Recurring IT costs amounted to US\$ 166,000 including US\$ 154,400 for software licences. IT software and equipment investments totalled US\$ 148,300, including computer equipment purchases, storage, upgrades of software and video conference equipment.

Human Resources Management

Demand for IIEP's expertise and technical support continued to grow. In 2019 therefore, the institute continued to recruit staff in all three locations to support new programme initiatives. The recruitment process has been streamlined, is transparent and leverages technology tools to ensure the best candidates with the right fit are hired within the shortest possible time. The Institute continues to pay attention to geographic and gender balance in its hiring decisions. Internal candidates received priority in filling positions in line with UNESCO policy and IIEP's commitment to support upward career mobility for its existing talent pools. Between January and November 2019, IIEP recruited 25 positions in the Professional, National Officer and General Service categories in its three Offices.

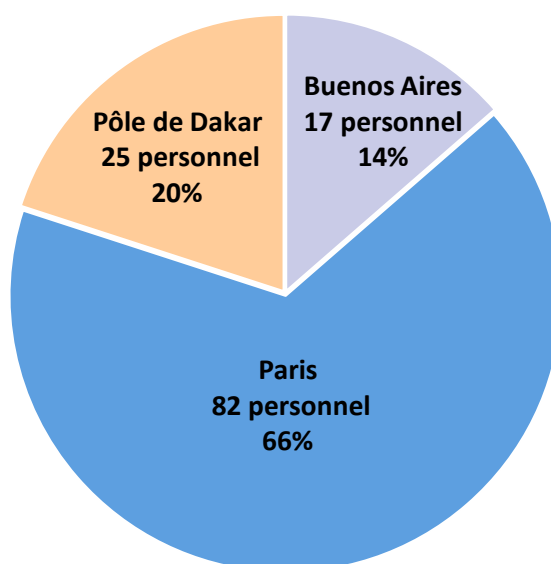
Overall, the HR function is now more structured and a true business partner delivering a more consistent support service across the Institute. This includes targeted talent sourcing, recruitment, entitlements and benefits management, staff development, performance management, staff well-being and amicable separations. HR is supporting team leaders with their hiring and performance management function in a consistent manner.

IIEP is contributing to Human Resources policy changes driven by UNESCO's needs to achieve efficiency gains. In this regard, the Institute participated in a working group that reviewed UNESCO's performance management policy in November and December 2018. In January 2019, IIEP shared its views on enhancing performance management and these were incorporated into the revised Chapter 14 of UNESCO's Human Resources Manual. At UNESCO's request, the Director nominated the HR Officer in August 2019 as IIEP's focal point in the implementation of the new performance management policy that comes into effect on 1 January 2020. IIEP will continue to enhance its own performance management culture that emphasises setting realistic, achievable, time-sensitive and measurable work objectives. Managers and their staff engage in continuous dialogue and supportive feedback is given in a timely manner.

Workforce Structure

In November 2019, IIEP had a total workforce of **124** in all locations representing Fixed Term, Project Appointments and Service Contracts as shown in the graph below. IIEP's workforce grew by 8 new personnel, which represents a 7% increase over the 2018 figure (114 personnel).

Distribution of 125 IIEP Personnel in Paris, Dakar and Buenos Aires, 2019



The breakdown of personnel by grade, contract type and location is shown in the table below.

Table 1. IIEP Staff Establishment by Grade and Location in 2019

Grade	Paris	Pôle de Dakar	Buenos Aires	Total
D-2	1			1
D-1	1			1
P-5	3	1	1	5
P-4	10	4		14
P-3	20	8	1	29
P-2	6	3		9
P-1	10	2		12
NO-C			2	2
NO-B			2	2
GS-7	1			1
GS-6	5	3	1	9
GS-5	14	3	1	18
GS-4	4		2	6
GS-3		1	1	2
SC	7		6	13
Total	82	25	17	124

IIEP’s Staff gender distribution appears in Table 2 below.

Table 2: IIEP Gender Distribution

Gender	Paris	Dakar	Buenos Aires	Total	% total staff
Female	58	8	10	76	61 %
Male	24	17	7	48	39 %
Total	82	25	17	124	100%

IIEP is committed to bridging gender gaps through a deliberate recruitment strategy that encourages appropriately qualified women to fill professional vacancies, in Dakar for instance. Likewise, recruitment decisions in Paris are taken with the view to addressing the gender gap skewed in favour of women. In this respect, IIEP’s effort is informed by the principle of securing the best possible candidate. At IIEP, we believe that when its workforce becomes more diversified, innovation flourishes and it has access to the best talent to drive its educational planning and management agenda.

Staff Recruitment

In 2019, IIEP made a tremendous effort to diversify its candidate sourcing streams. This entailed reaching out to more visible job boards and increased use of social media such as LinkedIn and Twitter. An IIEP alumni mailing list has also been created to extend our candidate reach. The results are showing in the quantity, diversity and quality of applications.

Furthermore, managers have integrated best practices in the interviewing process facilitating quicker appointment decisions. A technology-enabled written test platform, ClassMarker, was trialed in 2019. Two written tests taken on the platform showed candidates could complete interviews in a secure environment, free of unwanted habits such as plagiarism. Table 3 below shows the approximate average time HR is taking to on-board the successful candidate from the date of publication of a Vacancy Announcement.¹

Table 3: Days to Onboarding New Staff in 2019

Duty Station	Average Days to Onboarding
IIEP Paris	90
IIEP Dakar	160
IIEP Buenos Aires	111

With more recruitment actions being decentralised to the Institute by UNESCO’s HRM and a more agile hiring process in place, we have reduced the turnaround to 90 days in Paris from an average high of 150 days. We consider this a milestone in IIEP’s talent acquisition effort.

Table 4 below shows new staff hires in 2019 across all IIEP locations.

¹ Recruitment days are measured from the day a position is advertised to the day the successful candidate signs the letter of acceptance.

Table 4. Staff in new positions from January to November 2019: 25

Location & Post Title	Grade	Team	Contract Type	Effective Date
<i>IIEP Paris = 10</i>				
Team Leader	P-4	IS	EP	15/07/2019
Programme Specialist (Crisis Sensitive)	P-3	TC	PA	01/06/2019
Programme Specialist	P-3	TEP	PA	01/10/2019
Programme Specialist	P-3	R&D	PA	18/11/2019
Associate Project Officer	P-2	DIR/PMO	PA	19/08/2019
Associate Finance & Accounting Officer	P-2	ADM	PA	01/11/2019
Associate Editor	P-1	IS	PA	20/02/2019
Associate Research Officer	P-1	R&D	PA	01/01/2019
Associate Project Officer	P-1	DIR/PMO	PA	01/11/2019
Programme Assistant	G-5	TEP	PA	01/03/2019
<i>IIEP Pôle de Dakar = 6</i>				
Deputy Head	P-5	PDK	PA	01/02/2019
Education Policy Analyst (Labor Market)	P-3	PDK	PA	01/07/2019
Expert-TVET	P-3	PDK	PA	01/07/2019
Education Policy Analyst and Planner	P-3	PDK	PA	15/08/2019
Finance & Administrative Officer	P-2	PDK	PA	01/10/2019
Associate Educational Policy Analyst	P-2	PDK	PA	01/12/2019
<i>IIEP Buenos Aires = 9</i>				
Technical Cooperation Coordinator	P-3	IBA	PA	17/06/2019
Finance and Administrative Officer	NO-B	IBA	PA	01/01/2019
Associate Programme Specialist (ICT Dev.)	NO-B	IBA	PA	01/05/2019
Programme Assistant	G-4	IBA	PA	25/02/2019
Receptionist/Clerk	G-3	IBA	PA	25/02/2019
Programme Specialist (Training Unit)	SB4	IBA	SC	15/03/2019
Programme Specialist (R&D)	SB4	IBA	SC	15/03/2019
Technical Assistant (Training Unit)	SB3	IBA	SC	16/03/2019
Technical Assistant (R&D)	SB3	IBA	SC	15/03/2019

People come to IIEP fit for purpose but also develop new skills and competencies that drive their work. Over time, they become a valued investment that must be retained. Talent retention is therefore a HR strategic objective and begins at the recruitment stage. Going forward, IIEP plans to make its Vacancy Announcements more attractive by adding value propositions such as learning and development opportunities to prospective candidates.

Staff Separations

In 2019, IIEP bid farewell to 8 colleagues compared to 12 in 2018. Separations in 2019 were a combination of resignations, agreed separations and a UNESCO mandated mobility transfer (see Table 5 below).

Table 5 summarises separations in 2019 for all IIEP locations.

Table 5. Staff Separations in 2019: 8

Location & Post	Grade	Team	Contract Type	Separation Reason	Effective Date
<i>IIEP Paris</i>					
Programme Specialist	P-3	TC	PA	Resignation	01/03/2019
Programme Specialist	P-4	TEP	EP	Agreed Separation	01/07/2019
Team Leader	P-5	TEP	EP	Return to UNICEF	01/09/2019
Programme Specialist	P-3	TC	PA	Resignation	01/10/2019
Publications & Communications Officer	P-3	IS	EP	Mobility	01/11/2019
Associate Project Officer	P-1	TC	PA	End of contract	01/11/2019
<i>IIEP Pôle de Dakar</i>					
Finance & Admin. Officer	P-2	PDK	PA	Resignation	01/05/2019
Deputy Head	P-5	PDK	PA	Resignation	01/11/2019

IIEP promoted 5 staff members to a higher grade in 2019 through a competitive recruitment process as shown in Table 6 below. IIEP is committed to giving career advancement opportunities to its existing staff. More importantly, such promotions clearly show that IIEP has a functioning recognition practice and is committed to retaining its existing talent pool.

Table 6. Staff promoted to a higher grade: 6

Post	Past Grade	New Grade	Team	Office	Effective Date
Programme Specialist	P-2	P-3	TC	Paris	01/06/2019
Programme Specialist	P-2	P-3	TEP	Paris	01/10/2019
Programme Specialist	SC	P-3	R&D	Paris	01/11/2019
Associate Project Officer	P-1	P-2	DIR-PMO	Paris	15/08/2019
Associate Project Officer	SC	P-1	DIR-PMO	Paris	01/11/2019
Finance & Administrative Officer	P-1	P-2	ADM	Paris to Dakar	01/10/2019

Building a Positive Work Environment

In November 2019, IIEP piloted an employee satisfaction and engagement survey. The survey will be conducted across all three offices in January 2020 to measure IIEP's staff satisfaction and engagement on the following criteria:

- Performance management
- Work/life balance
- Workload
- Professional development and career growth

The survey will provide valuable data and comments on how IIEP's workforce is engaged and satisfied with IIEP as a place to work in. IIEP will act on recommendations that build a productive and supportive working environment. We believe that, when IIEP's workforce feels their opinions matter and are acted upon, they are most likely to commit further to their work and the mission and objectives of the Institute. Results of the survey will be reported orally to the Executive Board in June 2020 and in the 60th Governing Board report.

Performance Management

Managing staff performance is a shared responsibility between managers and their direct reports.

In 2019, managers and staff discharged their responsibilities well. By the beginning of October, 96% of staff and Service contract holders had completed the 2018-2019 Individual Plan Objective Setting step in MyTalent, UNESCO's performance management platform. It is a commendable effort by staff and Service Contract holders that demonstrates a heightened level of responsibility to complete mandated tasks.

Staff Learning and Development

US\$ 100 000 was allocated in 2019 to support both individual and small groups learning requests. On completion, staff are now required to enter time spent on learning in IIEP's Project and Portfolio Management Platform as well as report back, through Back to Office Reports to the Institute on what they learned and how they will apply new knowledge and skills to enhance performance. If we add the staff time (1.31%) or US\$140,901, the total resources allocated to training in 2019 amounts to US \$240,901 or 1% of overall expenditure.

The following two examples of targeted staff training illustrate IIEP's determination to support staff acquisition of knowledge and skills directly applicable to their everyday work.

In April 2019, a staff member from IIEP Paris attended a workshop on "*Gender and organizational change*" at the International Training Centre of the ILO (ITC-ILO) in Turin. Its purpose was to "open minds and pathways to create more equitable organizations". The staff member will apply knowledge and lessons gained from the workshop to ensure gender is an integral part of IIEP's discourse and programmes.

A staff member from Pôle de Dakar followed a course in September 2019 at the ITC-ILO on "*Sectoral Approaches to Skills Development*". Its objective was to help participants "recognize current and future needed skills at the sectoral level and understand how action at the sector level is an important element of industry engagement in skills development". The Staff member will apply lessons learned to projects in Mauritania and Burkina Faso to identify training needs, design, and deliver training programmes.

IIEP is also following through on its promise to adopt a more corporate approach to learning development as illustrated below.

In July 2019, IIEP organised a one-day workshop on Career and Performance Conversations attended by 24 staff members at all levels and contract types. Developed and delivered by UNESCO's Learning Unit, its principal objective was to help participants understand the fundamentals of career management in UNESCO and comprehend how to take charge of their career development. It also aimed to enhance the quality of performance management conversations between managers and their direct reports. The same workshop was delivered in Pôle de Dakar in November 2019.

In October 2019, four staff members from Paris and Dakar attended a leadership and management training programme organised by UNESCO's Education Sector Bureau. Participants acquired knowledge on core leadership and management competencies, how to lead high performance teams, manage conflict and communication effectively. Their collective feedback suggested they had a meaningful learning experience that they recommend to other staff members.

In November 2019, two senior IIEP staff members attended a week-long UNESCO-sponsored Senior Leadership Development Programme designed to “support a transformed, modernized Organization”. The programme included a 360 degree evaluation and follow-up coaching session. It was billed as an “excellent opportunity to develop skills in managing and leading staff in changing contexts as well as to engage with other UNESCO leaders”.

Other IIEP staff took individual training in the following areas;

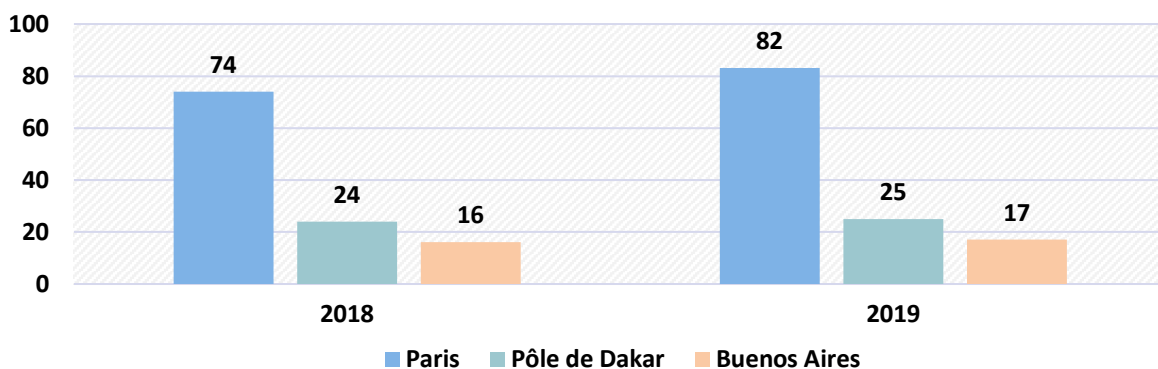
- (a) Language competency (English and Portuguese proficiency in Pôle de Dakar)
- (b) Supervisory skills enhancement
- (c) Advanced use of Microsoft Office (on-line)
- (d) Chartered Institute of Public Finance and Accountancy certification
- (e) Fundraising (masterclass on writing to influence)
- (f) Machine Learning for Data Science

IIEP purchased 49 management and professional development books, including some of the most celebrated titles in management and leadership theory and practice. These reading resources are tools that all staff can use to enhance their knowledge and management skills.

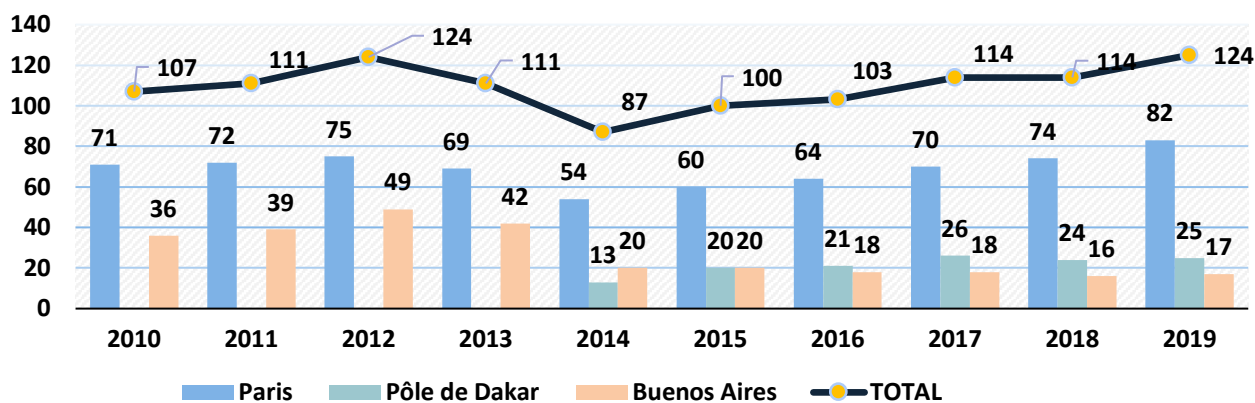
Overall, the learning function at IIEP now focuses more on identifying learning opportunities that have a direct relevance to individual performance enhancement, which translates to better delivery of service by the Institute. We now vet carefully individual training requests for whether they demonstrate value for the individual and the Institute.

Human Resources Charts (All headcount figures include all types of Contracts)

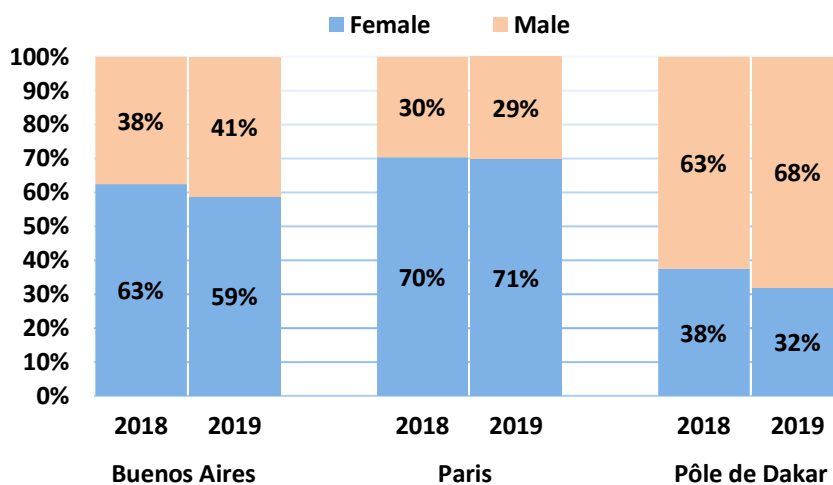
Headcount by Office



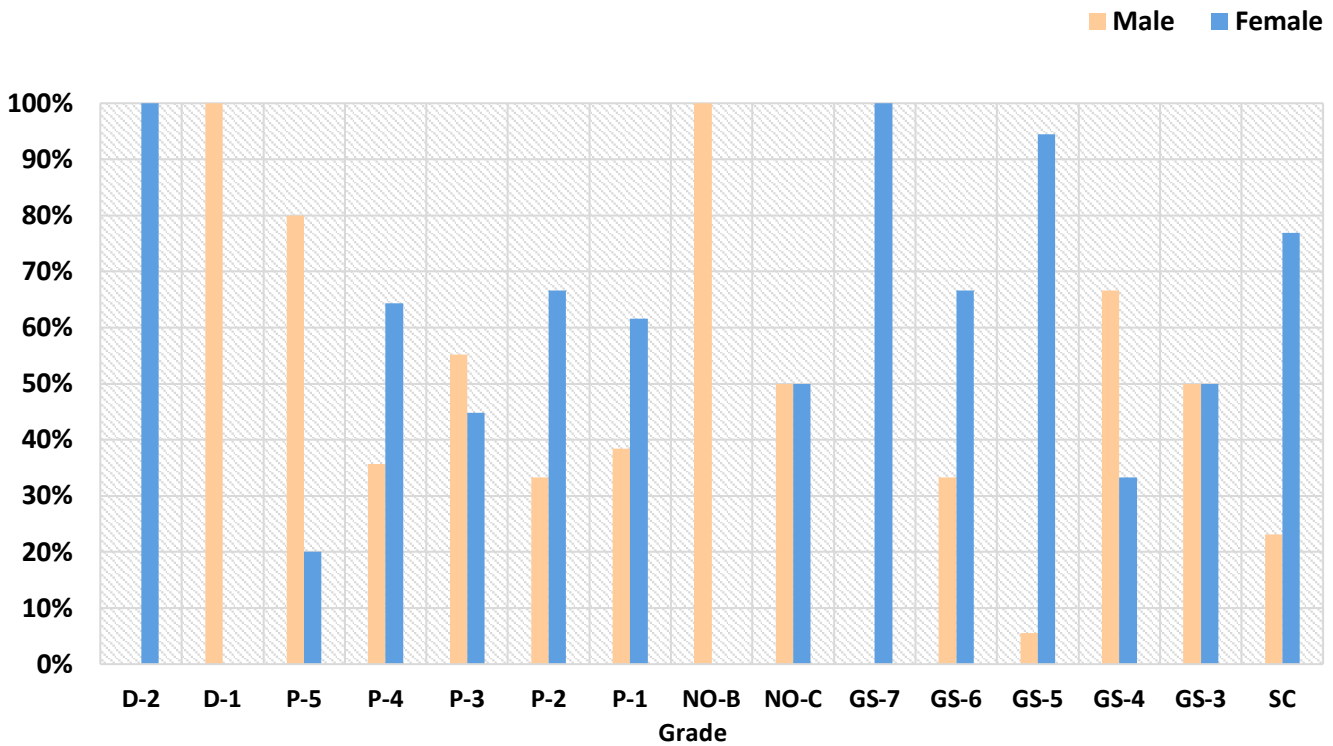
Headcount by Office-Evolution



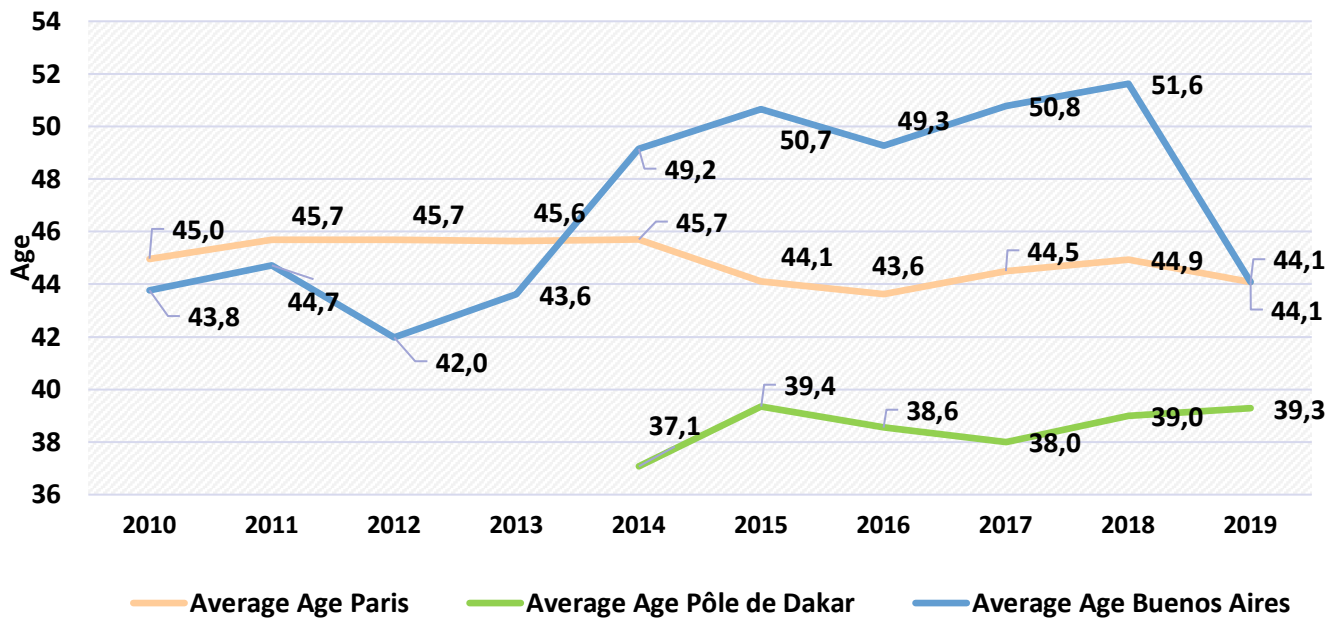
IIEP Headcount by Gender



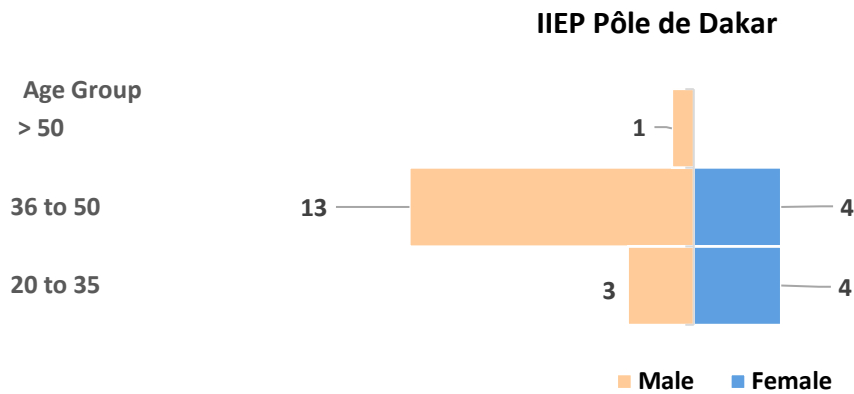
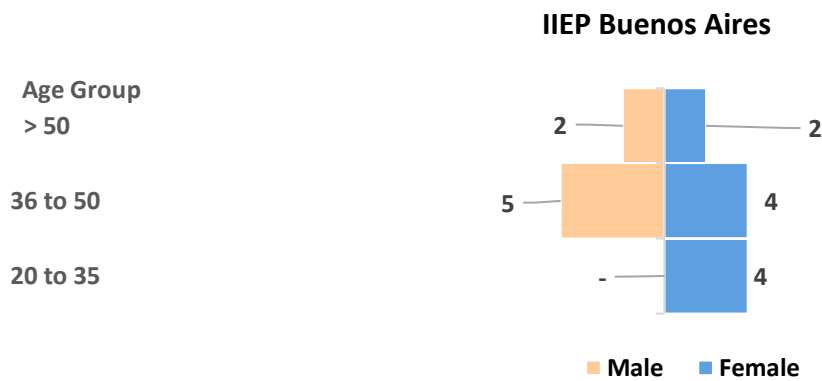
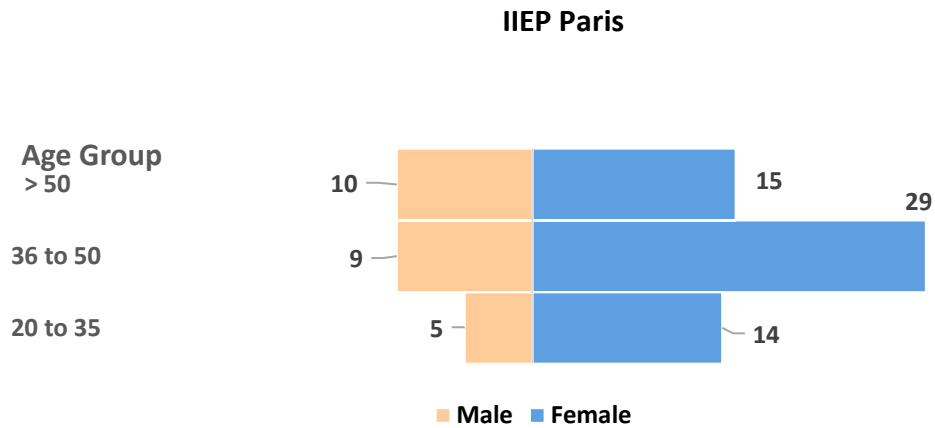
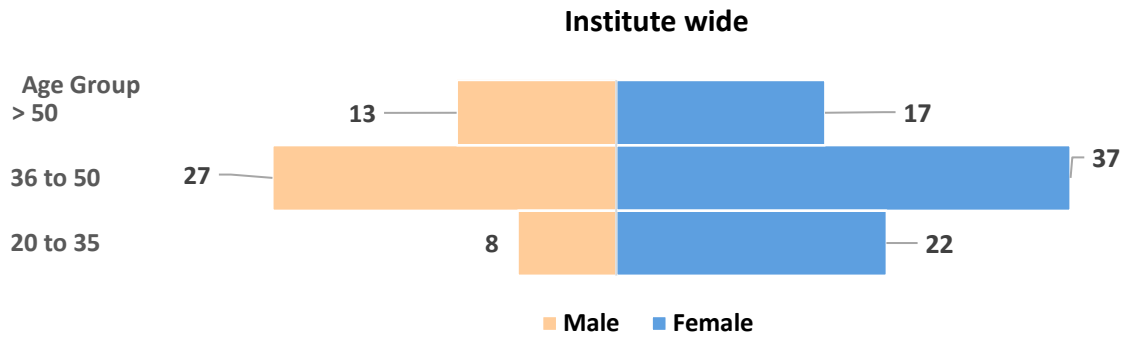
Gender Balance Analysis by Grade 2019



Average Age by Office

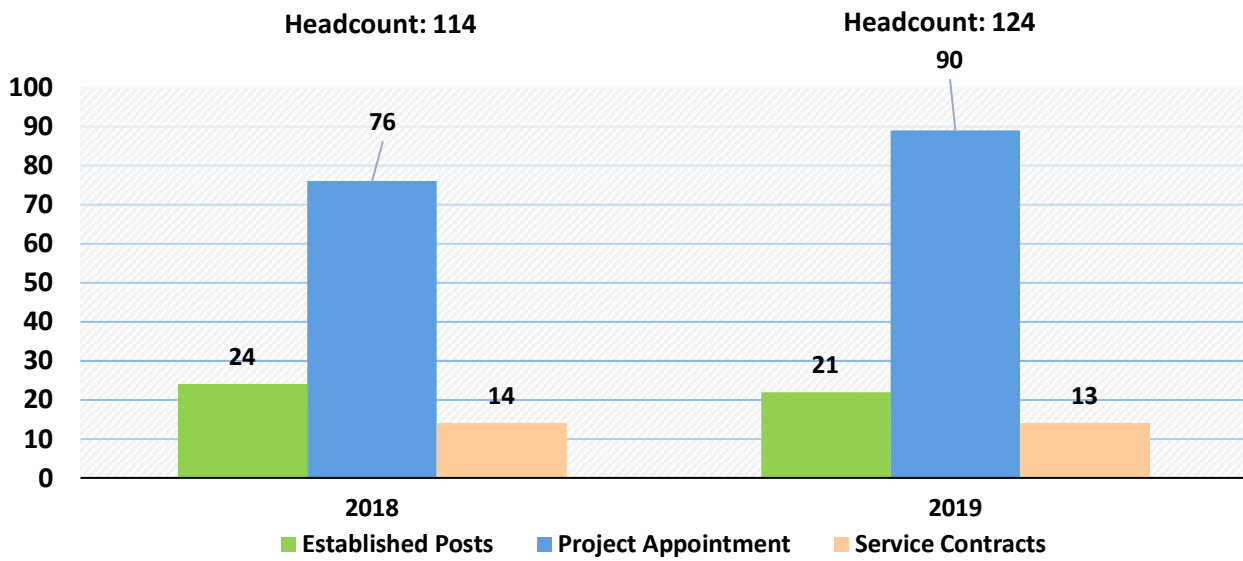


IIEP Headcount Distribution by Age and Office 2019

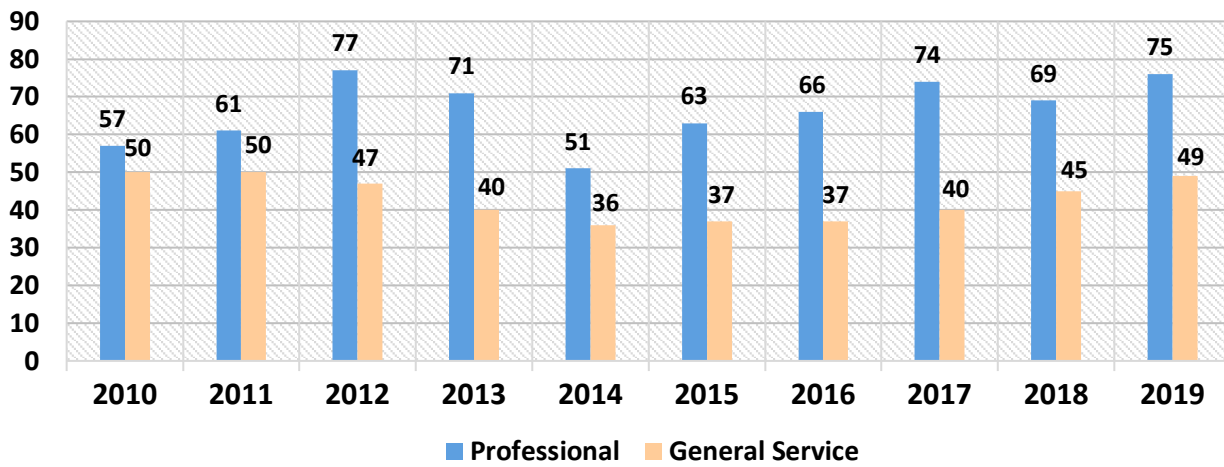


Post by Category

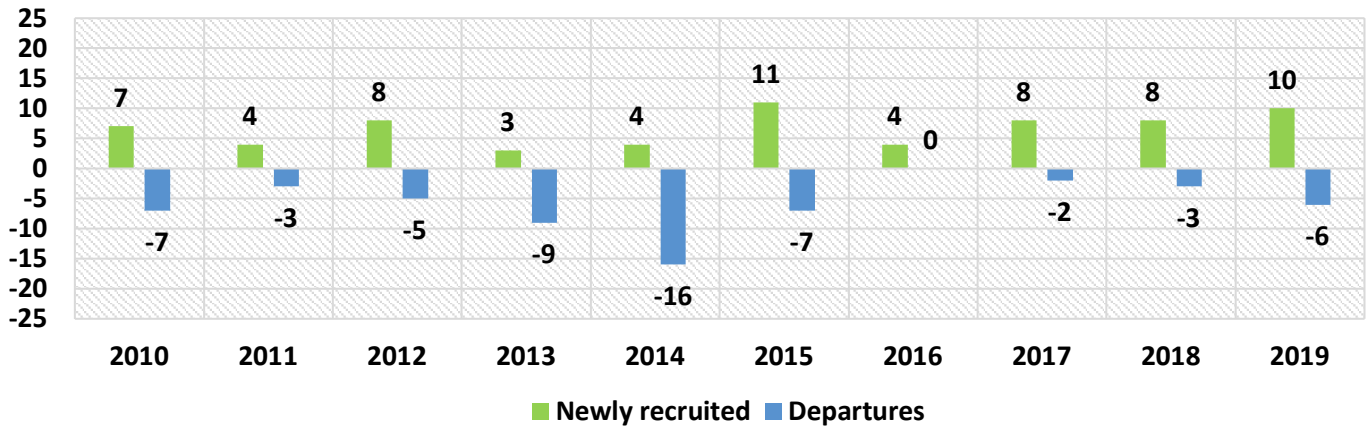
IIEP Paris, Buenos Aires, and Pôle de Dakar offices have several types of contractual arrangements with their personnel. The different posts by category appear in the graph below.



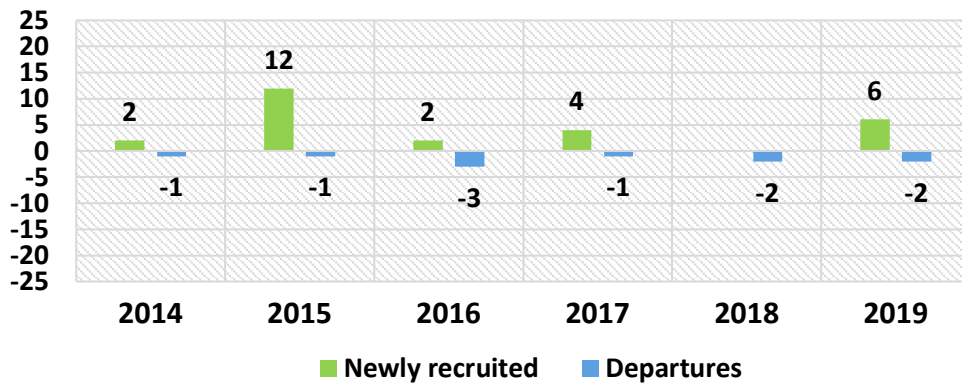
IIEP Headcount by Posts



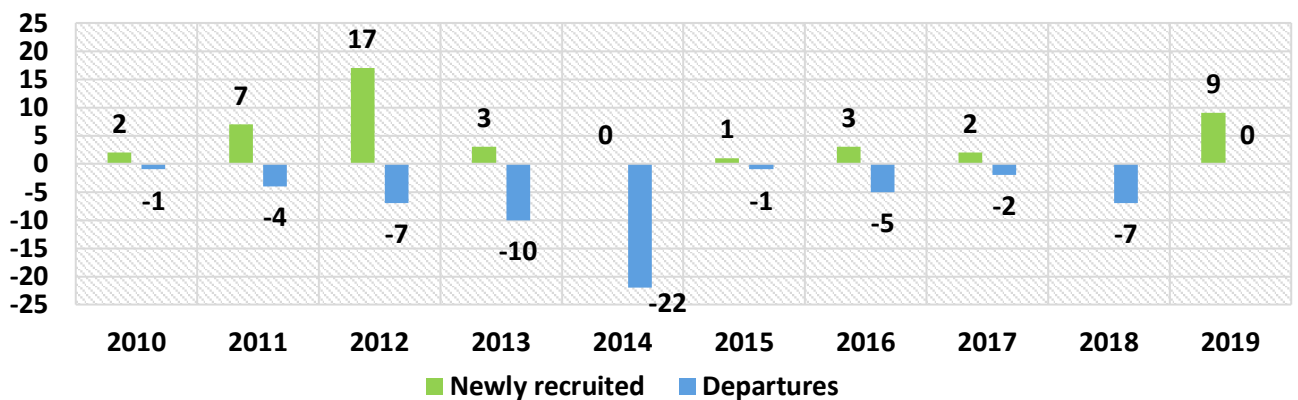
IIEP Paris Departures and Recruitments



IIEP Pôle de Dakar Departures and Recruitments



IIEP Buenos Aires Departures and Recruitments



BUDGET PRESENTATION FOR THE YEAR 2020

In the third 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 2020** (p. 35) 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 = €0.892 for 2019, and US\$1 = €0.914 for 2020. Detailed information on resources is provided in **Schedule 1-2020** (p. 36-37), while **Schedule 2-2020** (p. 38-39) 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 the next biennium, amounts to US\$ 4,280,000. The yearly allocation for the years 2020 and 2021 remain unchanged, i.e. a total of US\$ 2,140,100 per annum.

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\$ 14,745,477.

In 2020, the Institute expects the Agence Française de Développement (AFD) to contribute also to the Gender at the Centre Initiative (GCI), aiming to achieve gender equality in education systems through enhanced implementation of systemic approaches and increased cross-sectoral policy dialogue and coordination among ministries.

3. Other Income

Other income has been estimated at US\$ 2,530,634 for 2020. 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 in the three offices. It also includes the administrative support costs levied on extrabudgetary projects implemented and managed by IIEP, cost recovery from the annual training programme and bank interest.

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 for the Paris and Dakar offices. The current estimate is US\$ 8,056,095.

The different simulations prepared to 2025 indicate that these reserves are necessary to deliver all commitments taken to date with major funders: AFD, France MOFA and to maintain IIEP's current structure.

5. Extrabudgetary resources

The estimated resources for the Extrabudgetary programme amount to US\$ 4,431,425, corresponding to the on-going projects (roll-over), and US\$ 8,616,082 which is income still to be received from such projects, like EU Haiti, EU FPI, AFD Quality, Burkina Faso, Dominican Republic plus income from new projects agreements that are very likely to be signed like with GPE Ethiopia, EU Nicaragua, the African Development Bank (AFDB) etc.

Expenditure

The Regular Programme expenditure for 2020 has been estimated at US\$ 18,159,940, of which US\$ 13,834,221 relates to Paris and Dakar staff costs covered by core funding and US\$ 4,325,719 to programme activities. These figures include Pôle de Dakar's core staff, programme activities and cost recovery.

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

Resolution 563

The Governing Board,

Having examined the Draft Programme and Budget for 2020 contained in document 59 GB/4 – Part II, Applauds the integration of IIEP Pôle de Dakar into the Regular Programme budget and,

Resolves that,

A. Regular Programme

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

Appropriation Line¹	Amount in US\$
I. Programme Operations	
A. Training (line 1)	3 853 495
B. Technical Cooperation (line 2)	3 867 104
C. Research & Development (line 3)	3 336 528
D. Outreach and Advocacy (line 4)	2 862 031
	Sub-total I
	13 919 158
II. Directorate and Administration	
D. Governing Board	383 318
E. Directorate/Monitoring and Evaluation	930 329
F. General Administration	1 645 555
Institutional Information Technology	354 533
G. Investment	
Staff development	344 123
Renovation of building	117 081
IT Technology	465 842
	Sub-total II
	4 240 782
	Total Appropriation
	<u>18 159 940</u>

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

Income and Other Resources¹	Amount in US\$
I. UNESCO Financial Allocation	2 140 100
II. Voluntary Contributions	14 745 477
	Sub-total I & II
	16 885 577
III. Other Income	
Programme Support Funds	1 960 927
Income from training	313 078
Miscellaneous Income	256 630
	Sub-total III
	2 530 634
	Sub-total I, II & III
	<u>19 416 212</u>
IV. Other Resources	
Liquidation of previous years' obligations	30 000
Transfer to Stabilization Reserve Account	(624 005)
Reserves and Fund Balances on 1 January	7 393 828
	Sub-total IV
	6 799 823
	Total Income and Other Resources Regular Programme
	<u>26 216 034</u>

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

B. Extrabudgetary Programme

Takes note that,

- (a) The Director is authorized to receive funds or assistance in kind from governments, international, regional, or national organizations, governmental or non-governmental institutions and other bodies as well as from individuals, for the implementation of programmes, projects, or other activities consistent with the aims, policies, and activities of IIEP and of UNESCO, and to incur obligations for such activities in accordance with the Regulations of the Special Account of the IIEP and/or the Regulations and Rules of UNESCO and the agreements made with the donors.
- (b) The Director shall seek approval, in writing, from the Members of the Governing Board, for all projects exceeding the amount of US\$500,000, in accordance with the decision that was taken during the 47th Governing Board session.

Resolves that for the financial period 1 January to 31 December 2020, the total appropriation for the Extrabudgetary Programme should amount to US\$ 6 974 124 to be financed by estimated income of US\$6 403 984 and reserves estimated at US\$ 4 481 425.

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

¹ Includes Paris & Pôle de Dakar Regular Programmes

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

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

Table 1-2020
UNESCO INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STATEMENT OF RESOURCES AND EXPENDITURE FOR 2020

Regular and Extrabudgetary Programmes	Estimated 2019				Estimated 2020			
	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	2 140 100	-	-	2 140 100	2 140 100	-	-	2 140 100
II. Voluntary Contributions	13 429 207	-	-	13 429 207	14 745 477	-	-	14 745 477
III. Contracts								
Governments	-	1 437 570	-	1 437 570	-	760 833	-	760 833
Other	-	8 817 769	(294 363)	8 523 406	-	7 855 249	(303 094)	7 552 155
France (IIEP building maintenance)	-	-	-	-	-	-	-	-
TOTAL, GENERAL INCOME	15 569 307	10 255 339	(294 363)	25 530 284	16 885 577	8 616 082	(303 094)	25 198 565
IV. OTHER INCOME								
Programme Support Funds ¹	1 812 555	-	(1 639 321)	173 233	1 960 927	-	(1 675 927)	285 000
Training Programme cost recovery ²	324 163	-	(224 163)	100 000	313 078	-	(233 078)	80 000
Miscellaneous Income ³	330 000	-	-	330 000	256 630	-	-	256 630
TOTAL, OTHER INCOME	2 466 718	-	(1 863 484)	603 233	2 530 634	-	(1 909 004)	621 630
TOTAL INCOME OF THE YEAR	18 036 025	10 255 339	(2 157 847)	26 133 517	19 416 212	8 616 082	(2 212 099)	25 820 195
EXPENDITURE								
10th Medium-Term Strategy								
I. PROGRAMME OPERATIONS								
Training (Line 1)	3 075 463	1 783 599	(637 589)	4 221 473	3 853 495	1 939 151	(633 564)	5 159 081
Technical Cooperation (Line 2)	2 931 850	7 378 555	(1 487 689)	8 822 716	3 867 104	6 670 037	(1 516 603)	9 020 537
Research and Development (Line 3)	2 938 966	145 246	(17 115)	3 067 096	3 336 528	347 709	(33 912)	3 650 325
Outreach and Advocacy (Line 4)	2 239 901	273 104	(15 454)	2 497 551	2 862 031	229 326	(28 019)	3 063 339
TOTAL, PROGRAMME OPERATIONS	11 186 180	9 580 503	(2 157 847)	18 608 836	13 919 158	9 186 222	(2 212 099)	20 893 282
II. GOV. BOARD, DIRECTORATE, ADMIN. & INVESTMENT (Line 5)								
Governing Board	336 014	-	-	336 014	383 318	-	-	383 318
Directorate/Monitoring & Evaluation	664 582	-	-	664 582	930 329	-	-	930 329
Administration								
General Administration	1 359 157	-	-	1 359 157	1 645 555	-	-	1 645 555
Information Technology	284 881	-	-	284 881	354 533	-	-	354 533
Staff Service Account	-	7 606	-	7 606	-	-	-	-
TOTAL, GOV. BOARD, DIRECTORATE AND GEN. ADM.	2 644 635	7 606	-	2 652 240	3 313 736	-	-	3 313 736
III. INVESTMENT								
Staff development	240 901	-	-	240 901	344 123	-	-	344 123
Renovation of Building	126 871	-	-	126 871	117 081	-	-	117 081
IT Technology	360 999	-	-	360 999	465 842	-	-	465 842
TOTAL, INVESTMENT	728 770	-	-	728 770	927 046	-	-	927 046
TOTAL, EXPENDITURE I - III	14 559 585	9 588 109	(2 157 847)	21 989 847	18 159 940	9 186 222	(2 212 099)	25 134 063
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	3 476 440	667 230	-	4 143 670	1 256 272	(570 140)	-	686 132
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	(591 156)	-	-	(591 156)	(624 005)	-	-	(624 005)
Reserves & Fund Balances on 1 January	4 478 544	3 714 195	-	8 192 740	7 393 828	4 431 425	-	11 825 253
TOTAL, OTHER RESOURCES & RESERVES	3 917 388	3 764 195	-	7 681 584	6 799 823	4 481 425	-	11 281 248
BALANCE AT YEAR END ALL MANAGED FUNDS⁵	7 393 828	4 431 425	-	11 825 253	8 056 095	3 911 285	-	11 967 380

Note: The Estimated Regular Programme (RP) includes the contribution from the Agence Française de Développement (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 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\$ 470K); Buenos Aires (US\$ 24K) and Pôle de Dakar (US\$ 130K) payrolls.

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

SCHEDULE 1-2020. IIEP ESTIMATED RESOURCES IN 2020
(Expressed in current United States Dollars)
(Page 1 of 2)

Regular and Extrabudgetary Programmes

Source	2019	Share	2020	Share	Increase/(Decrease)
	Estimated	%	Estimated	%	of (3) less (1)
	(1)	(2)	(3)	(4)	Amount
					(5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 100	8,2	2 140 100	8,3	-
II. Voluntary Contributions					
Argentina	140 000	0,5	70 000	0,3	(70 000)
France (AFD)	2 735 230	10,5	2 735 230	10,6	-
France (AFD GCI)	-	-	1 641 138	6,4	1 641 138
France (MOFA)	1 592 724	6,1	1 641 138	6,4	48 414
Norway	2 910 790	11,1	2 682 013	10,4	(228 777)
Sweden	2 076 037	7,9	2 007 958	7,8	(68 079)
Switzerland	3 974 426	15,2	3 968 000	15,4	(6 426)
Total, Voluntary Contributions	13 429 207	51,4	14 745 477	57,1	1 316 270
TOTAL, I & II	15 569 307	59,6	16 885 577	65,4	1 316 270
III. OTHER INCOME					
Programme Support Funds	1 812 555	6,9	1 960 927	7,6	148 372
Income from training	324 163	1,2	313 078	1,2	(11 085)
Miscellaneous Income	330 000	1,3	256 630	1,0	(73 370)
TOTAL, OTHER INCOME	2 466 718	9,4	2 530 634	9,8	63 917
TOTAL, INCOME REGULAR PROGRAMME	18 036 025	69,0	19 416 212	75,2	1 380 186
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	57 573	0,2	-	-	(57 573)
Burkina Faso GHR	199 525	0,8	265 131	1,0	65 606
Burkina Faso EMIS	205 679	0,8	170 277	0,7	(35 402)
Burundi**	-	-	283 636	1,1	283 636
Dominican Republic*	24 350	0,1	41 789	0,2	17 439
France	6 311	0,0	-	-	(6 311)
France (AFD - Convention 2013)**	830 786	3,2	-	-	(830 786)
Germany (GIZ)	27 194	0,1	-	-	(27 194)
Mali**	21 151	0,1	-	-	(21 151)
Uruguay*	65 000	0,2	-	-	(65 000)
Total, Contracts - Governments	1 437 570	5,5	760 833	2,9	(676 737)
Contracts - Others					
AFRICAN Development Bank (AFDB)**	-	-	211 785	0,8	211 785
Agence Française de Développement (AFD - TVET)**	2 312 886	8,9	-	-	(2 312 886)
Agence Française de Développement (AFD - Quality)**	1 777 245	6,8	2 731 198	10,6	953 953
Development Bank of Latin America (CAF)	-	-	98 800	0,4	98 800
Dubai Cares	-	-	172 862	0,7	172 862
European Union Haiti 2018-2021	917 235	3,5	1 269 193	4,9	351 958
European Union FPI	1 298 445	5,0	855 432	3,3	(443 013)
European Union Nicaragua*	-	-	90 463	0,4	90 463
French University in Armenia Foundation (UFAR)	9 045	0,0	-	-	(9 045)
Foundation ARCOR*	7 557	0,0	10 000	0,0	2 443
Foundation Open Society Institute (OSI)	80 000	0,3	-	-	(80 000)
Fundación Santa María Buenos Aires*	35 000	0,1	35 000	0,1	-
Global Partnership for Education (GPE) (PAR)	67 413	0,3	535 000	2,1	467 587
Inter-American Development Bank (IADB Panama)*	-	-	88 292	0,3	88 292

SCHEDULE 1-2020. IIEP ESTIMATED RESOURCES IN 2020
(Expressed in current United States Dollars)
(Page 2 of 2)

Regular and Extrabudgetary Programmes					
Source	2019 Estimated (1)	Share % (2)	2020 Estimated (3)	Share % (4)	Increase/(Decrease) of (3) less (1) Amount (5)
UNESCO¹	45 000	0,2	414 466	1,6	369 466
UNICEF¹	1 124 621	4,3	559 392	2,2	(565 229)
West Indies University*	53 052	0,2	-	-	(53 052)
Fellowships & other funds					
Annual Training Program (Fellowships)	536 613	2,1	365 919	1,4	(170 694)
Annual Training Program (Fellowships IBA)	47 293	0,2	40 000	0,2	(7 293)
Annual Training Program (Fellowships PDK)	297 639	1,1	174 243	0,7	(123 396)
Staff Service Account	6 292	0,0	10 000	0,0	3 708
IBA Other Extrabudgetary Income	202 433	0,8	193 204	0,7	(9 229)
Total, Contracts - Others	8 817 769	33,7	7 855 249	30,4	(962 520)
TOTAL, CONTRACTS	10 255 339	39,2	8 616 082	33,4	(1 639 257)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(533 495)	- 2,0	(464 581)	- 1,8	68 914
Staff costs recovery & other	(1 624 352)	- 6,2	(1 747 518)	- 6,8	(123 166)
Total, Elimination - PSF	(2 157 847)	- 8,3	(2 212 099)	- 8,6	(54 251)
TOTAL, EXTRABUDGETARY INCOME	8 097 492	31,0	6 403 984	24,8	(1 693 508)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	26 133 517	100,0	25 820 195	100,0	(313 322)
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	(591 156)	-	(624 005)	-	(32 849)
Reserves & Fund Balances on 1 January, Regular Prog.	4 478 544	-	7 393 828	-	2 915 284
Reserves & Fund Balances on 1 January, Exb. Prog	3 714 195	-	4 431 425	-	717 230
TOTAL, OTHER RESOURCES & RESERVES	7 681 584	-	11 281 248	-	3 599 664
GRAND TOTAL, IIEP MANAGED FUNDS	33 815 100	-	37 101 443	-	3 286 343
C. IN-KIND CONTRIBUTIONS					
I. PHYSICAL FACILITIES					
Rental for the IIEP building/Paris	1 457 291	88,9	1 714 126	90,1	256 835
Rental for the IIEP building/Buenos Aires	126 000	7,7	132 000	6,9	6 000
Rental for the IIEP building/Pôle de Dakar	56 244	3,4	55 993	2,9	(251)
TOTAL, PHYSICAL FACILITIES	1 639 535	100,0	1 902 119	100,0	262 584
D. RESOURCES DECENTRALIZED TO IIEP					
I. UNESCO DECENTRALIZED FUNDS					
Funds-in-Trust	262 835	100,0	500 000	100,0	237 165
TOTAL, DECENTRALIZED FUNDS	262 835	100,0	500 000	100,0	237 165
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	1 902 370	100,0	2 402 119	100,0	499 749
GRAND TOTAL	35 717 470	100,0	39 503 562	100,0	3 786 092

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Pôle de Dakar.

¹ UN Family projects signed with the three IIEP Offices.

SCHEDULE 2-2020. IIEP ESTIMATED EXPENDITURE IN 2020 (Expressed in current United States Dollars)
(Page 1 of 2)

Regular and Extrabudgetary Programmes	2019 Estimated						2020 Estimated					
	Regular Programme (RP)		RP	Extrabudg.	Grand	Share	Regular Programme (RP)		RP	Extrabudg.	Grand	Share
	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)	2 525 982	549 482	3 075 463	1 783 599 ¹	4 859 062	20,1	3 254 320	599 175	3 853 495	1 939 151 ¹	5 792 646	21,2
Technical Cooperation (Line 2)	2 761 000	170 850	2 931 850	7 378 555 ²	10 310 405	42,7	3 557 104	310 000	3 867 104	6 670 037 ²	10 537 140	38,5
TOTAL, TECH. COOP. & CAP. DEVELOPMENT	5 286 982	720 332	6 007 314	9 162 153	15 169 467	62,8	6 811 424	909 175	7 720 599	8 609 187	16 329 786	59,7
2. STRATEGIC OBJECTIVE 2: KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING												
Research and Development (Line 3)	2 074 164	864 802	2 938 966	145 246	3 084 211	12,8	2 672 226	664 302	3 336 528	347 709	3 684 237	13,5
Outreach & Advocacy (Line 4)	1 415 144	824 757	2 239 901	273 104	2 513 005	10,4	1 823 184	1 038 847	2 862 031	229 326	3 091 358	11,3
TOTAL, KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING	3 489 307	1 689 559	5 178 866	418 350	5 597 217	23,2	4 495 410	1 703 149	6 198 559	577 035	6 775 594	24,8
TOTAL, I: PROGRAMME. OPERATIONS	8 776 289	2 409 891	11 186 180	9 580 503	20 766 684	86,0	11 306 834	2 612 324	13 919 158	9 186 222	23 105 380	84,5
<u>II. GOV. BOARD, DIRECTORATE, ADMINISTRATION & INVESTMENT (Line 5)</u>												
1. GOV. BOARD & DIRECTORATE												
Governing Board	223 014	113 000	336 014	-	336 014	1,4	287 318	96 000	383 318	-	383 318	1,4
Directorate/Monitoring and Evaluation	580 848	83 734	664 582	-	664 582	2,8	748 329	182 000	930 329	-	930 329	3,4
TOTAL, GOV. BOARD & DIRECTORATE	803 862	196 734	1 000 597	-	1 000 597	4,1	1 035 647	278 000	1 313 647	-	1 313 647	4,8
2. ADMINISTRATION												
General Administration	656 625	702 532	1 359 157	-	1 359 157	5,6	845 955	799 600	1 645 555	-	1 645 555	6,0
Institutional Information Technology	118 861	166 020	284 881	-	284 881	1,2	153 133	201 400	354 533	-	354 533	1,3
Staff Service Account	-	-	-	7 606	7 606	0,0	-	-	-	-	-	-
TOTAL, ADMINISTRATION	775 486	868 552	1 644 038	7 606	1 651 644	6,8	999 088	1 001 000	2 000 088	-	2 000 088	7,3
TOTAL, II: GOV. BOARD, DIRECTORATE & ADMIN.	1 579 348	1 065 286	2 644 635	7 606	2 652 240	11,0	2 034 736	1 279 000	3 313 736	-	3 313 736	12,1
<u>III. INVESTMENT</u>												
1. INVESTMENT												
Staff development	140 901	100 000	240 901	-	240 901	1,0	181 528	162 595	344 123	-	344 123	1,3
Renovation of building	28 782	98 089	126 871	-	126 871	0,5	37 081	80 000	117 081	-	117 081	0,4
IT Technology	212 710	148 289	360 999	-	360 999	1,5	274 042	191 800	465 842	-	465 842	1,7
TOTAL, III: INVESTMENT	382 393	346 378	728 770	-	728 770	3,0	492 651	434 395	927 046	-	927 046	3,4
TOTAL EXPENDITURE I, II & III	10 738 030	3 821 556	14 559 585	9 588 109	24 147 694	100,0	13 834 221	4 325 719	18 159 940	9 186 222	27 346 162	100,0

SCHEDULE 2-2020. IIEP ESTIMATED EXPENDITURE IN 2020 (Expressed in current United States Dollars)
(Page 2 of 2)

Regular and Extrabudgetary Programmes	2019 Estimated						2020 Estimated					
	Regular Programme (RP)		RP	Extrabudg.	Grand	Share	Regular Programme (RP)		RP	Extrabudg.	Grand	Share
	Staff	Activities	Sub-total	Programme (EXB)	Total	%	Staff	Activities	Sub-total	Programme (EXB)	Total	%
IV. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)												
Programme Support Costs			-	(533 495)	(533 495)	-	-	-	-	(464 581)	(464 581)	-
Staff costs recovery & other			-	(1 624 352)	(1 624 352)	-	-	-	-	(1 747 518)	(1 747 518)	-
Total, Elimination - PSF	-	-	-	(2 157 847)	(2 157 847)	-	-	-	-	(2 212 099)	(2 212 099)	-
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	10 738 030	3 821 556	14 559 585	7 430 262	21 989 847	100,0	13 834 221	4 325 719	18 159 940	6 974 124	25 134 063	100,0
B. IN-KIND EXPENDITURE												
<u>PHYSICAL FACILITIES</u>												
Rental for the IIEP/Paris building	-	-	-	1 457 291	1 457 291	-	-	-	-	1 714 126	1 714 126	-
Rental for the IIEP/BA building	-	-	-	126 000	126 000	-	-	-	-	132 000	132 000	-
Rental for the IIEP/PDK building	-	-	-	56 244	56 244	-	-	-	-	55 993	55 993	-
TOTAL, PHYSICAL FACILITIES	-	-	-	1 639 535	1 639 535	-	-	-	-	1 902 119	1 902 119	-
C. EXPENDITURE FROM DECENTRALIZED FUNDS												
<u>UNESCO DECENTRALIZED FUNDS</u>												
Extra-budgetary funds	-	-	-	262 835	262 835	-	-	-	-	500 000	500 000	-
TOTAL, DECENTRALIZED FUNDS	-	-	-	262 835	262 835	-	-	-	-	500 000	500 000	-
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	-	-	-	1 902 370	1 902 370	-	-	-	-	2 402 119	2 402 119	-
GRAND TOTAL	10 738 030	3 821 556	14 559 585	9 332 632	23 892 217	100,0	13 834 221	4 325 719	18 159 940	9 376 242	27 536 182	100,0

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

General Administration

2020 Activity Budget

The proposed activity budget for general administration and information technology for 2020 is itemized as follows:

General Administration

Expenditure types		Amount in US\$
BUILDING MAINTENANCE & EQUIPMENT	Building maintenance, taxes & cleaning, repairs & supplies. Furniture & Equipment.	259 500
UTILITIES & TELECOMMUNICATIONS	Electricity, gaz & water, telephone, internet, postage etc.	218 100
AUDIT	2020 Audit Fees	140 000
MISCELLANEOUS	Contracts (Insurance & Consultants)	55 000
	Staff Missions	42 000
	Interns	50 000
	Other (Hospitality, Bank charges, Exch. Rate diff., DHL, etc.)	35 000
	Sub-total Miscellaneous	182 000
	SUB-TOTAL	799 600
IT EQUIPMENT	Software licences	180 200
	Consumables	21 200
	SUB-TOTAL	201 400
	TOTAL GENERAL ADMINISTRATION	1 001 000

General Administration

The Administration will assist management and the programme teams in the monitoring of programme activities and its implementation. In 2020, the Administration will continue to work closely with the Director's Office on various areas: project management, improving the monitoring of cost recovery, risk

management, support to the improvements made to the new information systems, and integration into UNESCO core systems redesign. The team will organise workshops for staff with the aim to continue improving administrative, human resources and IT processes.

The Administrative Unit has also 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.

Greening IIEP

The Administration leads the *greeningIIEP* initiative; a group of 15 IIEP staff from all teams launched this initiative in 2019. They meet on a regular basis to explore, prioritize and suggest to IIEP’s management concrete strategies to integrate environmental and social sustainability across IIEP projects and practices. In 2019, the group developed key strategies for 2020 across six key areas, including:

- Greening building management and facilities in all three IIEP locations
- Strengthening sustainability in procurement practices
- Reducing travel emissions of IIEP staff and partners
- Raising awareness and understanding of greening strategies among IIEP staff
- Ensuring climate-friendly events at and by IIEP
- Institutionalizing greening management strategies

IIEP will report on the concrete actions taken in 2020.

Investment

Expenditure types	Amount in US\$
Staff Development	162 595
INVESTMENT Building renovation	80 000
Institutional Information Systems	191 800
TOTAL INVESTMENT	434 395

IIEP plans to spend an activity budget of US\$ 162,595 on Staff Development, an increase of 63% from the amount spent in 2019; this is a critical investment for the continuous success of the institute to ensure that its expertise and management skills are enhanced.

Institutional Information Services investments amounting to US\$ 191,800 include a disaster recovery site, improved network connections, servers and security upgrades, computer equipment and meeting rooms enhancements.

Regarding building renovation, we will carry out some necessary works like façade facelifts in some areas and insulation works in the basement floor. Refurbishment in the auditorium’s garden and airconditioning system will also be completed.

Information Technology

The offsite data replication originally planned for this year has been postponed to 2020 due to a change of priorities. We are looking to host the data at UNESCO HQ to help contain the costs of such a project next year.

In line with this project, we will look into upgrading the Internet connection in Paris for the extra traffic generated by replication, and upgrade the firewall cluster to handle the increased bandwidth.

Missions to Buenos Aires and Dakar will be undertaken to replace one of the servers as part of rolling maintenance upgrades and to review their data storage capacities. Extra switches will also be integrated into their network to keep up with demands for more internal connections.

For the end users, laptop models will be tested with a view to possibly equip all staff with a portable computer in 2021. This will allow staff to have their data at hand all the time, resulting in flexibility and increased productivity.

Lastly, the improvements to the auditorium will be replicated at a smaller scale in some of the IIEP meeting rooms, to ensure they are well equipped for meetings and more importantly, videoconferences.

The IT budget includes US\$ 201,400 of software licenses renewals and consumables.

Human Resources Management

Planned Recruitment for 2020

In the third year of the 10th Medium-Term Strategy, hiring decisions will be guided by the programme implementation work plans. Staff profiles are also adjusted to meet the demands of the Member States as it is the case of the Gender at the Centre Initiative (GCI), aiming to achieve gender equality in education systems. Hiring managers and IIEP’s leadership are consulted on staffing plans and are committed to securing the most suitable candidates to help drive projects and programmes.

UNESCO launched a new recruitment platform, *SuccessFactors* in November 2019. IIEP’s HR Unit tested the demo site and notes that Project Appointment vacant positions will now be advertised under the banner “Project Appointments” rather than “Temporary Appointments” as has been the case in the past. This changeover has the potential to increase IIEP’s ability to attract better quality candidates.

It is however, still too early to comment on the new recruitment platform’s ability to effectively support IIEP’s recruitment effort. We plan to apply the 90 day onboarding baseline to future appointments across all three offices so projects and programmes are resourced just in time.

All three locations are actively resourcing their project teams as shown in the on-going hiring processes in Table 2 below.

Table 2: Staff recruitment in progress: 9

Location & Post	Grade	Team	Contract Type
IIEP Paris Office = 5			
Team Leader (replacement after resignation)	P-5	TEP	EP
Programme Specialist - Gender Sensitive Educational Planner - GCI	P-3	TC	PA
Programme Specialist – Crisis Sensitive Planning – GCI	P-3	TC	PA
Associate Human Resources Officer (replacing temporary resource)	P-1	ADM	PA
Associate Programme Specialist - EMIS, School Mapping	P-1	TC	PA
IIEP Pôle de Dakar Office = 4			
Senior Education Specialist – GCI	P-5	PDK	PA
Gender Sensitive Education Planner - GCI	P-3	PDK	PA
Administrative Assistant – GCI	G-5	PDK	PA
Associate Education Planning Specialist - Technical Cooperation	P1/P2	PDK	PA

Table 3 shows proposed posts to be phased in 2020 to ensure that the programme included in the 10th Medium-Term Strategy is delivered and project delivery capacity is enhanced. Out of the 18 posts planned, 9 posts are replacements for existing contracts, fixed term and temporary ones. Four posts are replacements from separations: 2 posts replace staff who resigned, 1 replaces a staff retiring and 1 post replaces a lateral move from Dakar to Paris. The Pôle de Dakar needs to meet the targets set by AFD in terms of staff growth which explains the creation of 4 new posts. The new posts are phased and some of them could be revalued during the year.

Table 3. Planned Recruitment in 2020: 18

Location & Post	Grade	Team	Contract Type
IIEP Paris Office = 7			
Learning Support Specialist (replaces temp resource from June)	P-3	TEP	PA
Programme Specialist - Online Learning (replaces temp resource from August)	P-1	TEP	PA
Project Specialist - Crisis Sensitive Planning (replacement after resignation)	P-3	TC	PA
Associate Project Officer (Data) (new post from August)	P-1	R&D	PA
Associate Project Officer (replaces temp resource from June)	P-1	R&D	PA
Associate Communications Officer (replaces temp resource from April)	P-1	IS	PA
Receptionist (replaces staff retiring)	G-4	ADM	PA
IIEP Pôle de Dakar Office = 6			
Deputy Head (replacement after resignation, from April)	P-5	PDK	PA
Programme Specialist - Expert in Educational Policy (replacement after lateral transfer)	P-3	PDK	PA
Associate Education Policy Analyst (new post from January)	P1/P2	PDK	PA
Associate Training Expert (new post from March)	P1/P2	PDK	PA
Programme Manager - Research & Development (new post from March)	P-4	PDK	PA
Associate Research and Development Officer (new post from May)	P-2	PDK	PA
IIEP Buenos Aires = 5			
Programme Deputy Coordinator – Training (replaces temp resource from July)	NO-B	BA	PA
Programme Deputy Coordinator – Research (replaces temp resource from July)	NO-B	BA	PA
Programme Specialist – Communication (replaces temp resource from July)	NO-B	BA	PA
Programme Specialist - Learning Platforms (replaces temp resource from January)	NO-B	BA	PA
Programme Specialist - Monitoring and Evaluation (replaces temp resource from Jan.)	SC4	BA	SC

Corporate Learning and Development Initiatives

Following on our commitment to ensure learning is connected to people's work, IIEP will initiate a series of team effectiveness workshops in 2020. These workshops aim to ensure IIEP teams are cohesive, motivated and effectively led. Two Paris teams will pilot this learning initiative, and if successful, it will be extended to other Units.

A consulting company, Hult Ashridge was engaged to deliver coaching to IIEP senior leaders and managers. Six staff started to benefit from these services in 2019; ten other team leaders and supervisors will start in 2020. Coaching is personalised and emphasises strengths rather than weaknesses, which is important to avoid coaching being viewed as remedying a problem.

Following an evaluation by several staff, IIEP will incorporate into its learning effort the Harvard ManageMentor platform. Fifteen Staff members will take highly interactive courses on the platform focusing on leading others, leading self, and leading the programme activities. The key competencies are (a) lead and develop others effectively; (b) evidence integrity and openness; (c) demonstrate creative intelligence; (d) collaborate productively and; (e) understand better IIEP's business. We expect staff completing this learning to integrate new behaviours, knowledge and skills into their everyday work practices so as to increase productivity and effectiveness.

The Staff Service Account (SSA)

The Administrative Unit will continue to manage this fund for the staff welfare. It will manage the allocation of parking places, the rental of IIEP meeting rooms, and the collection of garage rent from staff members. Cafeteria services will continue to be provided by the SCORE Group.

FINANCIAL APPENDICES
FINAL 2018 VS FINAL 2017
UNESCO INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STATEMENT OF RESOURCES AND EXPENDITURE

Regular and Extrabudgetary Programmes	Final 2017				Final 2018			
	Actual on a comparable basis				Actual on a comparable basis			
	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	2 140 101	-	-	2 140 101	2 140 100	-	-	2 140 100
II. Voluntary Contributions	7 044 039	-	-	7 044 039	7 221 255	-	-	7 221 255
III. Contracts								
Governments	-	4 183 871	-	4 183 871	-	1 305 587	-	1 305 587
Other (including UN and fellowships)	-	4 584 073	(1 114 671)	3 469 401	-	5 541 812	(891 790)	4 650 022
France (IIEP building maintenance)	-	114 934	-	114 934	-	115 998	-	115 998
TOTAL, GENERAL INCOME	9 184 140	8 882 878	(1 114 671)	16 952 346	9 361 355	6 963 397	(891 790)	15 432 962
IV. OTHER INCOME								
Programme Support Funds ¹	1 348 370	-	(950 092)	398 278	1 217 126	-	(954 160)	262 966
Annual Training Programme cost recovery ²	363 835	-	(314 413)	49 422	334 425	-	(277 990)	56 435
Miscellaneous Income ³	77 566	-	-	77 566	114 370	-	(1 241)	113 129
TOTAL, OTHER INCOME	1 789 772	-	(1 264 505)	525 267	1 665 921	-	(1 233 391)	432 530
TOTAL INCOME OF THE YEAR	10 973 912	8 882 878	(2 379 176)	17 477 613	11 027 276	6 963 397	(2 125 181)	15 865 492
ACTUAL EXPENDITURE ON A COMPARABLE BASIS								
I. PROGRAMME OPERATIONS	9th Medium-Term Strategy				10th Medium-Term Strategy			
Line 1: Integrated Capacity Development Strategy	4 150 332	7 692 423	(1 999 238)	9 843 517	Not Applicable ⁶			
Line 2: Knowledge Generation	1 872 621	995 937	(237 612)	2 630 946				
Line 3: Outreach and Advocacy	2 169 074	757 018	(142 326)	2 783 766				
Training (Line 1)					2 536 146	2 258 428	(692 267)	4 102 306
Technical Cooperation (Line 2)					2 074 924	6 635 097	(1 340 651)	7 369 370
Research and Development (Line 3)					2 148 321	432 581	(47 353)	2 533 549
Outreach & Advocacy (Line 4)					2 152 990	488 957	(44 910)	2 597 037
TOTAL I, PROGRAMME OPERATIONS	8 192 027	9 445 378	(2 379 176)	15 258 228	8 912 381	9 815 063	(2 125 181)	16 602 263
II. GOV. BOARD, DIRECTORATE, ADMINISTRATION & INVESTMENT (Line 5)								
1. GOV. BOARD & DIRECTORATE								
Governing Board	453 192	-	-	453 192	489 471	-	-	489 471
Directorate/Monitoring and Evaluation	767 433	-	-	767 433	813 486	-	-	813 486
2. ADMINISTRATION								
General Administration	1 413 219	-	-	1 413 219	1 117 629	1 526	-	1 119 155
Institutional Information Technology	295 998	-	-	295 998	192 631	-	-	192 631
Staff development	90 783	-	-	90 783	-	-	-	-
Renovation of Building	-	579 744	-	579 744	-	-	-	-
Administrative support funds	-	10 285	-	10 285	229	-	-	229
TOTAL, II: GOV. BOARD, DIRECTORATE & ADMIN.	3 020 624	590 029	-	3 610 653	2 613 446	1 526	-	2 614 972
III. INVESTMENT								
1. INVESTMENT								
Staff development					72 711	-	-	72 711
Renovation of building					276 975	37 157	-	314 132
IT Technology					845 762	-	-	845 762
TOTAL, III: INVESTMENT	-	-	-	-	1 195 448	37 157	-	1 232 605
TOTAL EXPENDITURE I, II & III	11 212 651	10 035 407	(2 379 176)	18 868 882	12 721 275	9 853 745	(2 125 181)	20 449 840
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	(238 739)	(1 152 529)	-	(1 391 268)	(1 694 000)	(2 890 348)	-	(4 584 348)
IV. OTHER RESOURCES & RESERVES								
Liquidation of previous years' obligations	83 199	-	-	83 199	84 534	222 618	-	307 152
Transfer to/from the Stabilization Reserve Account ⁴	(458 918)	-	-	(458 918)	(642 335)	-	-	(642 335)
Reserves & Fund Balances on 1 January	7 344 804	7 534 454	-	14 879 259	6 730 346	6 381 925	-	13 112 271
TOTAL, OTHER RESOURCES & RESERVES	6 969 085	7 534 454	-	14 503 539	6 172 544	6 604 543	-	12 777 087
BALANCE AT YEAR END ALL MANAGED FUNDS⁵	6 730 346	6 381 925	-	13 112 271	4 478 544	3 714 195	-	8 192 740

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 2017 and 2018 figures based on a cash basis.

¹ Internal transfers from the EXB: Administrative support costs, Staff costs recovery & other reimbursements, and 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 Carry forward reserve which permits IIEP to commence the programme execution at the beginning of the year while waiting for contributions to be received.

⁶ Not applicable to the IIEP Programme and Budget operations lines of the year which are determined according to IEP's Medium-Term Strategy (MTS) for each period.

FINANCIAL APPENDICES
SCHEDULE 1. IIEP RESOURCES: APPROVED BUDGET 2018 VS ACTUAL 2018
(Expressed in current United States Dollars)
(Page 1 of 2)

Regular and Extrabudgetary Programmes					
Source	2018	Share	2018	Share	Increase/ (Decrease)
	as in 58GB		Final		
	Approved	%	Actual on a comparable basis	%	Amount
	(1)		(2)		(3) = (2) - (1)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 101	10,53	2 140 100	13,49	(1)
II. Voluntary Contributions					
Argentina	70 000	0,34	-	-	(70 000)
Norway	3 232 480	15,91	2 001 859	12,62	(1 230 621)
Sweden	2 522 704	12,41	2 200 072	13,87	(322 632)
Switzerland	3 171 247	15,61	3 019 324	19,03	(151 923)
	8 996 431	44,27	7 221 255	45,52	(1 775 176)
TOTAL, I & II	11 136 532	54,80	9 361 355	59,00	(1 775 177)
III. OTHER INCOME					
Programme Support Funds	1 910 815	9,40	1 217 126	7,67	(693 689)
Annual Training Programme cost recovery ²	365 000	1,80	334 425	2,11	(30 575)
Miscellaneous Income ³	10 000	0,05	114 370	0,72	104 370
TOTAL, OTHER INCOME	2 285 815	11,25	1 665 921	10,50	(619 894)
TOTAL, INCOME REGULAR PROGRAMME	13 422 347	66,05	11 027 276	69,50	(2 395 071)
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	361 327	1,78	282 719	1,78	(78 608)
Burkina Faso GHR	163 745	0,81	-	-	(163 745)
Burkina Faso EMIS	174 912	0,86	-	-	(174 912)
Cambodia	175 000	0,86	-	-	(175 000)
Central African Republic**	91 412	0,45	-	-	(91 412)
France (Expertise France)	-	-	19 574	0,12	19 574
France (AFD - Convention 2013)**	830 786	4,09	-	-	(830 786)
Germany (GIZ)	-	-	213 328	1,34	213 328
Guinea**	188 131	0,93	226 469	1,43	38 338
Mali**	-	-	24 921	0,16	24 921
Mexico*	-	-	119 960	0,76	119 960
Niger**	167 757	0,83	-	-	(167 757)
Panama*	88 500	0,44	-	-	(88 500)
Paraguay*	200 000	0,98	-	-	(200 000)
Sweden (SIDA)	107 422	0,53	168 948	1,06	61 526
Sao Tomé-et-Príncipe**	164 964	0,81	-	-	(164 964)
Togo (PAR)	122 890	0,60	-	-	(122 890)
Togo (PDK)**	213 787	1,05	-	-	(213 787)
United Kingdom (DFID)	-	-	159 708	1,01	159 708
Uruguay*	-	-	89 960	0,57	89 960
Total, Contracts - Governments	3 050 632	15,01	1 305 587	8,23	(1 745 045)
Contracts - Others					
Agence Universitaire de la Francophonie (AUF)	-	-	9 112	0,06	9 112
Agence Française de Développement (AFD - PEFOP)**	1 587 283	7,81	1 263 125	7,96	(324 158)
Agence Française de Développement (AFD - Quality)**	1 567 195	7,71	-	-	(1 567 195)
Agua y Saneamientos Argentinos S.A (AYSA)*	-	-	23 959	0,15	23 959
Caribbean Development Bank (CDB)	100 345	0,49	-	-	(100 345)
Coordinación Educativa/Cultural Centroamericana (CECC)	-	-	49 980	0,32	49 980
Education Development Trust (EDT)	-	-	38 534	0,24	38 534
ETIS Asociación Civil*	-	-	2 382	0,02	2 382
European Union Haiti 2017-2018	65 365	0,32	371 695	2,34	306 330
European Union FPI	1 135 811	5,59	-	-	(1 135 811)
Foundation ARCOR*	-	-	5 587	0,04	5 587

FINANCIAL APPENDICES
SCHEDULE 1. IIEP RESOURCES: APPROVED BUDGET 2018 VS ACTUAL 2018
(Expressed in current United States Dollars)
(Page 2 of 2)

Regular and Extrabudgetary Programmes					
Source	2018 as in 58GB Approved	Share %	2018 Final Actual on a comparable basis	Share %	Increase/ (Decrease) Amount
	(1)		(2)		(3) = (2) - (1)
Global Partnership for Education (GPE) (PAR)	-	-	386 778	2,44	386 778
Global Partnership for Education (GPE) (PDK)**	-	-	174 964	1,10	174 964
UNESCO¹	188 959	0,93	186 131	1,17	(2 828)
UNICEF¹	580 419	2,86	1 188 944	7,49	608 525
UNDP*	22 000	0,11	46 798	0,29	24 798
Sub-total, Contracts - Others	5 247 376	25,82	3 747 989	23,62	(1 499 387)
Fellowships & other funds					
Annual Training Program (Fellowships)	417 459	2,05	435 241	2,74	17 782
Annual Training Program (Fellowships IBA)*	60 000	0,30	44 146	0,28	(15 854)
Annual Training Program (Fellowships PDK)**	173 502	0,85	208 347	1,31	34 845
Staff Service Account	20 000	0,10	19 964	0,13	(36)
Other Extrabudgetary Interfunds	1 411 786	6,95	1 086 126	6,85	(325 660)
Sub-Total, Fellowships & other funds	2 082 747	10,25	1 793 823	11,31	(288 923)
France (IIEP building maintenance)	100 000	0,49	115 998	0,73	15 998
TOTAL, CONTRACTS	10 480 755	51,58	6 963 397	43,89	(3 517 358)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(751 454)	- 3,70	(419 078)	- 2,64	332 376
Staff costs recovery & other	(2 830 345)	- 13,93	(1 706 103)	- 10,75	1 124 242
Total, Elimination - PSF	(3 581 799)	- 17,63	(2 125 181)	- 13,39	1 456 618
TOTAL, EXTRABUDGETARY INCOME	6 898 956	33,95	4 838 216	30,50	(2 060 740)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	20 321 303	100,00	15 865 492	100,00	(4 455 811)
TOTAL, PHYSICAL FACILITIES	1 607 851	-	1 714 314	-	106 463
TOTAL, DECENTRALIZED FUNDS	96 428	-	126 940	-	30 512
Sub-Total, In-Kind and decentralized funds	1 704 279	-	1 841 254	-	136 975
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	1 704 279	-	1 841 254	-	136 975
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT, IN-KIND & DECENTRALIZED FUNDS	22 025 582	-	17 706 746	-	(4 318 836)
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Regular Prog.	30 000	-	84 534	-	54 534
Liquidation of previous years' obligations, Exb. Prog	50 000	-	222 618	-	172 618
Transfer to/from Stabilization Reserve Account	(1 539 297)	-	(642 335)	-	896 962
<i>Transfer to Stabilization Reserve Account (5%)</i>	(539 297)	-	(528 777)	-	10 520
<i>Transfer to the Stabilization Reserve Account (IBA)</i>	-	-	(418 717)	-	(418 717)
<i>Transfer from the Stabilization Reserve Account</i>	-	-	305 159	-	305 159
<i>Trans. Stab. Res. Account ExCom resolution 43_EXC</i>	(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	-	12 777 087	-	2 310 716
GRAND TOTAL, IIEP MANAGED FUNDS	32 491 953	-	30 483 833	-	(2 008 120)

* 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 2017 VS ACTUAL 2018
(Expressed in current United States Dollars) (Page 1 of 2)

Regular and Extrabudgetary Programmes					
Source	2017		2018		Increase/(Decrease) Amount
	Final Actual on a comparable basis	Share %	Final Actual on a comparable basis	Share %	
	(1)		(2)		(3) = (2) - (1)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 101	12,24	2 140 100	13,49	(1)
II. Voluntary Contributions					
Norway	3 234 191	18,50	2 001 859	12,62	(1 232 332)
Sweden	2 301 984	13,17	2 200 072	13,87	(101 912)
Switzerland	1 507 864	8,63	3 019 324	19,03	1 511 460
Sub-Total Voluntary Contributions	7 044 039	40,30	7 221 255	45,52	177 216
TOTAL, I & II	9 184 140	52,55	9 361 355	59,00	177 215
III. OTHER INCOME					
Programme Support Funds	1 348 370	7,71	1 217 126	7,67	(131 244)
Annual Training Programme cost recovery ²	363 835	2,08	334 425	2,11	(29 411)
Miscellaneous Income ³	77 566	0,44	114 370	0,72	36 804
TOTAL, OTHER INCOME	1 789 772	10,24	1 665 921	10,50	(123 851)
TOTAL, INCOME REGULAR PROGRAMME	10 973 912	62,79	11 027 276	69,50	53 364
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	641 825	3,67	282 719	1,78	(359 106)
Benin**	14 215	0,08	-	-	(14 215)
Cambodia	281 091	1,61	-	-	(281 091)
Central African Republic**	182 041	1,04	-	-	(182 041)
France (AFD for Burkina Faso)	1 100 000	6,29	-	-	(1 100 000)
France (Expertise France)	19 574	0,11	19 574	0,12	-
Germany (GIZ)	29 124	0,17	213 328	1,34	184 204
Guinea**	252 954	1,45	226 469	1,43	(26 485)
Mali**	-	-	24 921	0,16	24 921
Mauritania**	65 393	0,37	-	-	(65 393)
Mexico*	242 280	1,39	119 960	0,76	(122 320)
Namibia	18 622	0,11	-	-	(18 622)
Niger**	295 311	1,69	-	-	(295 311)
Sweden (SIDA)	1 041 440	5,96	168 948	1,06	(872 492)
United Kingdom (DFID)	-	-	159 708	1,01	159 708
Uruguay*	-	-	89 960	0,57	89 960
Total, Contracts - Governments	4 183 871	23,94	1 305 587	8,23	(2 878 284)
Contracts - Others					
Agence Universitaire de la Francophonie (AUF)	-	-	9 112	0,06	9 112
Agence Française de Développement (AFD - PEFOP)**	1 192 298	6,82	1 263 125	7,96	70 827
Agua y Saneamientos Argentinos S.A (AYSA)*	-	-	23 959	0,15	23 959
Coordinación Educativa/Cultural Centroamericana (CECC)*	24 980	0,14	49 980	0,32	25 000
Education Development Trust (EDT)	-	-	38 534	0,24	38 534
EAA/PEIC - Protect Education in Insecurity & Conflict Program	24 037	0,14	-	-	(24 037)
ETIS Asociación Civil*	4 083	0,02	2 382	0,02	(1 701)
European Union	17 904	0,10	-	-	(17 904)
European Union Haiti 2017-2018	-	-	371 695	2,34	371 695
Foundation ARCOR*	8 979	0,05	5 587	0,04	(3 392)
Fundación Santa Maria*	35 000	0,20	-	-	(35 000)

FINANCIAL APPENDICES
SCHEDULE 1. IIEP RESOURCES: PRIOR YEAR 2017 VS ACTUAL 2018
(Expressed in current United States Dollars) (Page 2 of 2)

Regular and Extrabudgetary Programmes

Source	2017		2018		Increase/(Decrease) Amount
	Final Actual on a comparable basis	Share %	Final Actual on a comparable basis	Share %	
	(1)		(2)		(3) = (2) - (1)
Global Partnership for Education (GPE) (PAR)	35 000	0,20	386 778	2,44	351 778
Global Partnership for Education (GPE) (PDK)**	-	-	174 964	1,10	174 964
Global Partnership for Education (GPE) (IBA)*	249 588	1,43	-	-	(249 588)
UFAR - French University in Armenia Foundation	14 484	0,08	-	-	(14 484)
UNESCO¹	360 066	2,06	186 131	1,17	(173 935)
UNICEF¹	754 023	4,31	1 188 944	7,49	434 921
UNDP*	28 023	0,16	46 798	0,29	18 775
ILO *	10 000	0,06	-	-	(10 000)
Sub-total, Contracts - Others	2 758 464	15,78	3 747 989	23,62	989 525
Fellowships & other funds					
Annual Training Program (Fellowships)	573 981	3,28	435 241	2,74	(138 740)
Annual Training Program (Fellowships IBA)*	80 192	0,46	44 146	0,28	(36 046)
Annual Training Program (Fellowships PDK)**	123 237	0,71	208 347	1,31	85 110
Staff Service Account	25 529	0,15	19 964	0,13	(5 565)
Other Extrabudgetary Interfunds	1 022 669	5,85	1 086 126	6,85	63 456
Sub-Total, Fellowships & other funds	1 825 608	10,45	1 793 823	11,31	(31 785)
France (IIEP building maintenance)	114 934	0,66	115 998	0,73	1 064
TOTAL, CONTRACTS	8 882 878	50,82	6 963 397	43,89	(1 919 480)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(638 422)	- 3,65	(419 078)	- 2,64	219 344
Staff costs recovery & other	(1 740 755)	- 9,96	(1 706 103)	- 10,75	34 652
Total, Elimination - PSF	(2 379 176)	- 13,61	(2 125 181)	- 13,39	253 995
TOTAL, EXTRABUDGETARY INCOME	6 503 702	37,21	4 838 216	30,50	(1 665 485)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	17 477 613	100,00	15 865 492	100,00	(1 612 122)
TOTAL, PHYSICAL FACILITIES	1 700 362	-	1 714 314	-	13 952
TOTAL, DECENTRALIZED FUNDS	103 570	-	126 940	-	23 370
Sub-Total, In-Kind and decentralized funds	1 803 932	-	1 841 254	-	37 322
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	1 803 932	-	1 841 254	-	37 322
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT, IN-KIND & DECENTRALIZED FUNDS	19 281 545	-	17 706 746	-	(1 574 800)
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Regular Prog.	83 199	-	84 534	-	1 335
Liquidation of previous years' obligations, Exb. Prog.	-	-	222 618	-	222 618
Transfer to/from Stabilization Reserve Account	(458 918)	-	(642 335)	-	(183 417)
<i>Transfer to Stabilization Reserve Account (5%)</i>	-	-	(528 777)	-	(528 777)
<i>Transfer to the Stabilization Reserve Account (IBA SCs)</i>	-	-	(418 717)	-	(418 717)
<i>Transfer from the Stabilization Reserve Account</i>	-	-	305 159	-	305 159
Reserves & Fund Balances on 1 January, Regular Prog.	7 344 804	-	6 730 346	-	(614 459)
Reserves & Fund Balances on 1 January, Exb. Prog.	7 534 454	-	6 381 925	-	(1 152 529)
TOTAL, OTHER RESOURCES & RESERVES	14 503 539	-	12 777 087	-	(2 368 787)
GRAND TOTAL, IIEP MANAGED FUNDS	33 785 085	-	30 483 833	-	(3 301 252)

* 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 2018 VS ACTUAL 2018
(Expressed in current United States Dollars)
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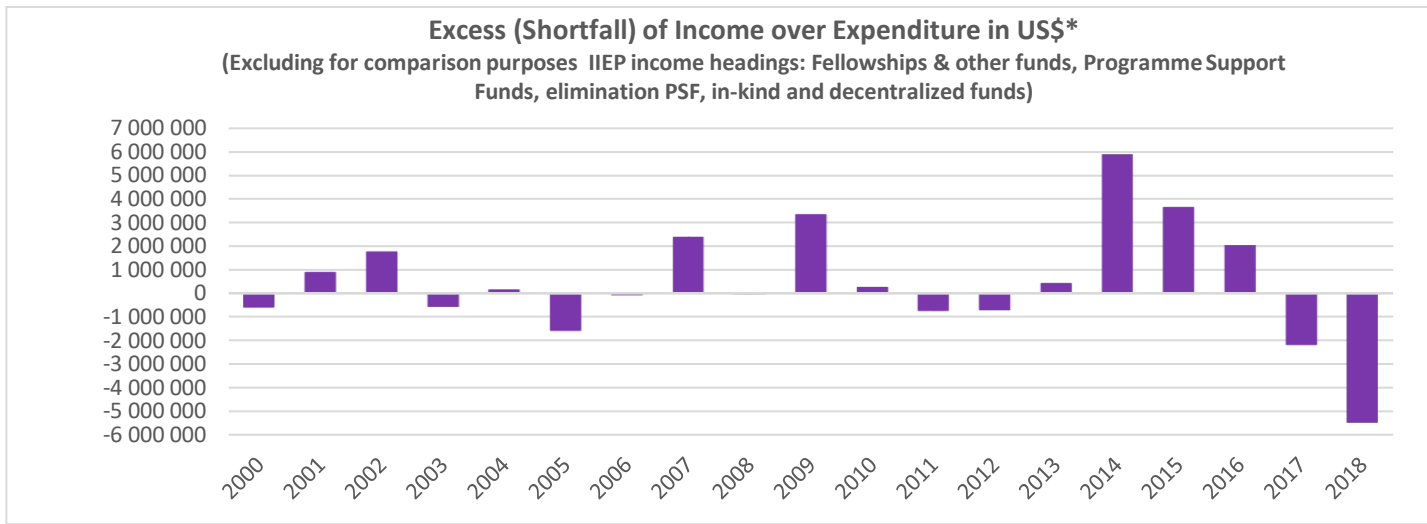
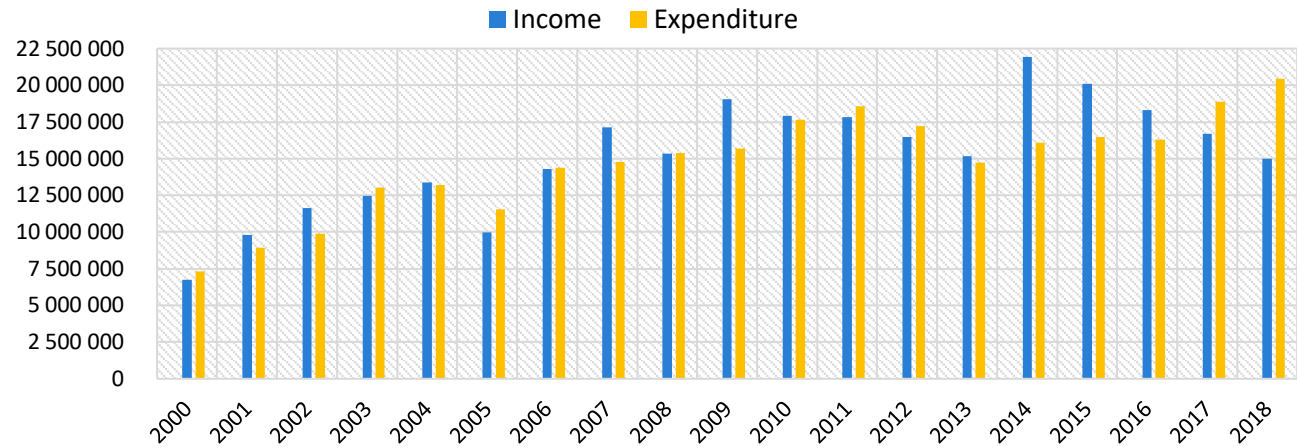
Regular and Extrabudgetary Programmes	Approved for 2018 58 GB Appropriations (Governing Board approved Resolution 553)						Final 2018 Expenditure on comparable basis					Increase/(Decrease) Approved less Actual		
	Regular Programme (RP)		RP	Extrabudg. Programme (EXB)	Grand Total	Share	Regular Programme (RP)		RP	Extrabudg. Programme (EXB)	Grand Total	Share	Reg. Programme	Extrabudg.
	Staff	Activities	Sub-total	(4)	(5) = (3) + (4)		Staff	Activities	Sub-total	(9)	(10) = (8) + (9)		(11) = (3) - (8)	(12) = (4) - (9)
Appropriation Line/Programme Chapter	(1)	(2)	(3) = (1) + (2)	(4)	(5) = (3) + (4)		(6)	(7)	(8) = (6) + (7)	(9)	(10) = (8) + (9)		(11) = (3) - (8)	(12) = (4) - (9)
A. IIEP SPECIAL ACCOUNT														
I. PROGRAMME OPERATIONS														
1. STRATEGIC OBJECTIVE 1: TECHNICAL COOPERATION AND CAPACITY DEVELOPMENT														
Training (Line 1)	2 292 883	538 500	2 831 383	2 692 570 ¹	5 523 953	20,4	1 986 727	549 418	2 536 146	2 258 428 ¹	4 794 573	21,2	295 238	434 142
Technical Cooperation (Line 2)	1 940 687	-	1 940 687	7 874 059 ²	9 814 746	36,3	2 031 585	43 339	2 074 924	6 635 097 ²	8 710 021	38,6	(134 237)	1 238 962
TOTAL, TECH. COOP. & CAP. DEVELOPMENT	4 233 570	538 500	4 772 070	10 566 629	15 338 699	56,7	4 018 312	592 758	4 611 070	8 893 525	13 504 595	59,8	161 000	1 673 104
2. STRATEGIC OBJECTIVE 2: KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING														
Research and Development (Line 3)	1 860 444	782 520	2 642 964	629 224	3 272 188	12,1	1 441 491	706 831	2 148 321	432 581	2 580 902	11,4	494 643	196 643
Sub-Total Research and Development (Line 3)	1 860 444	782 520	2 642 964	629 224	3 272 188	12,1	1 441 491	706 831	2 148 321	432 581	2 580 902	11,4	494 643	196 643
Outreach & Advocacy (Line 4)	1 795 590	772 664	2 568 254	1 656 718	4 224 972	15,6	1 490 154	662 836	2 152 990	488 957	2 641 947	11,7	415 264	1 167 761
Sub-Total, Outreach and Advocacy (Line 4)	1 795 590	772 664	2 568 254	1 656 718	4 224 972	15,6	1 490 154	662 836	2 152 990	488 957	2 641 947	11,7	415 264	1 167 761
TOTAL, KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING	3 656 035	1 555 184	5 211 218	2 285 942	7 497 160	27,7	2 931 645	1 369 666	4 301 311	921 538	5 222 849	23,1	909 907	1 364 404
TOTAL, I: PROGRAMME. OPERATIONS	7 889 605	2 093 684	9 983 289	12 852 571	22 835 860	84,5	6 949 957	1 962 424	8 912 381	9 815 063	18 727 444	83,0	1 070 907	3 037 508

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

FINANCIAL APPENDICES
SCHEDULE 2. IIEP EXPENDITURE: BUDGET APPROVED 2018 VS ACTUAL 2018
(Expressed in current United States Dollars)
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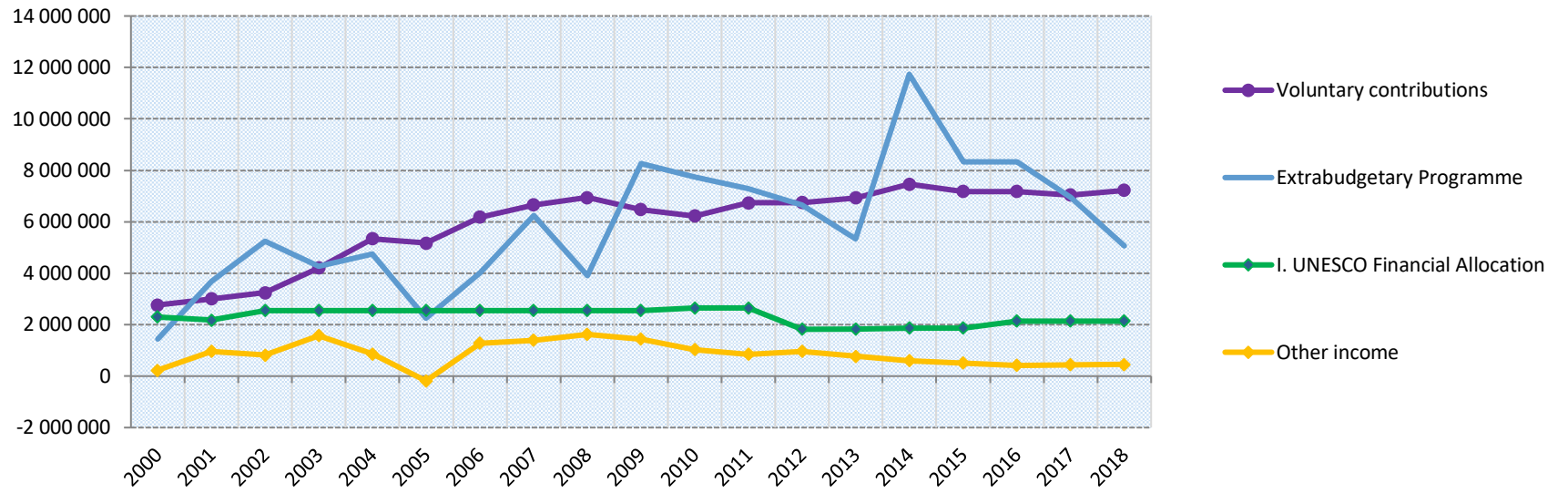
Regular and Extrabudgetary Programmes	Approved for 2018 58 GB Appropriations (Governing Board approved Resolution 553)						Final 2018 Expenditure on comparable basis					Increase/(Decrease) Approved less Actual		
	Regular Programme (RP)		RP	Extrabudg. Programme	Grand	Share	Regular Programme (RP)		RP	Extrabudg. Programme	Grand	Share	Reg. Programme	Extrabudg.
	Staff	Activities	Sub-total	(EXB)	Total	%	Staff	Activities	Sub-total	(EXB)	Total	%	(11) = (3) - (8)	(12) = (4) - (9)
II. GOV. BOARD, DIRECTORATE, ADMINISTRATION & INVESTMENT (Line 5)	(1)	(2)	(3) = (1) + (2)	(4)	(5) = (3) + (4)		(6)	(7)	(8) = (6) + (7)	(9)	(10) = (8) + (9)			
1. GOV. BOARD & DIRECTORATE														
Governing Board	435 096	100 000	535 096	-	535 096	2,0	393 838	95 632	489 471	-	489 471	2,2	45 625	-
Directorate/Monitoring and Evaluation	883 303	50 000	933 303	-	933 303	3,5	757 307	56 179	813 486	-	813 486	3,6	119 816	-
TOTAL, GOV. BOARD & DIRECTORATE	1 318 399	150 000	1 468 399	-	1 468 399	5,4	1 151 146	151 811	1 302 957	-	1 302 957	5,8	165 442	-
2. ADMINISTRATION														
General Administration	865 706	558 000	1 423 706	-	1 423 706	5,3	520 986	596 643	1 117 629	1 526	1 119 155	5,0	306 077	(1 526)
Institutional Information Technology	105 258	75 400	180 658	-	180 658	0,7	121 833	70 798	192 631	-	192 631	0,9	(11 973)	-
Administrative support funds	-	-	-	-	-	-	-	229	229	-	229	0,0	(229)	-
TOTAL, ADMINISTRATION	970 964	633 400	1 604 364	-	1 604 364	5,9	642 819	667 670	1 310 489	1 526	1 312 015	5,8	293 874	(1 526)
TOTAL, II: GOV. BOARD, DIRECTORATE & ADMIN.	2 289 362	783 400	3 072 762	-	3 072 762	11,4	1 793 965	819 481	2 613 446	1 526	2 614 972	11,6	459 316	(1 526)
III. INVESTMENT														
1. INVESTMENT														
Staff development	-	60 000	60 000	-	60 000	0,2	13 389	59 322	72 711	-	72 711	0,3	(12 711)	-
Renovation of building	-	450 000	450 000	450 000	900 000	3,3	58 281	218 694	276 975	37 157	314 132	1,4	173 025	412 843
IT Technology	-	161 000	161 000	-	161 000	0,6	597 338	248 424	845 762	-	845 762	3,7	(684 762)	-
TOTAL, III: INVESTMENT	-	671 000	671 000	450 000	1 121 000	4,1	669 008	526 440	1 195 448	37 157	1 232 605	5,5	(524 448)	412 843
TOTAL EXPENDITURE I, II & III	10 178 967	3 548 084	13 727 051	13 302 571	27 029 622	100,0	9 412 930	3 308 346	12 721 275	9 853 745	22 575 021	100,0	1 005 775	3 448 826
III. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)														
Programme Support Costs	-	-	-	(751 454)	(751 454)	-	-	-	-	(419 078)	(419 078)	-	-	(332 376)
Staff costs recovery & other	-	-	-	(2 830 345)	(2 830 345)	-	-	-	-	(1 706 103)	(1 706 103)	-	-	(1 124 242)
Total, Elimination - PSF	-	-	-	(3 581 799)	(3 581 799)	-	-	-	-	(2 125 181)	(2 125 181)	-	-	(1 456 618)
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	10 178 967	3 548 084	13 727 051	9 720 772	23 447 822	-	9 412 930	3 308 346	12 721 275	7 728 564	20 449 840	-	1 005 775	1 992 207
													TOTAL	2 997 983

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Income and Expenditure Trend in US\$ *



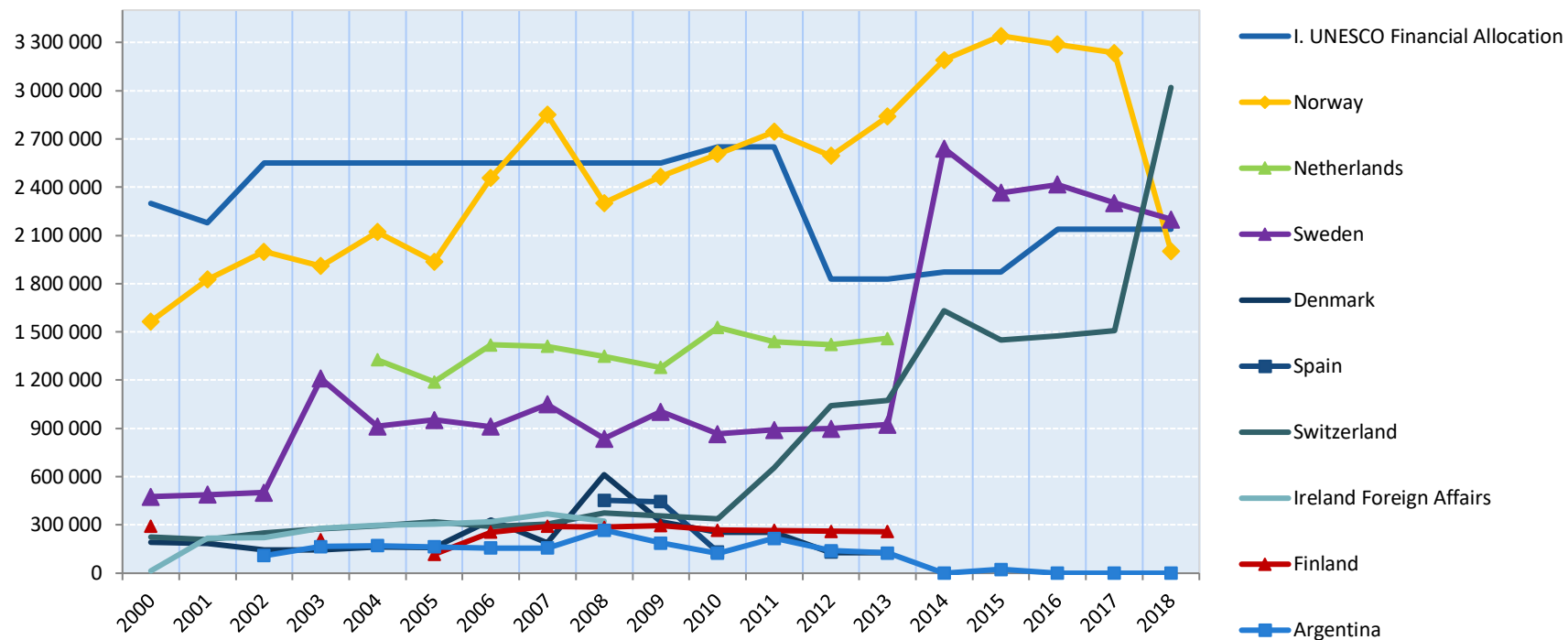
FINANCIAL APPENDICES

Main Funding Sources in US\$

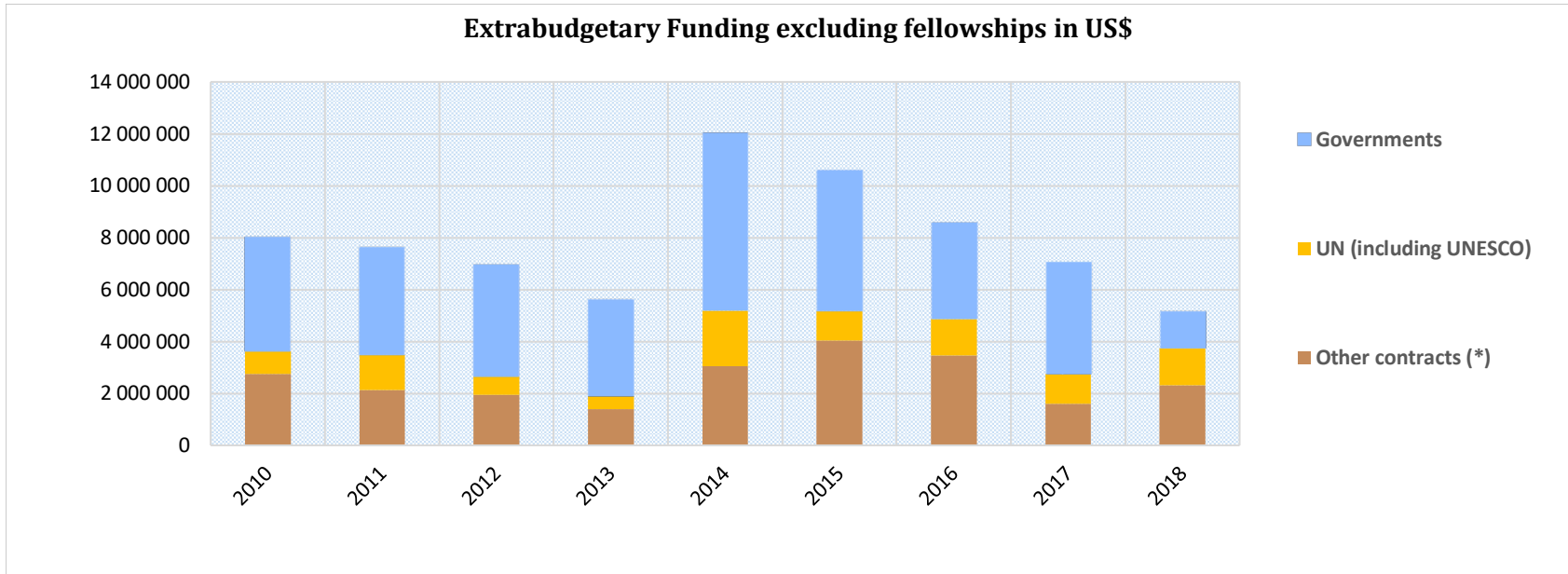


FINANCIAL APPENDICES

UNESCO Allocation and Main Voluntary Contributions in US\$



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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>Final</i>	<i>Budget</i>	<i>Estimate</i>	<i>Incr/(Decr)</i>	<i>Incr/(Decr)</i>
	2012	2013	2014	2015	2016	2017	2018	2019	2019	Estimate vs Budget	2019 Est. vs 2018
Programme Support Funds¹											
<i>(i) From Ongoing EXB Projects</i>	760	716	1 111	1 432	1 360	692	790	1 572	1 147	-27%	45%
Project Support Costs	286	369	393	402	393	307	224	462	413	-11%	84%
Sub-total	1 046	1 085	1 504	1 834	1 753	999	1 014	2 034	1 560	-23%	54%
<i>(ii) Additional costs recovery & others</i>	438	475	434	470	313	349	203	381	253	-34%	25%
Total, Programme Support Funds	1 484	1 560	1 938	2 304	2 066	1 348	1 217	2 415	1 813	-25%	49%
Training Programme costs recovery ²	289	283	570	492	391	364	335	352	324	-8%	-3%
Miscellaneous income ³	241	1	6	15	23	78	114	10	330		
GRAND TOTAL	2 014	1 844	2 514	2 811	2 480	1 790	1 666	2 777	2 467	-11%	48%

¹Internal transfers from execution of the extrabudgetary: Administrative support costs, Staff costs recovery and other reimbursements, 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.