



United Nations
Educational, Scientific and
Cultural Organization



International Institute
for Educational Planning

58 GB/REP
22 February 2019
Original: English

**UNESCO
INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING**

**REPORT OF THE 58th SESSION OF THE GOVERNING BOARD
(Paris, 11-12 December 2018)**

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1. The Governing Board convened from 11 to 12 December 2018 in Paris, France under the chairmanship of Mr Nicholas Burnett.
2. In addition to the Chairman, the following attended the 58th session of the Governing Board:

Members of the Governing Board:

Ms Laís Abramo
Ms Nina Arnhold
Ms Rukmini Banerji
Ms Josephine Bourne
Ms Valérie Liechti
Mr Dzingai Mutumbuka
Mr Keiichi Ogawa
Mr Srinivas Reddy
Mr Jean-Michel Sévérino
Mr José Weinstein Cayuela

Regrets

Ms Dina El Khawaga

UNESCO representative

Ms Stefania Giannini, Assistant Director-General for Education

IIEP personnel

Ms Suzanne Grant Lewis, Director
Mr Paul Coustère, Deputy Director
Ms Estelle Zadra, Secretary of the Board
Team Leaders
Members of the Professional Staff

Item 1. Adoption of the Agenda and the Timetable

3. The Chairman of the Board, Mr Nicholas Burnett, opened the session by welcoming all Board members, IIEP Management and staff, as well as the representative of the Director-General. The Chair introduced three new Governing Board members: Ms Laís Abramo, Director of the Division of Social Development at the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), Mr Srinivas Reddy, Chief of the Skills and Employability Branch at the International Labour Organization, and Mr Jean-Michel Severino, Chairman Investisseurs et Partenaires, France.
4. UNESCO's Director-General was represented at the meeting of the Governing Board by Ms Stefania Giannini, Assistant Director-General for Education (ADG/ED) who addressed the Board and engaged in a dialogue.
5. The Board adopted its agenda and timetable as follows:

- Item 1 - Adoption of the Agenda and of the Timetable
(Documents 58 GB/1, 58 GB/1 Inf. and 58 GB/2)
- Item 2 - IIEP Risk Management Strategy
(Document 58 GB/3)
- Item 3 - Adoption of the report of the 57th session of the Governing Board and of the 45th session of the Executive Committee (December 2017 and June 2018)
(Document 57 GB/8 and document 45 EXC/3)
- Item 4 - Report of the Director on the activities carried out by IIEP in 2018 and on the Draft Operational Plan for 2019
(Documents 58 GB/4 Parts I and II and 58 GB/4 Inf.)
- Item 5 - Report of the Director on the Marketing study of the IIEP training programmes
(Document 58 GB/5)
- Item 6 - Report of the Director on the External Evaluation of IIEP Pole de Dakar and Discussion about proposed evolution of IIEP Pole de Dakar Office
(Document 58 GB/6)
- Item 7 - Election of four Members of the Executive Committee for 2019
- Item 8 - Election of three Members of the Nominating Committee for 2019
- Item 9 - Dates and venue of the 59th session of the Governing Board (2019) and dates, venue and agenda of the 46th session of the Executive Committee (2019)
(Document 58 GB/7)
- Item 10 - Other matters

Item 2. IIEP Risk Management Strategy

(Document 58 GB/3)

6. Board members reviewed the updated IIEP Risk Register and expressed their satisfaction.

Resolution 551

The Governing Board,

Having examined the updated Risk Register,

Appreciates the updates made consecutively to the 57th Governing Board meeting and to the 45th Executive Committee meeting,

Congratulates the Director on the inclusion of a fraud and corruption section,

Encourages the Director to monitor risks and risk mitigation actions throughout the 10th MTS and to update the Risk Register twice a year.

Item 3. Adoption of the reports of the 57th session of the Governing Board and of the 45th session of the Executive Committee (December 2017 and June 2018)

(Document 57 GB/8 and document 45 EXC/3)

7. Both reports were adopted without comment.

Item 4. Report of the Director on the Activities carried out by IIEP in 2018 and on the Draft Operational Plan for 2019

(Documents 58 GB/4 Parts I and II and 58 GB/4 Inf.)

Report of the ad hoc Committee on Finance and Administration¹

Implementation of the 2018 Regular programme

8. In 2018, the Norwegian voluntary contribution to IIEP declined by 40% (US\$1.2 million). However, a new four-year core funding agreement with Switzerland was signed, for a total of US\$15.2 million.
9. The 2018 implementation rate of the Regular Programme (RP) was very high at 98%, up 16% against the 2017 levels and 40% compared to 2016. The operating reserves are at target (US\$4.7 million), following agreed investments in the hiring growth strategy, information systems, staff development, IT infrastructure, as well as building renovation (windows insulation, renovated library and smart classroom).
10. Uncertainties remain regarding the RP, mainly related to the level of funding from Norway and foreign exchange rates. There was also uncertainty regarding securing new AFD RP funding of EUR 10 million². The Board expressed the need to create a contingency plan for the period through 2021, including confirming or increasing UNESCO's allocation, and continuing the effort to secure new core funders.

Implementation of the 2018 Extrabudgetary Programme

11. IIEP recovered 25% of the US\$11.6 million IIEP total staff cost. This is just slightly less than budgeted, due to slower than planned implementation of projects combined with increased staff costs. Looking at the trend over time, the decrease in the staff cost recovery rate since 2016 is due in part to the 2017 reduction of IIEP's standard costs to be more competitive and to better align with the Dakar Office and with other UN organizations. The standard rate was reduced from US\$900/day to US\$700/day. There may be a need for a revision of this rate in 2019.

Stabilization reserve account

12. The Stabilization Reserve is healthy at US\$9.3 million, which is close to the current IIEP payroll level of US\$9.4 million. It will be tapped in 2018 for severance packages of seven IIEP-BA separated staff, amounting to US\$419,000.
13. In addition to the Stabilization Reserve, an Operating Reserve of 25% also exists, in line with good public administration practices. The Operating and the Stabilization Reserves together account for about US\$14 million, which is well above a year of salaries. The Board asked whether there was a need for this level of Operating Reserves, considering the healthy Stabilization Reserves account. It was noted that IIEP's Financial Rules and Regulations, and not the Statutes, regulate the Stabilization Reserve Fund. The Executive Committee was asked to consider this question at its next meeting (see para. 17).

2019 proposed budget

14. The total proposed RP budget for 2019 is US\$15.4 million, a conservative budget estimate, using the 2018 Norwegian funding levels, although IIEP management expects Norwegian funding will likely return to its 2017 level.
15. Four financial simulations were presented to the Board, covering the following scenarios: the Norwegian funding remains at the reduced 2018 level (with and without Pôle de Dakar becoming part of IIEP's Regular programme), and the Norwegian funding returns to its 2017 higher level (with and without Pôle de Dakar becoming part of IIEP's Regular programme). It was noted that even with Norwegian

¹ The Governing Board ad hoc Committee on Finance and Administration had met earlier on 11th December 2018.

² This funding was confirmed at the end of December 2018.

contributions returning to their 2017 levels, AFD's core funding will not cover the increase in Pôle de Dakar staff required by AFD and this could lead IIEP to halt or slow down recruitments in Paris. It was pointed out that without staff growth, 10% additional budget is required. The payroll increases 5% each year, due to the annual salary increases, and 5% of payroll costs is transferred into the Stabilization Reserves. The Board suggested the possibility of transferring staff to Pole de Dakar.

16. At the same time, the Board noted that the 2019 staff development budget was only 1% of the total salary budget, while 3-4% was common in other institutions. Since this figure does not account for staff time or professional networking budgets, the Board suggested that management revisit how the figure is calculated and reported.
17. The Director restated the importance of finding additional core funders. On the expenditure side, a contingency plan was discussed. Strategies to reduce expenditures include implementing the 2019 RP activities budget cautiously, halting or delaying the recruitments proposed for 2019, securing more external funding for research, and enforcing more strictly the expectation that all Programme staff recover 25-30% of their staff time cost. The Board also requested that IIEP Management come back to the Executive Committee mid-year, having looked in-depth at scenarios and spending levels and considering the levels of the two Reserve funds. If necessary, a revised budget could be presented. The Director also committed to quarterly forecasting of staff costs and staff cost recovery, which would be improved by timesheets analysis in the MyPROJECTS database.

Report of the Director on 2018 activities and the 2019 Operational Plan

18. In response to a request from the Board, the annual report of the Director departed from prior practice. The Director provided only a brief presentation of programme highlights, assuming that Board members had reviewed the report on the 2018 programme implementation and the proposed 2019 operational plan (58GB/4 Part I). The purpose of this change of practice was to allow more time for the Board to discuss strategic issues.
19. The Board thanked the Director for a good report that shows the breadth of IIEP's work and strong implementation. It noted that such a report could also benefit in future from a description of the overall context in which the MTS is implemented.
20. With regards to technical cooperation work in support of Education Sector Analysis (ESA) and Education Sector Plan (ESP) development, the Board encouraged IIEP to confront its ESP costing model with the one used by UNDP to cost SDGs in general and SDG 4 in particular.
21. Considering that the Global Partnership for Education (GPE) has become such a major actor in the education development landscape, Board members advised IIEP's Management to monitor the share of non-GPE countries that receive technical support for ESA and ESP formulation, to ensure IIEP is not only serving GPE countries. Out of 10 countries supported in 2018, only two (Jordan and The Philippines) were not GPE countries.
22. The Board was briefed on the progression of IIEP's work towards reasserting the regional mandate of the Buenos Aires Office. The Office successfully pursued this strategy by: using training scholarships to attract Ministry officials; signing framework agreements with 14 of the 19 Latin American countries; and providing customized training courses to 11 countries in the region. In 2019, the Office will strengthen its support to Portuguese-speaking countries, especially Brazil, the largest education system in Latin America.
23. The Board congratulated Management for the progress both on regionalization and on quality improvements in many aspects of the programme. Board members stressed the relevance of engaging with Brazil. IIEP could play a role in fostering South-South cooperation between Brazil and other Portuguese-speaking countries such as Angola, Mozambique and East Timor. Good practices from Brazil could be studied in areas such as the relation between secondary education and TVET or flexible learning pathways to higher education. Areas of interest for Latin America also include education of migrants, transparency in education, the management of teacher careers, and equity of access to education.

24. The board member from ECLAC invited IIEP to explore possibilities for collaboration, to further strengthen the Latin American mandate of IIEP Buenos Aires. Several potential areas of cooperation were mentioned, including gender-sensitive education policies, different forms of inequalities (economic, ethnic, racial, territorial), crisis-sensitive planning, and the cost-effectiveness of early childhood education.
25. At its 45th session of June 2018, the Executive Committee of the Governing Board had approved the 10th MTS Monitoring & Evaluation Plan. Building on the lessons of the first year of implementation of the MTS, some refinements were made to some Key Performance Indicators (KPIs), baselines and targets. The revised version of the M&E Plan (document 58 GB/4 Inf. 2) was shared with the Board and discussed. The modifications followed the following four principles: (i) to remove ambiguities in KPI definition and measurement, (ii) to revisit the scope of KPIs based on a cost/benefit analysis, (iii) to revise baselines based on better data collection, and (iv) to revise targets in a transparent way.
26. The Board raised questions about the linkage between the 20 quantitative KPIs of the 10th MTS Results Framework and a qualitative assessment of IIEP's results. Management explained that the M&E Plan attempts to strike a balance between the measurement of specific types of results using KPIs (monitoring) on the one hand, and a deeper assessment of outcomes on the other hand (evaluation). IIEP increased considerably its M&E budget and its investment in information systems over recent years. The Institute however shares common challenges with other development actors, including demonstrating the impact of specific programmes, such as research products, and regularly tracking the cost-efficiency of the wide array of IIEP's activities.
27. Board members had the opportunity to have a very open and rich discussion with ADG/ED Ms Stefania Giannini. The ADG presented her vision for UNESCO's Education Sector as well as her three priorities i.e. (i) promoting gender equality in education, (ii) addressing the educational needs of migrants, refugees and internally displaced persons, and (iii) producing a milestone foresight report on the future of education in the vein of the 1996 Delors Report. The ADG mentioned the July 2019 meeting of the High-Level Political Forum on Sustainable Development that will review progress on SDG 4 and inter alia serve as an opportunity for UNESCO to show its results. Board members also seized the opportunity of this open dialogue to stress the importance of IIEP's functional autonomy and predictability of funding for its capacity to deliver on its mandate.

Item 5. Report of the Director on the Marketing study of the IIEP training programmes
(Document 58 GB/5)

28. The catalyst for commissioning this study was a steady decline in enrolment on IIEP's flagship Advanced Training Programme (ATP), and some of its other training products, over a period of some five years. The recommendations of the Marketing Study focus on two main dimensions: (i) communication on the ATP; and (ii) evolution of the ATP. As noted by several Board members, the recommendations of the study are relatively broad and not immediately actionable. IIEP needs to build on them to define a specific strategy.
29. The Board was unanimous in advising Management to maintain the ATP as IIEP's flagship training programme. ATP is at the core of IIEP's history and "brand;" it brings high value in terms of network building globally with Ministries of Education and development partners. This being said, the ATP needs to adjust to a changing landscape, including shifts in Official Development Assistance (ODA). Donors are more likely to fund activities delivered at country or regional level, rather than in Paris. Sending Ministry staff overseas for training for six months may be perceived as a risk, both for Ministries of Education and for donor-funded projects. Board members urged exploring how the ATP could be delivered, at least in part, at regional/country level and, with national training partners, including some of the national training providers supported by IIEP. A specific and comprehensive communication strategy for the ATP should include impact stories, including at the organizational level, to convey what participants did and the change they brought about. A complementary fundraising strategy could be launched, targeting non-ODA funders, such as foundations, whose accountability obligations are not the same as ODA agencies.

Resolution 552

The Governing Board,

Having received the report of the *ad hoc* Committee on Finance and Administration,

Having reviewed the Report of the Director on the Activities carried out by IIEP in 2018 and Operational Plan for 2019, Document 58 GB/4 Parts I and II, and Information documents and **bearing in mind** the information conveyed in the Director's oral report,

Congratulates the Director and IIEP on a strong first year of implementation of the 10th MTS,

Encourages further integration, complementarity, and subsidiarity between the IIEP Paris office and the two regional offices,

Having received the draft report of the Marketing Study of IIEP Paris training programme (document 58 GB/5), **requests** the Director to report to the Board at its 59th session on the future form of the Core Training Offer and its financial sustainability, including marketing to different funding sources,

Recommends increased cross-fertilization across its training, technical cooperation, research and outreach lines of work,

Expects enhanced efforts in 2019 to solidify IIEP's strategic partnerships with financial, intellectual and implementation partners for the realization of the Education 2030 agenda,

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

Further expresses its gratitude to the Member States, in particular Sweden and Switzerland, for maintaining and increasing their multiyear voluntary contributions to the Institute in 2018 and urges Norway to re-establish or increase its previous level of support,

Confirms that the 2018 expenditures are in conformance with the 10th Medium-Term Strategy,

Approves document 58 GB/4 Parts I and II and Information documents as presented by the Director.

Resolution 553

The Governing Board,

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

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

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

A. Regular Programme

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

Further taking note of the expenditure for the Extrabudgetary Programme, by appropriation line, and in view of the new contracts and available financial resources for 2018,

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

B. Extrabudgetary Programme

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

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

² On-going multi-year Extrabudgetary projects that will be implemented beyond 2018

Resolution 554

The Governing Board,

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

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

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

Resolution 555

The Governing Board,

Having examined the Draft Programme and Budget for 2019 contained in document 58 GB/4 – Part II,

Having examined the Draft Programme and Budget for 2019 contained in document 58 GB/4 – Part II, and **having been informed** on the uncertainties linked to pending decisions from major core funders,

Applauds the integration of IIEP Pôle de Dakar into the Regular Programme budget,

Advises IIEP Management to implement cautiously the programme and the recruitment plan, to step up cost recovery for those activities, especially Research and Development, funded primarily by regular budget,

Requests the Director to report back to the Executive Committee in mid-2019 with detailed financial forecast scenarios accounting for 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.

If necessary, **requests** the Director to present the Executive Committee with a revised budget,

Resolves that,

A. Regular Programme

- (a) for the financial period 1 January to 31 December 2019, the total appropriation should amount to US\$ 15 765 646, to be financed by estimated income of US\$ 15 813 798 and reserves estimated at US\$ 4 073 721, hereby appropriated for the purpose indicated in the appropriation table as follows:

Appropriation Line¹	Amount in US\$
I. Programme Operations	
A. Training (line 1)	3 008 413
B. Technical Cooperation (line 2)	3 565 029
C. Research & Development (line 3)	2 489 336
D. Outreach and Advocacy (line 4)	2 760 959
	Sub-total I
	11 823 737
II. Directorate and Administration	
D. Governing Board	554 725

E. Directorate/Monitoring and Evaluation	929 507
F. General Administration	1 350 358
Institutional Information Technology	301 120
G. Investment	
Staff development	114 847
Renovation of building	204 627
IT Technology	486 725
	Sub-total II
	3 941 908
	Total Appropriation
	<u>15 765 646</u>

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

Income and Other Resources¹	Amount in US\$
I. UNESCO Financial Allocation	2 140 101
II. Voluntary Contributions	10 896 838
	Sub-total I & II
	13 036 939
III. Other Income	
Programme Support Funds	2 414 669
Income from training	352 190
Miscellaneous Income	10 000
	Sub-total III
	2 776 859
	Sub-total I, II & III
	<u>15 813 798</u>
IV. Other Resources	
Liquidation of previous years' obligations	30 000
Transfer to Stabilization Reserve Account	(626 966)
Reserves and Fund Balances on 1 January	4 670 688
	Sub-total IV
	4 073 721
	Total Income and Other Resources Regular Programme
	<u>19 887 520</u>

- (c) The Director is authorized to incur obligations during the financial period 1 January to 31 December 2019 up to the amount appropriated under (a) above.
- (d) The Director is authorized to accept and add to the appropriation approved under paragraph (a) above, subventions, contributions, grants, gifts or bequests, fees and miscellaneous income, taking into account the provisions of Article 3.2 of the Financial Regulations of the Special Account for UNESCO International Institute for Educational Planning (IIEP). The Director shall provide information on the amounts accepted to the Governing Board, in writing, at the session following such action.
- (e) The Director is authorized to make transfers between appropriation lines not exceeding 20 per cent of the total amount of the appropriation from which the funds are transferred.

- (f) The Director is authorized to make transfers between appropriation lines in excess of the percentage indicated in (e) above with the prior approval of the Governing Board.
- (g) In urgent and special circumstances, when an immediate action becomes imperative the Director may make transfers exceeding the percentage indicated in (e) above, but not exceeding the sum of US\$50 000, between appropriation lines, informing the Members of the Governing Board in writing, at the session following such action, of the details of the transfers and the reasons for them.
- (h) The Director is authorized, when the payment of expected funds is delayed for unforeseen reasons or circumstances, to transfer to programme costs the necessary funds from the Stabilization Reserve Account in order to ensure the continuation of programmes and projects, on the understanding that the amount so transferred be returned to the Account in the same financial period and/or, at the latest, during the ensuing two consecutive financial periods.

B. Extrabudgetary Programme

Takes note that,

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

Resolves that for the financial period 1 January to 31 December 2019, the total appropriation for the Extrabudgetary Programme should amount to US\$ 8 296 906 to be financed by estimated income of US\$6 234 230 and reserves estimated at US\$ 3 519 604.

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

¹ Includes Paris & Pôle de Dakar Regular Programmes

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

³ On-going multi-year Extrabudgetary projects that will be implemented beyond 2019

Resolution 556

The Governing Board,

Referring to IIEP's revised Monitoring and Evaluation Plan for the 10th Medium-Term Strategy as adopted in June 2018 (45 EXC/2),

Having examined the updated methodology provided in document 58 GB/4 Inf. 2,

Having heard the report of the first year of implementation of the Monitoring & Evaluation Plan,

Congratulates IIEP for its investments and progress in deploying robust information systems and for monitoring all 20 Key Performance Indicators (KPIs) for the three IIEP offices,

Acknowledges the effort to refine some KPIs definitions, baselines, and targets as reflected in the updated 10th MTS results Framework Methodological Note (M&E Plan, Appendix 1),

Recommends that the Results Framework (Key Performance Indicators) more comprehensively reflect the coverage of 10th MTS Thematic Priorities,

Requests the Director to investigate and propose specific actions to accelerate progress towards a more ambitious target for KPI 1.3.4 on gender responsive technical cooperation projects and to report to the Governing Board with disaggregated figures by IIEP offices,

Encourages IIEP to further integrate lessons learned through monitoring of programme implementation and external evaluations in its training, technical cooperation, research and outreach activities to reach the Institute's strategic goals.

Item 6. Report of the Director on the External Evaluation of IIEP Pôle de Dakar and Discussion about proposed evolution of IIEP Pôle de Dakar Office

(Document 58 GB/6)

30. IIEP Management presented to the Board the main findings and recommendations of the external evaluation that was carried out by ICON Institute in 2018. Against this backdrop, the Director discussed the three main thrusts of the foreseen evolution of the Pôle de Dakar Office over the coming years, i.e. (i) to strengthen its capacity development function; (ii) to broaden its geographical scope to serve all of Africa; and (iii) to continue its integration within the global IIEP. Board members stressed once again the strategic importance of the integration of the Pôle de Dakar. Board members' comments addressed two main aspects: the management aspect of integration and the programmatic aspect of integration.
31. Management aspect of integration and evolution: The Board very much welcomed the foreseen broadening of IIEP Dakar's geographical scope to Anglophone Africa and recalled the importance of also catering for Portuguese-speaking African countries (see Item 4, §12 and §13). ILO indicated its willingness to help in establishing contacts in Anglophone African countries. The so-called "subsidiarity issue" faced by IIEP Dakar and Paris offices was also discussed. Since both offices operate in Africa on education sector planning, coordination is important. For the sake of efficiency, it is necessary to develop clear principles on which office should take the lead on what projects. This issue will be explicitly addressed during the March 2019 IIEP Global Management Retreat. Finally, the Board was very pleased that the Agence française de développement (AFD) accepted to convert its funding to the Pôle de Dakar Office from project type into core unearmarked funding. The Board saw this evolution as a milestone event in the integration of the Dakar Office into the global IIEP. It will greatly facilitate important processes such as the diversification of staff profiles and the coverage of new geographical areas.

32. Programmatic dimension of integration and evolution: the Board underscored the importance of IIEP working on Technical and Vocational Education and Training (TVET) and youth employment. At present, all of IIEP's work in these areas is concentrated on Francophone Africa and project funded. The Board welcomed IIEP's commitment to expand this work and recommended that it become part of the core programme. Board members also urged attention to demographic growth as it is undermining countries' ability to provide access to quality education, especially in Africa.
33. The Director stated the intent to publish the external evaluation report together with IIEP's Management Response. The report is now available in the [evaluations section of the IIEP website](#).

Resolution 557

The Governing Board,

Having examined the External Evaluation of IIEP Pôle de Dakar (Document 58 GB/6),

Taking note of IIEP's Management response to the recommendations of the External Evaluation of IIEP Pôle de Dakar,

Commends the progress made in integrating the Pôle de Dakar within the global IIEP, the investments made, the results obtained and the synergies created among all three offices,

Welcomes a strategic mapping of priorities to guide the evolution of the Office,

Encourages the global IIEP to consolidate the incorporation of the IIEP Pôle de Dakar to expand the services offered to African countries by strengthening its work in the three programme modalities,

Enjoins IIEP Management to stabilize the staffing at IIEP Pôle de Dakar and recruit staff with appropriate profiles to more fully serve the entire African continent,

Welcomes AFD's multiyear financial engagement with global IIEP and its support of the evolution of IIEP Pôle de Dakar,

Encourages the global IIEP to diversify the funding of the Pôle de Dakar to allow long-term support for beneficiary countries in responding to SDG 4 and the 2030 Agenda for Education,

Requests the Director to report to the Board at its 59th session on progress.

Item 7. Report of the Governing Board Chairman on the review of the governance, procedures and working methods of the IIEP Governing Board

(Document 58 GB/7)

34. Annex 1 of the UNESCO 39 C/20 document called "Working Group on the Governance, Procedures, and Working Methods of the Governing Bodies of UNESCO, Recommendations" contains 10 recommendations that apply to Category 1 institutes. The Chairman drew the attention of Board members to two recommendations that potentially concern IIEP: (i) the timely harmonization and updating of statutes and procedures, and (ii) the balanced support to the Institutes that has to be promoted to maintain their important roles and contributions, not only regionally, but also worldwide.
35. The IIEP Governing Board argued that there is no logic in all institutes having the same statutes, as their purposes and governance are different. In addition, the UNESCO contributions should not be uniform across all Institutes but should rather be in proportion to the overall budget and performance of each Institute. Increased contributions would help guarantee that the Institutes maintain their independence from donors and continue to work for the production of global public goods.

36. The Chairman of the Board will send a report to the President of the UNESCO General Conference (GC) confirming that he will attend the 27th March meeting of the Chairs of UNESCO International and Intergovernmental bodies convened by the President.³

Resolution 558

The Governing Board,

Having read the Annex 1 of the document referenced 39 C/20, Working Group on the Governance, procedures, and working methods of the Governing bodies of UNESCO, and the letter of the President of the General Conference,

Considering the set of recommendations submitted to the open-ended Working Group on governance, procedures, and working methods of the governing bodies by the IIEP Governing Board (January 2017),

Recognizes the improvements already made since 2017,

Welcomes the recommendations made to improve the reporting of the IIEP Governing Board to the General Conference,

Invites the Director to share with all Permanent Delegations the document 58 GB/4 part I,

Further invites the IIEP Chairperson to present the conclusion of the debate that took place during the 58th session (12 December 2018) to the President of the General Conference.

Item 8. Election of four Members of the Executive Committee for 2019

37. The Governing Board decided that, in addition to the Chairperson, the Executive Committee will be composed of the following Board members:
- Nina Arnhold
 - Valérie Liechti
 - Dzingai Mutumbuka
 - José Weinstein Cayuela

Item 9. Election of three Members of the Nominating Committee for 2019

38. The Governing Board decided that, in addition to the Chairperson, the Nominating Committee will be composed of:
- Laís Abramo
 - Dina El Khawaga
 - Keiichi Ogawa
39. The Governing Board decided that, in addition to the Chairperson, the Ad hoc Committee on Finance and Administration will be composed of:
- Srinivas Reddy
 - Jean-Michel Severino

³ The Chair's report and confirmation of his participation were sent on 1 February 2019.

Item 10. Dates and venue of the 59th session of the Governing Board (2019) and dates, venue and agenda of the 46th session of the Executive Committee (2019)
(Documents 58 GB/8)

40. The next meeting of the Executive Committee of the Governing Board will take in June 2019. The precise date will be set up at a later stage. The draft agenda is as follows:

- Item 1 - Adoption of the Draft Agenda and the Draft Timetable
(Documents 46 EXC/1 and 46 EXC/2)
- Item 2 - Oral Report of the Director on the Partial Implementation of the 2019 Programme and on the Financial Situation of IIEP
- Item 3 - Draft Report of the Governing Board to the 40th session of the UNESCO General Conference
(Document 46 EXC/3)
- Item 4 - Provisional Agenda of the 59th session of the Governing Board (December 2019)
(Document 46 EXC/4)
- Item 5 - Other matters

41. The Governing Board initially decided that the 59th session of the Governing Board would take place on 25th and 26th November 2019.⁴

Item 11. Other matters

42. The Chairman informed the Board that AFD had requested observer status on IIEP's Governing Board, noting it was not a condition of the new AFD funding being considered in December 2018. Board members agreed that approving this request might set an undesirable precedent. The Board however agreed that the Chairman would send a letter to AFD to offer them to take part in strategic dialogues on IIEP's orientations, together with other major donors. The letter was sent on 15th January 2019.
43. A factsheet for new Board members was developed and circulated for comments and improvements. The purpose of the factsheet is to improve and accelerate the integration of new IIEP Board members.
44. The Chairman also informed the Board that, beginning with the next session of the Board, they will be requested to sign – on an annual basis – a statement declaring that there is no conflict of interest between their professional and personal engagements and serving on IIEP's Governing Board.
45. The Governing Board concluded its work on 12th December 2018.

⁴ The dates were subsequently modified to 16th and 17th December 2019, in consultation with Board members