



United Nations
Educational, Scientific and
Cultural Organization



International Institute
for Educational Planning

60 GB/4 *Part II*

4 December 2020

Sixtieth session of the IIEP Governing Board

Paris, 14 - 15 December 2020



Item 4 of the Agenda

Report of the Director on the activities carried out
by IIEP in 2020 and Operational plan for 2021

Part II – Finance and Budget

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IMPLEMENTATION OF THE BUDGET IN 2020

This financial report provides an overview of the implementation of the 2020 approved budget during the third 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 2019 financial data for comparison purposes (p. 47).

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 Core Funding and Extrabudgetary Programmes, including those of IIEP Buenos Aires, IIEP Dakar, and the Stabilization Reserve Account.

Table 1-2020: statement of resources and expenditure provides the provisional data for the year ending 2020 compared to the estimates for 2020 from the 59 GB/4. Resources and expenditure for 2020 have been estimated as of 30 September 2020 in United States Dollars (p. 12).

Schedule 1-2020: estimated resources for 2020 disaggregates Table 1-2020 on the resource side and compares against plan. (p. 13–14).

Schedule 2-2020: estimated expenditure for 2020 disaggregates Table 1-2020 on the expenditure side and compares against plan. (p. 15–16).

Table 2-2020: the Stabilization Reserve Account shows the situation at the end of 2020. This account was established on 1 July 1993 by the Governing Board's Resolution 251. (p. 17).

Financial Resources

The COVID-19 pandemic which has stricken the whole world this year has also had an impact in the financial resources of the Institute. A first evaluation was made earlier this year and it was presented in the first Finance and Administration Committee, held on 14th May. The oral report was presented to the Chair of the Executive Committee on 25th June. This permanent committee was created as a sub-set of the Governing Board at the 59th session of the GB, by resolution 568. Its purpose is to contribute towards the sustainability of the Institute and act as an additional safeguard.

Overall income of the Institute in 2020 is estimated at US\$ 25,237,024 compared to a budget of US\$ 25,820,195 (Table 1, p. 12).

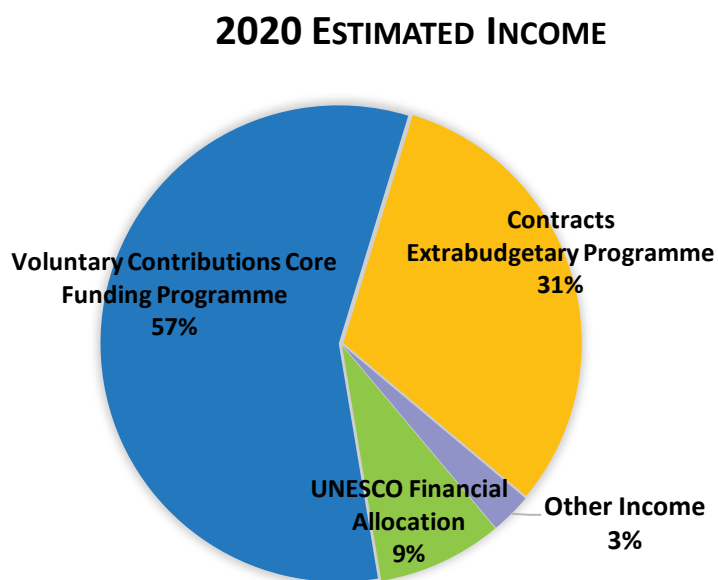
The total income of the **Core Funding Programme (CF)** is expected to amount to US\$ 19,292,343, which is only US\$ 124K less than the budget. The CF income is composed of UNESCO's financial allocation (US\$ 2,140,100), voluntary contributions or Core funding from Governments (US\$ 14,471,139) and other income (US\$ 2,681,104), which originates mainly from staff cost recovery from extrabudgetary projects (US\$ 2,368,096) as well as from revenues from the training programme, sales from publications, various reimbursements and other sources.

The US\$ 124K variance is explained as follows. On the positive side, Norway increased funding to IIEP by NOK 2.6 million to NOK 27 million; however the US\$ 300K expected decreased to US\$ 182K due to the adverse exchange rate (NOK/US\$). Sweden also allocated to IIEP an additional US\$ 850K for crisis-sensitive planning work for two years; the mechanism chosen will translate into higher staff cost recovery (other income; + US\$140K in 2020). The COVID-19 crisis resulted in the Agence française de développement's (AFD) postponing to 2021 US\$750K of their contribution to the Gender at the Centre Initiative (GCI) as funds were diverted to the COVID-19 cause. The French Ministry of Foreign Affairs (MOFA) contribution also decreased by US\$ 338K to US\$ 1.3 million due to the present health crisis.

Exchange rate differences (Euro, Swiss Franc and Swedish Kroner versus US\$) explains a \$632K positive variance.

The new estimated **Extrabudgetary** (earmarked funding) income of US\$ 8,180,129 shows a decrease of US\$ 435,953, compared to the approved budget of US\$ 8,616,082. IIEP signed several new agreements with the UK Department for International Development (now FCDO), Mauritania, Guatemala and the World Bank. However, the health crisis made it impossible to organize workshops in some countries, there are delays in the implementation of projects such as the AFD HRM and EMIS support in Burkina Faso, the Support for regional training center (CERFER) in Togo in collaboration with the African Development Bank, and the Support for education planning and the information system in Madagascar to be implemented together with the UNESCO Nairobi office. The income net of cost recovery and other inter-fund eliminations amounts to \$US 5,944,681 (Schedule 1).

The graph below shows that the Core Funding Programme represents 69% of the total income versus 31% from the Extrabudgetary (earmarked).



Total **Reserves** for the Core Funding Programme at the beginning of the year were US\$ 5,406,190 (Table 1, p.12). The Institute estimates that the level of reserves at the end of 2020 will be US\$ 8,845,560 instead of the US\$ 6,799,823 planned. The simulations indicate that this level of reserves are necessary to deliver IIEP's programme in the next few years.

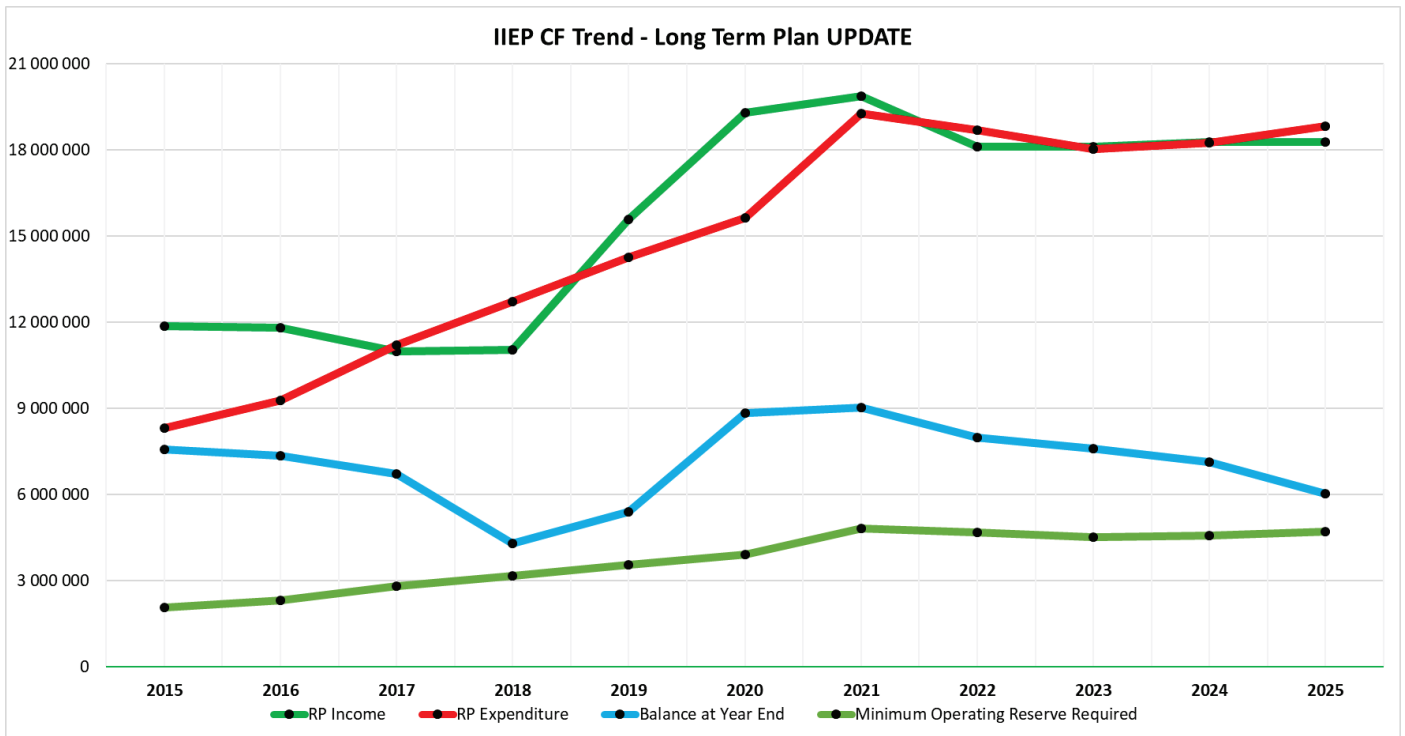
During the 59th session of the Governing Board, it was recognized that IIEP's marked growth over recent years, while encouraged by demand from Member States, cannot be sustained without significant increase in the volume of voluntary contributions. The Board members encouraged the Director to approach new funders. In addition, the current financial scenarios show that in 2021 the level of operating reserves would not respect the minimum requirement unless significant new core funding was not secured. The Governing Board requested that IIEP start preparing for budget scenarios based on financial forecasts starting in 2020 to ensure the respect of the minimum requirement for operating reserves from 2021 onwards, and to present this plan to the Executive Committee no later than by the end of the first semester of 2020 (*RES 564/59 GB*).

The Executive Committee appreciated the elaboration of financial scenarios covering the end of the 10th Medium-Term Strategy and the entire 11th Medium-Term Strategy (2022-2025). It also recommended that the Director elaborate the draft budget for 2021 in accordance with a scenario compliant with IIEP's rule on required operational reserves for the entire duration of the 11th Medium-Term Strategy (*RES 498/47 EXC*).

IIEP Management worked on new budget scenarios to ensure the Institute's sustainability throughout the entire 11th MTS. Staff costs projections were done with the Team Leaders, the finance team and the Directors. The assumptions on increases were also reviewed and instead of applying a flat rate of 5% increase, each staff status and step was taken into account. The simulation also includes the staff costs of the three offices; in the past the Buenos Aires office was excluded as it was considered to be fully financed by earmarked funds but this is no longer the case. The result of this work is presented below.

Core Funding Programme activity costs were controlled in 2020 and staff recruitment was slowed down. The simulation, covering the period from 2020-2025, shows that the Institute respects the minimum operating reserve required of 25% of the core funding annual expense budget; this is if the assumptions taken materialize, i.e. additional core funding needs to be found in 2023 of US\$ 1,675,000 and US\$ 1,853,000 in years 2024-2025.

IIEP GLOBAL: Core Funding Programme (CF) Resources & Estimates (in US\$'000)	2020	2021	2022	2023	2024	2025
CF Reserves & Fund Balances brought forward (on 1 January)	5 406	8 846	9 030	7 994	7 600	7 130
CF Income	19 292	19 867	18 099	18 099	18 277	18 277
UNESCO Alloc. & Voluntary Contributions	16 611	16 897	14 846	13 424	13 424	13 424
Additional CF Donors Forecast	-	-	253	1 675	1 853	1 853
CF Other Income	2 681	2 969	3 000	3 000	3 000	3 000
CF Expenditure	(15 640)	(19 276)	(18 698)	(18 023)	(18 244)	(18 828)
Staff Costs	(12 660)	(15 038)	(15 210)	(15 191)	(15 438)	(16 022)
CF Activities	(2 979)	(4 238)	(3 488)	(2 832)	(2 806)	(2 806)
CF EXCESS/(SHORTFALL) Income less expenditure	3 653	590	(599)	76	33	(551)
Transfers to the Stabilization Reserve Account	(212)	(406)	(437)	(470)	(504)	(540)
TOTAL IIEP Balance at year end: CF Managed Funds	8 846	9 030	7 994	7 600	7 130	6 039
Minimum Operating Reserve required (Res. 488 - 43EX/C 2016): 25% or 3 months of the Core Funding Prog. annual expense budget	3 910	4 819	4 675	4 506	4 561	4 707
Operating Reserves (Gap)	4 936	4 211	3 319	3 095	2 569	1 333



Expenditure

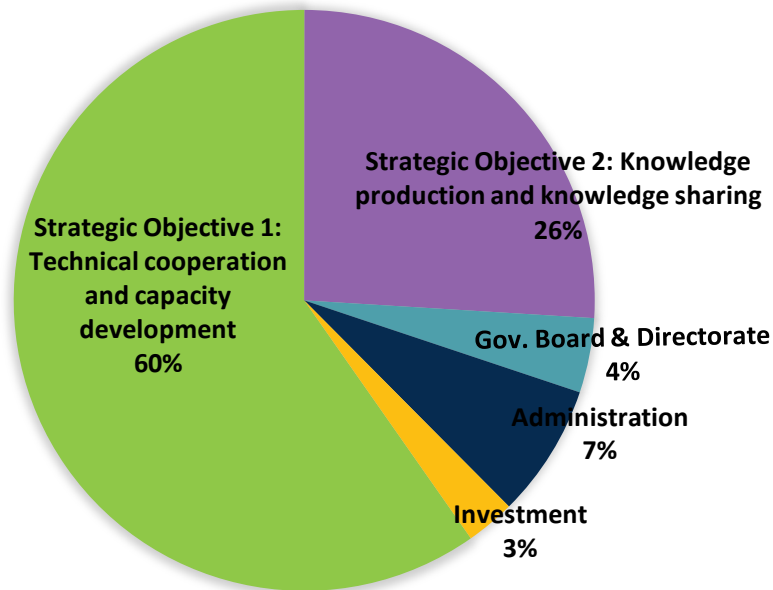
Overall expenditure of the Institute in 2020 amounts to US\$ 23,076,073 including in-kind and decentralized funds (Schedule 2-2020, p. 15-16).

Core Funding Programme (CF) implementation expenditure is estimated at US\$ 15,639,545, compared to a budget of US\$ 18,159,940. From the US\$ 2,520,395 variance, US\$ 1,346,333 relate to the activity budget, as some activities were postponed to 2021 due to the health crisis. Staff costs were monitored and contained in 2020 by slowing down recruitment, and cancelling or postponing the recruitment of some posts, mainly in Paris and Dakar. This resulted in a decrease of US\$ 1,174,062 versus budget.

The charts below show the percentage distribution by appropriation line for the total expenditure, Core Funding Programme and Extrabudgetary. During 2020, 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 technology services, building renovation and staff development. Figures include expenditure on staff and activity.

CORE FUNDING PROGRAMME & EXTRABUDGETARY 2020

EXPENDITURE



The programme implementation for the **Extrabudgetary Programme** has been greatly impacted by the impossibility to travel (workshops, training, events, ATP study visit...). Some activities were not possible to implement at a distance.

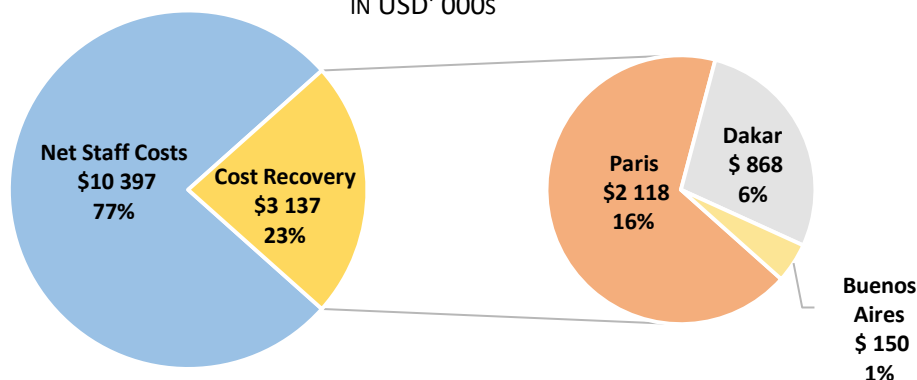
The programme implementation expenditure of the Extrabudgetary Programme is estimated at US\$ 7,436,528, compared to a budget of US\$ 9,376,242 representing an implementation rate of 79% (p.16) and a variance of US\$ 1.9 million compared to the budget. No cost extensions will be required for some projects like EU Haiti, the European Commission's Service for Foreign Policy Instruments (EU FPI), and AFD-funded PEFOP while others will be delayed, like Burkina Faso HRM and EMIS projects, Dubai Cares teachers of refugees research, the AFD Quality Management project and UNESCO Vietnam project.

Cost Recovery

Overall cost recovery in 2020 includes, staff cost recovery from extrabudgetary projects (89% of cost recovery), as well as revenues from the training programme, sales from publications, various reimbursements and other sources (11%).

IIEP estimates a recovery rate of 23% of the overall staff costs in 2020 versus 39% recovered in 2019. In the past two years, IIEP Dakar staff costs were mainly funded by the AFD Quality Management and TVET projects. In 2020, with the AFD switching its funding modality to core funding, only the Quality Management project team remained directly funded by the extrabudgetary programme.

**TOTAL IIEP
2020 ESTIMATED COST RECOVERY**
IN USD' 000s

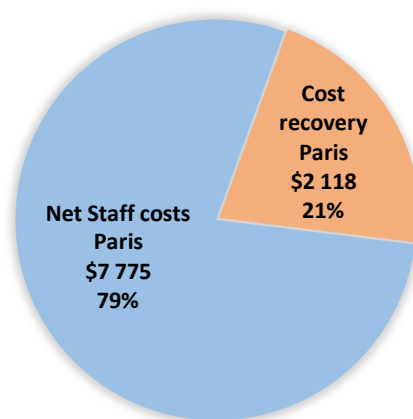


IIEP Total Staff Costs: \$ 13 534

IIEP Total Costs Recovery : \$ 3 137

The Paris office will recover 21% of its total staff costs for 2020 (chart below), compared to 19% budgeted and 24% recovered in 2019. The total amount recovered against projects is US\$ 100K higher than originally planned for the year. Despite all the challenges of the current global health crisis, most of the extrabudgetary projects continued to implement and, in some cases, managed to reprogramme mission costs into staff-time recovery. This has allowed teams to cover, with the Donors' agreement, the extra time spent on the implementation of activities at a distance (especially European Union FPI, European Union Haiti, UNICEF Cambodia and UNICEF Ethiopia). The latter combined with a smaller than planned staff costs, resulted in a stable cost recovery rate compared to previous years.

**PARIS
2020 ESTIMATED COST RECOVERY**
IN USD'000s



Paris Total Staff Costs: \$9 893

Figures in USD'000s

	2013	2014	2015	2016	2017	2018	2019	2020	2020
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Estimated
Total Staff costs Paris	8 119	7 060	6 457	7 070	8 387	9 413	9 635	10 476	9 893
Cost recovery Paris	(1 844)	(2 514)	(2 811)	(2 480)	(1 790)	(1 666)	(2 282)	(2 022)	(2 118)
Net Staff costs Paris	6 275	4 546	3 646	4 590	6 597	7 747	7 353	8 454	7 775
Paris % Recovery/year	23%	36%	44%	35%	21%	18%	24%	19%	21%

Stabilization 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\$ 10,017,568 (Table 2, p 17).

The total contribution this year from the three offices amounts to US\$ 615,912.

The total balance at the end of 2020 is estimated at US\$ 10,827,697.

APPROPRIATION RESOLUTION

In Appropriation Resolution 563, approved for the Core Funding Programme by the IIEP Governing Board at its 59th session in 2019, the resources estimated for 2020 were US\$ 26,216,034, while the estimated expenditure was US\$ 18,159,940.

The final estimated amounts of both expenditure and income, as compared with those approved by Resolution 563 of the Governing Board, will be as follows:

A. Resources for 2020

	(a)	(b)	(a+b)
	Res. 563	Increase (Decrease)	Estimated New Total
	\$	\$	\$
I. UNESCO financial allocation	2 140 100	-	2 140 100
II. Voluntary Contributions	14 745 477	(274 338)	14 471 139
III. Other Income			
Programme Support Funds	1 960 927	407 170	2 368 096
Income from training	313 078	(26 567)	286 511
Miscellaneous Income	256 630	(230 133)	26 497
Sub-total, I, II & III	19 416 212	(123 869)	19 292 343
IV. Other Resources			
Liquidation of previous years' obligations	30 000	87 591	117 591
Transfer to Stabilization Reserve Account	(624 005)	292 986	(331 020)
Reserves and Fund Balances on 1 January	7 393 828	(1 987 638)	5 406 190
Sub-total, IV	6 799 823	(1 607 061)	5 192 761
Total Resources	26 216 034	(1 730 930)	24 485 104

B. Expenditures for 2020

	(a)	(b)	(c)	(d)	(a+b+c+d)
Appropriation Line	Res. 563	Dollar* Fluct.	Additional activities	Deficit or (Savings) Approved activities	Estimated New Total
	\$	\$	\$	\$	\$
Line 1: Training	3 853 495	(110 647)	-	(476 506)	3 266 343
Line 2: Technical Cooperation	3 867 104	(111 037)	-	39 924	3 795 991
Line 3: Research and Development	3 336 528	(95 803)	-	(521 182)	2 719 543
Line 4: Outreach & Advocacy	2 862 031	(82 178)	-	(194 845)	2 585 008
Line 5: Gov. Board, Directorate, Corp. Svs. & Invest.	4 240 782	(121 767)	-	(846 355)	3 272 660
Total Appropriation	18 159 940	(521 432)	-	(1 998 963)	15 639 545

* Average exchange rate US\$1 = €0,892 for the 59 GB/4, US\$1 = €0,867 for the 60 GB/4

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

Resolution...

The Governing Board,

Having examined the Report by the Director on the activities of the IIEP in 2020 (Document 60 GB/4 – Part II),

Taking note of the expenditure for the Core Funding Programme, by appropriation line, including the available financial resources for 2020,

Resolves that for the financial period 1 January to 31 December 2020, the total appropriation should amount to US\$15,639,545 to be financed by estimated income of US\$ 19,292,343 and reserves estimated at US\$ 5,192,761 as follows:

A. Core Funding Programme

Appropriation Line	Amount in US\$
I. Programme Operations	
A. Training (line 1)	3 266 343
B. Technical Cooperation (line 2)	3 795 991
C. Research & Development (line 3)	2 719 543
D. Outreach and Advocacy (line 4)	2 585 008
	Sub-total I
	12 366 885
II. Directorate and Corporate Services	
D. Governing Board	83 708
E. Directorate/Monitoring and Evaluation	870 029
F. General Administration	1 449 368
Institutional Information Technology	244 226
G. Investment	
Staff development	307 823
Renovation of building	70 978
IT Technology	246 529
	Sub-total II
	3 272 660
	Total Appropriation
	<u>15 639 545</u>
Income and Other Resources	Amount in US\$
I. UNESCO Financial Allocation	2 140 100
II. Voluntary Contributions	14 471 139
	Sub-total I & II
	16 611 239
III. Other Income	
Programme Support Funds	2 368 096
Income from training	286 511
Miscellaneous Income	26 497
	Sub-total III
	2 681 104
	Sub-total I, II & III
	<u>19 292 343</u>
IV. Other Resources	
Liquidation of previous years' obligations	117 591
Transfer to Stabilization Reserve Account	(331 020)
Reserves and Fund Balances on 1 January	5 406 190
	Sub-total IV
	5 192 761
	Total Income and Other Resources Core Funding Programme
	<u>24 485 104</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 2020,

Resolves that for the financial period 1 January to 31 December 2020, the total appropriation should amount to US\$5,087,460 to be financed by estimated income of US\$ 5,944,681 and reserves estimated at US\$ 3,714,086 as follows:

B. Extrabudgetary Programme

Appropriation Line	Amount in US\$
I. Programme Operations ¹	
A. Training (line 1)	1 730 619
B. Technical Cooperation (line 2)	4 924 225
C. Research & Development (line 3)	424 444
D. Outreach and Advocacy (line 4)	231 859
Sub-total I	7 311 147
II. Corporate Services	
E. Staff Service Account	11 761
Sub-total II	11 761
III. Programme Support Funds	
F. Programme Support Fund Interfund eliminations	(2 235 448)
Sub-total III	(2 235 448)
Total Appropriation	<u>5 087 460</u>
Income and Other Resources	
I. Contracts	
Governments	1 022 777
Other	7 157 352
Sub-total I	8 180 129
II. Other Income	
Programme Support Fund Interfund eliminations	(2 235 448)
Sub-total II	(2 235 448)
Total Income I & II	<u>5 944 681</u>
III. Other Resources	
Liquidation of previous years' obligations	50 000
Reserves and Fund Balances on 1 January	3 664 086
Sub-total III²	3 714 086
Total Income and Other Resources Extrabudgetary Programme	<u>9 658 767</u>

¹ Includes Paris, Buenos Aires & Dakar programmes and activities

² On-going multi-year Extrabudgetary projects that will be implemented beyond 2020

2019 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 2019 Accounts were certified by the External Auditor on 16 June 2020. They are available in document *60 GB/4 Part Inf.2*. The Governing Board may wish to adopt the following resolution:

Resolution...

The Governing Board,

Having examined the certified accounts for the year 2019 and the Auditor's report thereon contained in document *60 GB/4 Part Inf.2*,

Approves the report of the External Auditor and the audited financial statements of IIEP for the financial period 1 January – 31 December 2019,

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

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

Core Funding and Extrabudgetary Programmes	Budget Approved 2020				New Estimates 2020			
	Core Funding Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$	Core Funding 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	14 745 477	-	-	14 745 477	14 471 139	-	-	14 471 139
III. Contracts								
Governments	-	760 833	-	760 833	-	1 022 777	-	1 022 777
Other	-	7 855 249	(303 094)	7 552 155	-	7 157 352	(260 184)	6 897 167
TOTAL, GENERAL INCOME	16 885 577	8 616 082	(303 094)	25 198 565	16 611 239	8 180 129	(260 184)	24 531 184
IV. OTHER INCOME								
Programme Support Funds ¹	1 960 927	-	(1 675 927)	285 000	2 368 096	-	(1 797 183)	570 913
Training Programme cost recovery ²	313 078	-	(233 078)	80 000	286 511	-	(178 081)	108 430
Miscellaneous Income ³	256 630	-	-	256 630	26 497	-	-	26 497
TOTAL, OTHER INCOME	2 530 634	-	(1 909 004)	621 630	2 681 104	-	(1 975 264)	705 840
TOTAL INCOME OF THE YEAR	19 416 212	8 616 082	(2 212 099)	25 820 195	19 292 343	8 180 129	(2 235 448)	25 237 024
EXPENDITURE								
10th Medium-Term Strategy								
I. PROGRAMME OPERATIONS								
Training (Line 1)	3 853 495	1 939 151	(633 564)	5 159 081	3 266 343	1 730 619	(583 016)	4 413 946
Technical Cooperation (Line 2)	3 867 104	6 670 037	(1 516 603)	9 020 537	3 795 991	4 924 225	(1 493 825)	7 226 391
Research and Development (Line 3)	3 336 528	347 709	(33 912)	3 650 325	2 719 543	424 444	(78 392)	3 065 595
Outreach and Advocacy (Line 4)	2 862 031	229 326	(28 019)	3 063 339	2 585 008	231 859	(80 215)	2 736 652
TOTAL, PROGRAMME OPERATIONS	13 919 158	9 186 222	(2 212 099)	20 893 282	12 366 885	7 311 147	(2 235 448)	17 442 584
II. GOV. BOARD, DIRECTORATE, CORPORATE SERVICES (Line 5)								
Governing Board	383 318	-	-	383 318	83 708	-	-	83 708
Directorate/Monitoring & Evaluation	930 329	-	-	930 329	870 029	-	-	870 029
Corporate Services								
General Administration	1 645 555	-	-	1 645 555	1 449 368	-	-	1 449 368
Information Technology	354 533	-	-	354 533	244 226	-	-	244 226
Staff Service Account	-	-	-	-	-	11 761	-	11 761
TOTAL, GOV. BOARD, DIRECTORATE AND CORPORATE SERVICES	3 313 736	-	-	3 313 736	2 647 330	11 761	-	2 659 091
III. INVESTMENT (Line 5)								
Staff development	344 123	-	-	344 123	307 823	-	-	307 823
Renovation of Building	117 081	-	-	117 081	70 978	-	-	70 978
IT Technology	465 842	-	-	465 842	246 529	-	-	246 529
TOTAL, INVESTMENT	927 046	-	-	927 046	625 330	-	-	625 330
TOTAL, EXPENDITURE I - III	18 159 940	9 186 222	(2 212 099)	25 134 063	15 639 545	7 322 907	(2 235 448)	20 727 004
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	1 256 272	(570 140)	-	686 132	3 652 798	857 222	-	4 510 020
OTHER RESOURCES & RESERVES								
Liquidation of previous years' obligations	30 000	50 000	-	80 000	117 591	50 000	-	167 591
Transfer to the Stabilization Reserve Account ⁴	(624 005)	-	-	(624 005)	(331 020)	-	-	(331 020)
Reserves & Fund Balances on 1 January	7 393 828	4 431 425	-	11 825 253	5 406 190	3 664 086	-	9 070 276
TOTAL, OTHER RESOURCES & RESERVES	6 799 823	4 481 425	-	11 281 248	5 192 761	3 714 086	-	8 906 847
BALANCE AT YEAR END ALL MANAGED FUNDS⁵	8 056 095	3 911 285	-	11 967 380	8 845 560	4 571 307	-	13 416 867

Note: The Estimated Core Funding Programme (CF) includes the contribution from the Agence Française de Development (AFD) as well as Dakar CF 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\$ 461K); IIEP Buenos Aires (US\$ 23K) and IIEP Dakar (US\$ 132K) 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)

Core Funding and Extrabudgetary Programmes

Source	2020 Approved (1)	Share % (2)	2020 New estimates (3)	Share % (4)	Increase/(Decrease) of (3) less (1) Amount (5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 100	8,3	2 140 100	8,5	-
II. Voluntary Contributions					
Argentina	70 000	0,3	70 000	0,3	-
France (AFD)	2 735 230	10,6	2 801 211	11,1	65 982
France (AFD GCI)	1 641 138	6,4	890 736	3,5	(750 402)
France (MOFA)	1 641 138	6,4	1 302 936	5,2	(338 202)
Norway	2 682 013	10,4	2 864 114	11,3	182 100
Sweden	2 007 958	7,8	2 127 131	8,4	119 172
Switzerland	3 968 000	15,4	4 415 011	17,5	447 011
Total, Voluntary Contributions	14 745 477	57,1	14 471 139	57,3	(274 338)
TOTAL, I & II	16 885 577	65,4	16 611 239	65,8	(274 338)
III. OTHER INCOME					
Programme Support Funds	1 960 927	7,6	2 368 096	9,4	407 170
Income from training	313 078	1,2	286 511	1,1	(26 567)
Miscellaneous Income	256 630	1,0	26 497	0,1	(230 133)
TOTAL, OTHER INCOME	2 530 634	9,8	2 681 104	10,6	150 470
TOTAL, INCOME CORE FUNDING (CF)	19 416 212	75,2	19 292 343	76,4	(123 869)
IV. EXTRABUDGETARY INCOME (EXB)					
Contracts - Governments					
Burkina Faso GHR	265 131	1,0	197 466	0,8	(67 665)
Burkina Faso EMIS	170 277	0,7	85 869	0,3	(84 408)
Burundi**	283 636	1,1	283 606	1,1	(30)
Dominican Republic*	41 789	0,2	12 218	0,0	(29 571)
Mauritania**	-	-	131 464	0,5	131 464
Mali**	-	-	19 838	0,1	19 838
Guatemala*	-	-	35 200	0,1	35 200
United Kingdom (FCDO)	-	-	257 116	1,0	257 116
Total, Contracts - Governments	760 833	2,9	1 022 777	4,1	261 944
Contracts - Others					
AFRICAN Development Bank (AFDB)**	211 785	0,8	-	-	(211 785)
Agence Française de Développement (AFD - Nigeria)**	-	-	33 705	0,1	33 705
Agence Française de Développement (AFD - Quality)**	2 731 198	10,6	2 746 292	10,9	15 093
Campanha Latino Americana Pelo Direito à Ed. (CLADE)*	-	-	5 000	0,0	5 000
Development Bank of Latin America (CAF)	98 800	0,4	-	-	(98 800)
Dubai Cares	172 862	0,7	172 862	0,7	-
Education for All/Protect Education in Insecurity & Conflict (EAA/PEIC)	-	-	64 200	0,3	64 200
European Union Haiti 2018-2021	1 269 193	4,9	1 025 498	4,1	(243 695)
European Union FPI	855 432	3,3	535 831	2,1	(319 602)
European Union Nicaragua*	90 463	0,4	-	-	(90 463)
Foundation ARCOR*	10 000	0,0	9 747	0,0	(253)
Foundation Open Society Institute (OSI)	-	-	35 000	0,1	35 000
Fundación Santa María Buenos Aires*	35 000	0,1	10 000	0,0	(25 000)
Global Partnership for Education (GPE) (PAR)	535 000	2,1	535 000	2,1	-
Inter-American Development Bank (IADB Panama)*	88 292	0,3	88 500	0,4	208
International Labor Organization (Dakar)**	-	-	13 298	0,1	13 298
Stiftung Auxilium Foundation/Porticus LA Consul. Ltda*	-	-	22 164	0,09	22 164

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

Core Funding and Extrabudgetary Programmes					
Source	2020 Approved (1)	Share % (2)	2020 New Estimates (3)	Share % (4)	Increase/(Decrease) of (3) less (1) Amount (5)
UNESCO¹	414 466	1,6	252 388	1,0	(162 078)
UNICEF¹	559 392	2,2	799 971	3,2	240 579
UNDP**	-	-	25 326	0,1	25 326
World Bank (PAR)	-	-	3 216	0,0	3 216
World Bank (Dakar)**	-	-	89 037	0,4	89 037
Fellowships & other funds					
Annual Training Program (Fellowships)	365 919	1,4	399 183	1,6	33 264
Annual Training Program (Fellowships IBA)	40 000	0,2	49 766	0,2	9 766
Annual Training Program (Fellowships Dakar)	174 243	0,7	83 140	0,3	(91 103)
Staff Service Account	10 000	0,0	7 934	0,0	(2 066)
IBA Other Extrabudgetary Income	193 204	0,7	150 294	0,6	(42 910)
Total, Contracts - Others	7 855 249	30,4	7 157 352	28,4	(697 898)
TOTAL, CONTRACTS	8 616 082	33,4	8 180 129	32,4	(435 953)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(464 581)	- 1,8	(339 023)	- 1,3	125 558
Staff costs recovery & other	(1 747 518)	- 6,8	(1 896 425)	- 7,5	(148 907)
Total, Elimination - PSF	(2 212 099)	- 8,6	(2 235 448)	- 8,9	(23 349)
TOTAL, EXTRABUDGETARY INCOME	6 403 984	24,8	5 944 681	23,6	(459 303)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	25 820 195	100,0	25 237 024	100,0	(583 171)
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Core Funding Prog.	30 000	-	117 591	-	87 591
Liquidation of previous years' obligations, Exb. Prog	50 000	-	50 000	-	-
Transfer to Stabilization Reserve Account	(624 005)	-	(331 020)	-	292 986
Reserves & Fund Balances on 1 January, Core Funding Prog.	7 393 828	-	5 406 190	-	(1 987 638)
Reserves & Fund Balances on 1 January, Exb. Prog	4 431 425	-	3 664 086	-	(767 340)
TOTAL, OTHER RESOURCES & RESERVES	11 281 248	-	8 906 847	-	(2 374 401)
GRAND TOTAL, IIEP MANAGED FUNDS	37 101 443	-	34 143 871	-	(2 957 572)
C. IN-KIND CONTRIBUTIONS					
I. PHYSICAL FACILITIES					
Rental for the IIEP building/Paris	1 714 126	90,1	1 723 725	90,7	9 600
Rental for the IIEP building/Buenos Aires	132 000	6,9	132 000	6,9	-
Rental for the IIEP building/Dakar	55 993	2,9	45 495	2,4	(10 498)
TOTAL, PHYSICAL FACILITIES	1 902 119	100,0	1 901 220	100,0	(899)
D. RESOURCES DECENTRALIZED TO IIEP					
I. UNESCO DECENTRALIZED FUNDS					
Funds-in-Trust	500 000	100,0	447 848	100,0	(52 152)
TOTAL, DECENTRALIZED FUNDS	500 000	100,0	447 848	100,0	(52 152)
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	2 402 119	100,0	2 349 068	100,0	(53 051)
GRAND TOTAL	39 503 562	100,0	36 492 939	100,0	(3 010 623)

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP 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)

Core Funding and Extrabudgetary Programmes	2020 Approved						New Estimates 2020					
	Core Funding Prog. (CF)		RP	Extrabudg.	Grand	Share	Core Funding Prog. (CF)		RP	Extrabudg.	Grand	Share
	Staff	Activities	Sub-total	Progr. (EXB)	Total	%	Staff	Activities	Sub-total	Progr. (EXB)	Total	%
A. IIEP SPECIAL ACCOUNT												
<u>I. PROGRAMME OPERATIONS</u>												
1. STRATEGIC OBJECTIVE 1: TECHNICAL COOPERATION AND CAPACITY DEVELOPMENT												
Training (Line 1)	3 254 320	599 175	3 853 495	1 939 151 ¹	5 792 646	21,2	2 773 429	492 914	3 266 343	1 730 619 ¹	4 996 962	21,8
Technical Cooperation (Line 2)	3 557 104	310 000	3 867 104	6 670 037 ²	10 537 140	38,5	3 633 124	162 867	3 795 991	4 924 225 ²	8 720 216	38,0
TOTAL, TECH. COOP. & CAP. DEVELOPMENT	6 811 424	909 175	7 720 599	8 609 187	16 329 786	59,7	6 406 553	655 781	7 062 334	6 654 844	13 717 178	59,7
2. STRATEGIC OBJECTIVE 2: KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING												
Research and Development (Line 3)	2 672 226	664 302	3 336 528	347 709	3 684 237	13,5	2 290 832	428 711	2 719 543	424 444	3 143 987	13,7
Outreach & Advocacy (Line 4)	1 823 184	1 038 847	2 862 031	229 326	3 091 358	11,3	1 938 066	646 943	2 585 008	231 859	2 816 867	12,3
TOTAL, KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING	4 495 410	1 703 149	6 198 559	577 035	6 775 594	24,8	4 228 898	1 075 654	5 304 551	656 302	5 960 854	26,0
TOTAL, I: PROGRAMME. OPERATIONS	11 306 834	2 612 324	13 919 158	9 186 222	23 105 380	84,5	10 635 451	1 731 434	12 366 885	7 311 147	19 678 032	85,7
<u>II. GOV. BOARD, DIRECTORATE & CORPORATE SERVICES (Line 5)</u>												
1. GOV. BOARD & DIRECTORATE												
Governing Board	287 318	96 000	383 318	-	383 318	1,4	66 352	17 356	83 708	-	83 708	0,4
Directorate/Monitoring and Evaluation	748 329	182 000	930 329	-	930 329	3,4	709 174	160 855	870 029	-	870 029	3,8
TOTAL, GOV. BOARD & DIRECTORATE	1 035 647	278 000	1 313 647	-	1 313 647	4,8	775 526	178 211	953 737	-	953 737	4,2
2. CORPORATE SERVICES												
General Administration	845 955	799 600	1 645 555	-	1 645 555	6,0	815 878	633 490	1 449 368	-	1 449 368	6,3
Institutional Information Technology	153 133	201 400	354 533	-	354 533	1,3	85 790	158 436	244 226	-	244 226	1,1
Staff Service Account	-	-	-	-	-	-	-	-	-	11 761	11 761	0,0
TOTAL, CORPORATE SERVICES	999 088	1 001 000	2 000 088	-	2 000 088	7,3	901 668	791 925	1 693 594	11 761	1 705 354	7,4
TOTAL, II: GOV. BOARD, DIRECTORATE & CORP. SERVICES	2 034 736	1 279 000	3 313 736	-	3 313 736	12,1	1 677 194	970 136	2 647 330	11 761	2 659 091	11,6
<u>III. INVESTMENT (Line 5)</u>												
1. INVESTMENT												
Staff development	181 528	162 595	344 123	-	344 123	1,3	177 747	130 076	307 823	-	307 823	1,3
Renovation of building	37 081	80 000	117 081	-	117 081	0,4	55 978	15 000	70 978	-	70 978	0,3
IT Technology	274 042	191 800	465 842	-	465 842	1,7	113 790	132 739	246 529	-	246 529	1,1
TOTAL, III: INVESTMENT	492 651	434 395	927 046	-	927 046	3,4	347 514	277 815	625 330	-	625 330	2,7
TOTAL EXPENDITURE I, II & III	13 834 221	4 325 719	18 159 940	9 186 222	27 346 162	100,0	12 660 159	2 979 386	15 639 545	7 322 908	22 962 452	100,0

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

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

Core Funding and Extrabudgetary Programmes	2020 Approved						New Estimates 2020					
	Core Funding Prog. (CF)		RP	Extrabudg.	Grand	Share	Core Funding Prog. (CF)		RP	Extrabudg.	Grand	Share
	Staff	Activities	Sub-total	Progr. (EXB)	Total	%	Staff	Activities	Sub-total	Progr. (EXB)	Total	%
IV. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)												
Programme Support Costs			-	(464 581)	(464 581)	-	-	-	-	(339 023)	(339 023)	-
Staff costs recovery & other			-	(1 747 518)	(1 747 518)	-	-	-	-	(1 896 425)	(1 896 425)	-
Total, Elimination - PSF	-	-	-	(2 212 099)	(2 212 099)	-	-	-	-	(2 235 448)	(2 235 448)	-
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	13 834 221	4 325 719	18 159 940	6 974 124	25 134 063	100,0	12 660 159	2 979 386	15 639 545	5 087 460	20 727 004	100,0
B. IN-KIND EXPENDITURE												
<u>PHYSICAL FACILITIES</u>												
Rental for the IIEP/Paris building	-	-	-	1 714 126	1 714 126	-	-	-	-	1 723 725	1 723 725	-
Rental for the IIEP/Buenos Aires building	-	-	-	132 000	132 000	-	-	-	-	132 000	132 000	-
Rental for the IIEP/Dakar building	-	-	-	55 993	55 993	-	-	-	-	45 495	45 495	-
TOTAL, PHYSICAL FACILITIES	-	-	-	1 902 119	1 902 119	-	-	-	-	1 901 220	1 901 220	-
C. EXPENDITURE FROM DECENTRALIZED FUNDS												
<u>UNESCO DECENTRALIZED FUNDS</u>												
Extrabudgetary funds	-	-	-	500 000	500 000	-	-	-	-	447 848	447 848	-
TOTAL, DECENTRALIZED FUNDS	-	-	-	500 000	500 000	-	-	-	-	447 848	447 848	-
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	-	-	-	2 402 119	2 402 119	-	-	-	-	2 349 068	2 349 068	-
GRAND TOTAL	13 834 221	4 325 719	18 159 940	9 376 242	27 536 182	100,0	12 660 159	2 979 386	15 639 545	7 436 528	23 076 073	100,0

TABLE 2
UNESCO
INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STABILIZATION RESERVE ACCOUNT
STATEMENT OF INCOME AND EXPENDITURE FOR 2020

<u>in US\$</u>	<u>Total</u>
BALANCE BROUGHT FORWARD 1 JANUARY 2020	10 017 568
2019 accounting reclassifications (Interest gained and Termination indemnities)	194 217
INCOME	
Previous year's 5% payroll	615 912
TOTAL ESTIMATED INCOME	615 912
EXPENDITURE	
TOTAL ESTIMATED EXPENDITURE	-
EXCESS/(SHORTFALL): INCOME LESS EXPENDITURE	615 912
BALANCE AS AT 31 DECEMBER 2020	10 827 697

Corporate Services

We have aligned the name of the Administration Unit with the nomenclature used by UNESCO, as the word Administration does not reflect its real scope. This 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 *human resources* planning, recruitment, performance management, and career development.
- ensuring the optimum and efficient running of *information technology* services: computer, networks and telecommunications systems.
- *management of premises and security.*

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.

New *administrative processes* and electronic signatures were put in place to allow continuity and minimize disruption during the periods of confinement and partial telework in 2020; these include workflows for the approval of invoices, donor agreements, HR forms, and other administrative documents.

The **finance team** regularly monitored actual programme implementation compared to the plan, prepared medium-term financial simulations, accounting and administration dashboards. In 2020, the team assessed the impact of the COVID-19 pandemic on this year's programme implementation and finances and presented the reports to the Finance and Administrative Committee in May. The team also worked closely with the Director's office and the Management on the sustainability of the Institute to 2025. Savings were found on staff costs and activities spending to 2025. The external audit took place remotely this year, from Canada, due to the health crisis. The audit was successful but it was more difficult and complex for both parties because of the distance and circumstances.

In addition, the team in Paris invested time in imparting training in the three offices. Different sessions were organized for all staff in each office on "Contract Management" and "IIEP Finances and Budget".

The **IT team** had to handle the increased demand due to this year's confinement. The team boosted the VPN capacity and deployed a self-hosted videoconferencing service in Paris. They also implemented a cluster of servers to host websites. The team continued to support the offices of Dakar and Buenos Aires.

The **Human Resources** team continued to deliver a consistent and valued service across the Institute, acting as a true partner to management and staff. HR services are time driven and delivered with quality in mind so programmes and projects achieve their intended objectives. Problematic issues are dealt with objectively and transparently, limiting exposure to risk especially in these uncertain times. Further details are given in page xx.

More information is provided below for several corporate services areas.

General Administration Expenditure for 2020

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 only 77% implementation rate in General Administration activities expenditure, i.e. US\$ 633,490 (Schedule 2, p. 15-16) as building maintenance and utilities costs went down because of the confinement.

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 Dakar office 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.

No subsidy was obtained for IIEP's building maintenance from the French Ministry of Higher Education and Research for the years 2019 and 2020, but IIEP still hopes to be able to obtain the French Ministry's support from 2021.

After the first confinement, due to the COVID-19 pandemic, IIEP Paris had to establish the relevant protocols to ensure the safe return of staff to the office. Premises were decontaminated, masks and hydroalcoholic gel were made available. Physical distancing protocols were established: protective screen shields installed in reception and the library, and markings on floors added.

This year all non-essential renovation works were cancelled or postponed to 2021. Repair works were carried out on the building façade, on the 5th floor, for a cost of US\$15,000.

Greening IIEP

The greening team met on a monthly basis in 2020 and started working on the key strategies developed in 2019. Regarding the greening building management and facilities in all three IIEP locations, they worked with the colleagues from corporate services on waste management and on discussions relating to the restaurant services in the Paris office.

On the subject of strengthening sustainability in procurement practices, paper cups were ordered instead of plastic cups. The team also worked with UNESCO Headquarters on the introduction of CO₂ emission offsetting, aiming to reduce travel emissions of IIEP staff and partners. In addition, the team participated in a working group discussions on resilience for the 11th MTS.

A newsletter was sent every month this year and two surveys were conducted. One survey was on staff greening priorities, and the second on missions and teleworking. The results of the 2019-2020 travel costs and mission days were presented to all staff, together with an update on greening work and plans for 2021.

An important climate-friendly practice is the fact that more colleagues are travelling to work by bike.

The team also worked with colleagues from corporate services to introduce electronic signatures and paperless procedures.

Institutional Information Technology and Investments in IT

The IT team hit the ground running this year with an upgrade to the Internet lines, resulting in a tenfold increase in bandwidth but at a lower, renegotiated monthly tariff. The firewalls were also replaced to fully utilize the faster connections.

The timing of this work proved fortuitous, as from March 2020, COVID-19 forced France and other countries to go into lockdown, obliging all staff to switch to teleworking. The IT infrastructure had already been designed for mobility and remote work but not at this scale. To handle the increased demand, the team boosted the VPN capacity, helped with the rollout of Microsoft Teams and deployed a self-hosted videoconferencing service in Paris. To assist the staff with this transition, the team ensured that IIEP had enough licenses for the remote troubleshooting tool and added new, pertinent sections to the IIEP user guides.

Due to the current health crisis, the demand for videoconferencing have increased, such as interpretation and breakout rooms, that Teams could not cover, therefore Zoom facilities have been added as an alternative.

The team had also to reconsider the IT activities planned for the year. The mission to upgrade the core IT systems in Buenos Aires had to be interrupted while the one for Dakar was postponed indefinitely. They also had to reschedule the site replication project to next year and likewise for the meeting room improvements, as they are now under-utilized due to teleworking arrangements for all staff.

The good news is that, this allowed the IT team to reallocate the budget to move all IIEP staff to laptops this year, further facilitating teleworking for everyone.

Despite the constraints, all other projects planned for the Paris office were implemented. A cluster of servers now exists to host websites, with the Policy Toolbox already on it and others coming soon.

The deployment of the Constituency Relationship Management (CRM) system is also in its final stages and the team has been collaborating with the UNESCO IT team to sort out outstanding issues and give all IIEP staff access.

We estimate that the costs on Institutional Information Technology will amount to US\$ 158,436, of which US\$ 152K relates to software licences. Investment in IT software and equipment totalled US\$ 132,739, including computer equipment purchases, storage, upgrades of software and video conference equipment for the three offices.

Human Resources Management

The COVID-19 pandemic brought anxiety as Staff tried to come to terms with uncertainty and a rapidly change and unfamiliar work environment. The HR Team, working together with senior management and UNESCO, responded by curating and sharing timely information on how Staff could better protect themselves and adapt to the new ways of working. Teleworking was the norm this year in the three offices due to the confinement, and flexible working schedules as well as office hours, where allowed. Overall, Staff adapted quickly and well, demonstrating resilience and an unwavering commitment to the Institute's mission. They said so unequivocally in a COVID-19 survey carried out in October 2020.

Like all work-streams, the HR function quickly adapted to the unanticipated challenges and supported effectively the Institute's recruitment, staff development, administration of benefits and entitlements,

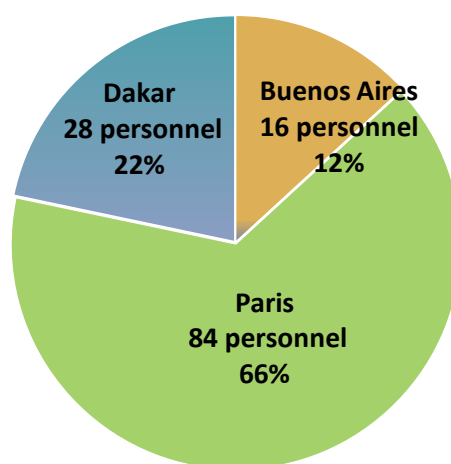
performance management and staff welfare. Greater attention and sensitivity was paid to Staff's personal and professional needs, with services being delivered to deadlines.

In line with the Governing Board and Executive Committee resolutions and in response to the current global health crisis, IIEP slowed down its recruitment effort in 2020. While the staffing plan for 2020 called for filling 27 positions, the Institute eventually added 21 new positions to its workforce; 10 of these recruitments were replacements of vacant posts and of temporary resources.

Workforce Structure

In October 2020, IIEP had a total workforce of 128 personnel, compared to 124 personnel in 2019, in all locations representing Fixed Term, Project Appointments and Service Contracts as shown in Figure 1 below. Twenty one positions were filled between January and November 2020 while 13 were vacated over the same period. Some positions left vacant, such as head of the library unit, were abolished.

Distribution of 128 IIEP Personnel in Paris, Dakar and Buenos Aires, 2020



The breakdown of personnel by grade and location is shown in the table 1 below.

Table 1. IIEP Personnel Establishment by Grade and Location in October 2020

Grade	IIEP Paris	IIEP Dakar	IIEP Buenos Aires	Total
D-2	1			1
D-1	1			1
P-5	4	3	1	8
P-4	10	3		13
P-3	21	9	1	31
P-2	6	4		10
P-1	10	1		11
NO-B			3	3
GS-7	1			1
GS-6	5	2	1	8
GS-5	14	4	1	19
GS-4	3		2	5
GS-3		1	1	2
SC	8	1	6	15
Total	84	28	16	128

IIEP's personnel gender distribution appears in Table 2 below.

Table 2: IIEP Personnel Gender Distribution in 2020

Gender	Paris	Dakar	Buenos Aires	Total	% of total personnel universe
Female	61	12	10	83	65%
Male	23	16	6	45	35%
Total	84	28	16	128	100 %

IIEP's recruitment effort is informed by the principle of securing the best possible candidate but paying attention to gender in hiring decisions. IIEP job vacancies attract a far greater number of female applicants in Paris who also tend to do better in written tests and competency based interviews. Managers are reminded of the organisation's objective of gender parity. Progress has been made, with Dakar increasing the proportion of females from 32% in 2019 to 43% in 2020 but in Paris male representation in the last year decreased by 2% to 27%.

The Institute gained some autonomy from UNESCO HRM in the administration of staff benefits and entitlements, thereby enhancing the speed and quality of service delivery to new and departing employees. IIEP HR now issues letters of appointment, arranges and pays for statutory travel and benefits and entitlements. However, we still rely on HRM for guidance and support when faced with more complex on-boarding and off-boarding issues.

Staff Recruitment

In 2020, the Institute transferred all its recruitment actions to the UNESCO controlled talent sourcing platform SuccessFactors. Still in its infancy, the platform has user and functionality issues, which are causing considerable delays, especially in UNESCO Staffing Unit approval and publication of IIEP vacant positions .

Within the Institute's delegated authority, IIEP now performs on-boarding procedures online and the Director now appoints PA Staff directly on the UNESCO online talent sourcing platform. The streamlined procedure should further reduce our recruitment timelines. The goal is to ensure the Institute's talent sourcing effort is efficient and time sensitive.

Table 3 shows the average time in 2020 to on-board a successful candidate from the date of publication of a Vacancy Announcement². Recruitment timelines have stretched from the previous year largely due to circumstances beyond IIEP's control. Other factors include protracted negotiations with recommended candidates, as was the case with one recruitment in Buenos Aires.

Table 3: Days to Onboarding New Staff in 2020

Duty Station	Average Days to On boarding
IIEP Paris	141
IIEP Dakar	151
IIEPE Buenos Aires	202

Table 4 below shows new staff hires in 2020 across all IIEP locations.

² Recruitment days or days to onboarding 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 October 2020: 21

Location & Post Title	Grade	Team	Contract Type	Effective Date
IIEP Paris = 10				
Team Leader (replacement)	P-5	TEP	FT	29/01/2020
Programme Specialist (replacement)	P-3	TC	PA	03/02/2020
Gender Sensitive Educational Planner (GCI) – (new)	P-3	TC	PA	03/02/2020
Programme Specialist – Cluster Manager (promotion)	P-4	TC	PA	01/04/2020
Associate Human Resources Officer (replac. temp)	P-1	ADM	PA	04/05/2020
Team Assistant (replacement maternity leave staff)	SC 4	DIR	SC	01/06/2020
Project Officer (new temp position)	SC 4	DIR	SC	01/06/2020
Associate Project Officer (new temp position)	SC 4	R&D	SC	08/06/2020
Receptionist (replacement retired staff)	SC 3	ADM	SC	23/07/2020
Learning Support Specialist (replaces temp resource)	P-3	TEP	PA	01/09/2020
IIEP Dakar = 6				
Senior Education Specialist (GCI) – (new)	P-5	TEP	PA	01/04/2020
Gender Sensitive Educational Planner (GCI) – (new)	P-3	TEP	PA	01/04/2020
Deputy Head (replacement)	P-5	DIR	PA	01/07/2020
Administrative Assistant (GCI) – (new)	GS-5	ADM	PA	01/09/2020
Head of Office (replacement after resignation)	P-5	DIR	PA	01/10/2020
Expert in Planning & Analysis of Educ. Institutions (new)	P-3	TEP	PA	01/10/2020
IIEP Buenos Aires = 5				
Bilingual Editor (new)	SB 3	IBA	PA	01/02/2020
Technical Assistant (new)	SB 3	R&D	PA	01/02/2020
Copy Editor (new)	SB 3	IBA	PA	01/02/2020
Executive Officer (replaces temp resource)	SB 4	DIR	PA	25/05/2020
Associate Programme Specialist (new)	NO-B	TC	PA	01/11/2020

Staff Separations

In 2020, the Institute bid farewell to 13 colleagues compared to 8 in 2019. Separations were a combination of retirements, resignations, agreed separations and contract non-renewals.

Because talent sourcing is expensive in terms of effort and financing, HR hopes people who are hired stay and find opportunities to thrive and advance.

Table 5 overleaf summarises separations in 2020 in all IIEP locations.

Table 5. Staff Separations in 2020: 13

Location & Post	Grade	Team	Contract Type	Separation Reason	Effective Date
IIEP Paris Office = 6					
Receptionist	GS-4	ADM	PA	Retirement	31/03/2020
Associate Project Officer	SC 4	ADM	SC	End of contract	31/05/2020
Programme Assistant	SC 3	TEP	SC	End of contract	31/07/2020
Chief of Library	P-3	LIB	FT	Early retirement	01/10/2020
Associate Editor	P-1	IS	PA	Resignation	10/10/2020
Associate HR Officer	P-1	ADM	PA	Non-confirmation	04/11/2020
IIEP Dakar Office = 3					

Coordinator	P-5	Management	PA	Resignation	22/06/2020
IT Assistant	GS-6	ADM	PA	End of contract	30/06/2020
Administrative Assistant	GS-5	ADM	PA	End of contract	31/10/2020
IIEP Buenos Aires Office = 4					
Communications Officer	SB 4	IS	SC	End of contract	31/07/2020
Training Coordinator	NO-C	TEP	TEP	Resignation	31/10/2020
Research Coordinator	NO-C	R&D	PA	Resignation	31/10/2020
Technical Assistant	SC-3	TEP	SC	Resignation	15/11/2020

IIEP promoted 4 staff members to a higher grade in 2020 through a competitive recruitment and a post upgrade as shown in Table 6 below. Promoting existing talent is a clear statement of IIEP's commitment to rewarding and retaining its existing talent pool.

Table 6. Staff promoted to a higher grade: 4

Post	Past Grade	New Grade	Team	Office	Effective Date
Head of Office	P-4	P-5	DIR	Dakar	01/10/2020
Programme Specialist	P-3	P-4	TC	Paris	01/04/2020
Learning Support Specialist	SC	P-3	TEP	Paris	01/09/2020
Associate Programme Specialist	SC	NO-B	IBA	Buenos Aires	01/11/2020

Building a Resilient and Positive Work Environment

Two global staff surveys were carried out since November 2019, one on staff engagement and satisfaction and the other on the impact of the COVID-19 pandemic. The overall response rate in the first survey, administered prior to the pandemic, was **96 %** and **74%** in the second. Staff were consistent in their commitment to IIEP's values, mission and mandate even in times of crisis. They are committed to do more to support the Institute but also expect due consideration of their personal and professional needs.

The surveys also provided ample evidence of a strong organisational culture underpinned by astute leadership, open and transparent communication, shared values and commitment. The Institute will capitalize on what is working well now and close gaps pointed out by its people within the limits of available resources.

For instance, staff stated the need for more resources such as IT equipment to ensure more productivity while working from home. High level results of the surveys are summarised below:

Engagement and Satisfaction Survey, November 2019

- In response to the statement *"I am proud to tell people I work for IIEP-UNESCO"* **58%** of respondents **strongly agreed** and **38 % agreed**. **No one disagreed with the statement.**
- In response to the statement *"I feel valued as an employee of IIEP-UNESCO"* **19%** of respondents **strongly agreed** and **49 % agreed**. Twenty two percent (**22%**) were **neutral**.
- In response to the statement *"IIEP-UNESCO provides flexible solutions for managing work and personal life."* **14%** of respondents **strongly agreed** and **38 % agreed**. Thirty percent (**30%**) were **neutral**.
- In response to the statement to *"I am willing to give extra effort to help IIEP-UNESCO succeed"* **56 %** of respondents **strongly agreed** and **36 % agreed**.

COVID-19 Impact Survey, October-November 2020

- (a) In response to the statement “*I can see how the work I am doing is making a positive difference at IIEP even in this time of crisis*” **53 %** of respondents **strongly agreed** and **36% agreed**.
- (b) In response to the question “*How easy or difficult is it for you to work effectively these days?*” **25 %** of respondents stated it was **very easy**, **24 %** were **neutral** and only **6 %** stated it was very difficult. When asked to select the top three challenges they are facing while working remotely, **52%** identified **social isolation** and **39%** listed **general anxiety**.
- (c) IIEP staff indicated resilience. In response to the statement “*During these challenging times, I feel able to bounce back as quickly as I normally would*” **33% strongly agreed** and **31% agreed**. A total of **17%** of respondents **disagreed or strongly disagreed**.
- (d) In response to the question “*How worried are you about the impact of COVID-19 on IIEP's global work?*” **13%** of respondents stated **a great deal**, **24%** stated **a lot**, **44%** stated **a moderate amount** and **6 % not at all**. This contrasted with staff response to the statement “*I am positive about the future and IIEP's raison d'être*”, with **44%** stating they **strongly agreed** and **33% agreed**.
- (e) In response to the open-ended question “*What is one thing IIEP can do to better support your wellbeing during this time?*”, more than 70 suggestions were made. Keywords used were: flexibility, security, well-being (mental health), feedback loops.

These results tell us two things. First, people are engaged with IIEP and willing to put more effort to help it succeed in fulfilling its mandate. Second, people are highly adaptable and resilient in times of crisis. The surveys also sent a clear signal to management that people expect the Institute to pay more attention to their professional needs such as career mobility and work life balance.

Within the limits of available resources, the Institute will reward staff through competitive promotions, internal mobility where possible, access to career counselling tools and targeted learning to increase productivity and efficiency. Nevertheless, staff are confident about their future and that of IIEP despite of the present world health crisis. It is this personal and selfless commitment that makes the Institute a great place in which to work.

Performance Management

In 2020, the Institute transitioned to the one year performance evaluation cycle adopted by UNESCO the previous year. A guide on setting SMART performance objectives and indicators developed by the HR Unit helped supervisors and direct reports conduct meaningful conversations when developing their individual annual work plans. Informal feedback suggested performance objectives for 2020 were more structured, simpler to implement and with a sharper focus on measuring results both quantitatively and qualitatively.

By 11 February 2020, **96 %** of Staff had completed the “*2020 Individual Plan Objective Setting*” step in MyTalent, UNESCO's performance management system. By 31 July 2020, **97 %** of Staff had completed the *Mid-Term Performance Review* as mandated by UNESCO. This milestone was the subject of commendation to all Staff by the Director.

It also demonstrated accountability and a heightened level of responsibility to complete mandated tasks. We expect at least over 95 % of Staff to have completed their 2020 annual performance evaluation by 31 January 2021 as mandated by UNESCO.

Staff Learning and Development

In 2020, the Institute allocated US\$ 162 595 towards staff development activities, an increase of 38 % over the previous year, and staff time of US\$ 181,528 This clearly demonstrates IIEP's commitment to leveraging workplace learning as a performance enabler. Of this amount, US\$ 58,191 was spent on executive coaching for 15 Team Leaders and Supervisors across the Institute. A further US\$ 11,522 was spent on complementary self-directed leadership development for the cohort via the Harvard ManageMentor portal (HMM). Approximately US\$ 60,000 was spent on on-line courses and some socially distanced in-person learning events.

We estimate a total of US\$130,076 expenditure this year; if we add the estimated staff time of US\$ 177,747, the total training resources are estimated at US\$ 307,823, an implementation rate of 89% compared to the approved budget.

Coaching was the 2020 professional development event whose aim is to strengthen the Institute's leadership bench. Learning is targeted towards enhancing areas of improvement identified during coaching. In addition to 15 hours of custom coaching conversations, managers interacted with psychometric tools to better understand themselves, build on their strengths and adopt productive leadership behaviours.

Both Ashridge-Hult and the Institute conducted separate feedback session with participants who have completed their coaching and those still in the process of doing so. Overall, team leaders and supervisors, welcomed the opportunity to strengthen their management and leadership skills. Some stated unequivocally that coaching had helped them adopt new behaviours and attitudes as encapsulated in the following statement with respect to empowering colleagues:

"I have progressed enormously on this point using techniques that were given to me during the coaching sessions with different options depending on the case".

Another manager had this to say about his coaching experience:

"To date, I have benefitted greatly from the coaching sessions, and am more effective in asserting myself and leading my team. My coach has been an excellent sounding board and the experience has afforded me the opportunity to test ideas for managing my team with an experienced professional, before actually implementing them".

This feedback validates this form of personalised and targeted development, enhancing personal leadership. It is expected to translate to leading others more effectively.

In 2020, individual staff followed mandatory training and took courses, some of which are:

- (a) Train the Trainer
- (b) UNESCO Ethics training
- (c) CIPFA Accounting certification
- (d) Building Effective Partnerships for Sustainable Development
- (e) Monitoring & Evaluation
- (f) Data Visualization
- (g) Effective Communication in the Workplace

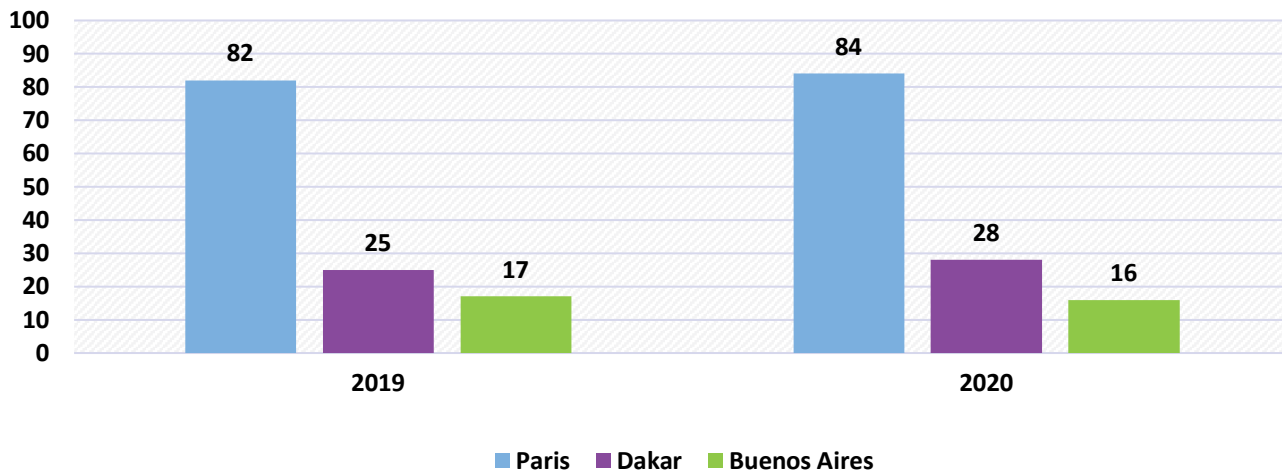
Learning at IIEP is about enhancing performance and adopting new behaviors and attitudes. Furthermore, the purpose of learning is to use what has been learnt. In this regard, staff are encouraged to devise creative ways of applying learning in their everyday work. Likewise, managers are required to provide opportunities for the application of new knowledge and skills in the workplace.

The HR Unit consistently supports staff in identifying opportunities relevant to their learning needs and career enhancement. It also encourages staff to provide feedback via Back to Office Reports (BTORs) to enable us to better assess the return on the Institute's learning and development investments.

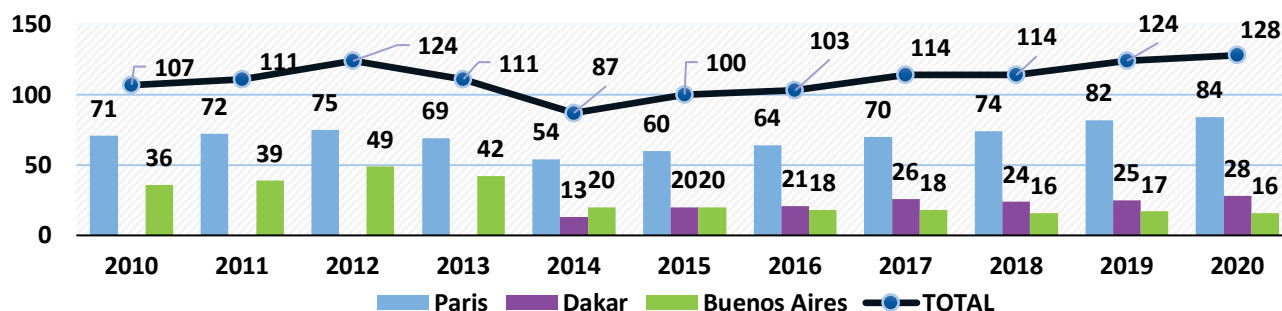
The Staff Service Account (SSA)

The corporate services unit manages this fund for the staff welfare. The amount of \$7,934 (page 14) was collected from staff members for the garage rental and US\$ 11,761 (page 15) was reimbursed to the Sodexo group for the cafeteria services. Following the results of a staff survey on the restaurant services carried out in September this year, the contract with Sodexo was terminated. The Greening team, together with corporate services and the director's office are studying alternative proposals for the restoration services at IIEP.

Headcount by Office

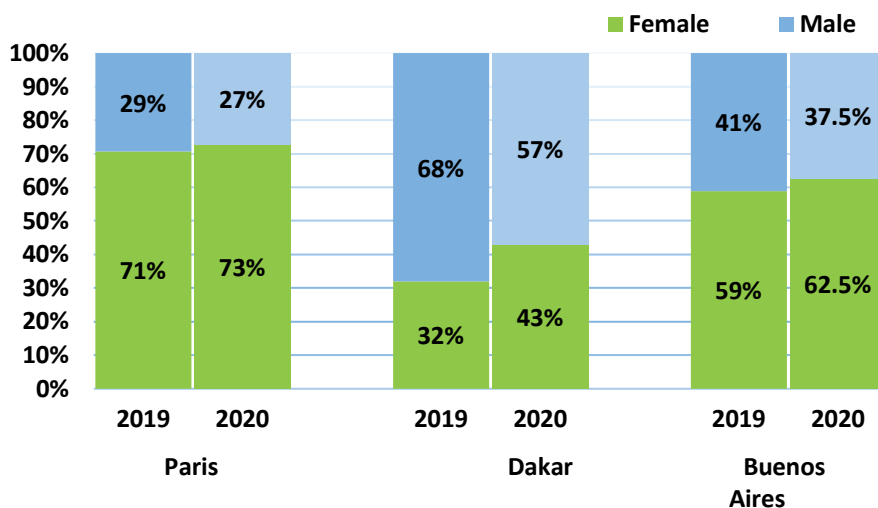


Headcount by Office

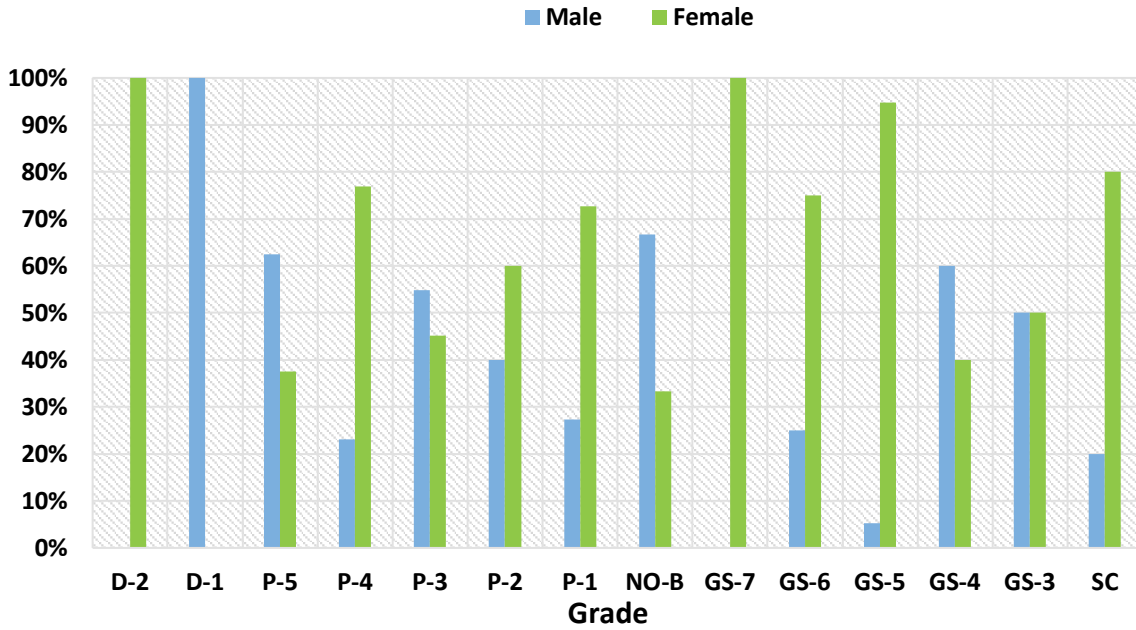


IIEP Headcount

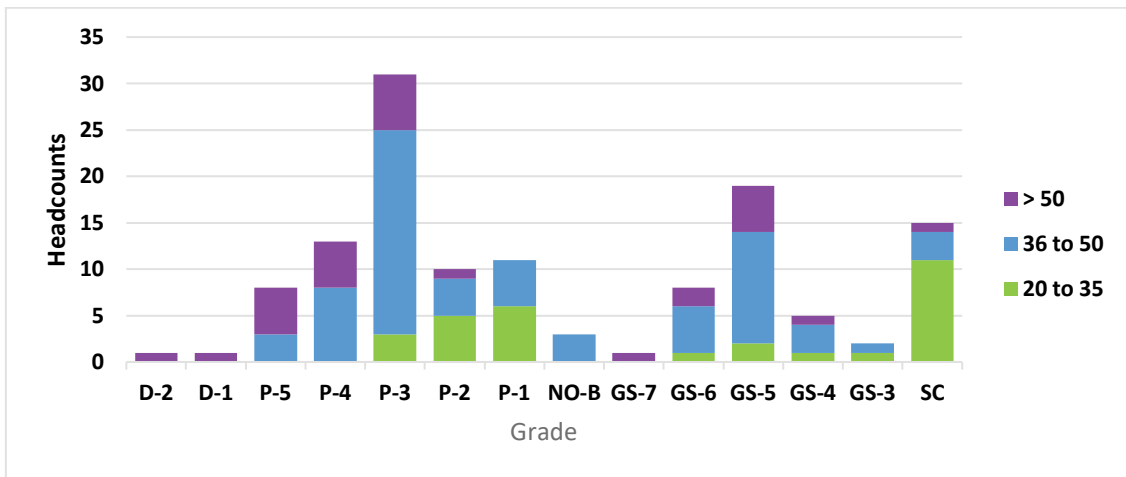
by Gender



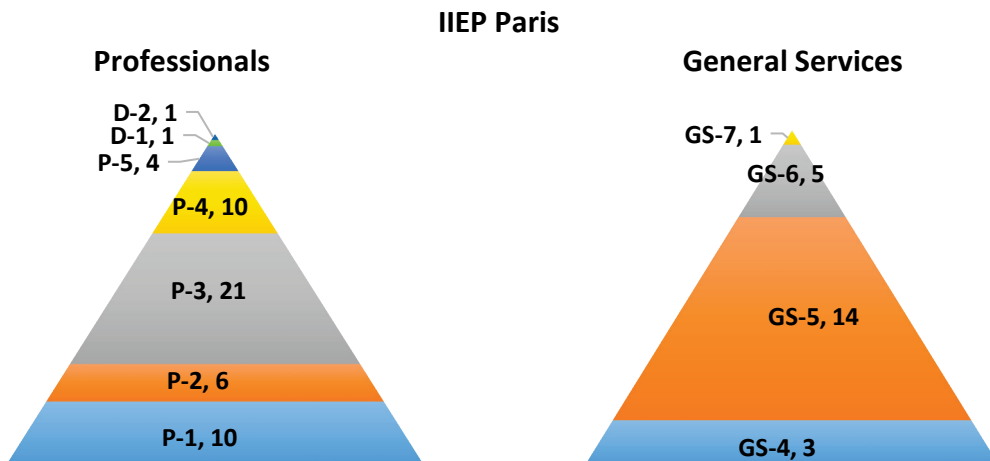
Gender Balance Analysis by Grade 2020



IIEP Headcount by Grade and age - 2020

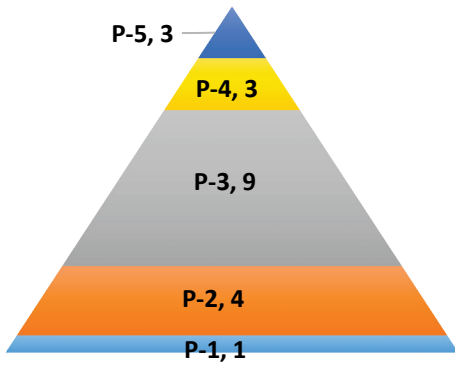


IIEP Grade by Office (Excluding Service Contracts)

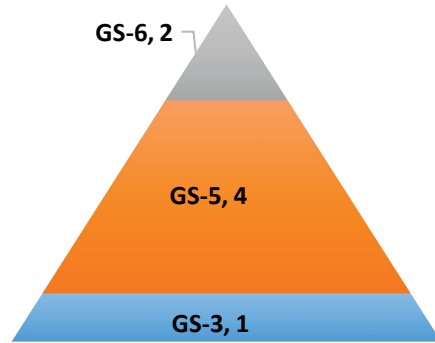


IIEP Dakar

Professionals

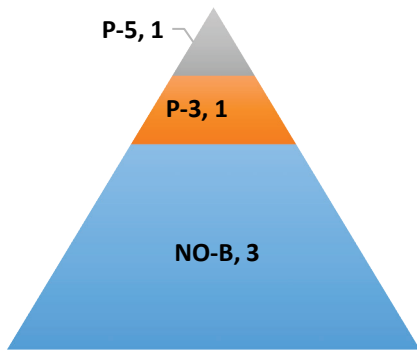


General Services

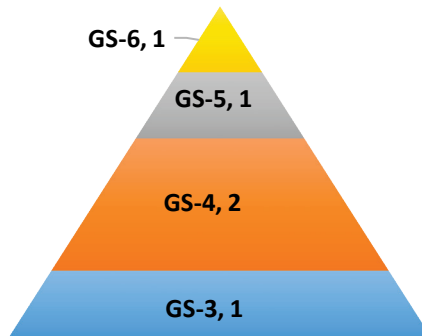


IIEP Buenos Aires

Professionals

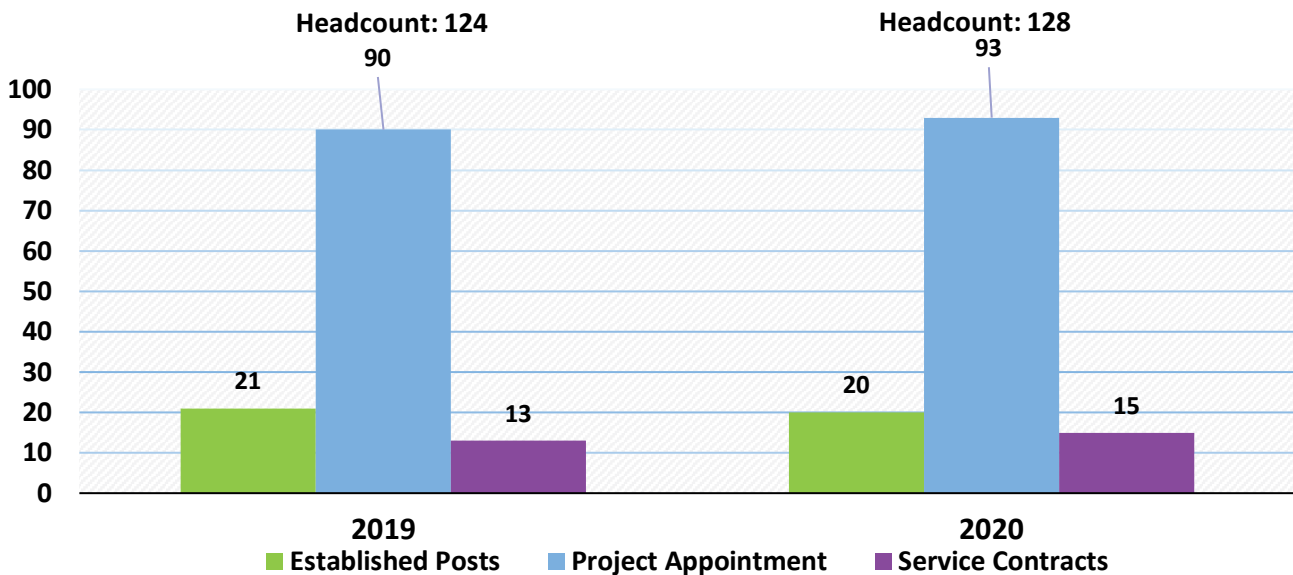


General Services

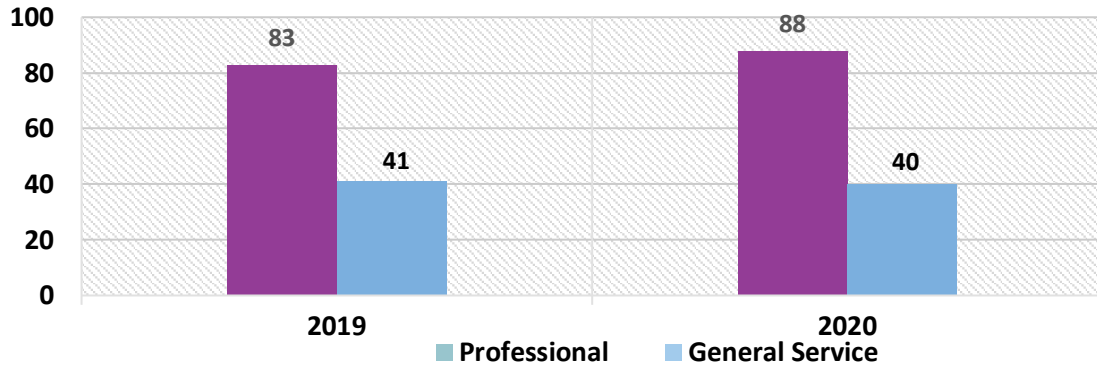


Post by Category

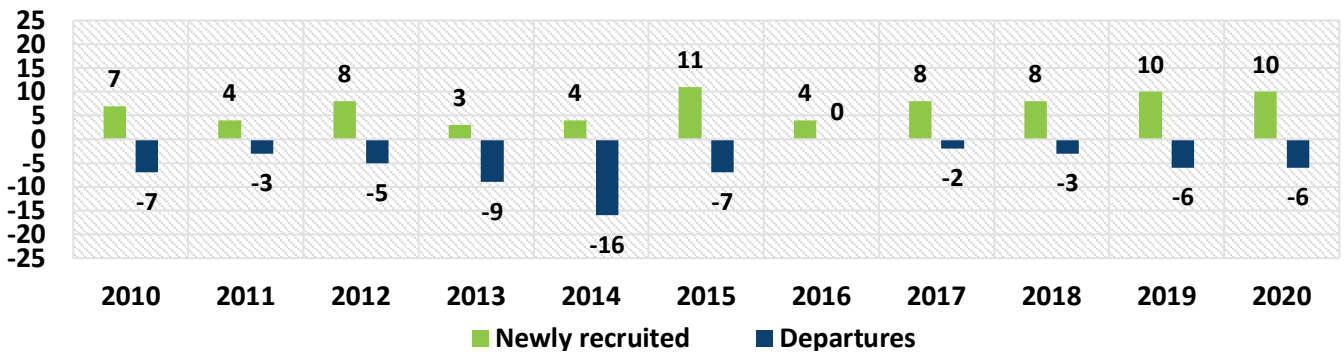
IIEP Paris, Buenos Aires, and Dakar offices have several types of contractual arrangements with their personnel. The different posts by category appear in the graph below.



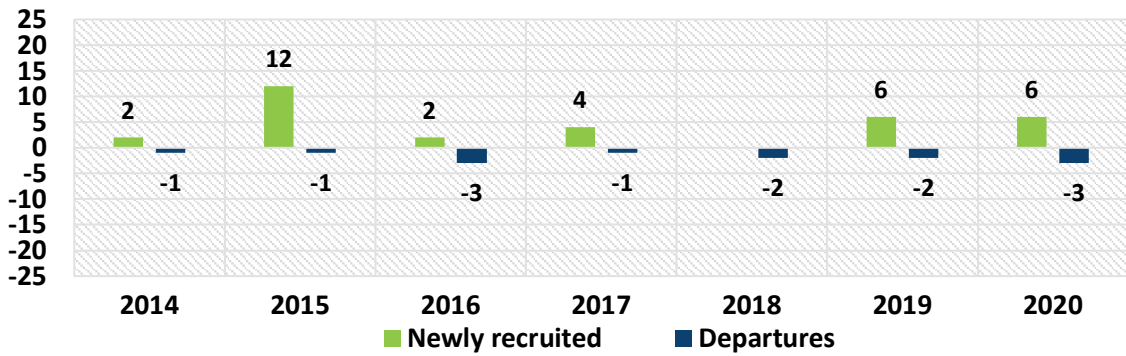
IIEP Headcount by Posts



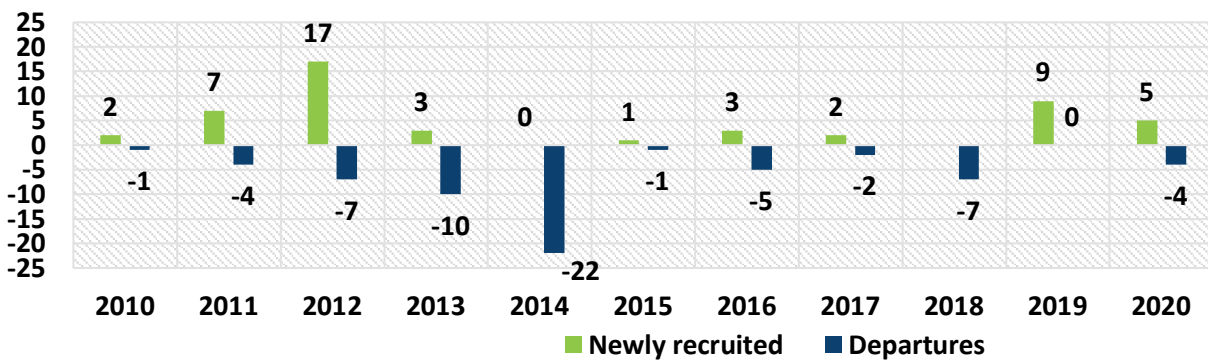
IIEP Paris Departures and Recruitments



IIEP Dakar Departures and Recruitments



IIEP Buenos Aires Departures and Recruitments



BUDGET PRESENTATION FOR THE YEAR 2021

In the fourth and last year of the 10th Medium-Term Strategy (MTS), for the period 2018-2021, the IIEP Core Funding Programme will continue to be financed by the annual financial allocation from UNESCO, and by voluntary contributions from Member States. The Extrabudgetary Programme or Project funding 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 Core Funding Programme finance the three IIEP offices core programme and activities (Paris, IIEP Dakar and Buenos Aires). Resources from the extrabudgetary programme also finance earmarked activities in IIEP Paris, Dakar and Buenos Aires, including training fellowships.

Estimated Financial Resources and Expenditure

The estimated financial resources and expenditure are combined in the Table 1-2020 **Statement of Resources and Expenditure for 2021** (p. 37) for both the Core Funding 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 = €0.867 for 2020, and US\$1 = €0.842 for 2021. Detailed information on resources is provided in **Schedule 1-2021** (p. 38-39), while **Schedule 2-2021** (p. 40-41) provides the details for expenditure. These two schedules include the resources and expenditure in-kind, as well as funds that are decentralized from UNESCO Headquarters.

Financial Resources

1. UNESCO Financial Allocation

The proposed UNESCO financial allocation to IIEP for 2021 amounts to US\$ 2,140,100, the same amount as in 2020.

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\$ 14,757,049.

In 2021, IIEP expects the support of the same donors than in 2020. The Institute continues actively to search for new sources of core funding for 2020 and future years, as they are essential for the future sustainability of IIEP.

3. Other Income

Other income has been estimated at US\$ 2,969,462 for 2021. 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 and cost recovery from the annual training programme. It represents an increase of 11% compared to 2020.

4. Other resources

Other resources come from prior years' surpluses and reserves; they are also called operating reserves. Part of them belong to the general fund and can be used to finance activities under the Core Funding Programme. These reserves represent surpluses accumulated, mainly in recent years for the Paris and Dakar offices. The current estimate is US\$ 9,029,754. Once again, it is important to reiterate that these reserves are necessary to deliver all commitments taken to date with major funders and to maintain IIEP's current structure.

The rest of the reserves belong to the Extrabudgetary Programme (earmarked funding) and they represent the balance of projects whose implementation is in progress; these reserves belong to donors. The estimation at the end of 2021 amounts to US\$ 3,246,436.

5. Extrabudgetary resources

In addition to the resources or reserves corresponding to the on-going projects (roll-over) of US\$ 3,246,436, the estimated resources for the Extrabudgetary Programme amount to US\$ 6,884,327 which is income still to be received from such projects, like AFD Quality Management, European Union FPI, UNICEF, AFD HRM and EMIS support in Burkina Faso; and income from new project agreements, that are just signed or are likely to be signed, with European Union DG NEAR, on the Diagnosis of the Education System in the Six Western Balkan Countries (US\$1.2 million for a duration of 30 months), GPE, Ecuador, etc. It also includes US\$ 1 million of decentralized funds from UNESCO, like the ESA/ESP in Liberia, projects in Myanmar and Madagascar.

Expenditure

The Core Funding Programme expenditure for 2021 has been estimated at US\$ 19,276,200, of which US\$ 15,037,770 relates to the staff costs of the three offices and US\$ 4,238,430 to programme activities. These figures also include the programme activity of the three offices.

Programme implementation expenditure for the Extrabudgetary Programme is estimated to US\$ 9,405,321.

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

Resolution...

The Governing Board,

Having examined the Draft Programme and Budget for 2021 contained in document *60 GB/4 – Part II*,
Applauds the integration of IIEP Dakar into the Core Funding Programme budget and,

Resolves that,

A. Core Funding Programme

- (a) for the financial period 1 January to 31 December 2021, the total appropriation should amount to US\$ 19 276 200, to be financed by estimated income of US\$ 19 866 611 and reserves estimated at US\$ 8 439 343, hereby appropriated for the purpose indicated in the appropriation table as follows:

Appropriation Line¹	Amount in US\$
I. Programme Operations	
A. Training (line 1)	4 060 721
B. Technical Cooperation (line 2)	4 928 534
C. Research & Development (line 3)	3 156 481
D. Outreach and Advocacy (line 4)	3 268 212
	Sub-total I
	15 413 948
II. Directorate and Corporate Services	
D. Governing Board	198 813
E. Directorate/Monitoring and Evaluation	921 358
F. General Administration	1 697 078
Institutional Information Technology	265 588
G. Investment	
Staff development	311 128
Renovation of building	110 991
IT Technology	357 296
	Sub-total II
	3 862 252
	Total Appropriation
	<u>19 276 200</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	14 757 049
	Sub-total I & II
	16 897 149
III. Other Income	
Programme Support Funds	2 759 462
Income from training	190 000
Miscellaneous Income	20 000
	Sub-total III
	2 969 462
	Sub-total I, II & III
	<u>19 866 611</u>
IV. Other Resources	
Liquidation of previous years' obligations	30 000
Transfer to Stabilization Reserve Account	(436 217)
Reserves and Fund Balances on 1 January	8 845 560
	Sub-total IV
	8 439 343
	Total Income and Other Resources Core Funding Programme
	<u>28 305 954</u>

- (c) The Director is authorized to incur obligations during the financial period 1 January to 31 December 2021 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.

Resolves that for the financial period 1 January to 31 December 2021, the total appropriation for the Extrabudgetary Programme should amount to US\$ 6 418 747 to be financed by estimated income of US\$ 5 043 876 and reserves estimated at US\$ 4 621 307.

Appropriation Line	Amount in US\$
I. Programme Operations ²	
A. Training (line 1)	1 381 075
B. Technical Cooperation (line 2)	4 684 682
C. Research & Development (line 3)	1 039 873
D. Outreach and Advocacy (line 4)	1 153 568
Sub-total I	8 259 198
II. Programme Support Funds	
F. Programme Support Fund Interfund eliminations	(1 840 451)
Sub-total III	(1 840 451)
Total Appropriation	<u>6 418 747</u>
Income and Other Resources	
I. Contracts	
Governments	1 010 414
Other	5 873 913
Sub-total I	6 884 327
II. Other Income	
Programme Support Fund Interfund eliminations	(1 840 451)
Sub-total II	(1 840 451)
Total Income I & II	<u>5 043 876</u>
III. Other Resources	
Liquidation of previous years' obligations	50 000
Reserves and Fund Balances on 1 January	4 571 307
Sub-total III³	4 621 307
Total Income and Other Resources Extrabudgetary Programme	<u>9 665 183</u>

¹ Includes Paris & Dakar Core Funding Programme

² Includes Paris, Buenos Aires & Dakar Extrabudgetary programmes and activities

³ On-going multi-year Extrabudgetary projects that will be implemented beyond 2021

Table 1-2021
UNESCO INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STATEMENT OF RESOURCES AND EXPENDITURE FOR 2021

Core Funding and Extrabudgetary Programmes	Estimated 2020				Estimated 2021			
	Core Funding Programme	Extrabudg. Programme	Inter-fund elimination	Total in Current \$	Core Funding 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	14 471 139	-	-	14 471 139	14 757 049	-	-	14 757 049
III. Contracts								
Governments	-	1 022 777	-	1 022 777	-	1 010 414	-	1 010 414
Other	-	7 157 352	(260 184)	6 897 167	-	5 873 913	(77 858)	5 796 055
TOTAL, GENERAL INCOME	16 611 239	8 180 129	(260 184)	24 531 184	16 897 149	6 884 327	(77 858)	23 703 618
IV. OTHER INCOME								
Programme Support Funds ¹	2 368 096	-	(1 797 183)	570 913	2 759 462	-	(1 672 593)	1 086 870
Training Programme cost recovery ²	286 511	-	(178 081)	108 430	190 000	-	(90 000)	100 000
Miscellaneous Income ³	26 497	-	-	26 497	20 000	-	-	20 000
TOTAL, OTHER INCOME	2 681 104	-	(1 975 264)	705 840	2 969 462	-	(1 762 593)	1 206 870
TOTAL INCOME OF THE YEAR	19 292 343	8 180 129	(2 235 448)	25 237 024	19 866 611	6 884 327	(1 840 451)	24 910 487
EXPENDITURE								
10th Medium-Term Strategy								
I. PROGRAMME OPERATIONS								
Training (Line 1)	3 266 343	1 730 619	(583 016)	4 413 946	4 060 721	1 381 075	(285 099)	5 156 697
Technical Cooperation (Line 2)	3 795 991	4 924 225	(1 493 825)	7 226 391	4 928 534	4 684 682	(1 204 996)	8 408 221
Research and Development (Line 3)	2 719 543	424 444	(78 392)	3 065 595	3 156 481	1 039 873	(191 924)	4 004 430
Outreach and Advocacy (Line 4)	2 585 008	231 859	(80 215)	2 736 652	3 268 212	1 153 568	(158 433)	4 263 346
TOTAL, PROGRAMME OPERATIONS	12 366 885	7 311 147	(2 235 448)	17 442 584	15 413 948	8 259 198	(1 840 451)	21 832 695
II. GOV. BOARD, DIRECTORATE, CORPORATE SERVICES (Line 5)								
Governing Board	83 708	-	-	83 708	198 813	-	-	198 813
Directorate/Monitoring & Evaluation	870 029	-	-	870 029	921 358	-	-	921 358
Corporate Services								
General Administration	1 449 368	-	-	1 449 368	1 697 078	-	-	1 697 078
Information Technology	244 226	-	-	244 226	265 588	-	-	265 588
Staff Service Account	-	11 761	-	11 761	-	-	-	-
TOTAL, GOV. BOARD, DIRECTORATE AND CORPORATE SERVICES	2 647 330	11 761	-	2 659 091	3 082 837	-	-	3 082 837
III. INVESTMENT (Line 5)								
Staff development	307 823	-	-	307 823	311 128	-	-	311 128
Renovation of Building	70 978	-	-	70 978	110 991	-	-	110 991
IT Technology	246 529	-	-	246 529	357 296	-	-	357 296
TOTAL, INVESTMENT	625 330	-	-	625 330	779 414	-	-	779 414
TOTAL, EXPENDITURE I - III	15 639 545	7 322 907	(2 235 448)	20 727 004	19 276 200	8 259 198	(1 840 451)	25 694 947
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	3 652 798	857 222	-	4 510 020	590 411	(1 374 871)	-	(784 460)
OTHER RESOURCES & RESERVES								
Liquidation of previous years' obligations	117 591	50 000	-	167 591	30 000	50 000	-	80 000
Transfer to the Stabilization Reserve Account ⁴	(331 020)	-	-	(331 020)	(436 217)	-	-	(436 217)
Reserves & Fund Balances on 1 January	5 406 190	3 664 086	-	9 070 276	8 845 560	4 571 307	-	13 416 867
TOTAL, OTHER RESOURCES & RESERVES	5 192 761	3 714 086	-	8 906 847	8 439 343	4 621 307	-	13 060 650
BALANCE AT YEAR END ALL MANAGED FUNDS⁵	8 845 560	4 571 307	-	13 416 867	9 029 754	3 246 436	-	12 276 190

Note: The IIEP Estimated Core Funding Programme (CF) includes the staff costs and other income (cost recovery) of the three IIEP Offices.

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\$ 469K); IIEP Buenos Aires (US\$ 40K) and IIEP Dakar (US\$ 142K) payrolls.

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

SCHEDULE 1-2021. IIEP ESTIMATED RESOURCES IN 2021
(Expressed in current United States Dollars)
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Core Funding and Extrabudgetary Programmes

Source	2020 Estimated	Share %	2021 Estimated	Share %	Increase/(Decrease) of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
A. IIEP SPECIAL ACCOUNT					
INCOME					
I. UNESCO Financial Allocation	2 140 100	8,5	2 140 100	8,6	-
II. Voluntary Contributions					
Argentina	70 000	0,3	70 000	0,3	-
France (AFD)	2 801 211	11,1	2 969 121	11,9	167 910
France (AFD GCI)	890 736	3,5	890 736	3,6	-
France (MOFA)	1 302 936	5,2	1 425 178	5,7	122 242
Norway	2 864 114	11,3	2 864 114	11,5	-
Sweden	2 127 131	8,4	2 190 073	8,8	62 943
Switzerland	4 415 011	17,5	4 347 826	17,5	(67 185)
Total, Voluntary Contributions	14 471 139	57,3	14 757 049	59,2	285 910
TOTAL, I & II	16 611 239	65,8	16 897 149	67,8	285 910
III. OTHER INCOME					
Programme Support Funds	2 368 096	9,4	2 759 462	11,1	391 366
Income from training	286 511	1,1	190 000	0,8	(96 511)
Miscellaneous Income	26 497	0,1	20 000	0,1	(6 497)
TOTAL, OTHER INCOME	2 681 104	10,6	2 969 462	11,9	288 358
TOTAL, INCOME CORE FUNDING (CF)	19 292 343	76,4	19 866 611	79,8	574 268
IV. EXTRABUDGETARY INCOME (EXB)					
Contracts - Governments					
Belgium**	-	-	140 000	0,6	140 000
Burkina Faso GHR	197 466	0,8	206 093	0,8	8 627
Burkina Faso EMIS	85 869	0,3	336 501	1,4	250 632
Burundi**	283 606	1,1	267 992	1,1	(15 614)
Dominican Republic*	12 218	0,0	-	-	(12 218)
Ecuador*	-	-	59 828	0,2	59 828
Mauritania**	131 464	0,5	-	-	(131 464)
Mali**	19 838	0,1	-	-	(19 838)
Guatemala*	35 200	0,1	-	-	(35 200)
United Kingdom (FCDO)	257 116	1,0	-	-	(257 116)
Total, Contracts - Governments	1 022 777	4,1	1 010 414	4,1	(12 363)
Contracts - Others					
AFRICAN Development Bank (AFDB)**	-	-	84 714	0,3	84 714
Agence Française de Développement (AFD - Nigeria)**	33 705	0,1	-	-	(33 705)
Agence Française de Développement (AFD - Quality)**	2 746 292	10,9	2 488 350	10,0	(257 941)
Campanha Latino Americana Pelo Direito à Ed. (CLADE)*	5 000	0,0	-	-	(5 000)
Dubai Cares	172 862	0,7	43 095	0,2	(129 767)
Education for All/PEIC	64 200	0,3	-	-	(64 200)
European Union Haiti 2018-2021	1 025 498	4,1	273 063	1,1	(752 434)
European Union FPI	535 831	2,1	458 061	1,8	(77 770)
European Union DG NEAR	-	-	389 995	1,6	389 995
Foundation ARCOR*	9 747	0,0	-	-	(9 747)
Foundation Open Society Institute (OSI)	35 000	0,1	-	-	(35 000)
Fundación Santa María Buenos Aires*	10 000	0,0	-	-	(10 000)
Global Partnership for Education (GPE) (PAR)	535 000	2,1	-	-	(535 000)
Global Partnership for Education (GPE) (Dakar)**	-	-	225 000	-	225 000
Inter-American Development Bank (IADB Panama)*	88 500	0,4	-	-	(88 500)
International Labor Organization (Dakar)**	13 298	0,1	-	-	(13 298)
Stiftung Auxilium Foundation/Porticus LA Consul. Ltda*	22 164	0,09	33 297	0,13	11 133

SCHEDULE 1-2021. IIEP ESTIMATED RESOURCES IN 2021
(Expressed in current United States Dollars)
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Core Funding and Extrabudgetary Programmes

Source	2020	Share	2021	Share	Increase/(Decrease)
	Estimated	%	Estimated	%	of (3) less (1) Amount
	(1)	(2)	(3)	(4)	(5)
UNESCO¹	252 388	1,0	1 092 108	4,4	839 720
UNICEF¹	799 971	3,2	539 230	2,2	(260 741)
UNDP**	25 326	0,1	-	-	(25 326)
World Bank (PAR)	3 216	0,0	-	-	(3 216)
World Bank (Dakar)**	89 037	0,4	-	-	(89 037)
Fellowships & other funds					
Annual Training Program (Fellowships)	399 183	1,6	-	-	(399 183)
Annual Training Program (Fellowships IBA)	49 766	0,2	40 000	0,2	(9 766)
Annual Training Program (Fellowships Dakar)	83 140	0,3	200 000	0,8	116 860
Staff Service Account	7 934	0,0	7 000	0,0	(934)
IBA Other Extrabudgetary Income	150 294	0,6	-	-	(150 294)
Total, Contracts - Others	7 157 352	28,4	5 873 913	23,6	(1 283 438)
TOTAL, CONTRACTS	8 180 129	32,4	6 884 327	27,6	(1 295 801)
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(339 023)	- 1,3	(432 838)	- 1,7	(93 815)
Staff costs recovery & other	(1 896 425)	- 7,5	(1 407 613)	- 5,7	488 812
Total, Elimination - PSF	(2 235 448)	- 8,9	(1 840 451)	- 7,4	394 997
TOTAL, EXTRABUDGETARY INCOME	5 944 681	23,6	5 043 876	20,2	(900 805)
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	25 237 024	100,0	24 910 487	100,0	(326 537)
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Core Funding Prog.	117 591	-	30 000	-	(87 591)
Liquidation of previous years' obligations, Exb. Prog	50 000	-	50 000	-	-
Transfer to Stabilization Reserve Account	(331 020)	-	(436 217)	-	(105 197)
Reserves & Fund Balances on 1 January, Core Funding Prog.	5 406 190	-	8 845 560	-	3 439 369
Reserves & Fund Balances on 1 January, Exb. Prog	3 664 086	-	4 571 307	-	907 222
TOTAL, OTHER RESOURCES & RESERVES	8 906 847	-	13 060 650	-	4 153 803
GRAND TOTAL, IIEP MANAGED FUNDS	34 143 871	-	37 971 137	-	3 827 266
C. IN-KIND CONTRIBUTIONS					
I. PHYSICAL FACILITIES					
Rental for the IIEP building/Paris	1 723 725	90,7	1 763 552	90,8	39 827
Rental for the IIEP building/Buenos Aires	132 000	6,9	132 000	6,8	-
Rental for the IIEP building/Dakar	45 495	2,4	45 763	2,4	268
TOTAL, PHYSICAL FACILITIES	1 901 220	100,0	1 941 315	100,0	40 095
D. RESOURCES DECENTRALIZED TO IIEP					
I. UNESCO DECENTRALIZED FUNDS					
Funds-in-Trust	447 848	100,0	1 045 259	100,0	597 411
TOTAL, DECENTRALIZED FUNDS	447 848	100,0	1 045 259	100,0	597 411
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	2 349 068	100,0	2 986 574	100,0	637 506
GRAND TOTAL	36 492 939	100,0	40 957 711	100,0	4 464 772

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Dakar.

¹ UN Family projects signed with the three IIEP Offices.

SCHEDULE 2-2021. IIEP ESTIMATED EXPENDITURE IN 2021 (Expressed in current United States Dollars)

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Core Funding and Extrabudgetary Programmes	2020 Estimated						2021 Estimated					
	Core Funding Prog. (CF)		RP	Extrabudg.	Grand	Share	Core Funding Prog. (CF)		RP	Extrabudg.	Grand	Share
	Staff	Activities	Sub-total	Progr. (EXB)	Total	%	Staff	Activities	Sub-total	Progr. (EXB)	Total	%
A. IIEP SPECIAL ACCOUNT												
<u>I. PROGRAMME OPERATIONS</u>												
1. STRATEGIC OBJECTIVE 1: TECHNICAL COOPERATION AND CAPACITY DEVELOPMENT												
Training (Line 1)	2 773 429	492 914	3 266 343	1 730 619 ¹	4 996 962	21,8	3 294 286	766 435	4 060 721	1 381 075 ¹	5 441 796	19,8
Technical Cooperation (Line 2)	3 633 124	162 867	3 795 991	4 924 225 ²	8 720 216	38,0	4 315 434	613 100	4 928 534	4 684 682 ²	9 613 217	34,9
TOTAL, TECH. COOP. & CAP. DEVELOPMENT	6 406 553	655 781	7 062 334	6 654 844	13 717 178	59,7	7 609 721	1 379 535	8 989 256	6 065 757	15 055 013	54,7
2. STRATEGIC OBJECTIVE 2: KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING												
Research and Development (Line 3)	2 290 832	428 711	2 719 543	424 444	3 143 987	13,7	2 721 056	435 425	3 156 481	1 039 873	4 196 355	15,2
Outreach & Advocacy (Line 4)	1 938 066	646 943	2 585 008	231 859	2 816 867	12,3	2 302 040	966 172	3 268 212	1 153 568	4 421 779	16,1
TOTAL, KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING	4 228 898	1 075 654	5 304 551	656 302	5 960 854	26,0	5 023 096	1 401 597	6 424 693	2 193 441	8 618 134	31,3
TOTAL, I: PROGRAMME. OPERATIONS	10 635 451	1 731 434	12 366 885	7 311 147	19 678 032	85,7	12 632 816	2 781 132	15 413 948	8 259 198	23 673 147	86,0
<u>II. GOV. BOARD, DIRECTORATE & CORPORATE SERVICES (Line 5)</u>												
1. GOV. BOARD & DIRECTORATE												
Governing Board	66 352	17 356	83 708	-	83 708	0,4	78 813	120 000	198 813	-	198 813	0,7
Directorate/Monitoring and Evaluation	709 174	160 855	870 029	-	870 029	3,8	842 358	79 000	921 358	-	921 358	3,3
TOTAL, GOV. BOARD & DIRECTORATE	775 526	178 211	953 737	-	953 737	4,2	921 171	199 000	1 120 171	-	1 120 171	4,1
2. CORPORATE SERVICES												
General Administration	815 878	633 490	1 449 368	-	1 449 368	6,3	969 102	727 976	1 697 078	-	1 697 078	6,2
Institutional Information Technology	85 790	158 436	244 226	-	244 226	1,1	101 902	163 686	265 588	-	265 588	1,0
Staff Service Account	-	-	-	11 761	11 761	0,1	-	-	-	-	-	-
TOTAL, CORPORATE SERVICES	901 668	791 925	1 693 594	11 761	1 705 354	7,4	1 071 004	891 662	1 962 666	-	1 962 666	7,1
TOTAL, II: GOV. BOARD, DIRECTORATE & CORP. SERVICES	1 677 194	970 136	2 647 330	11 761	2 659 091	11,6	1 992 175	1 090 662	3 082 837	-	3 082 837	11,2
<u>III. INVESTMENT (Line 5)</u>												
1. INVESTMENT												
Staff development	177 747	130 076	307 823	-	307 823	1,3	211 128	100 000	311 128	-	311 128	1,1
Renovation of building	55 978	15 000	70 978	-	70 978	0,3	66 491	44 500	110 991	-	110 991	0,4
IT Technology	113 790	132 739	246 529	-	246 529	1,1	135 160	222 136	357 296	-	357 296	1,3
TOTAL, III: INVESTMENT	347 514	277 815	625 330	-	625 330	2,7	412 778	366 636	779 414	-	779 414	2,8
TOTAL EXPENDITURE I, II & III	12 660 159	2 979 386	15 639 545	7 322 907	22 962 452	100,0	15 037 770	4 238 430	19 276 200	8 259 198	27 535 398	100,0

SCHEDULE 2-2021. IIEP ESTIMATED EXPENDITURE IN 2021 (Expressed in current United States Dollars)
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Core Funding and Extrabudgetary Programmes	2020 Estimated						2021 Estimated					
	Core Funding Prog. (CF)		RP	Extrabudg.	Grand	Share	Core Funding Prog. (CF)		RP	Extrabudg.	Grand	Share
	Staff	Activities	Sub-total	Progr. (EXB)	Total	%	Staff	Activities	Sub-total	Progr. (EXB)	Total	%
IV. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)												
Programme Support Costs	-	-	-	(339 023)	(339 023)	-	-	-	-	(432 838)	(432 838)	-
Staff costs recovery & other	-	-	-	(1 896 425)	(1 896 425)	-	-	-	-	(1 407 613)	(1 407 613)	-
Total, Elimination - PSF	-	-	-	(2 235 448)	(2 235 448)	-	-	-	-	(1 840 451)	(1 840 451)	-
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	12 660 159	2 979 386	15 639 545	5 087 459	20 727 004	100,0	15 037 770	4 238 430	19 276 200	6 418 747	25 694 947	100,0
B. IN-KIND EXPENDITURE												
<u>PHYSICAL FACILITIES</u>												
Rental for the IIEP/Paris building	-	-	-	1 723 725	1 723 725	-	-	-	-	1 763 552	1 763 552	-
Rental for the IIEP/Buenos Aires building	-	-	-	132 000	132 000	-	-	-	-	132 000	132 000	-
Rental for the IIEP/Dakar building	-	-	-	45 495	45 495	-	-	-	-	45 763	45 763	-
TOTAL, PHYSICAL FACILITIES	-	-	-	1 901 220	1 901 220	-	-	-	-	1 941 315	1 941 315	-
C. EXPENDITURE FROM DECENTRALIZED FUNDS												
<u>UNESCO DECENTRALIZED FUNDS</u>												
Extrabudgetary funds	-	-	-	447 848	447 848	-	-	-	-	1 045 259	1 045 259	-
TOTAL, DECENTRALIZED FUNDS	-	-	-	447 848	447 848	-	-	-	-	1 045 259	1 045 259	-
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	-	-	-	2 349 068	2 349 068	-	-	-	-	2 986 574	2 986 574	-
GRAND TOTAL	12 660 159	2 979 386	15 639 545	7 436 527	23 076 072	100,0	15 037 770	4 238 430	19 276 200	9 405 321	28 681 521	100,0

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

Corporate Services

2021 Activity Budget

The proposed activity budget for Corporate Services for 2021 is itemized as follows:

CORPORATE SERVICES

		Amount in US\$		
Expenditure types				
GENERAL ADMINISTRATION	BUILDING MAINTENANCE & SECURITY MANAGEMENT	Building maintenance/cleaning/utilities, repairs & supplies. furniture & equipment. taxes	252 500	
	AUDIT	2021 Audit Fees	140 000	
	MISCELLANEOUS	Contracts (Insurance & Consultants)	43 000	
		Staff Missions	30 000	
		Interns	35 000	
		Other (Hospitality, Bank charges, Exch. Rate diff., Courier, etc.)	19 476	
		Sub-total Miscellaneous	127 476	
	SUB-TOTAL		519 976	
	INSTITUTIONAL INFORMATION TECHNOLOGY	COMMUNICATIONS	Telephone (Fix + Cellphone) & Internet Connexion	208 000
		SOFTWARE LICENSES	Planview, CRM, Aurion, UNESCO HQ Licenses, IIEP Dakar Licenses	152 748
CONSUMABLES		IIEP Paris and Dakar	10 938	
SUB-TOTAL		371 686		
TOTAL CORPORATE SERVICES		891 662		

General Administration

The corporate services will assist management and the programme teams in the monitoring of programme activities and its implementation. In 2021, the unit will continue to work closely with the Director's Office on various areas: risk management, review of pricing for training courses, project management, improving the monitoring of cost recovery, financial models on the sustainability of the Institute, support to the improvements made to the new information system, etc. The team will organise workshops for staff with the aim to continue improving administrative, human resources and IT processes.

The corporate services unit has also has 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 *greeningIIEP* team will continue to contribute to a culture of sustainability to reduce IIEP's impact on the environment.

The followings priorities have been set for 2021:

- Continue to raise awareness and understanding of greening strategies among IIEP staff.
- Implement a step of cross-checking environmental sustainability as part of decision-making.
- Review the procedures and daily actions to minimize the impact on the environment (e.g. reduce paper and digital waste).
- Systematically include environmental factors into project planning and reporting (e.g. include carbon offsetting costs into budgets).
- Work proactively with others to identify greener solutions during project implementation (e.g. videoconferences to reduce missions).
- Participate in institutionalizing environmental sustainability at IIEP
- Closer cooperation with the offices in Dakar and Buenos Aires.

IIEP will report on the concrete actions taken in 2021.

Investment

INVESTMENT

	Expenditure types	Amount in US\$
	Staff Development	100 000
INVESTMENT	Building renovation	44 500
	Institutional Information Systems	222 136
	TOTAL INVESTMENT	366 636

IIEP plans to spend an activity budget of US\$ 100,000 on Staff Development and US\$ 211,128 in Staff time. The total US\$ 311,128 represents a slight increase compared to 2020.

Institutional Information Services investments amounting to US\$ 222,136 include a disaster recovery site which was postponed in 2020, infrastructure replacements, upgrade of internet and computer equipment.

Regarding building renovation, we will carry out some necessary renovation works which were postponed from 2020 like the refurbishment in the auditorium's garden, an electrical audit of the building and the replacement of some spare parts of the lifts.

Institutional Information Technology and Investments in IT

The offsite data replication originally planned for 2020 has been postponed to 2021 due to the pandemic. IIEP still plans to host the data at UNESCO HQ and preliminary contact has already been made with their network team. The aim is to formalize the request with the new Chief IT Officer who has just taken office at UNESCO.

Paris and Dakar are already fully equipped with laptops; the plan is to concentrate on Buenos Aires in 2021 and equip the staff with portable computers.

Recruitments for IT assistants in Dakar and Buenos Aires are also on-going and we hope to have new staff on-site by next year. This is particularly important as we do not know when missions will be possible again and there is critical upgrade work to be done on the infrastructure at both offices, including an upgrade to the Dakar Internet lines as part of a joint project with the UNESCO office there.

Lastly, some important infrastructure components in Paris will lose support by 2022 and we will be undertaking projects next year to replace them.

The ICT budget includes US\$ 163,686 of software licenses renewals and consumables and US\$ 222,136 of investments on institutional information services technology. The IT team also manage the internet connexion and telephone contracts; the budget allocated in 2021 amounts to US\$ 208,000.

Human Resources Management

Planned Recruitment for 2021

At the end of April 2021, the current IIEP Director, who has been in office for seven years, will retire. UNESCO Education Sector advertised the position in October and the recruitment is currently in progress.

Workforce planning will guide IIEP's hiring decisions for 2021, bearing in mind the limitations imposed by the COVID-19 pandemic and funding availability. The Institute will work toward achieving gender parity in IIEP's offices; the limitations imposed by the labor market, as previously described, may hinder the Institutes' efforts.

As the 10th Medium Term Strategy (MTS) comes to an end, IIEP will ensure that the workforce is motivated to complete its implementation and the preparation for the next MTS.

All three locations are actively resourcing their project teams as shown in the on-going hiring actions in **Table 7** below.

Table 7: Staff recruitment in progress: 15

Location & Post	Grade	Team	Contract Type
IIEP Paris Office = 6			
Programme Specialist – Crisis Sensitive Planning (replacement)	P-3	TC	PA
Programme Specialist – Online Learning (replacement of temp)	P-2	TEP	PA
Web Manager (replacement)	P-2	IS	PA
Associate Web Officer (replacement of temp)	P-1	IS	PA
Associate Human Resources Officer (replacement)	P-1	ADM	PA
CRM Administrator (temporary position)	SC 4	IS	SC
IIEP Dakar Office = 7			
Programme Manager Research and Development (new)	P-4	R&D	PA
Associate Education Planning Specialist (new)	P-2	TC	PA
Associate Education Policy Analyst (new)	P-2	TC	PA
Associate Education Evaluation Specialist (QM) (new)	P-2	Quality	PA
Associate Training Expert (new)	P-2	Training	PA
Associate Research and Development Officer (new)	P-2	R&D	PA
Associate IT Officer (replacement)	NO-B	ADM	PA
IIEP Buenos Aires Office = 2			
Associate Communications Officer (replacement)	NO-B	IS	PA
IT Assistant (part time/replacement contractor)	GS-4	ADM	PA

Table 8 shows posts that IIEP will fill in 2021 to enhance service and project delivery capacity across the Institute. The radically altered operating environment occasioned by the COVID-19 pandemic will demand that the Institute looks for additional skills sets in candidates. These include resilience, autonomy as work continues to be delivered virtually, ability to communicate more effectively with and within dispersed teams, and technological savviness. IIEP will also pay more attention to candidates' individual subject matter expertise, familiarity with the geographic and political contexts in which the Institute operates. IIEP will focus on a work-ready talent pipeline.

Table 8. Planned Recruitment in 2021: 14

Location & Post	Grade	Team	Contract Type
IIEP-UNESCO Paris Office= 7			
Director (replacement)	D-2	DIR	FT
Team Leader (replacement)	P-5	R&D	FT
Team Leader (replacement)	P-5	TC	FT
ICT Officer (replacement)	P-4	ADM	PA
Associate Editor (replacement)	P-1	IS	PA
Associate Project Officer - Fundraising (new)	P-1	R&D	PA
Associate Project Officer – Data (replacement of temp)	P-1	R&D	PA
IIEP-UNESCO Dakar Office = 2			
Senior Education Policy Analyst (replacement)	P-4	TC	PA
Administrative Assistant (replacement)	GS-5	ADM	PA
IIEP-UNESCO Buenos Aires = 5			
Coordinator –Training (replacement)	NO-C	TRA	PA
Coordinator – Research & Development (replacement)	NO-C	R&D	PA

Deputy Coordinator –Training (replacement)	NO-B	TRA	PA
Deputy Coordinator-Research (replacement)	NO-B	R&D	PA
Programme Associate – Training (replacement)	SC 3	TRA	SC

Table 9 shows Staff who will bid farewell in 2021. The Institute thanks them for their vision, professionalism, diligence and sense of purpose in leading their teams.

Table 9. Planned Separation in 2021

Location & Post	Grade	Team	Contract Type	Separation Date
IIEP Paris Office = 3				
Director	D-2	DIR	FT	April 2021
Team Leader	P-5	R&D	FT	January 2021
Team Leader	P-5	TC	FT	December 2021

Corporate Learning and Development Initiatives

The Staff development activity budget amounts to \$ 100,000 in 2021. IIEP expect most of our learning to occur on-line and to be targeted to meet critical knowledge and skills gaps. The Institute will also take advantage of free learning resources offered by UNESCO and other private vendors who are responding responsibly in these difficult times.

IIEP plans to organise team effectiveness workshops that strengthen our individual and collective capacity to work in a crisis ridden environment and improve our communication skills within and across teams. The Institute will also support training requests that help colleagues maintain and enhance IIEP’s comparative advantage in education planning and management.

IIEP will continue to collaborate with the coaching vendor, Ashridge-Hult, to support existing and new Team Leaders and Supervisors who want to gain an enhanced leadership and management edge. In the current health crisis, in-person learning events attendance are discouraged in order to protect collective health. In this regard, the Institute will work closely with internationally recognized on-line learning vendors who offer courses that help individuals and teams to work more efficiently, especially in challenging environments. IIEP is also taking part in UNESCO-led learning initiatives to enhance competencies of Staff in the HR unit.

The Staff Service Account (SSA)

The corporate services 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.

FINANCIAL APPENDICES
FINAL 2019 VS FINAL 2018
UNESCO INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING
STATEMENT OF RESOURCES AND EXPENDITURE

Core Funding and Extrabudgetary Programmes	Final 2018				Final 2019			
	Actual on a comparable basis				Actual on a comparable basis			
	Core Funding Prog. (CF)	Extrabudg. Programme	Inter-fund elimination	Total in Current \$	Core Funding Prog. (CF)	Extrabudg. Programme	Inter-fund elimination	Total in Current \$
IIEP SPECIAL ACCOUNT								
ACTUAL REVENUE ON A COMPARABLE BASIS								
I. UNESCO Financial Allocation	2 140 100	-	-	2 140 100	2 140 100	-	-	2 140 100
II. Voluntary Contributions	7 221 255	-	-	7 221 255	10 636 913	-	-	10 636 913
III. Contracts	-	-	-	-	-	-	-	-
Governments	-	1 305 587	-	1 305 587	-	1 180 331	-	1 180 331
Other (including UN and fellowships)	-	5 541 812	(891 790)	4 650 022	-	7 589 004	(178 957)	7 410 047
France (IIEP building maintenance)	-	115 998	-	115 998	-	-	-	-
TOTAL, GENERAL INCOME	9 361 355	6 963 397	(891 790)	15 432 962	12 777 013	8 769 335	(178 957)	21 367 391
IV. OTHER INCOME								
Programme Support Funds ¹	1 217 126	-	(954 160)	262 966	2 171 043	-	(1 879 715)	291 328
Annual Training Programme cost recovery ²	334 425	-	(277 990)	56 435	529 571	-	(575 223)	(45 652)
Miscellaneous Income ³	114 370	-	(1 241)	113 129	109 880	-	-	109 880
TOTAL, OTHER INCOME	1 665 921	-	(1 233 391)	432 530	2 810 494	-	(2 454 938)	355 556
TOTAL INCOME OF THE YEAR	11 027 276	6 963 397	(2 125 181)	15 865 492	15 587 507	8 769 335	(2 633 895)	21 722 947
ACTUAL EXPENDITURE ON A COMPARABLE BASIS								
I. PROGRAMME OPERATIONS								
	10th Medium-Term Strategy				10th Medium-Term Strategy			
Training (Line 1)	2 536 146	2 258 428	(692 267)	4 102 306	2 842 612	1 991 462	(958 234)	3 875 840
Technical Cooperation (Line 2)	2 074 924	6 635 097	(1 340 651)	7 369 370	2 175 611	6 998 895	(1 578 998)	7 595 509
Research and Development (Line 3)	2 148 321	432 581	(47 353)	2 533 549	2 976 040	99 199	(13 202)	3 062 037
Outreach & Advocacy (Line 4)	2 152 990	488 957	(44 910)	2 597 037	2 869 289	173 123	(83 461)	2 958 950
TOTAL I, PROGRAMME OPERATIONS	8 912 381	9 815 063	(2 125 181)	16 602 262	10 863 552	9 262 679	(2 633 895)	17 492 336
II. GOV. BOARD, DIRECTORATE & CORPORATE SERVICES								
1. GOV. BOARD & DIRECTORATE								
Governing Board	489 471	-	-	489 471	395 484	-	-	395 484
Directorate/Monitoring and Evaluation	813 486	-	-	813 486	826 399	-	-	826 399
TOTAL, GOV. BOARD & DIRECTORATE	1 302 957	-	-	1 302 957	1 221 883	-	-	1 221 883
2. CORPORATE SERVICES								
General Administration	1 117 629	1 526	-	1 119 155	1 076 372	-	-	1 076 372
Institutional Information Technology	192 631	-	-	192 631	255 543	-	-	255 543
Staff Service Account	-	-	-	-	-	7 606	-	7 606
Administrative support funds	229	-	-	229	-	-	-	-
TOTAL, CORPORATE SERVICES	1 310 489	1 526	-	1 312 015	1 331 915	7 606	-	1 339 521
TOTAL, II: GOV. BOARD, DIRECTORATE & CORPORATE SERVICES	2 613 446	1 526	-	2 614 972	2 553 798	7 606	-	2 561 404
III. INVESTMENT								
1. INVESTMENT								
Staff development	72 711	-	-	72 711	224 104	-	-	224 104
Renovation of building	276 975	37 157	-	314 132	196 650	-	-	196 650
IT Technology	845 762	-	-	845 762	414 904	-	-	414 904
TOTAL, III: INVESTMENT	1 195 448	37 157	-	1 232 605	835 658	-	-	835 658
TOTAL EXPENDITURE I, II & III	12 721 275	9 853 746	(2 125 181)	20 449 839	14 253 008	9 270 285	(2 633 895)	20 889 398
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	(1 693 999)	(2 890 349)	-	(4 584 347)	1 334 499	(500 950)	-	833 549
IV. OTHER RESOURCES & RESERVES								
Liquidation of previous years' obligations	84 534	222 618	-	307 152	192 148	450 840	-	642 988
Transfer to/from the Stabilization Reserve Account ⁴	(642 335)	-	-	(642 335)	(412 294)	-	-	(412 294)
Adjustments to reserves and Fund Balances	-	-	-	-	-	-	-	-
Reserves & Fund Balances on 1 January	6 730 346	6 381 925	-	13 112 271	4 291 838	3 714 195	-	8 006 034
TOTAL, OTHER RESOURCES & RESERVES	6 172 545	6 604 543	-	12 777 088	4 071 692	4 165 035	-	8 236 728
BALANCE AT YEAR END ALL MANAGED FUNDS⁵	4 478 546	3 714 194	-	8 192 741	5 406 191	3 664 085	-	9 070 277

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 2018 and 2019 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 2019 VS ACTUAL 2019
(Expressed in current United States Dollars)
(Page 1 of 2)

Core Funding and Extrabudgetary Programmes

Source	2019 as in 59GB		2019 Final Actual on a comparable basis		Increase/(Decrease) Amount	Variance %
	Approved	Share %	Share %			
	(1)		(2)		(3) = (2) - (1)	
A. IIEP SPECIAL ACCOUNT						
INCOME						
I. UNESCO Financial Allocation	2 140 101	9,71	2 140 100	9,85	(1)	
II. Voluntary Contributions						
Argentina	70 000	0,32	140 000	0,64	70 000	100%
France (AFD)	2 840 909	12,89	-	-	(2 840 909)	-100%
France (MOFA)	-	-	1 592 724	7,33	1 592 724	0%
Norway	1 845 897	8,37	2 853 726	13,14	1 007 829	55%
Sweden	2 151 996	9,76	2 076 037	9,56	(75 959)	-4%
Switzerland	3 988 036	18,09	3 974 426	18,30	(13 610)	0%
Sub-Total Voluntary Contributions	10 896 838	49,42	10 636 913	48,97	(259 925)	-2%
TOTAL, I & II	13 036 939	59,13	12 777 013	58,82	(259 926)	-2%
III. OTHER INCOME						
Programme Support Funds	2 414 669	10,95	2 171 043	9,99	(243 626)	-10%
Income from training	352 190	1,60	529 571	2,44	177 381	50%
Miscellaneous Income	10 000	0,05	109 880	0,51	99 880	999%
TOTAL, OTHER INCOME	2 776 859	12,59	2 810 494	12,94	33 635	1%
TOTAL, INCOME CORE FUNDING PROGRAMME	15 813 798	71,72	15 587 507	71,76	(226 291)	-1%
IV. EXTRABUDGETARY INCOME						
Contracts - Governments						
Argentina (Federal Government)*	8 000	0,04	57 573	0,27	49 573	620%
Benin**	40 040	0,18	-	-	(40 040)	-100%
Burkina Faso GHR	343 715	1,56	-	-	(343 715)	-100%
Burkina Faso EMIS	421 228	1,91	-	-	(421 228)	-100%
Burundi**	174 570	0,79	-	-	(174 570)	-100%
Dominican Republic*	66 329	0,30	48 700	0,22	(17 629)	-27%
France (Expertise France)	-	-	6 311	0,03	6 311	0%
France (AFD - Convention 2013)**	-	-	830 786	3,82	830 786	0%
Ecuador*	67 144	0,30	-	-	(67 144)	-100%
Germany (GIZ)	-	-	27 194	0,13	27 194	0%
Guatemala*	-	-	8 800	0,04	8 800	0%
Guinea**	138 591	0,63	4 516	0,02	(134 075)	-97%
Mali**	-	-	21 151	0,10	21 151	0%
Niger**	24 000	0,11	-	-	(24 000)	-100%
Norway	-	-	57 065	0,26	57 065	0%
Panama*	88 500	0,40	-	-	(88 500)	-100%
United Kingdom (FCDO)	53 236	0,24	53 236	0,25	-	0%
Uruguay*	62 000	0,28	65 000	0,30	3 000	5%
Total, Contracts - Governments	1 487 353	6,75	1 180 332	5,43	(307 021)	-21%
Contracts - Others						
AFRICAN Development Bank (AFDB)**	182 542	0,83	-	-	(182 542)	-100%
Agence Française de Développement (AFD - TVET)**	1 453 719	6,59	2 224 700	10,24	770 981	53%
Agence Française de Développement (AFD - Quality)**	1 857 083	8,42	1 777 245	8,18	(79 838)	-4%
Caribbean Development Bank (CDB)	50 000	0,23	-	-	(50 000)	-100%
Dubai Cares	-	-	129 606	0,60	129 606	0%
European Union Haiti 2017-2018	34 180	0,16	-	-	(34 180)	-100%
European Union Haiti 2018-2021	797 199	3,62	-	-	(797 199)	-100%
European Union FPI	1 092 618	4,96	406 086	1,87	(686 532)	-63%
French University in Armenia Foundation (UFAR)	-	-	9 045	0,04	9 045	0%
Foundation ARCOR*	7 500	0,03	7 557	0,03	57	1%
Foundation Open Society Institute (OSI)	-	-	80 000	0,37	80 000	0%
Fundación Santa María Buenos Aires*	-	-	35 000	0,16	35 000	0%
Fundación Fundación Zamora Terán Buenos Aires*	-	-	25 000	0,12	25 000	0%

FINANCIAL APPENDICES
SCHEDULE 1. IIEP RESOURCES: APPROVED BUDGET 2019 VS ACTUAL 2019
(Expressed in current United States Dollars)
(Page 2 of 2)

Core Funding and Extrabudgetary Programmes

Source	2019 as in 59GB		2019 Final Actual on a comparable basis		Increase/(Decrease)	
	Approved	Share %		Share %	Amount	
			(2)		(3) = (2) - (1)	
Global Partnership for Education (GPE) (Paris)	179 769	0,82	112 356	0,52	(67 413)	-38%
The World Bank	-	-	7 597	0,03	7 597	0%
UNESCO¹	107 036	0,49	45 000	0,21	(62 036)	-58%
UNICEF¹	811 232	3,68	1 418 643	6,53	607 411	75%
West Indies University*	-	-	53 052	0,24	53 052	0%
Sub-total, Contracts - Others	6 572 878	29,81	6 330 887	29,14	(241 991)	-4%
Fellowships & other funds						
Annual Training Program (Fellowships)	418 182	1,90	867 627	3,99	449 445	107%
Annual Training Program (Fellowships Buenos Aires)*	50 000	0,23	51 115	0,24	1 115	2%
Annual Training Program (Fellowships Dakar)**	156 961	0,71	151 651	0,70	(5 310)	-3%
Staff Service Account	20 000	0,09	8 068	0,04	(11 932)	-60%
Other Extrabudgetary Interfunds	211 901	0,96	179 657	0,83	(32 244)	-15%
Sub-Total, Fellowships & other funds	857 044	3,89	1 258 118	5,79	401 074	47%
France (IIEP building maintenance)	117 534	0,53	-	-	(117 534)	-100%
TOTAL, CONTRACTS	9 034 809	40,98	8 769 337	40,37	(265 472)	-3%
V. Programme Support Funds (PSF) inter-fund elimination						
Programme Support Costs	(614 931)	- 2,79	(478 660)	- 2,20	136 271	-22%
Staff costs recovery & other	(2 185 647)	- 9,91	(2 155 236)	- 9,92	30 411	-1%
Total, Elimination - PSF	(2 800 578)	- 12,70	(2 633 896)	- 12,12	166 682	-6%
TOTAL, EXTRABUDGETARY INCOME	6 234 231	28,28	6 135 441	28,24	(98 790)	-2%
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	22 048 029	100,00	21 722 948	100,00	(325 081)	-1%
TOTAL, PHYSICAL FACILITIES	1 713 109	-	1 887 397	-	174 288	10%
TOTAL, DECENTRALIZED FUNDS	546 975	-	263 845	-	(283 130)	-52%
Sub-Total, In-Kind and decentralized funds	2 260 084	-	2 151 242	-	(108 842)	-5%
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	2 260 084	-	2 151 242	-	(108 842)	-5%
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT, IN-KIND & DECENTRALIZED FUNDS	24 308 113	-	23 874 190	-	(433 923)	-2%
B. OTHER RESOURCES & RESERVES						
Liquidation of previous years' obligations, Core Funding Pr	30 000	-	192 148	-	162 148	540%
Liquidation of previous years' obligations, Exb. Prog	50 000	-	450 840	-	400 840	802%
Transfer to/from Stabilization Reserve Account	(626 966)	-	(412 294)	-	214 672	-34%
Reserves & Fund Balances on 1 January, Core Funding Prog	4 670 688	-	4 291 838	-	(378 850)	-8%
Reserves & Fund Balances on 1 January, Exb. Prog	3 469 604	-	3 714 195	-	244 591	7%
TOTAL, OTHER RESOURCES & RESERVES	7 593 326	-	8 236 727	-	643 401	8%
GRAND TOTAL, IIEP MANAGED FUNDS	31 901 439	-	32 110 917	-	209 478	1%

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Dakar.

¹ UN Family projects signed with the three IIEP Offices.

FINANCIAL APPENDICES

SCHEDULE 1. IIEP RESOURCES: PRIOR YEAR 2018 VS ACTUAL 2019

(Expressed in current United States Dollars)

(Page 1 of 2)

Core Funding and Extrabudgetary Programmes					
Source	2018		2019		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	2 140 100	13,49	2 140 100	9,85	-
II. Voluntary Contributions					
Argentina	-	-	140 000	0,64	140 000
France (MOFA)	-	-	1 592 724	7,33	1 592 724
Norway	2 001 859	12,62	2 853 726	13,14	851 867
Sweden	2 200 072	13,87	2 076 037	9,56	(124 035)
Switzerland	3 019 324	19,03	3 974 426	18,30	955 102
Sub-Total Voluntary Contributions	7 221 255	45,52	10 636 913	48,97	3 415 658
TOTAL, I & II	9 361 355	59,00	12 777 013	58,82	3 415 658
III. OTHER INCOME					
Programme Support Funds	1 217 126	7,67	2 171 043	9,99	953 917
Income from training	334 425	2,11	529 571	2,44	195 146
Miscellaneous Income	114 370	0,72	109 880	0,51	(4 490)
TOTAL, OTHER INCOME	1 665 921	10,50	2 810 494	12,94	1 144 573
TOTAL, INCOME CORE FUNDING PROGRAMME	11 027 276	69,50	15 587 507	71,76	4 560 231
IV. EXTRABUDGETARY INCOME					
Contracts - Governments					
Argentina (Federal Government)*	282 719	1,78	57 573	0,27	(225 146)
Dominican Republic*	-	-	48 700	0,22	48 700
France (Expertise France)	19 574	0,12	6 311	0,03	(13 263)
France (AFD - Convention 2013)**	-	-	830 786	3,82	830 786
Germany (GIZ)	213 328	1,34	27 194	0,13	(186 134)
Guatemala*	-	-	8 800	0,04	8 800
Guinea**	226 469	1,43	4 516	0,02	(221 953)
Mali**	24 921	0,16	21 151	0,10	(3 770)
Mexico*	119 960	0,76	-	-	(119 960)
Norway	-	-	57 065	0,26	57 065
Sweden (SIDA)	168 948	1,06	-	-	(168 948)
United Kingdom (FCDO)	159 708	1,01	53 236	0,25	(106 472)
Uruguay*	89 960	0,57	65 000	0,30	(24 960)
Total, Contracts - Governments	1 305 587	8,23	1 180 332	5,43	(125 255)
Contracts - Others					
Agence Universitaire de la Francophonie (AUF)	9 112	0,06	-	-	(9 112)
Agence Française de Développement (AFD - TVET)**	1 263 125	7,96	2 224 700	10,24	961 575
Agence Française de Développement (AFD - Quality)**	-	-	1 777 245	8,18	1 777 245
Agua y Saneamientos Argentinos S.A (AYSA)*	23 959	0,15	-	-	(23 959)
Coordinación Educativa/Cultural Centroamericana (CECC)*	49 980	0,32	-	-	(49 980)
Dubai Cares	-	-	129 606	0,60	129 606
Education Development Trust (EDT)	38 534	0,24	-	-	(38 534)
ETIS Asociación Civil*	2 382	0,02	-	-	(2 382)
European Union Haiti 2017-2018	371 695	2,34	-	-	(371 695)
European Union FPI	-	-	406 086	1,87	406 086
French University in Armenia Foundation (UFAR)	-	-	9 045	0,04	9 045
Foundation ARCOR*	5 587	0,04	7 557	0,03	1 970
Foundation Open Society Institute (OSI)	-	-	80 000	0,37	80 000
Fundación Santa María Buenos Aires*	-	-	35 000	0,16	35 000
Fundación Fundación Zamora Terán Buenos Aires*	-	-	25 000	0,12	25 000

FINANCIAL APPENDICES
SCHEDULE 1. IIEP RESOURCES: PRIOR YEAR 2018 VS ACTUAL 2019
(Expressed in current United States Dollars) (Page 2 of 2)

Core Funding and Extrabudgetary Programmes					
Source	2018		2019		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) (Paris)	386 778	2,44	112 356	0,52	(274 422)
Global Partnership for Education (GPE) (Dakar)**	174 964	1,10	-	-	(174 964)
The World Bank	-	-	7 597	0,03	7 597
UNESCO¹	186 131	1,17	45 000	0,21	(141 131)
UNICEF¹	1 188 944	7,49	1 418 643	6,53	229 699
UNDP*	46 798	0,29	-	-	(46 798)
West Indies University*	-	-	53 052	0,24	53 052
Sub-total, Contracts - Others	3 747 989	23,62	6 330 887	29,14	2 582 898
Fellowships & other funds					
Annual Training Program (Fellowships)	435 241	2,74	867 627	3,99	432 386
Annual Training Program (Fellowships Buenos Aires)*	44 146	0,28	51 115	0,24	6 969
Annual Training Program (Fellowships Dakar)**	208 347	1,31	151 651	0,70	(56 696)
Staff Service Account	19 964	0,13	8 068	0,04	(11 896)
Other Extrabudgetary Interfunds	1 086 126	6,85	179 657	0,83	(906 469)
Sub-Total, Fellowships & other funds	1 793 824	11,31	1 258 118	5,79	(535 706)
France (IIEP building maintenance)	115 998	0,73	-	-	(115 998)
TOTAL, CONTRACTS	6 963 398	43,89	8 769 337	40,37	1 805 939
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(419 078)	- 2,64	(478 660)	- 2,20	(59 582)
Staff costs recovery & other	(1 706 103)	- 10,75	(2 155 236)	- 9,92	(449 133)
Total, Elimination - PSF	(2 125 181)	- 13,39	(2 633 896)	- 12,12	(508 715)
TOTAL, EXTRABUDGETARY INCOME	4 838 217	30,50	6 135 441	28,24	1 297 224
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	15 865 493	100,00	21 722 948	100,00	5 857 455
TOTAL, PHYSICAL FACILITIES	1 714 314	-	1 887 397	-	173 083
TOTAL, DECENTRALIZED FUNDS	126 940	-	263 845	-	136 905
Sub-Total, In-Kind and decentralized funds	1 841 254	-	2 151 242	-	309 988
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	1 841 254	-	2 151 242	-	309 988
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT, IN-KIND & DECENTRALIZED FUNDS	17 706 747	-	23 874 190	-	6 167 443
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Core Funding Pr	84 534	-	192 148	-	107 614
Liquidation of previous years' obligations, Exb. Prog	222 618	-	450 840	-	228 222
Transfer to/from Stabilization Reserve Account	(642 335)	-	(412 294)	-	230 041
Reserves & Fund Balances on 1 January, Core Funding Prog	6 730 346	-	4 291 838	-	(2 438 508)
Reserves & Fund Balances on 1 January, Exb. Prog	6 381 925	-	3 714 195	-	(2 667 730)
TOTAL, OTHER RESOURCES & RESERVES	12 777 088	-	8 236 727	-	(4 540 361)
GRAND TOTAL, IIEP MANAGED FUNDS	30 483 835	-	32 110 917	-	1 627 082

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Dakar.

¹ UN Family projects signed with the three IIEP Offices.

FINANCIAL APPENDICES
SCHEDULE 2. IIEP EXPENDITURE: BUDGET APPROVED 2019 VS ACTUAL 2019
(Expressed in current United States Dollars)
(Page 1 of 2)

Core Funding and Extrabudgetary Programmes	Approved for 2019 59 GB Appropriations (Governing Board approved Resolution 555)						Final 2019 Expenditure on comparable basis					Increase/(Decrease) Approved less Actual		
	Core Funding Prog.		Core Funding	Extrabudg. Programme	Grand	Share	Core Funding Prog.		Core Funding	Extrabudg. Programme	Grand	Share	Core Funding	
	Staff	Activities	Sub-total	(EXB)	Total	%	Staff	Activities	Sub-total	(EXB)	Total	%	Prog.	Extrabudg.
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														
<u>I. PROGRAMME OPERATIONS</u>														
1. STRATEGIC OBJECTIVE 1: TECHNICAL COOPERATION AND CAPACITY DEVELOPMENT														
Training (Line 1)	2 365 201	643 213	3 008 414	1 604 875 #	4 613 289	17,1	2 338 862	503 751	2 842 613	1 991 462 ¹	4 834 075	21,4	165 801	(386 587)
Technical Cooperation (Line 2)	3 236 149	328 880	3 565 029	9 217 524 #	12 782 553	47,3	2 009 196	166 415	2 175 611	6 998 895 ²	9 174 506	40,6	1 389 418	2 218 629
TOTAL, TECH. COOP. & CAP. DEVELOPMENT	5 601 350	972 093	6 573 443	10 822 399	17 395 842	64,4	4 348 058	670 166	5 018 224	8 990 357	14 008 581	62,1	1 555 219	1 832 042
2. STRATEGIC OBJECTIVE 2: KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING														
Research and Development (Line 3)	1 697 672	791 665	2 489 337	136 305	2 625 642	9,7	2 208 659	767 382	2 976 041	99 199	3 075 240	13,6	(486 704)	37 106
Sub-Total Research and Development (Line 3)	1 697 672	791 665	2 489 337	136 305	2 625 642	9,7	2 208 659	767 382	2 976 041	99 199	3 075 240	13,6	(486 704)	37 106
Outreach & Advocacy (Line 4)	1 883 500	877 459	2 760 959	88 780	2 849 739	10,5	2 157 827	711 462	2 869 289	173 123	3 042 412	13,5	(108 330)	(84 343)
Sub-Total, Outreach and Advocacy (Line 4)	1 883 500	877 459	2 760 959	88 780	2 849 739	10,5	2 157 827	711 462	2 869 289	173 123	3 042 412	13,5	(108 330)	(84 343)
TOTAL, KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING	3 581 172	1 669 124	5 250 296	225 085	5 475 381	20,3	4 366 486	1 478 844	5 845 330	272 322	6 117 652	27,1	(595 034)	(47 237)
TOTAL, I: PROGRAMME. OPERATIONS	9 182 522	2 641 217	11 823 739	11 047 484	22 871 223	84,6	8 714 544	2 149 010	10 863 554	9 262 679	20 126 233	89,2	960 185	1 784 805

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

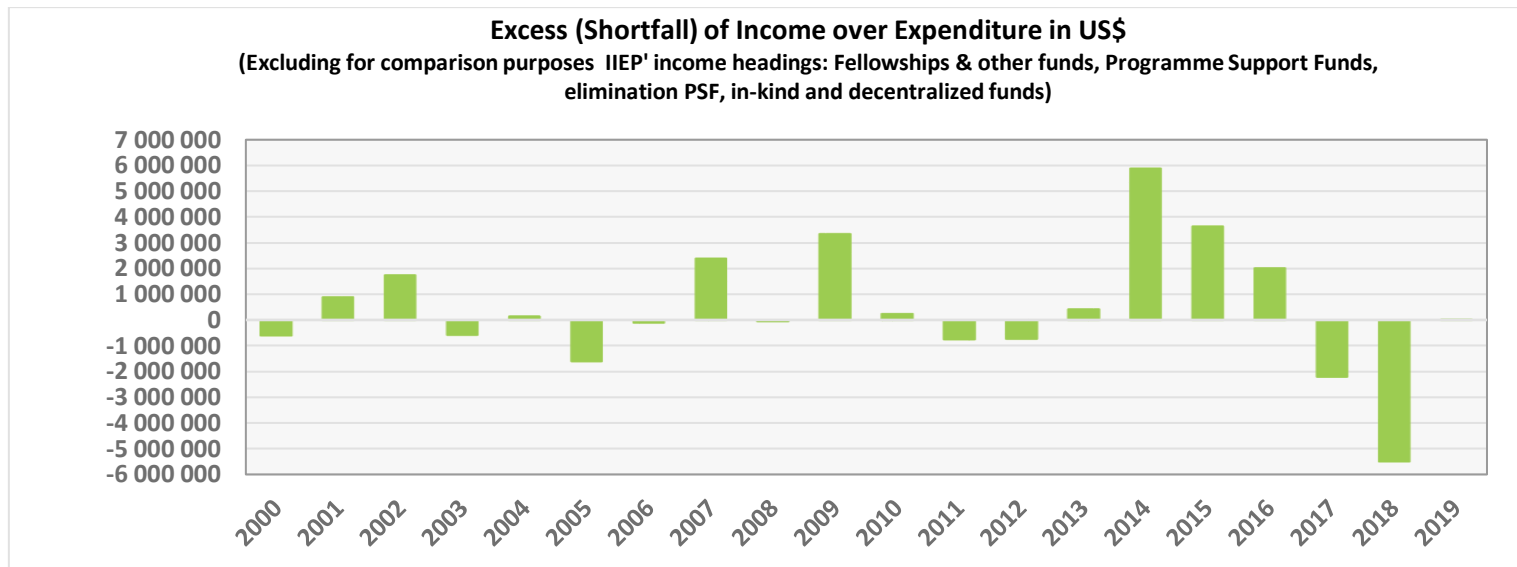
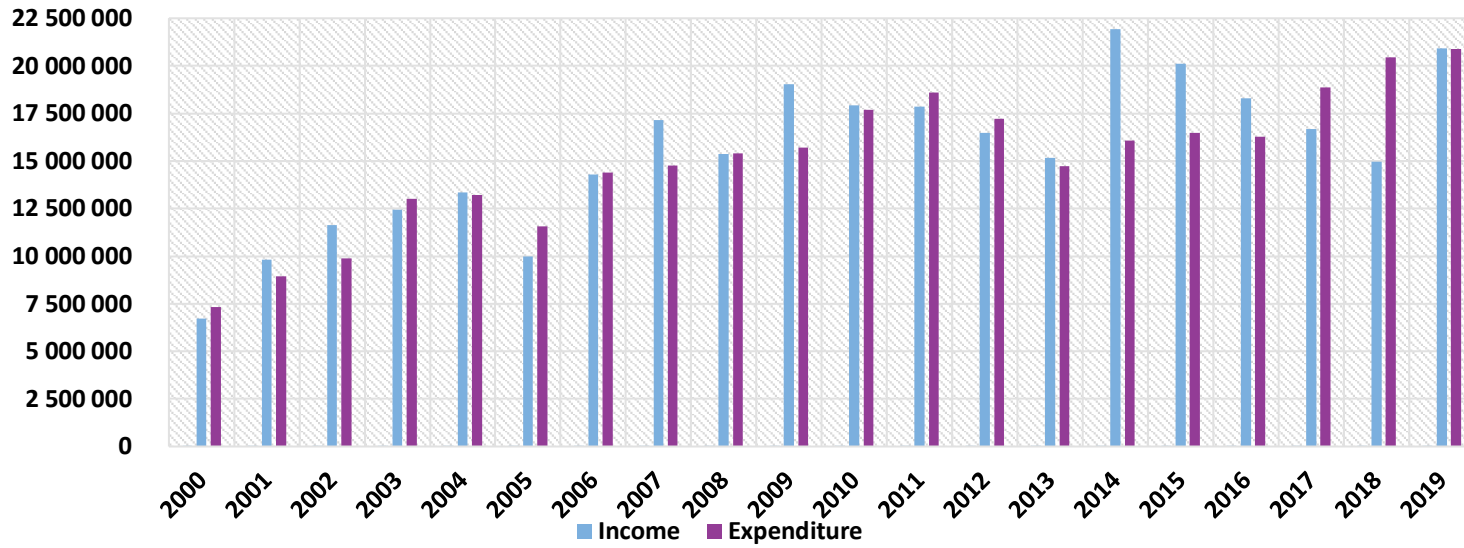
FINANCIAL APPENDICES
SCHEDULE 2. IIEP EXPENDITURE: BUDGET APPROVED 2019 VS ACTUAL 2019
(Expressed in current United States Dollars)
(Page 2 of 2)

Core Funding and Extrabudgetary Programmes	Approved for 2019 59 GB Appropriations (Governing Board approved Resolution 555)						Final 2019 Expenditure on comparable basis					Increase/(Decrease) Approved less Actual		
	Core Funding Prog.		Core Funding	Extrabudg. Programme	Grand	Share	Core Funding Prog.		Core Funding	Extrabudg. Programme	Grand	Share	Core Funding	
	Staff	Activities	Sub-total	(EXB)	Total	%	Staff	Activities	Sub-total	(EXB)	Total	%	Prog.	Extrabudg.
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)
II. GOV. BOARD, DIRECTORATE, CORPORATE SERVICES														
1. GOV. BOARD & DIRECTORATE														
Governing Board	436 725	118 000	554 725	-	554 725	2,1	201 574	193 910	395 484	-	395 484	1,8	159 241	-
Directorate/Monitoring and Evaluation	839 773	89 734	929 507	-	929 507	3,4	779 006	47 393	826 399	-	826 399	3,7	103 108	-
TOTAL, GOV. BOARD & DIRECTORATE	1 276 498	207 734	1 484 232	-	1 484 232	5,5	980 580	241 303	1 221 883	-	1 221 883	5,4	262 349	-
2. CORPORATE SERVICES														
General Administration	690 745	659 613	1 350 358	-	1 350 358	5,0	445 421	630 950	1 076 371	-	1 076 371	4,8	273 987	-
Institutional Information Technology	135 100	166 020	301 120	-	301 120	1,1	95 752	159 790	255 542	-	255 542	1,1	45 578	-
Staff development	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Renovation of building	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Service Account	-	-	-	-	-	-	-	-	-	7 606	7 606	0,0	-	(7 606)
Administrative support funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL, CORPORATE SERVICES	825 845	825 633	1 651 478	-	1 651 478	6,1	541 173	790 740	1 331 913	7 606	1 339 519	5,9	319 565	(7 606)
TOTAL, II: GOV. BOARD, DIRECTORATE & CORPORATE SERVICES	2 102 343	1 033 367	3 135 710	-	3 135 710	11,6	1 521 753	1 032 043	2 553 796	7 606	2 561 402	11,3	581 914	(7 606)
III. INVESTMENT														
1. INVESTMENT														
Staff development	14 847	100 000	114 847	-	114 847	0,4	117 975	106 128	224 103	-	224 103	1,0	(109 256)	-
Renovation of building	64 627	140 000	204 627	50 000	254 627	0,9	95 752	100 898	196 650	-	196 650	0,9	7 977	50 000
IT Technology	328 325	158 400	486 725	-	486 725	1,8	191 505	223 399	414 904	-	414 904	1,8	71 821	-
TOTAL, III: INVESTMENT	407 799	398 400	806 199	50 000	856 199	3,2	405 232	430 425	835 657	-	835 657	3,7	(29 458)	50 000
TOTAL EXPENDITURE I, II & III	11 692 664	4 072 984	15 765 648	11 097 484	26 863 132	99,4	10 641 529	3 611 478	14 253 007	9 270 285	23 523 292	104,2	1 512 641	1 827 199
IV. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)														
Programme Support Costs	-	-	-	(614 931)	(614 931)	-	-	-	-	(478 660)	(478 660)	-	-	(136 271)
Staff costs recovery & other	-	-	-	(2 185 647)	(2 185 647)	-	-	-	-	(2 155 236)	(2 155 236)	-	-	(30 411)
Total, Elimination - PSF	-	-	-	(2 800 578)	(2 800 578)	-	-	-	-	(2 633 896)	(2 633 896)	-	-	(166 682)
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	11 692 664	4 072 984	15 765 648	8 296 906	24 062 554	-	10 641 529	3 611 478	14 253 007	6 636 389	20 889 396	-	1 512 641	1 660 517
													TOTAL	3 173 158

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

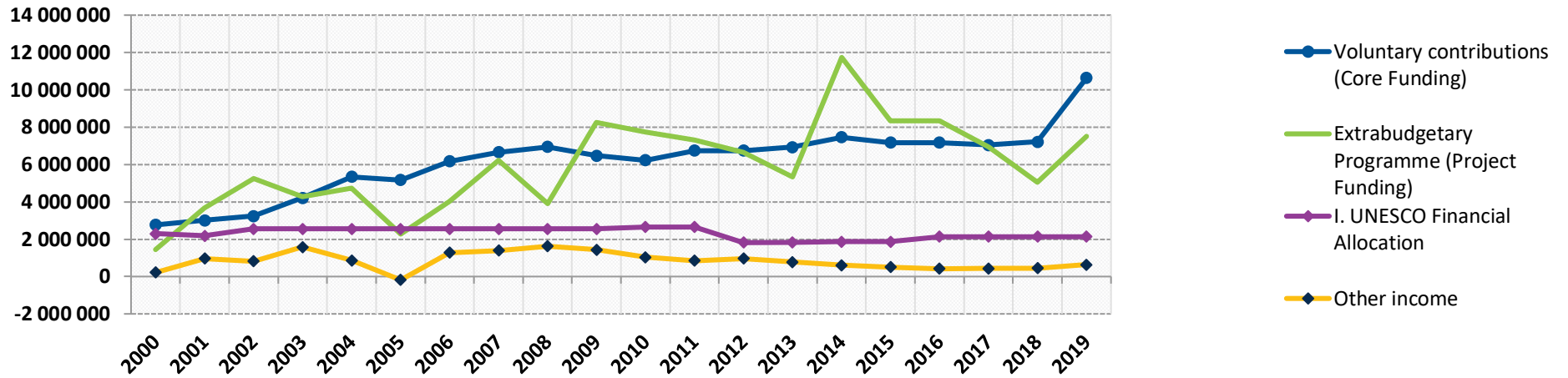
FINANCIAL APPENDICES

Income and Expenditure Trend in US\$ *

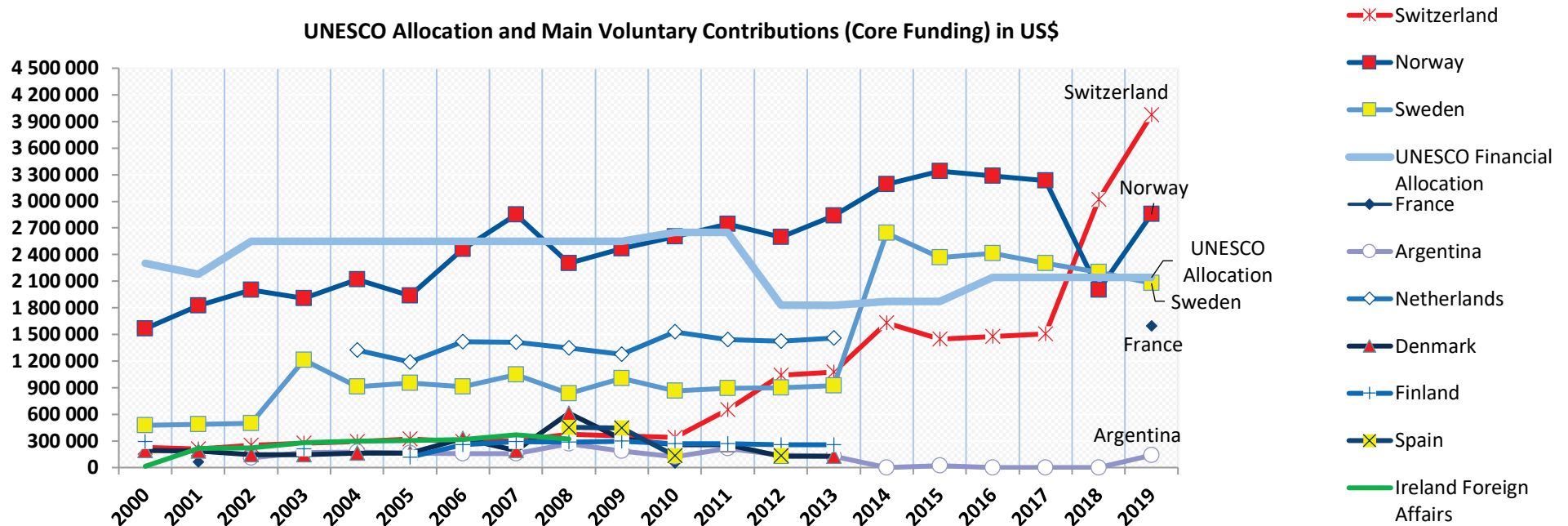


FINANCIAL APPENDICES

Main Funding Sources in US\$

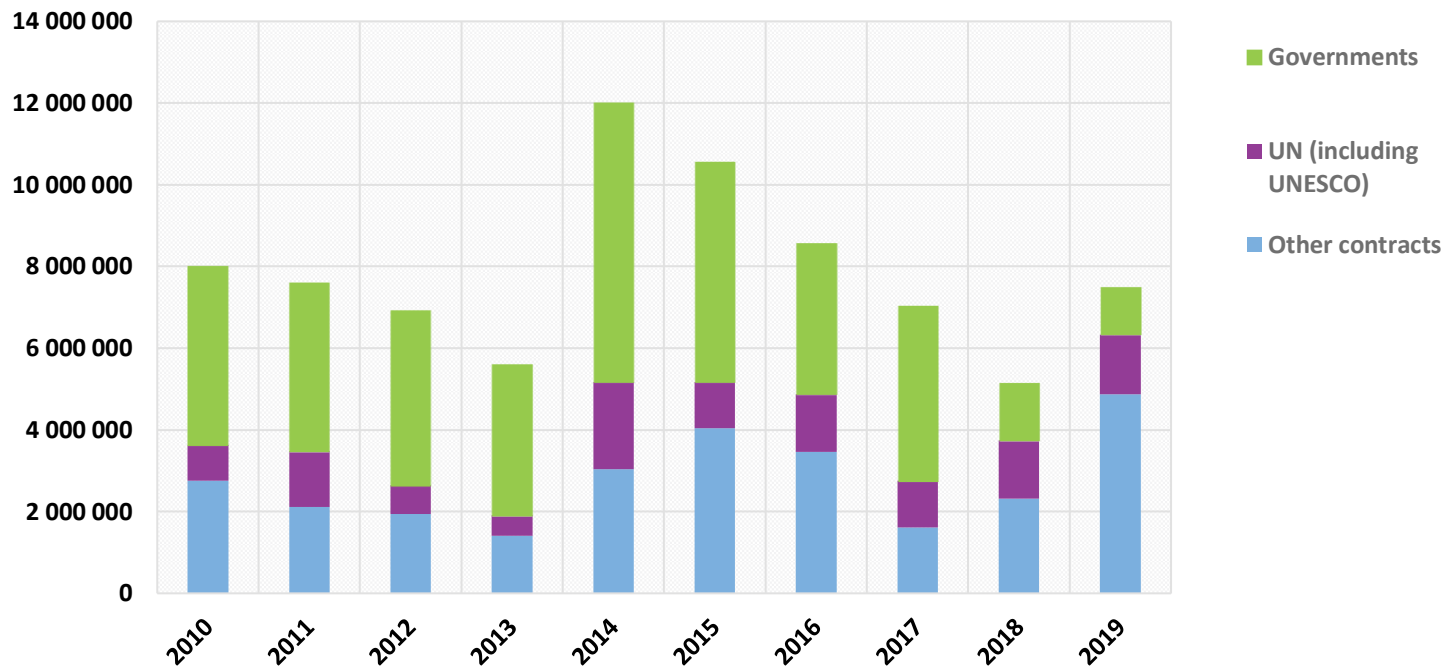


UNESCO Allocation and Main Voluntary Contributions (Core Funding) in US\$



FINANCIAL APPENDICES

Extrabudgetary Funding (Project Funding) excluding fellowships in US\$



FINANCIAL APPENDICES

OTHER INCOME - CORE FUNDING PROGRAMME											
<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>
	2013	2014	2015	2016	2017	2018	2019	2020	2020	Estimate vs	2020 Est. vs
										Budget	2019
Staff Costs Recovery & other											
<i>(i) From Extrabudgetary projects</i>	716	1 111	1 432	1 360	692	790	1 511	1 249	1 481	19%	-2%
Project Support Costs	369	393	402	393	307	224	384	361	276	-24%	-28%
Sub-total	1 085	1 504	1 834	1 753	999	1 014	1 895	1 610	1 757	9%	-7%
<i>(ii) From UNESCO projects & other</i>	475	434	470	313	349	203	276	351	611	74%	121%
Total	1 560	1 938	2 304	2 066	1 348	1 217	2 171	1 961	2 368	21%	9%
Training Programmes costs recovery	283	570	492	391	364	335	530	313	287	-8%	-46%
Misc. income (bank interest; exc. Rate adj.; sales publications)	1	6	15	23	78	114	350	257	26	-90%	-93%
GRAND TOTAL	1 844	2 514	2 811	2 480	1 790	1 666	3 051	2 531	2 681	6%	-12%

¹Internal transfers from execution of the Extrabudgetary Progr.: Administrative support costs, Staff costs recovery & 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.