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Report of the Director on the Operational Plan and Budget for 2022

61 GB/4 Part II

Item 6 of the Agenda



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List of abbreviations

AFD	Agence Française de Développement
ATP	Advanced Training Programme
CRM	Constituency relations management
ECE	Early childhood education
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
EIE	Education in emergencies
EMIS	Educational management information system
ESA	Education sector analysis
ESP	Education Sector Planning course
ESPs	Education sector plans
EU	European Union
GCI	“Gender at the Centre” Initiative
GPE	Global Partnership for Education
HRM	Human resources management
MoE	Ministry of Education
MTS	Medium-Term Strategy
M&E	Monitoring and evaluation
PEFOP	Platform of Expertise in Vocational Training [Plateforme d'expertise en formation professionnelle]
PSGSE	Sector Policy and Education System Management [Politiques sectorielles et gestion des systèmes éducatifs]
QM	Quality Matters
R&D	Research and development
RTP	Regional Training Programme
SCP	Specialized Courses Programme
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goal
TC	Technical cooperation
TVET	Technical and vocational education and training
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WAEMU	West African Monetary and Economic Union

Executive summary

In 2022, IIEP will begin the first year of its new Medium-Term Strategy (MTS). The strategic objectives of the 11th MTS are: (1) to develop Member State capacities to plan and manage effectively for education sector development, and (2) to improve access and use of actionable knowledge on education sector planning and management. The Institute will continue its commitment to focus 50% of its portfolio on continental Africa, and one-third on countries on the Harmonized List of Fragile and Conflict-Affected States.

Under the 11th MTS, the Institute's training, technical cooperation (TC), research and development (R&D), and knowledge sharing activities will take several new directions, as follows.

Building a new business model for training: The demand for IIEP's training programmes is changing, and there is an urgent need to improve the financial sustainability of the offer. To respond, 2022 will see IIEP conduct a programmatic review, guided by the idea of a common set of core training modules which can be delivered online through its excellent virtual campus, and which can be tailored as modules as part of its in-country capacity development interventions. Though the ATP (Advanced Training Programme on Educational Planning and Management) has been suspended for 2022, the Institute will offer the first year of the programme online and at no cost, while it develops a revised ATP offer. Two other long core programmes – the RTP (Regional Training Programme) in Buenos Aires and the PSGSE in Dakar – will continue to be offered, in addition to 11 short courses on a range of topics.

Strengthening IIEP's approach to TC and country capacity development: The demand for IIEP's technical cooperation remains strong, and it has expanded beyond the preparation of national education sector analyses and plans. Part of this expansion is due to the new Global Partnership for Education (GPE) operating model at country level now going to scale, with new resources made available for capacity strengthening, matching well with IIEP's mandate and know-how. To assert its competitive advantage and serve the evolving needs of UNESCO Member States, IIEP intends to strengthen its own expertise to better support downstream management capacity, with a special focus on institutional capacity to improve learning outcomes. In 2022, IIEP intends to support nine education sector analyses (ESAs) and/or plan preparation processes. It will continue its major project to support quality management in Africa, as well as its important work on crisis-sensitive and gender-responsive planning. In total, the TC portfolio has 20 new projects in the pipeline.

Refining the approach to knowledge generation and mobilization: Under the new MTS, IIEP will focus on knowledge synthesis and adaptation, and on harvesting knowledge from its applied country-level projects and programmes. A transversal Knowledge Management and Mobilization team will be established in 2022, while IIEP completes the dissemination of research and tools developed under the 10th MTS. The Institute will also launch a two-year knowledge sharing programme composed of public debates, commissioned position papers, and a final publication on the theme “From Planning to Implementation: What policy-makers need to know”.

To support these new directions, IIEP will continue to bring greater alignment across the Institute’s TC, R&D, and knowledge sharing activities. The Institute will also organize its portfolio of activities around four broad value clusters:

- 1) Planning, finance, data, and governance;
- 2) Better management for improved learning;
- 3) Equity and resilience;
- 4) Skills and flexible learning pathways.

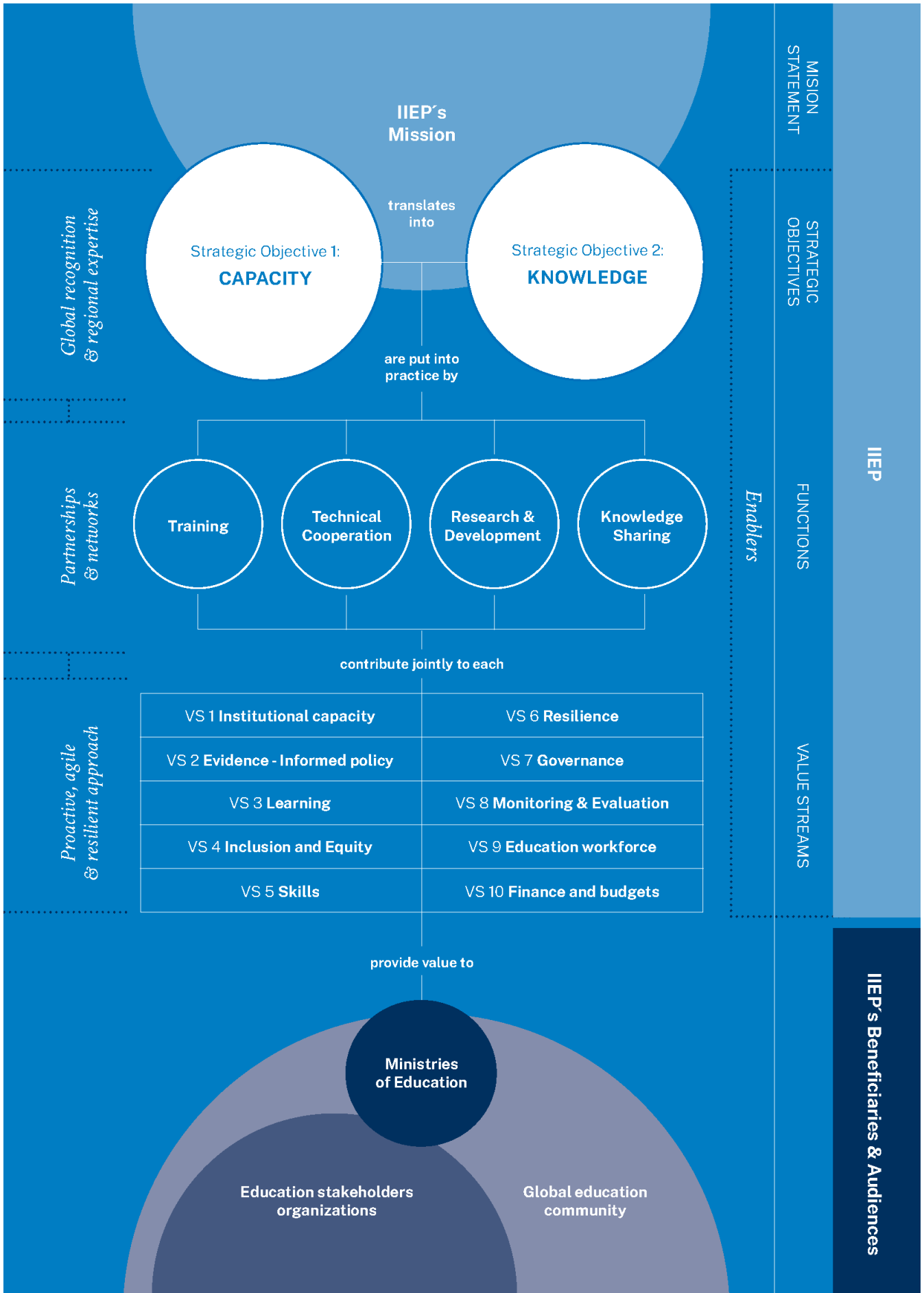
IIEP will continue to ensure it is governed and managed effectively. In 2022, the Institute will see a rotation of nearly half of its Governing Board members and appointment of a new Chair. More than half of IIEP’s senior management team will be recruited, due to retirements and transitions. Care will be taken in 2022 to guarantee a strong handover of institutional knowledge to ensure continuity. Staff development, engagement, and well-being will remain a major focus.

The Institute will continue to strengthen its results focus in 2022, through a new Monitoring & Evaluation Strategy, and a revised set of targets and results.

IIEP is recognized for its prudent financial management and transparent governance. In 2022, the Institute will continue to contain costs and ensure appropriate reserves, while also seeking to expand the number of core donors who contribute to its activities. Its major risks for the year are related to limitations on face-to-face activities due to emerging COVID-19 variants, and uncertainties around its core funding from its four major donors. To mitigate these risks, IIEP will continue to use alternative modalities for delivering its capacity development activities; and it will invest more in fundraising and strategic partnerships.

The events of the past two years have brought a new urgency to IIEP’s mandate. As it embarks on a new Medium-Term Strategy, the Institute will redouble efforts to accompany Member States in planning and managing for better functioning and more resilient education systems.

Figure 1. Visual summary of IIEP's 11th Medium-Term Strategy



Strategic Objective 1

Member States develop their capacity to plan and manage effectively for education development

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Training

The new 11th MTS calls for IIEP to strengthen its training programmes, in terms of both impact and reach. IIEP must also respond to changing country demand, including creating or supporting training programmes that can reach not only central ministries but subnational staff responsible for implementation and delivery of education sector reforms. Short programmes for senior education leaders are also in demand.

IIEP presently offers three core training programmes across its offices, and many short courses. Sustainability and coherence across this diversified offer need to be enhanced. In 2022, IIEP will develop a four-year training strategy that will lay out actions to: better integrate and align its training programmes across Paris, Buenos Aires, and Dakar; develop a sustainable financial model; and improve deployment online and blended learning. The Institute will also explore opportunities to offer: ‘stackable’ courses and micro-credentials; senior (ministerial) leadership training; and new programmes in the areas of management and delivery.

Planned activities

a) Benchmarking and options study

In 2022, IIEP will complete an options study of its training offer, to consist of: (i) a review of its training programmes across all three offices, summarizing their quality, reach/audiences, effectiveness, cost drivers, and sustainability; (ii) benchmarking IIEP’s training against an agreed set of comparator organizations providing professional development to Ministries of Education (MoEs) and their partners; and (iii) consideration of strategic directions and options for the future, on how to address programme sustainability, quality, and changing demand, focusing in particular on defining IIEP’s core offer across offices.

b) Core training programmes in 2022

Regional Training Programme (RTP): IIEP Buenos Aires will implement its core programme, aiming for a full regional representation of participants, while increasing Portuguese-speaking participants in Latin America and Africa. Based on the 2021 needs assessment, the programme’s focus on educational planning will be further emphasized. In 2022, the RTP will undergo an impact evaluation using the Kirkpatrick model (previously used to evaluate the ATP and PSGSE programmes), to measure behavioural change (level 3) and organizational results (level 4).

Politiques sectorielles et gestion des systèmes éducatifs (PSGSE): IIEP Dakar will welcome the 15th cohort of trainees into this programme focusing on education sector analysis and management of education systems – in partnership with the Faculté des Sciences et Technologies de l’Éducation et de la Formation (FASTEF) of Université Cheikh Anta Diop de Dakar (UCAD). Based on recent evaluations of previous cohorts, the content, learning activities, delivery, and administrative aspects of the PSGSE training will be improved for delivery to a new cohort (the 16th in October 2022). The Dakar office will also explore delivering an English-language version of this programme (the “Sectoral analysis and management of education systems” [SAMÉS]) with Kenyatta University. Based on the decisions taken as part of the new MTS, the programme could launch as early as January 2023.

Advanced Training Programme on Educational Planning and Management (ATP): IIEP will not take in a new cohort in 2022, due to disruptions related to the pandemic and low numbers of funded applicants. The Institute continues to support the 2019–2020 ATP cohort, who will finalize the

programme by completing their tutored projects and final projects in 2022. The programme will return in a new more sustainable format in 2023, based on outcomes of the training study and the four-year training strategy developed in the first half of 2022.

Education Sector Planning (ESP): Nonetheless, the Institute will offer its ESP programme (the first-year modules of the ATP) online for free in 2022. Participants will have the opportunity to increase their competencies and will later be able to use the course credits to earn a full credential in the transformed ATP. The ESP programme has two parts, as follows:

- **Foundations of Education Sector Planning (ESP Part 1):** Consisting of five months of online learning, course work will include: analysis of basic features of countries' national education plans; identification of opportunities and limitations of policies to improve equitable access, quality, and governance; and the calculation and interpretation of education indicators, with special reference to educational planning tasks.
- **Applied Education Sector Planning (ESP Part 2):** Consisting of four months of online learning, this second component of the ESP positions sector work within the larger context of socio-economic development, demographics, and the evolving aid context. Course work will include the preparation of a synthesis report on the main education sector diagnosis results and the design of a multi-year programme including a monitoring and evaluation (M&E) framework and financing strategy.

c) Specialized courses and/or short courses

Specialized Courses Programme (SCP): Due to the ongoing COVID-19 pandemic, there are currently no plans to resume the face-to-face SCP in Paris; instead, courses will be offered online. The SCP provides specialized training in specific areas of educational planning and management over a short period of time (eight weeks online). Nevertheless, 2022 will see a diverse offering of online short courses, many through collaboration between offices.

Crisis-Sensitive Planning

- The Dakar office will offer an online specialized training course on “Using data and information for crisis-sensitive educational planning” in French, based on the English version implemented by the Paris office in 2021, with the funding from the European Commission’s Service for Foreign Policy Instruments (FPI) and developed and delivered in partnership with NORRAG.
- In 2022, the Buenos Aires office will offer, for the second time, its online course on “Crisis-sensitive planning” in Portuguese.

Gender responsive planning

- The Dakar and the Buenos Aires offices will collaborate to deliver, for the first time in Portuguese and Spanish, a short “Gender-responsive educational planning” course (SCGREP), funded by the Gender at the Centre Initiative (GCI) and based on courses delivered by Dakar in 2020 (in French) and 2021 (in English). In 2022, the French version will be again delivered, and the GCI Team will support development of their short in-country courses.

Early Childhood Education

- Given the high demand for training in this area, in the second semester of 2022 IIEP will organize a second edition of its MOOC (massive open online course) on early childhood education, in partnership with UNICEF and GPE.

Additional short courses offered with partner organizations include:

- “Inclusive education” (English), organized with UNICEF;
- “Mainstreaming alternative and non-formal education in education sector planning”, organized with UNESCO Institute for Lifelong Learning;
- “Digital policies” for lusophone countries (based on the Spanish version offered in 2020 and 2021), as well as the more contextualized Argentinian version;
- “Teacher policies” (Spanish), based on the updating work done during 2021;
- “Use of MICS data for the monitoring of SDG 4” (English and French), co-delivered with UNICEF.

Depending on financing and priorities in the new training strategy, further work may include: (i) a training course on quality management, based on a 2021 needs analysis and (ii) an online course on youth and adult education, with the civil society organization Campaña Latinoamericana por el Derecho a la Educación (CLADE).

d) Quality Improvements and Programme Improvements

IIEP is committed to ensuring that its training offer meets high quality standards. In 2022, it will submit one specialized course for external review, as well as the first part of the ESP (Foundations of Education Sector Planning).

Through professional development, the Institute will continue strengthening the digital skills of its staff to teach online. It will also further invest in its virtual campus (now used by all three offices) for online delivery of training programmes.

e) Partnerships with training providers

IIEP has a longstanding commitment to support national and regional training institutions working to support the development of educational management and planning capacity. In 2022, the Institute will work with the following institutions:

- National Institute of Education (NIE) in Cambodia, through the Education Sector Planning Programme. Two staff members will enhance their teaching skills by participating in the ESP, enlarging the pool of trainers teaching educational planners in Cambodia’s 25 provinces.
- A national training provider in Madagascar to reinforce national training capacities. This initiative, scheduled to be launched in 2020 but delayed due to the pandemic, will be part of a multi-year programme to strengthen the planning capacities of the Malagasy education system, of which activities will include developing a national training strategy and a programme to build a pool of qualified national trainers in the field of educational planning.
- IIEP, as a member of the Governing Board of the Caribbean Centre for Educational Planning (CCEP), will help the centre develop a training strategy serving the needs of educational planners in different countries of the Caribbean region.
- IIEP Buenos Aires will continue supporting a tailor-made virtual training on teacher professional development policies for technical teams of the “Escuela de Maestros”, the unit responsible for the continuous training of teachers and supervisory teams in the City of Buenos Aires.
- IIEP Dakar, through the PSGSE and SAMES programmes, has been developing partnerships with two renowned African academic institutions: Université Cheikh Anta Diop de Dakar (UCAD) in Senegal, and Kenyatta University in Kenya. These partnerships enhance the visibility and stature of IIEP Dakar’s training. They foster exchanges with regional academia, while participants accumulate credits that they can capitalize on for

advancing in their studies and career. The Dakar office is also in discussions with the International Training Centre of the International Labour Organization, with which it has co-led several trainings in recent years, to reinforce this partnership and develop further collaborative projects.

Technical cooperation

The 11th MTS calls for IIEP to step up its technical cooperation with Member States, to mitigate the impact of the COVID-19 pandemic and build resilience for future crises. In 2022 and beyond, this will involve not only responding to the ever-growing demand for IIEP's TC services, but also stepping up with a core country offer to help shape demand for longer-term country engagements, which would also include research, knowledge sharing, and training components.

Demand is expected to remain strong for IIEP support for sector planning and cooperation over the next four years. At the same time, the Institute will need to respond to new requests from Member States – for management guidance, support for better downstream M&E, and for approaches that involve South–South collaboration and exchange. And it will also need to adapt to changes in its funding ecosystem – including the new stream of capacity development funding for low and lower middle income countries, which is part of the GPE's new funding model, and its adoption of compacts rather than plans as a requirement for its support.

Based on its experience and recent evaluations, IIEP will aim to include a larger share of multi-year, integrated capacity development support projects in its TC portfolio, which blend training groups of MoE staff on specific planning and management tasks with technical support to country processes and products, such as ESPs and midterm reviews. The effectiveness of hybrid modalities for TC activities has been shown during the global pandemic crisis, and these will be further explored.

In 2022, IIEP will support eight education sector analyses and/or plan preparation processes, as well as four projects which focus on institutional capacity analysis, and three projects which support strengthened education data and/or educational management information system (EMIS) capacity. Six projects focus on quality management for improved learning, including those related to IIEP Dakar's quality management programme. It will also continue its important work on crisis-sensitive and gender-responsive planning, completing ongoing projects in Myanmar and Jordan, and on equity, through the GCI. In total, the TC portfolio includes a pipeline of 20 new projects.

Planned activities

The planned technical cooperation activities are listed below under each of the new MTS value clusters. In accompanying tables, small projects are defined as those with a budget below US\$ 100,000; medium projects are from US\$ 100,000 to US\$ 1 M, while large projects are over US\$ 1 M.

MTS value cluster #1: Planning, finance, data, and governance

This value cluster includes the largest number of TC projects: in the 2022 TC pipeline, 55% of projects are primarily found here. Projects vary in size but share a common focus on strengthening fundamental planning and management functions within educational administrations.

Figure 2. 2022 TC projects in value cluster 1

#*	Project	Lead IIEP Office	Project size
1.	Haiti: State building contract 2	Paris	Big
2.	Burkina Faso: EMIS support to the Ministry of Education	Paris	Medium
3.	Liberia: ESA and ESP	Dakar	Medium
4.	Somalia: ESP	Dakar	Medium
5.	Africa: Health and Well-being Education Indicators in EMIS	Paris	Medium
6.	Cambodia: Strengthening educational planning	Paris	Medium
7.	Community of Latin American educational planners on EMIS	BA	Small
8.	Costa Rica: Support to MoE	BA	Small
9.	RED – Networks of Specialists in Educational Policy of Latin America	BA	Small
10.	Haiti: Promoting an efficient education system	Paris	Medium
11.	Lesotho: Institutional analysis of ECE	Paris	Small
12.	Madagascar: Capacity development	Paris	Big
13.	Toolbox on institutional analysis	BA	Small
14.	South Sudan: Sector Capacity Development (ESA and ESP)	Paris	Big
15.	Togo: Support to implementing school mapping	Paris	Medium
16.	Chad: ESA, ESP	Dakar	Medium
17.	Côte d'Ivoire: ESA, ESP, simulation model	Dakar	Medium
18.	Democratic Republic of Congo: ESA	Dakar	Small
19.	Guinea-Bissau: ESA, JSR, and national forum for education	Dakar	Medium
20.	Mauritania: ESA	Dakar	Medium
21.	Jordan: Support to improve MoE M&E framework	Paris	Small
22.	Performance-based education budgeting with a gender lens	Paris	Medium

*Legend for section: ■ Green: ongoing projects; ■ Yellow: new projects.

MTS value cluster #2: Better management for improved learning

Low learning outcomes remain a central concern in many developing countries, despite efforts by governments to improve education quality over the past decades. It is legitimate to ask, therefore, whether the various analyses and diagnoses conducted to date have accurately identified the obstacles to effective action and how these might be overcome.

To answer these questions, IIEP Dakar set up a quality management (QM) programme in early 2018, ultimately to support country efforts to achieve the Sustainable Development Goal (SDG) 4 goal of quality education. This programme looks at the extent to which various actors' practices are relevant, coordinated, and oriented towards learning outcomes, and helps build roadmaps for quality education in eight partner countries. In 2022, it will increase awareness through

knowledge sharing and exchange, using existing programme results to reinforce QM practices. It will also aim to make its achievements sustainable, including by integrating recommended practices into the regular operations of MoEs regular. In another small but important project, the Buenos Aires and Paris offices will support the MoE in Guyana by strengthening capacities of regional and district education officers to develop, implement, and monitor school improvement plans.

Figure 3. 2022 TC projects in value cluster 2

#	Project	Lead IIEP office	Project size
1.	Burkina Faso: Human Resources Management project	Paris	Medium
2.	Namibia: Teachers: demand, supply, and management	Dakar	Small
3.	Regional project to support quality management (PMQEA)	Dakar	Big
4.	Paraguay: Technical assistance for teacher’s training	BA	Small
5.	Chad and Mauritania (G5 Sahel): Human Resources Management	Dakar	Medium
6.	Guyana: Support to school improvement planning	BA	Small

*Legend for section: ■ Green: ongoing projects; ■ Yellow: new projects.

MTS value cluster #3: Equity and resilience

IIEP’s equity and resilience portfolio supports MoEs to develop resilient education systems which are also inclusive to both girls and boys, as well as to learners with special needs and from displaced populations. It also aims to ensure that ministries have strong leadership capacities to plan and manage education with a gender perspective and in crisis settings.

Several TC programmes contribute to this objective. The GCI provides technical support to the GCI Alliance country members (Burkina Faso, Mali, Mauritania, Mozambique, Niger, Nigeria, and Sierra Leone) for conducting participative gender diagnostics of the education sector, ensuring ESAs and ESPs are gender-responsive, promoting the institutionalization of gender equity in MoEs, and supporting gender-responsive budgeting.

IIEP also boasts a strong portfolio of TC projects which focus on crisis-sensitive planning. These include projects that: promote the use of data and information for crisis responsiveness; explore the enabling and constraining factors for ministerial leadership in crises; and promote planning for the inclusion of refugees in national education systems, including through teacher management. IIEP also supports national authorities and their partners to embed risk analyses, policies, and costed programmes in ESPs and to develop contingency plan and risk management strategies. The funding cycle for much of IIEP’s crisis-sensitive planning work will conclude in 2022, making fundraising a key priority. Discussions are ongoing with the United Nations High Commissioner for Refugees (UNHCR), Education Cannot Wait, the European Union (EU), and other partners to this end.

Figure 4. 2022 TC projects in value cluster 3

#	Project	Lead IIEP office	Project size
1.	Implementation of professional development course for UNHCR staff	Paris	Small
2.	Myanmar: Joint Response Framework	Paris	Small
3.	EU-FPI: Education sector planning capacities for conflict prevention and crisis preparedness	Paris	Big
4.	Crisis-affected people on the move	Paris	Medium
5.	ECHO-funded action: EiE in rapid response mechanisms (RRM)	Paris	Medium
6.	Gender at the Centre Initiative (GCI) country support	Dakar	Big
7.	Institutional education information systems for data-driven EiE and resilience to crises	Paris	Medium
8.	Jordan: Crisis-sensitive planning	Paris	Medium

*Legend for section: ■ Green: ongoing projects; ■ Yellow: new projects

MTS value cluster #4: Skills and flexible learning pathways

IIEP's TC projects on skills and flexible learning pathways has historically been concentrated in Dakar, though demand for TC on higher education in general is growing in other regions.

IIEP Dakar's longstanding PEFOP (Plateforme d'expertise en formation professionnelle) project is scheduled to conclude in December 2021 (although with a possible extension to March 2022). Technical and vocational education and training (TVET) activities will remain in place, however, with ongoing support to CERFER (Centre régional de formation en entretien routier), funded by the African Development Bank, with the following objectives: (i) renovate the management and strategic steering tools; (ii) set up a system of prospects and monitoring of professional insertion of graduates (with a gender and inclusion perspective); and (iii) develop public-private partnerships for CERFER at national, regional, and international levels. IIEP Dakar will also sign an agreement with the West African Economic and Monetary Union (WAEMU), with funding from the SDC (Swiss Agency for Development and Cooperation), to support WAEMU to develop a vocational training programme in West Africa. The 12-year project includes a first phase of 2022–2024 (delayed from 2021 due to the pandemic).

Figure 6. 2022 TC projects in value cluster 4

#	Project	Lead IIEP office	Project size
1.	CERFER TVET project	Dakar	Medium
2.	Nigeria: STEM strategy	Dakar	Medium
3.	Togo: Skills mapping	Dakar	Small
4.	WAEMU vocational training programme	Dakar	Big

*Legend for section: ■ Green: ongoing projects; ■ Yellow: new projects

Strategic Objective 2

Member States access and use actionable knowledge on educational planning and management

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Research and development

IIEP's 11th MTS sees actionable knowledge as key to change in an evolving world. Under its new strategy, R&D will focus on knowledge synthesis and adaptation for its core audiences, and on harvesting and transmitting knowledge from its applied country-level projects and programmes.

In 2022, IIEP will complete the dissemination of research and tools developed under the 10th MTS. Additional plans for R&D will be developed, over the course of 2022, around the Institute's four new 'value clusters'. This R&D agenda will include a combination of Institute-wide flagship initiatives and projects that arise from external funding opportunities.

Planned Activities

a) Concluding 10th MTS Research and Development Activities

The year 2022 will be a year of transition. The first half of the year will see finalization and dissemination of outputs and practical tools from the 10th MTS, while exploring new R&D priorities for the 11th MTS (see Figure 7). The second half will see the launch of a four-year research agenda related to each of the four value clusters.

During the first semester of 2022, the findings from the major research projects will be translated into synthesis reports, policy briefs, and other products – including film and web-based resources – which will boost the capacities of education policy-makers and stakeholders to plan and deliver quality education. The Dakar office will disseminate the joint Continental Education Strategy for Africa of the African Union (CESA) & SDG 4 Continental Report, and the findings and methodologies developed under its youth employment programme, while also exploring the interest of other countries in the region to apply this methodology. A number of shorter-term country-focused projects, feeding directly into TC efforts, will also be finalized. Tools from the 2021 Hackathon, as well as the development cluster's project on geospatial data and the right to education, will be made available to planners in the coming months.

b) Developing the 11th MTS research and development agenda

To initiate planning and prioritization of knowledge generation and mobilization in the four value clusters, the Institute has formed cross-team and cross-office 'sprint teams' to give definition to the Institute's plans and activities for the coming four-year MTS period. These working groups will take stock of IIEP's past work in the value clusters, synthesize cutting-edge approaches and research from the wider education ecosystem, and suggest prioritized areas where IIEP should focus its R&D activities to better support its country work. In some areas, IIEP will need to take the lead in the synthesis of emerging knowledge and/or development of new tools. But in others, IIEP's goals will be to act as an 'honest broker' of existing evidence, knowledge, and tools, making it accessible to its audiences.

MTS value cluster #1: Planning, finance, data, and governance

Planning, better data, transparent governance, and finance underpin the effective functioning of any education system. Yet there is a clear gap between planning and plan implementation, which continuously raises questions about institutional capacities and appropriate planning methods

and levels. The COVID-19 pandemic has again brought effective planning and sound management to the forefront, as MoEs needed to rapidly organize for a redesigned education delivery.

Given its longstanding experience in planning, including micro-planning and data management, IIEP will continue to play a central role in reflections and debates on the future of planning. To this end, the Institute will launch a two-year programme comprised of public debates, a commissioned position paper, and a final publication on the theme “From Planning to Implementation: What policy-makers need to know”. This programme of work will draw on and synthesize cutting-edge research on the management capabilities and tools needed to address the gap between planning and delivery of results. Other possible areas for research include exploratory work on how digitalization can help renew management techniques and improve transparency and accountability in education, the transition from planning to budgeting, and revising household and government expenditure estimates with an equity approach.

MTS value cluster #2: Better management for improved learning

Education is a human right; yet there are approximately 258 million children and youth out of school, according to UNESCO Institute for Statistics data for the school year ending in 2018. Even before COVID-19, more than half of children in low- and middle-income countries were affected by learning poverty,¹ a figure projected to increase as a result of the pandemic.

For 2022, IIEP will focus on how to improve management capacity to ensure stronger learning outcomes for all children and youth. It will extend its work on professionalizing the administrative middle tier of the education workforce and on the use of social accountability to encourage more responsive educational systems. The Institute will also explore new avenues for improving management capacity, drawing on its own experience as well as new research.

MTS value cluster #3: Equity and resilience

IIEP’s work on crisis-sensitive planning will continue to focus on education for migrants and refugees, as well as leadership support in MoEs. Analysis of gender-risk factors and education responses for refugee populations, as well as learners with special needs, will also continue.

The GCI will continue research on gender norms and educational planning, early pregnancy and school dropout, and challenges and opportunities for female school principals in sub-Saharan Africa. Possible longer-term research includes decentralized planning and the co-design of education strategies at the local level with a special focus on inclusion, designing micro-planning tools to measure the impact of climate change on school-age populations, and skills for work and gender.

MTS value cluster #4: Skills and flexible learning pathways

Skills are a foundation for human and economic development. Yet, there is a known skills mismatch between educational output and labour market demand. Many countries face high levels of graduate unemployment, from both TVET and higher education, as more than 70 million young people of working age are still unemployed. With COVID-19, the situation has worsened as millions of jobs have been lost worldwide. In many low-income countries the important share of

¹ Learning poverty is defined as the share of 10-year-olds who cannot read a basic text with understanding.

youth not in education, employment, or training (NEET) calls for non-formal ‘second chance’ education.

Under the 11th MTS, IIEP Paris will continue to synthesize its research findings on flexible learning pathways, including the articulation of TVET and higher education, opportunities for the use of micro-credentials, and work-based and work-integrated learning. The Dakar office will continue its research on the implementation of TVET reforms in sub-Saharan Africa, youth employment, and the role of education in helping young people secure decent jobs, it and will extend its work on tools for skills needs assessment and forecasting in sub-Saharan Africa.

Figure 7. Planned 2022 research and development outputs

Research projects		
Office(s)	Project/Programme	Key Outputs
Paris & BA	Use of learning assessment data	Guidelines
Paris	Cities and Education 2030: Local challenges, global imperatives	3 policy briefs; Webinars with five city authorities; International webinar
Paris	Open government in education: learning from experience”	Synthesis report; Guidelines for decision-makers and managers
Paris	Flexible learning pathways	Synthesis publication; Paper on micro-credentials 4 policy briefs
Paris	Instructional leaders at the middle tier of education systems	Final synthesis; Research briefs; Dissemination webinar
Paris	Preparing for disability-inclusive sector analysis	Guidance tool; Virtual workshop
Buenos Aires	Access to university, technical secondary education, and hybrid educational models in Peru	Policy briefs
Buenos Aires	SITEAL portal	Statistical database of educational indicators; Database of educational policy and regulatory documents; Database of academic studies on educational policy; 19 country profiles on early childhood; 19 country profiles on education systems; 8 thematic regional reports
Buenos Aires	Thematic Dissemination Studies	8 Comparative analyses of education policies; 6 State of the art reports
Dakar	Political prioritization, institutional capacity, and financing for scaling up ECE programmes in SSA	Conceptual and analytical framework report
Development of tools		
Office(s)	Project/Programme	Key Outputs
Paris	Development initiatives	Hacking EDplanning Development Day
Paris	Capacity development in the area of integrity planning	Handbook on ethics and corruption in education Methodological guidelines on integrity assessments

Paris	Geospatial data	Tools for responsive microplanning and analysis of teacher deployment
Paris	Insights from school inspection reports	Semi-automated content analysis tool methodological guidelines
Paris	Planning to fulfil the right to education:	Guidelines and toolkit
Paris	Policy Toolbox	Content updates and site maintenance
Paris & Dakar	Rethinking national uniform academic calendars in sub-Saharan Africa	Policy paper and analytical tool
Paris & Dakar	Teacher management	Handbook
Paris	Flexible learning pathways	Operational guidelines

Knowledge sharing

The 11th MTS presents new opportunities for IIEP’s knowledge sharing function. In 2022, IIEP will create a new Knowledge Management and Mobilization team, which will not only refresh its global messaging and advocacy, but also ensure stronger engagement and knowledge exchange among the Institute’s key partners and audiences. Of particular importance will be planning a knowledge mobilization strategy that envisions investments in research, publications, knowledge portals and platforms, events, workshops and fora, and other forms of external communication – as opportunities for amplifying the use and circulation of knowledge and evidence. Knowledge sharing activities will be aligned with the new value clusters, with the aim of amplifying the knowledge and expertise drawn from IIEP’s training, TC, and R&D activities.

Highlights will include impact-driven stories and the launch of the second film in the documentary series “We Teach Here”, on IIEP’s research on teachers of refugees. In Latin America, project coordinators will write articles showing the human face of the Institute. Guidelines will be created for IIEP staff on social media, engagement with the media, and accessibility and inclusivity in knowledge products. Events will also remain an important occasion for the dissemination of new knowledge. The new centralized contact database (CRM) will help create customized outreach to IIEP audiences on specific topics and themes.

Planned activities

In 2022, IIEP will continue to refine its efforts to fully meet the needs of its primary audiences, based on the findings of an audience analysis in 2020–2021, which included current IIEP subscribers and key donors. New attention will be placed on reaching relevant new readers and users of the Institute’s knowledge products who can leverage their impact. The continuation of the audience analysis, together with the incorporation of data analytics, will lay the foundation for a new knowledge-sharing strategy for the Institute in 2022.

In Latin America, IIEP will launch a second needs assessment in 2022 to better tailor its offer to current needs and interests of Member States, concerning both capacity building (training and TC) and knowledge sharing (R&D and advocacy). The assessment will be based on the online questionnaire implemented at the end of 2020 and will be distributed widely in Latin America’s MoEs at both central and decentralized levels. A concrete strategy will be developed for the burgeoning R&D function in Dakar, with a particular emphasis on university partnerships.

Box 1. Telling IIEP's story: Refining and sharpening the core

The combination of COVID-19 and a new MTS provide an opportunity to reflect and refine what is IIEP's core offer, one which is both global and regionally relevant. This reflection will happen in close collaboration with IIEP's knowledge-sharing function and institutional communications team, to ensure that IIEP's services are well understood and strategically placed with regard to our audiences. This will include a defined case for investment for IIEP's work in Africa and a refreshed strategy for global training with the three IIEP campuses, both of which will be critical for fundraising. Greater focus will also be put on boosting internal communication processes to ensure a constant flow of internal information-sharing and to build a stronger team and cross-campus culture.

a) Digital development in 2022

Starting in 2022, IIEP will begin the development of the new institutional website. This central, online meeting place is envisioned to have a modular structure with sections devoted to publications and an alumni network for graduates of IIEP training programmes. Mobile friendly and with various language options, the new IIEP website will go live in 2023 and will ensure visual consistency throughout all IIEP communication channels. Concurrently, the website for IIEP Buenos Aires will undergo a graphical and textual update to align with the 11th MTS and will feature a map that systematizes information per country. The newly launched IIEP Dakar website will continue to evolve during 2022 with frequent new content, including short videos and multimedia.

Regional highlights

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2022 Highlights: IIEP Dakar

IIEP's 11th MTS maintains the Institute's commitment to focusing at least 50% of its overall portfolio of activities within continental Africa. IIEP's Dakar office plays a central role in achieving this.

In 2022, IIEP Dakar will continue to implement major programmes on TVET quality management, and gender-responsive planning. In addition, it will respond to country demand for technical assistance on sector planning and analysis, human resource management, and data and evidence systems. A key strategic objective for IIEP Dakar's TC work will be to expand its capacity development support for improved implementation of policies and plans, along with support for sub-sectors and other issues that have so far received little attention but whose development is needed to achieve the SDG 4 goals.

The relevance of the Dakar office's activities depends on better articulation between, on the one hand, TC, training, and R&D activities, and on the other, the various thematically focused programmes. In 2022, Dakar will play a key role in the development of the Institute's global training offer, while exploring avenues for expanding training programmes beyond French-speaking Africa. Dakar anchors IIEP's work on TVET, quality management, and the use of new data for educational planning. It will also play a critical role in extending IIEP's efforts to support regional and national training institutes, by developing partnerships and a network of African research and training institutions committed to improving management and planning capacity across the continent.

2022 Highlights: IIEP Buenos Aires

Building on its first-hand experience in Latin American and Caribbean countries and on its understanding of their education planning challenges and opportunities, the Buenos Aires office will expand its ability to respond to country capacity and TC needs, while continuing to build a strong network of policy-makers and planners in the region.

In training, IIEP Buenos Aires will further extend the reach of its RTP, increasing the participation of officials from both Brazil and Portuguese-speaking African countries in all training. For the first time, it will carry out an outcome review to measure the impact of the RTP (2018 and 2019 cohorts) at levels 3 and 4 of the Kirkpatrick scale. Based on the needs assessment of MoEs in the region carried out during 2021, the training offer for 2022 is a responsive one, focusing on the issues that are currently most relevant to Member States: digital policies, teachers, and crisis-sensitive planning. The Buenos Aires office will also collaborate with IIEP Paris and Dakar in the development and adaptation of two online courses, featuring a core shared content and specific adaptations to reflect the regional context.

In TC, Buenos Aires has a long-term goal of specializing in institutional analysis. An exciting new programme to support school improvement planning in Guyana will extend its work into the field of management for improved learning outcomes. During 2022, Buenos Aires will continue to strengthen its RED, Network of Specialists in Educational Policy of Latin America, as an effective mechanism to establish and nurture direct channels of communication with MoEs in the region. As part of its knowledge sharing effort, the office will focus on promoting the use of IIEP's knowledge production by positioning the SITEAL (Information System on Educational Trends in Latin America) portal in the region and making research results available in more accessible formats and via relevant channels for its audiences. In general, following a trend that began in 2020, the Buenos Aires office will promote its presence in the Caribbean region through TC projects with Member States and by encouraging the participation of government officials in events such as the 2022 Regional Policy Forum.

Governance and management

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Governance and strategic management

Governance

IIEP has benefited from strong and transparent governance, which includes an autonomous Governing Board. At the end of 2021, there will be a 50% turnover in IIEP Governing Board members due to normal rotations, and the Institute will also have a new Board Chair. Efforts will be made to ensure an early orientation of all new members, and to engage with them on key matters related to the improvement of IIEP's programmes and core country offer. Among the key areas foreseen for governance improvements in 2022 are an updating of IIEP's risk registry and improvements in its fiscal forecasting, specifically in the area of human resource management.

Operational effectiveness and management

IIEP will see a turnover in its senior management team in its Paris Office during 2022. A new senior management team should be in place by the middle of 2022, bringing new energy and capability to the organization. The Institute will continue to use financial modelling to ensure multi-year sustainability of the institute and to undergo an external audit of all its finances on an annual basis.

IIEP will make significant investments in IT, to ensure strong ability to deliver its programmes and work using distant and hybrid modalities. It will also extend its project management system, not only to monitor projects but also to plan staff time and allow for a better assessment of capacity to respond to new requests for programmes and projects. A new resource-management process will be launched to support the 11th MTS and facilitate cross-functional initiatives. Digital project workspaces are being deployed to support project managers in their daily activities, with state-of-the-art collaboration tools such as Kanban boards and task management. Efforts are also underway to enrich IIEP's CRM and to integrate training management processes.

In order to keep licence, maintenance, and user support costs in check, and in view of an ambitious new UNESCO-wide investment plan to revamp the Organization's core systems ("UNESCORE"), a careful appraisal of areas where IIEP can migrate and be supported by future UNESCO-wide platforms, and where Institute-specific solutions are best fit for business, will be undertaken.

Management of premises

IIEP continues to assume costs for the maintenance of the Paris and Buenos Aires offices, due to the cessation of agreements with host governments. Efforts to restart these agreements will be undertaken.

Staff from across the institute continued to work on the "Greening IIEP" initiative in 2021. Environmental and social sustainability has also been cultivated across IIEP projects and practices, through staff-led working groups.

Staffing and human resources

In 2022, IIEP will conduct a staff planning and talent mapping exercise to ensure that future recruitments and human resource plans secure the skills needed for the 11th MTS, while also maintaining a high degree of prudence and constraint. As discussed below, IIEP will need to carefully manage its staff complement to ensure sustainability.

Based on its October 2021 ‘rapid pulse’ survey of staff engagement and well-being, IIEP’s management team will work to better address staff requests for predictability and a more balanced and equitable workload. IIEP will develop a flexible work policy and continue to encourage and support staff professional development. Details of IIEP’s HR and recruitment plans are found in the Corporate Services Unit Appendix.

Finance and budget

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Finance and budget 2022

Overview

In the first year of the 11th Medium-Term Strategy 2022–2025, 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 Core Funding Programme also includes cost recovery from IIEP's Project Funding Programme (comprised primarily of recovery of staff costs).

The Project Funding Programme (previously termed “extrabudgetary” programme) will continue to be financed, through contracts, by voluntary contributions earmarked by the donor for specific projects or programme activities at national, regional, and global levels. Resources from project funding finance earmarked activities in IIEP Paris, Dakar, and Buenos Aires, including training fellowships

Resources from the Core Funding Programme are used to finance the three IIEP offices' core programmes and activities. They also are used to cover all staff costs (with the exception of four posts funded from a legacy project). The decision to fund staff costs was taken to improve stability and predictability for the Institute, complementing related measures including the IIEP's Stabilization Fund and operational reserves policies.

Two tables included at the end of this section provide an overview of IIEP's budget and finances for 2022:

- **Schedule 1-2022:** IIEP estimated resources in 2022.
- **Schedule 2-2022:** IIEP estimated expenditure in 2022.

Income and financial resources

The estimated financial resources and expenditure are combined in the Table 1-2022 **Statement of Resources and Expenditure for 2022** (p 34) for both the Core Funding and Extrabudgetary Programmes. This provides details of the appropriation lines of the 11th 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 = €0.835 for 2021, and US\$1 = €0.848 for 2022. Detailed information on resources is provided in **Schedule 1-2022** (p 35-36), while **Schedule 2-2022** (p 37-38) provides the details for expenditure. These two schedules include the resources and expenditure in-kind, as well as funds that are received as decentralized project funding from UNESCO Headquarters.

1) Core Funding Programme

- **UNESCO Financial Allocation:** The proposed UNESCO financial allocation to IIEP for 2022 amounts to US\$ 2,140,100, the same amount as in 2021.
- **Voluntary Contributions:** These contributions are for the Core programme and activities. IIEP's contribution agreements for Norway, Sweden, and Switzerland expire on 31 December 2021. The budget has been built on the assumption that Norway and Sweden will maintain their contributions, and Switzerland reduce its contribution by US\$ 1 M as communicated earlier this year. They amount to US\$ 13,650,353.

IIEP will continue to search for new sources of core funding, approach new funders, invest in fundraising, and explore new geographical areas. Core funding is essential for the future sustainability of the Institute.

- **Cost recovery:** Income from cost recovery is included as part of the Core Funding Programme. It has been estimated at US\$ 2,829,087 for 2022. 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; a total of US\$ 2,435,087, of which US\$ 285,783 are the administrative support costs levied on the projects implemented and managed by IIEP. Cost recovery from the annual training programme is estimated at US\$ 374,000.

2) Project Funding

In addition to the resources or reserves corresponding to the ongoing projects (roll-over) of US\$ 3,977,147, the estimated new resources for project funding amount to US\$ 7,028,870, which is income still to be received from such projects (e.g. Agence Française de Développement [AFD] for human resource management (HRM) and EMIS support in Burkina Faso; AFD for education quality management; Conseil de l'Entente for CERFER; EU support in Haiti; EU FPI and AFD support for the ESP process in Burundi) and income from new project agreements, which have just been signed or are likely to be signed (e.g. with Open Society Institute and the EU on technical assistance to the ESP implementation Committee in Haiti as a continuation of the current EU-IIEP project in the country; WAEMU to support the implementation of the Regional Programme for Vocational Training (PROFOR) in the West African Economic and Monetary Union area, with the support of the SDC, etc). It also includes US\$ 2.5 M of decentralized project funding from UNESCO, such as for the Education Cannot Wait project on “Strengthening institutional education management information systems for data-driven education in emergencies and resilience to crises”, the Madagascar Capacity development in educational planning, the HRM in G5 Sahel countries, and the South Sudan ESA and ESP projects.

3) Reserves

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 balance at the end of the year is estimated at US\$ 12,125,000.

Operating reserves are comprised of resources from prior years' surpluses and 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 from the Paris and Dakar offices. The current estimate at the end of 2022 is US\$ 9,667,137.

Once again, it is important to reiterate that these reserves are necessary to deliver all commitments taken to date with major funders and to deliver IIEP's programme in the next Medium-Term Strategy, as shown in the financial simulation below. Remaining reserves are earmarked for the implementation of specific activities and deliverables and represent the balance of funding as yet unused. They must be returned to donors if planned activities are not implemented. The estimation at the end of 2022 amounts to US\$ 3,918,453.

Expenditure

The Core Funding Programme expenditure for 2022 has been estimated at US\$ 19,991,656, of which US\$ 15,736,978 relates to the staff costs of the three offices and US\$ 4,254,678 to programme activities. These figures also include the programme activity of the three offices.

Programme implementation expenditure for the project funding is estimated to US\$ 6,839,170.

Data tables: Summary of income and expenditures in 2022

Figure 8. Table 1 - Statement of resources and expenditure for 2022

Core Funding and Project Funding Programmes	Estimated 2021				Estimated 2022			
	Core Funding Programme	Project Funding Programme	Inter-fund elimination	Total in Current \$	Core Funding Programme	Project Funding 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	15 612 468	-	-	15 612 468	13 650 353	-	-	13 650 353
III. Contracts								
Governments	-	470 618	-	470 618	-	716 248	-	716 248
Other	-	5 383 214	-	5 383 214	-	6 312 622	-	6 312 622
TOTAL, GENERAL INCOME	17 752 568	5 853 831	-	23 606 399	15 790 453	7 028 870	-	22 819 323
IV. OTHER INCOME								
Programme Support Funds ¹	2 513 157	-	(1 997 060)	516 097	2 435 087	-	(2 075 087)	360 000
Training Programme cost recovery ²	417 434	-	(290 778)	126 656	374 000	-	(264 000)	110 000
Miscellaneous Income ³	21 201	-	-	21 201	20 000	-	-	20 000
TOTAL, OTHER INCOME	2 951 792	-	(2 287 838)	663 953	2 829 087	-	(2 339 087)	490 000
TOTAL INCOME OF THE YEAR	20 704 359	5 853 831	(2 287 838)	24 270 352	18 619 540	7 028 870	(2 339 087)	23 309 323
EXPENDITURE								
10th (2021) & 11th (2022) Medium-Term Strategy								
I. PROGRAMME OPERATIONS								
Training (Line 1)	3 498 607	1 418 804	(354 402)	4 563 009	4 057 829	1 490 595	(656 069)	4 892 356
Technical Cooperation (Line 2)	4 461 746	3 516 681	(1 497 912)	6 480 514	5 105 402	4 167 139	(1 299 993)	7 972 547
Research and Development (Line 3)	3 261 867	1 718 614	(238 578)	4 741 903	3 727 494	1 156 472	(295 779)	4 588 187
Outreach and Advocacy (Line 4)	2 753 413	758 540	(196 946)	3 315 007	3 169 499	273 358	(87 246)	3 355 611
TOTAL, PROGRAMME OPERATIONS	13 975 633	7 412 639	(2 287 838)	19 100 433	16 060 224	7 087 564	(2 339 087)	20 808 701
II. GOV. BOARD, DIRECTORATE, CORPORATE SERVICES (Line 5)								
Governing Board	142 446	-	-	142 446	231 738	-	-	231 738
Directorate/Monitoring & Evaluation	583 453	-	-	583 453	779 944	-	-	779 944
Corporate Services								
General Administration	1 183 278	-	-	1 183 278	1 398 511	-	-	1 398 511
Information Technology	417 216	-	-	417 216	543 339	-	-	543 339
Staff Service Account	-	30 362	-	30 362	-	-	-	-
TOTAL, GOV. BOARD, DIRECTORATE AND CORPORATE SERVICE	2 326 393	30 362	-	2 356 755	2 953 532	-	-	2 953 532
III. INVESTMENT (Line 5)								
Staff development	301 318	-	-	301 318	345 597	-	-	345 597
Renovation of Building	201 520	-	-	201 520	208 792	-	-	208 792
IT Technology	378 470	-	-	378 470	423 512	-	-	423 512
TOTAL, INVESTMENT	881 307	-	-	881 307	977 901	-	-	977 901
TOTAL, EXPENDITURE I - III	17 183 333	7 443 001	(2 287 838)	22 338 495	19 991 656	7 087 564	(2 339 087)	24 740 133
EXCESS/(SHORTFALL) INCOME LESS EXPENDITURE	3 521 026	(1 589 169)	-	1 931 857	(1 372 116)	(58 694)	-	(1 430 810)
OTHER RESOURCES & RESERVES								
Liquidation of previous years' obligations	100 000	50 000	-	150 000	120 000	50 000	-	170 000
Transfer to the Stabilization Reserve Account ⁴	(658 888)	-	-	(658 888)	(701 069)	-	-	(701 069)
Reserves & Fund Balances on 1 January	8 658 183	5 466 316	-	14 124 499	11 620 322	3 927 147	-	15 547 469
TOTAL, OTHER RESOURCES & RESERVES	8 099 295	5 516 316	-	13 615 611	11 039 253	3 977 147	-	15 016 400
BALANCE AT YEAR END ALL MANAGED FUNDS⁵	11 620 322	3 927 147	-	15 547 468	9 667 137	3 918 453	-	13 585 590

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 Project Funding Progr.: 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\$ 489K); IIEP Buenos Aires (US\$ 42K) and IIEP Dakar (US\$ 170K) payrolls.

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

Figure 9. Schedule 1-2022. IIEP estimated resources in 2022 (Expressed in current US\$), page 1 of 2

Core Funding and Project Funding Programmes					
Source	2021 Estimated	Share %	2022 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	8,8	2 140 100	9,2	-
II. Voluntary Contributions					
France (AFD)	3 003 071	12,4	2 948 113	12,6	(54 958)
France (AFD GCI)	914 633	3,8	884 434	3,8	(30 199)
France (MOFA)	1 815 975	7,5	1 200 000	5,1	(615 975)
Norway	3 270 486	13,5	3 117 423	13,4	(153 063)
Sweden	2 288 598	9,4	2 278 041	9,8	(10 557)
Switzerland	4 319 704	17,8	3 222 342	13,8	(1 097 363)
Total, Voluntary Contributions	15 612 468	64,3	13 650 353	58,6	(1 962 114)
TOTAL, I & II	17 752 568	73,1	15 790 453	67,7	(1 962 114)
III. OTHER INCOME					
Programme Support Funds	2 513 157	10,4	2 435 087	10,4	(78 070)
Income from training	417 434	1,7	374 000	1,6	(43 434)
Miscellaneous Income	21 201	0,1	20 000	0,1	(1 201)
TOTAL, OTHER INCOME	2 951 792	12,2	2 829 087	12,1	(122 705)
TOTAL, INCOME CORE FUNDING (CF)	20 704 359	85,3	18 619 540	79,9	(2 084 819)
IV. PROJECT FUNDING INCOME (PF)					
Contracts - Governments					
Burkina Faso GHR	120 625	0,5	147 470	0,6	26 845
Burkina Faso EMIS	87 024	0,4	350 463	1,5	263 440
Burundi**	55 360	0,2	212 632	0,9	157 272
Ecuador*	51 145	0,2	5 683	0,0	(45 462)
Mauritania**	131 464	0,5	-	-	(131 464)
Namibia**	25 000	0,1	-	-	(25 000)
Total, Contracts - Governments	470 618	1,9	716 248	3,1	245 631
Contracts - Others					
Agence Française de Développement (AFD - Quality)**	1 958 994	8,1	1 500 000	6,4	(458 994)
Caribbean Development Bank (CDB)	48 000	0,2	12 000	0,1	(36 000)
Conseil de l'Entente (CERFER)**	84 714	0,3	127 071	0,5	42 357
Dubai Cares	43 095	0,2	86 351	0,4	43 256
Education for All/PEIC	51 360	0,2	-	-	(51 360)
European Union Haiti 2018-2021	-	-	333 207	1,4	333 207
European Union Haiti 2022-2023	-	-	140 000	0,6	140 000
European Union FPI	-	-	454 820	2,0	454 820
Education Development Trust (EDT)	2 425	0,0	-	-	(2 425)
Foundation ARCOR*	8 885	0,0	-	-	(8 885)
Foundation Open Society Institute (OSI)	80 000	0,3	100 000	0,4	20 000
Fundación Zamora Teran Buenos Aires*	3 106	0,0	-	-	(3 106)
International Organisation of Francophonie (Dakar)**	84 420	0,3	-	-	(84 420)
Network for Int. Policies & Coop. in Ed. Training (NORRAG)	75 646	0,3	-	-	(75 646)
Save the Children International (Dakar)**	381 858	1,57	19 198	0,1	(362 660)
Stiftung Auxilium Foundation/Porticus LA Consul. Ltda*	33 796	0,14	-	-	(33 796)

Figure 11. Schedule 1-2022. IIEP estimated resources in 2022 (Expressed in current US\$), page 2 of 2

Core Funding and Project Funding Programmes					
Source	2021 Estimated (1)	Share % (2)	2022 Estimated (3)	Share % (4)	Increase/(Decrease of (3) less (1) Amount (5)
UNESCO¹	1 516 612	6,2	2 511 080	10,8	994 468
UNICEF¹	570 050	2,3	451 895	1,9	(118 156)
West African Economic & Monetary Union (WAEMU)**	-	-	200 000	0,9	200 000
World Bank (PAR)	101 754	0,4	120 000	0,5	18 246
World Bank (BA)*	47 960	0,2	-	-	(47 960)
World Bank (Dakar)**	9 051	0,0	-	-	(9 051)
Fellowships & other funds					
Annual Training Program (Fellowships IBA)	64 644	0,3	50 000	0,2	(14 644)
Annual Training Program (Fellowships Dakar)	210 064	0,9	200 000	0,9	(10 064)
Staff Service Account	6 781	0,0	7 000	0,0	219
Total, Contracts - Others	5 383 214	22,2	6 312 622	27,1	929 408
TOTAL, CONTRACTS	5 853 831	24,1	7 028 870	30,2	1 175 038
V. Programme Support Funds (PSF) inter-fund elimination					
Programme Support Costs	(355 120)	- 1,5	(396 008)	- 1,7	(40 888)
Staff costs recovery & other	(1 932 718)	- 8,0	(1 943 079)	- 8,3	(10 361)
Total, Elimination - PSF	(2 287 838)	- 9,4	(2 339 087)	- 10,0	(51 249)
TOTAL, Project Funding INCOME	3 565 993	14,7	4 689 783	20,1	1 123 789
TOTAL, INCOME I - V, IIEP SPECIAL ACCOUNT	24 270 352	100,0	23 309 323	100,0	(961 030)
B. OTHER RESOURCES & RESERVES					
Liquidation of previous years' obligations, Core Funding Prog.	100 000	-	120 000	-	20 000
Liquidation of previous years' obligations, Project Funding Prog.	50 000	-	50 000	-	-
Transfer to Stabilization Reserve Account	(658 888)	-	(701 069)	-	(42 181)
<i>Transfer to Stabilization Reserve Account (5%)</i>	(652 713)	-	(701 069)	-	(48 356)
<i>Previous year interest on investment to the SRA</i>	214 656	-	-	-	(214 656)
<i>Adj. IBA Indemnities (G & N)</i>	(220 831)	-	-	-	220 831
Reserves & Fund Balances on 1 January, Core Funding Prog.	8 658 183	-	11 620 322	-	2 962 139
Reserves & Fund Balances on 1 January, Project Funding Prog.	5 466 316	-	3 927 147	-	(1 539 169)
TOTAL, OTHER RESOURCES & RESERVES	13 615 611	-	15 016 400	-	1 400 788
GRAND TOTAL, IIEP MANAGED FUNDS	37 885 964	-	38 325 722	-	439 759
C. IN-KIND CONTRIBUTIONS					
I. PHYSICAL FACILITIES					
Rental for the IIEP building/Paris	1 932 587	91,1	1 903 302	91,0	(29 285)
Rental for the IIEP building/Buenos Aires	132 000	6,2	132 000	6,3	-
Rental for the IIEP building/Dakar	56 180	2,6	55 391	2,6	(788)
TOTAL, PHYSICAL FACILITIES	2 120 767	100,0	2 090 693	100,0	(30 073)
D. RESOURCES DECENTRALIZED TO IIEP					
I. UNESCO DECENTRALIZED FUNDS					
Funds-in-Trust	103 416	100,0	-	-	(103 416)
TOTAL, DECENTRALIZED FUNDS	103 416	100,0	-	-	(103 416)
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	2 224 182	100,0	2 090 693	100,0	(133 489)
GRAND TOTAL	40 110 146	100,0	40 416 416	100,0	306 270

* Contributions to IIEP Buenos Aires.

** Contributions to IIEP Dakar.

¹ UN Family projects signed with the three IIEP Offices.

Figure 12. Schedule 2-2022. IIEP estimated expenditure in 2022 (Expressed in current US\$), page 1 of 2

Core Funding and Project Funding Programmes	2021 Estimated						2022 Estimated					
	Core Funding Prog. (CF)		CF Sub-total	Project Funding Progr. (PF)	Grand Total	Share %	Core Funding Prog. (CF)		CF Sub-total	Project Funding Progr. (PF)	Grand Total	Share %
	Staff	Activities					Staff	Activities				
A. IIEP SPECIAL ACCOUNT												
I. PROGRAMME OPERATIONS												
1. STRATEGIC OBJECTIVE 1: TECHNICAL COOPERATION AND CAPACITY DEVELOPMENT												
Training (Line 1)	2 996 033	502 574	3 498 607	1 418 804	4 917 411	20,0	3 341 230	716 600	4 057 829	1 490 595	5 548 424	20,5
Technical Cooperation (Line 2)	4 111 638	350 108	4 461 746	3 516 681	7 978 427	32,4	4 585 372	520 030	5 105 402	4 167 139	9 272 541	34,2
TOTAL, TECH. COOP. & CAP. DEVELOPMENT	7 107 672	852 681	7 960 353	4 935 485	12 895 838	52,4	7 926 602	1 236 629	9 163 231	5 657 734	14 820 965	54,7
2. STRATEGIC OBJECTIVE 2: KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING												
Research and Development (Line 3)	2 836 916	424 951	3 261 867	1 718 614	4 980 481	20,2	3 163 779	563 715	3 727 494	1 156 472	4 883 965	18,0
Outreach & Advocacy (Line 4)	2 087 298	666 115	2 753 413	758 540	3 511 952	14,3	2 327 791	841 707	3 169 499	273 358	3 442 857	12,7
TOTAL, KNOWLEDGE PRODUCTION AND KNOWLEDGE SHARING	4 924 213	1 091 066	6 015 280	2 477 154	8 492 433	34,5	5 491 570	1 405 423	6 896 993	1 429 830	8 326 822	30,7
TOTAL, I: PROGRAMME. OPERATIONS	12 031 885	1 943 748	13 975 633	7 412 639	21 388 272	86,9	13 418 172	2 642 052	16 060 224	7 087 564	23 147 788	85,5
II. GOV. BOARD, DIRECTORATE & CORPORATE SERVICES (Line 5)												
1. GOV. BOARD & DIRECTORATE												
Governing Board	128 888	13 558	142 446	-	142 446	0,6	143 738	88 000	231 738	-	231 738	0,9
Directorate/Monitoring and Evaluation	533 478	49 975	583 453	-	583 453	2,4	594 944	185 000	779 944	-	779 944	2,9
TOTAL, GOV. BOARD & DIRECTORATE	662 366	63 533	725 898	-	725 898	2,9	738 682	273 000	1 011 682	-	1 011 682	3,7
2. CORPORATE SERVICES												
General Administration	712 389	470 889	1 183 278	-	1 183 278	4,8	794 469	604 042	1 398 511	-	1 398 511	5,2
Institutional Information Technology	169 788	247 428	417 216	-	417 216	1,7	189 351	353 988	543 339	-	543 339	2,0
Staff Service Account	-	-	-	30 362	30 362	0,1	-	-	-	-	-	-
TOTAL, CORPORATE SERVICES	882 177	718 317	1 600 494	30 362	1 630 856	6,6	983 820	958 030	1 941 850	-	1 941 850	7,2
TOTAL, II: GOV. BOARD, DIRECTORATE & CORP. SERVICES	1 544 543	781 850	2 326 393	30 362	2 356 755	9,6	1 722 502	1 231 030	2 953 532	-	2 953 532	10,9
III. INVESTMENT (Line 5)												
1. INVESTMENT												
Staff development	208 567	92 751	301 318	-	301 318	1,2	232 597	113 000	345 597	-	345 597	1,3
Renovation of building	112 224	89 296	201 520	-	201 520	0,8	125 154	83 638	208 792	-	208 792	0,8
IT Technology	213 908	164 562	378 470	-	378 470	1,5	238 554	184 958	423 512	-	423 512	1,6
TOTAL, III: INVESTMENT	534 698	346 609	881 307	-	881 307	3,6	596 305	381 596	977 901	-	977 901	3,6
TOTAL EXPENDITURE I, II & III	14 111 126	3 072 207	17 183 333	7 443 001	24 626 334	100,0	15 736 978	4 254 678	19 991 656	7 087 564	27 079 220	100,0

Figure 13. Schedule 2-2022. IIEP estimated expenditure in 2022 (Expressed in current US\$), page 2 of 2

Core Funding and Project Funding Programmes	2021 Estimated						2022 Estimated							
	Core Funding Prog. (CF)		CF	Project Funding		Grand	Share	Core Funding Prog. (CF)		CF	Project Funding		Grand	Share
	Staff	Activities	Sub-total	Progr. (PF)	Total	%	Staff	Activities	Sub-total	Progr. (PF)	Total	%		
IV. PROGRAMME SUPPORT FUNDS (Inter-fund elimination)														
Programme Support Costs	-	-	-	(355 120)	(355 120)	-	-	-	-	-	(396 008)	(396 008)	-	
Staff costs recovery & other	-	-	-	(1 932 718)	(1 932 718)	-	-	-	-	-	(1 943 079)	(1 943 079)	-	
Total, Elimination - PSF	-	-	-	(2 287 838)	(2 287 838)	-	-	-	-	-	(2 339 087)	(2 339 087)	-	
TOTAL, EXPENDITURE IIEP SPECIAL ACCOUNT	14 111 126	3 072 207	17 183 333	5 155 162	22 338 495	100,0	15 736 978	4 254 678	19 991 656	4 748 477	24 740 133	100,0		
B. IN-KIND EXPENDITURE														
<u>PHYSICAL FACILITIES</u>														
Rental for the IIEP/Paris building	-	-	-	1 932 587	1 932 587	-	-	-	-	-	1 903 302	1 903 302	-	
Rental for the IIEP/Buenos Aires building	-	-	-	132 000	132 000	-	-	-	-	-	132 000	132 000	-	
Rental for the IIEP/Dakar building	-	-	-	56 180	56 180	-	-	-	-	-	55 391	55 391	-	
TOTAL, PHYSICAL FACILITIES	-	-	-	2 120 767	2 120 767	-	-	-	-	-	2 090 693	2 090 693	-	
C. EXPENDITURE FROM DECENTRALIZED FUNDS														
<u>UNESCO DECENTRALIZED FUNDS</u>														
Project Funding funds	-	-	-	103 416	103 416	-	-	-	-	-	-	-	-	
TOTAL, DECENTRALIZED FUNDS	-	-	-	103 416	103 416	-	-	-	-	-	-	-	-	
TOTAL, IN-KIND AND DECENTRALIZED FUNDS	-	-	-	2 224 182	2 224 182	-	-	-	-	-	2 090 693	2 090 693	-	
GRAND TOTAL	14 111 126	3 072 207	17 183 333	7 379 344	24 562 678	100,0	15 736 978	4 254 678	19 991 656	6 839 170	26 830 826	100,0		

Financial simulation and forecast

During the 59th session of the Governing Board, it was recognized that IIEP's marked growth in staff costs over recent years, while encouraged by demand from Member States, cannot be sustained without significant increase in the volume of voluntary contributions to IIEP's Core Funding programme.

The Executive Committee recommended in its 48th session to continue monitoring and updating the forecasts with a five-year forward perspective, ensuring the respect of the minimum requirement for operating reserves from 2021 onwards. The Board members encouraged the Director to approach new funders, invest in fundraising, and explore new geographical areas. (*RES 502/48 EXC*).

IIEP Management worked on new budget scenarios to ensure the Institute's sustainability throughout the entire 11th MTS. Staff cost projections were done with the Team Leaders, the finance team, and the Director in 2020, and need to be urgently updated. The results presented below reflect this earlier exercise.

The assumptions taken are that the current core funders will continue to support the Institute at its present level; however, some of the current agreements, such as with Switzerland, Sweden, and Norway, end this year; the amounts are shown in italics from 2022 as IIEP has not received confirmation of their support. Neither has IIEP received confirmation from the French Ministry of Foreign Affairs for 2022 funding at the time of writing.

Two different financial scenarios have been prepared, covering the period from 2020 to 2026 – one maintaining the current core funders, and the other assuming a decrease of 30% from three core funders. Both scenarios also assume that only essential recruitment for implementation of the 11th MTS will be approved and that IIEP's staff headcount will be frozen from 2023 onwards.

The scenario which maintains the current core funders shows that from 2025 the level of operating reserves will not respect the minimum requirement requested by the Board (equivalent to three months of the Core Funding Programme in any given year) unless significant new core funding is secured: US\$ 1,060,000 in 2025, and US\$ 2,780,000 in 2026 (see Figure 14). The second scenario assumes a decrease of 30% from three core funders and is found in Figure 15.

Figure 14. Financial simulation 1 – IIEP maintains current funding from its core donors

IIEP GLOBAL: Core Funding Programme (CF) Resources & Estimates (in US\$'000)	2020	2021	2022	2023	2024	2025	2026
CF Reserves & Fund Balances brought forward (on 1 January)	5 406	8 658	11 620	9 667	7 957	5 765	3 820
CF Income	18 671	20 704	18 619	18 248	18 248	18 248	18 248
<i>UNESCO Alloc. & Voluntary Contributions</i>	15 965	17 753	15 790	14 906	14 906	14 906	14 906
<i>UNESCO Allocation</i>	2 140	2 140	2 140	2 140	2 140	2 140	2 140
<i>Argentina</i>	70	-	-	-	-	-	-
<i>France AFD</i>	2 833	3 003	2 948	2 948	2 948	2 948	2 948
<i>France AFD GCI</i>	-	915	884	-	-	-	-
<i>France MOFA GCI</i>	1 086	1 211	-	-	-	-	-
<i>France MOFA (unearmarked)</i>	217	605	1 200	1 200	1 200	1 200	1 200
<i>Iceland</i>	6	-	-	-	-	-	-
<i>Norway</i>	3 070	3 270	3 117	3 117	3 117	3 117	3 117
<i>Sweden</i>	2 127	2 289	2 278	2 278	2 278	2 278	2 278
<i>Switzerland</i>	4 415	4 320	3 222	3 222	3 222	3 222	3 222
CF Other Income	2 706	2 952	2 829	3 342	3 342	3 342	3 342
CF Expenditure	(15 369)	(17 183)	(19 992)	(19 351)	(19 803)	(19 521)	(20 161)
<i>Staff Costs</i>	(12 802)	(14 111)	(15 737)	(16 071)	(16 679)	(16 936)	(17 576)
<i>CF Activities</i>	(2 567)	(3 072)	(4 255)	(3 280)	(3 124)	(2 585)	(2 585)
CF EXCESS/(SHORTFALL) Income less expenditure	3 302	3 521	(1 372)	(1 103)	(1 555)	(1 273)	(1 913)
<i>Transfer to the Stabilization Reserve Account (5% All IIEP Staff payroll + ULO liquidations)</i>	(50)	(559)	(581)	(606)	(638)	(672)	(707)
TOTAL IIEP Balance at year end: CF Managed Funds	8 658	11 620	9 667	7 957	5 765	3 820	1 200
Minimum Operating Reserve required (Res. 488 - 43EX/C 2016): 25% or 3 months of the Core Funding annual expense budget	3 842	4 296	4 998	4 838	4 951	4 880	5 040
Operating Reserves (Gap)	4 815	7 324	4 669	3 120	814	(1 060)	(3 840)
Core Funding Gap						1 060	2 780

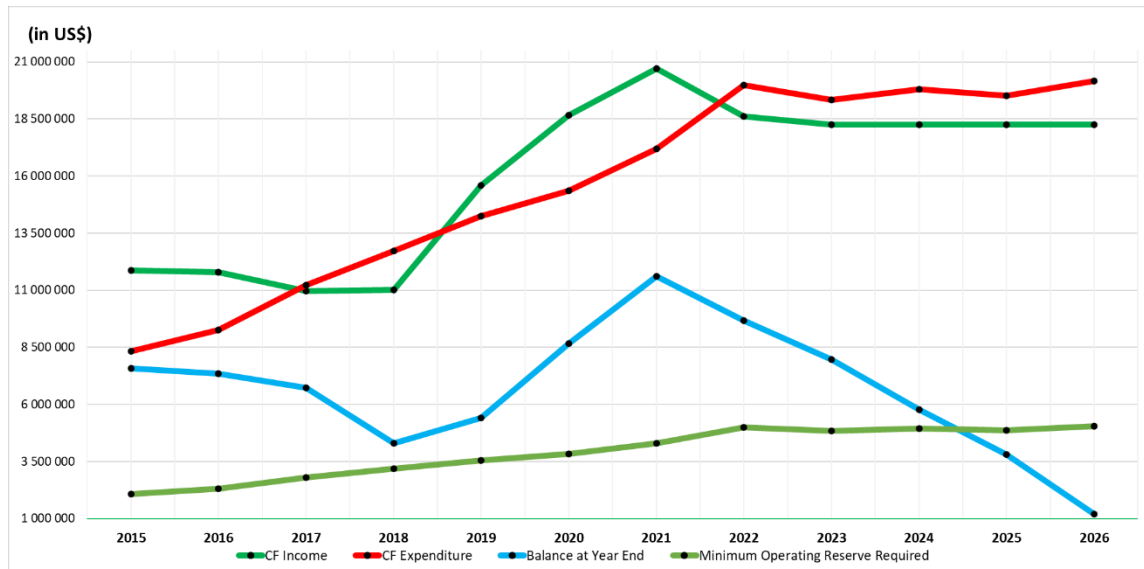
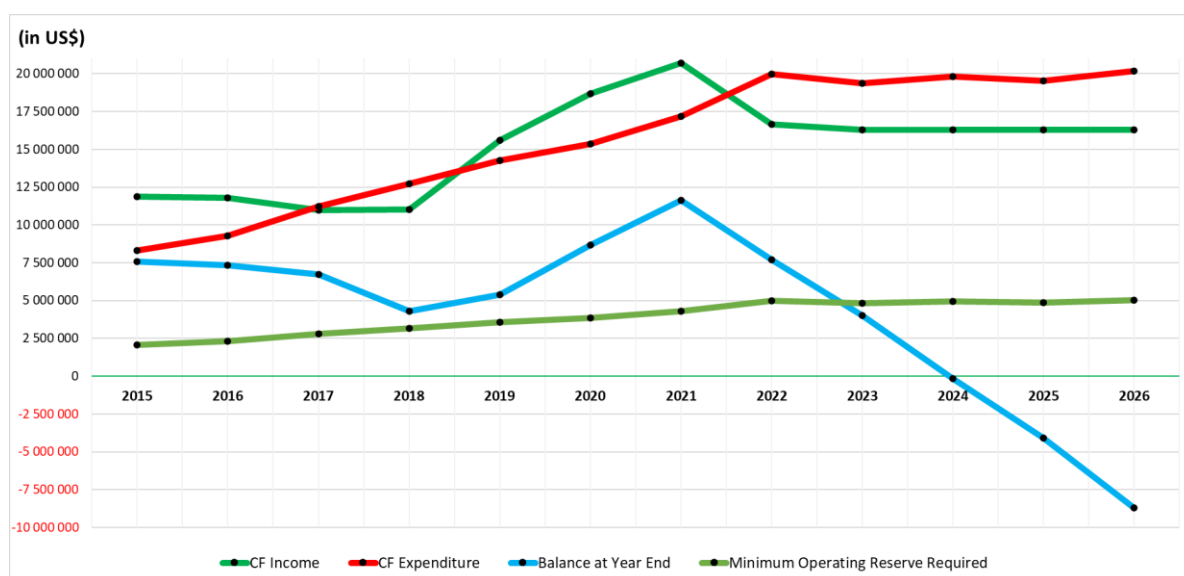


Figure 15. Financial simulation 2 – Core funding from three of IIEP’s core donors drops by 30%

IIEP GLOBAL: Core Funding Programme (CF) Resources & Estimates (in US\$'000)	2020	2021	2022	2023	2024	2025	2026
CF Reserves & Fund Balances brought forward (on 1 January)	5 406	8 658	11 620	7 688	4 000	(171)	(4 094)
CF Income	18 671	20 704	16 641	16 269	16 269	16 269	16 269
<i>UNESCO Allocation & Voluntary Contributions</i>	15 965	17 753	13 812	12 927	12 927	12 927	12 927
<i>UNESCO Allocation</i>	2 140	2 140	2 140	2 140	2 140	2 140	2 140
<i>Argentina</i>	70	-	-	-	-	-	-
<i>France AFD</i>	2 833	3 003	2 948	2 948	2 948	2 948	2 948
<i>France AFD GCI</i>	-	915	884	-	-	-	-
<i>France MOFA GCI</i>	1 086	1 211	-	-	-	-	-
<i>France MOFA (unearmarked)</i>	217	605	840	840	840	840	840
<i>Iceland</i>	6	-	-	-	-	-	-
<i>Norway</i>	3 070	3 270	2 182	2 182	2 182	2 182	2 182
<i>Sweden</i>	2 127	2 289	1 595	1 595	1 595	1 595	1 595
<i>Switzerland</i>	4 415	4 320	3 222	3 222	3 222	3 222	3 222
CF Other Income	2 706	2 952	2 829	3 342	3 342	3 342	3 342
CF Expenditure	(15 369)	(17 183)	(19 992)	(19 351)	(19 803)	(19 521)	(20 161)
<i>Staff Costs</i>	(12 802)	(14 111)	(15 737)	(16 071)	(16 679)	(16 936)	(17 576)
<i>CF Activities</i>	(2 567)	(3 072)	(4 255)	(3 280)	(3 124)	(2 585)	(2 585)
CF EXCESS/(SHORTFALL) Income less expenditure	3 302	3 521	(3 351)	(3 082)	(3 533)	(3 252)	(3 892)
<i>Transfer to the Stabilization Reserve Account (5% All IIEP Staff payroll + ULO liquidations)</i>	(50)	(559)	(581)	(606)	(638)	(672)	(707)
TOTAL IIEP Balance at year end: CF Managed Funds	8 658	11 620	7 688	4 000	(171)	(4 094)	(8 693)
Minimum Operating Reserve required (Res. 488 - 43EX/C 2016): 25% or 3 months of the Core Funding annual expense budget	3 842	4 296	4 998	4 838	4 951	4 880	5 040
Operating Reserves (Gap)	4 815	7 324	2 690	(838)	(5 122)	(8 974)	(13 733)
Core Funding Gap				838	4 284	3 853	4 759



Appendices to GB/4 Part II

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Corporate Services activities and Budget

2022 Activity Budget

The proposed activity budget for Corporate Services for 2022, for the three offices, is itemized as follows:

CORPORATE SERVICES		Expenditure types	Amount in US\$	
GENERAL ADMINISTRATION	BUILDING MAINTENANCE & SECURITY MANAGEMENT	Utilities	103 473	
		Cleaning Services	88 900	
		Maintenance and Repairs	238 263	
		Office Purchases	12 406	
		Sub-total Building Maintenance & Security Management	443 042	
	AUDIT	Audit Fees	55 000	
	MISCELLANEOUS	Contracts (insurance & consultant contracts, interns, staff missions, bank charges, etc.)	106 000	
	SUB-TOTAL		604 042	
	INSTITUTIONAL INFORMATION	TELECOMMUNICATIONS	Telephone & Internet Connection	122 100
		SOFTWARE LICENCES	Planview, CRM, Aurion, UNESCO HQ Licences, IIEP Dakar Licences	218 950
CONSUMABLES		IIEP Paris and Dakar	12 938	
SUB-TOTAL		353 988		
TOTAL CORPORATE SERVICES		958 030		

Corporate services unit (CSU)

The corporate services unit will assist management and the programme teams in the monitoring of programme activities and their implementation. In 2022, CSU will continue to work closely with the Director's office and will support IIEP sustainability through:

- Contributing to the development of a sustainable Human Resources strategy to accompany IIEP's Medium-Term Strategy.
- Improvement of the cost recovery process in order to maximize it, as it contributes to the "other income".
- Fundraising from French MoE to contribute to the building renovation.
- The review of standard costs.
- Supporting the improvement of budget preparation.
- Working closely with the Programme Management Office (PMO) to support project reviews.

The unit will also support and improve risk management through:

- Implementation of new guidelines and processes given by UNESCO and the external auditors.
- Introducing risk management into project management.
- Reinforcing and improving processes to avoid fraudulent actions.
- Workshops and/or training.

The corporate services unit also has the overall responsibility to ensure that IIEP's building is properly maintained and serviced in a cost-effective way, to ensure security in the building, and to manage all general services in an effective and planned manner.

Greening IIEP

The *greening IIEP* team will continue in 2022 to further advance in different areas to move toward a more sustainable and greener IIEP. The following priorities have been set:

- Ensuring climate-friendly events at and by IIEP.
- Institutionalizing greening management strategies: working together with the Director's office to include a KPI on Greenhouse Gas Emission.
- Adapting staff performance objectives to include institutionalizing environmental sustainability.
- Changing to a greener electricity provider; creating a vegetable garden, composting, organized by the City Hall.
- Closer cooperation with the offices in Dakar and Buenos Aires.

IIEP will report on the concrete actions taken in 2022.

Investment

	Expenditure types		Amount in US\$
	Staff Development	000	113
INVESTMENT	Building renovation	638	83
	Institutional Information Systems	958	184
	TOTAL INVESTMENT	596	381

IIEP plans to spend an activity budget of US\$ 113,000 on Staff Development and US\$ 232,597 in staff time. The total US\$ 345,597 represents a 15% increase compared to 2021.

Institutional Information Systems investments amounting to US\$ 184,958 include the finalization of the offsite replication project, and the purchase of computer equipment for all the three offices.

The building renovation budget of US\$ 83,638 includes the replacement of the frequency variator of the lifts, an electrical audit of the building, the finalization of the replacement of the batch and security entrance system, and the refurbishment in the auditorium's garden.

Institutional information technology and investments in IT

The current contract for the telephone system at IIEP Paris will be ending in 2022 and a project will be undertaken to replace it with a newer, more cost-efficient platform.

Work will also continue on the offsite replication with UNESCO Headquarters and the feasibility of hosting not just the data but also services considered to allow business continuity in case of catastrophic failure at IIEP.

Lastly, several important infrastructure components in Paris will be replaced, the core infrastructure in Buenos Aires rebuilt, and improvements will be carried out in Dakar.

The IT budget allocated in 2022 is US\$ 353,988 of which US\$ 218,950 will cover software licenses, US\$ 122,100 telecommunication costs, and US\$ 12,938 consumables.

Human resources management

a) Planned recruitment for 2022

The Human Resources team and the Chief Administrative Officer will work closely with the Director's Office with the aim to develop a sustainable Human Resources strategy to accompany the IIEP's 11th Medium Term Strategy (MTS).

Staff welfare will be at the centre of the Institute's priorities, following the results of the last staff survey and the current health crisis. IIEP's flexible work arrangements will be reviewed, noting that ongoing flexibility is seen by staff as a critical ingredient to work-life balance. Staff will have access to new training in related areas of effective project and time management, mindfulness and stress reduction techniques. As managers will need to learn how to lead effectively a hybrid team (telework/office), IIEP's senior management team will review and improve its management practices in 2022 to ensure a fairer allocation of work and greater attention to staff well-being.

Alongside these efforts, IIEP's talent needs to be aligned with the Institute's strategic objectives. We plan to work with hiring managers and IIEP's leadership to implement a coherent and effective talent sourcing strategy to bring in only the finest talent we can find on the market.

All three locations are actively resourcing their project teams as shown in the ongoing hiring actions in Figure 16 below. These recruitments will be completed in early 2022.

Figure 16. Staff recruitment in progress = 8

Location & Post	Grade	Team	Contract Type
IIEP Dakar Office = 6			
Education Policy Analyst (<i>replacement</i>)	P-3	Dakar	PA
Gender Sensitive Educational Policy Analyst &	P-3	Dakar	PA
Associate Research & Development Officer	P-2	Dakar	PA
Associate Education Policy Analyst	P-1/P-2	Dakar	PA
Associate IT Officer (<i>replacement</i>)	NO-B	Dakar	PA
Administrative Assistant (<i>replacement</i>)	GS-5	Dakar	PA
IIEP Buenos Aires Office = 2			
Deputy Coordinator -Training (<i>replacement</i>)	NO-B	IBA	PA
IT Assistant	GS-4	IBA	PA

Figure 17 shows positions which need replacement and Figure 18 those positions which will be newly created in 2022.

Figure 17. **Planned Recruitment in 2022 – Replacements = 15**

Location & Post	Grade	Team	Contract Type
IIEP-UNESCO Paris Office = 11			
Team Lead (Planning, Finance, Data & Governance)	P-5	TC	PA
Team Lead (Improvement in Learning Capacity)	P-5	TC	PA
Global Training Practice Lead	P-5	TEP	PA
Planning and Finance Officer	P-3	TC	PA
Strategic Partnership Officer	P-3	DIR	PA
Programme Specialist (Learning Designer)	P-3	TEP	PA
Associate Programme Specialist (Researcher on Higher Education)	P-1	R&D	PA
Executive Officer (<i>temporary replacement</i>)	SC-5	DIR	SC
Programme Assistant (<i>contract upgrade from SC/B to SC/3D</i>)	SC-3	TC	SC
Admin. Assistant (Portals, Refugee Project Support - <i>contract upgrade to SC/3E</i>)	SC-3	R&D	SC
Programme Assistant (<i>temporary replacement</i>)	SC-3	TC	SC
IIEP-UNESCO Dakar Office = 3			
Programme Specialist	P-4	DK	PA
Programme Assistant	GS-5	DK	PA
Administrative Assistant	GS-5	DK	PA
IIEP-UNESCO Buenos Aires = 1			
Content Editor	SC-3	BA	SC

Figure 18. **Planned Recruitment in 2022 - New Positions= 8**

Location & Post	Grade	Team	Contract Type
IIEP-UNESCO Paris Office = 4			
Chief Technical Officer	D-1	R&D /TEP	PA
Communications Coordinator	P-2	IS	PA
Associate Programme Specialist (Researcher on Teachers/Decentralization)	P-2	R &D	PA
Administrative Assistant (IT unit)	GS-4	CSU	PA
IIEP-UNESCO Dakar Office = 3			
Executive Officer	P-3	DK	PA
Associate Programme Specialist /Officer (Quality Project)	P-1/P-2	DK	PA
Administrative Assistant (Quality Project)	GS-5	DK	PA
IIEP-UNESCO Buenos Aires = 1			
Fundraising Officer	SC-4	BA	SC

b) Corporate Learning and Development Initiatives

In 2022 the Staff development activity budget proposed amounts to US\$ 133, 000, and staff time of US\$ 232,597. The total represents 1.73% of the core funding expenditure. As with the previous two years, we expect most of our learning to occur on-line, unless there is a dramatic shift in the current global health crisis.

In 2022, we will focus on enhancing the competency of teamwork at all levels. It is a conscious response to the known organizational phenomenon that lack of collaboration and teamwork among team members is a direct cause of poor workplace performance. We are allocating US\$ 21, 000 to a structured programme that enables IIEP staff to learn together, learn from shared experiences, and work to improve processes and systems.

IIEP will continue to collaborate with the coaching vendor, Ashridge-Hult. Coaching will shift to supporting IIEP's leadership as a collective rather than as individuals. Such a development space holds more potential when leaders come together to find to share lived experiences and find solutions to common challenges.

The Institute will also support individual training requests that help colleagues maintain and enhance IIEP's comparative advantage in educational planning and management. We have allocated US\$ 61, 000 to individual training in 2022.

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.