

**UNESCO**  
**INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING**  
**REPORT OF THE 47<sup>th</sup> SESSION OF THE EXECUTIVE COMMITTEE**  
**(Meeting, 25 June 2020, 1:00p.m.)**

1. The 47<sup>th</sup> session of the Executive Committee of IIEP's Governing Board took place on Thursday 25 June 2020, remotely. Participants in the meeting included:

**Executive Committee Members**

- Mr Nicholas Burnett
- Ms Nina Arnhold
- Ms Dina El Khawaga
- Mr Keiichi Ogawa

**IIEP Staff**

- Ms Suzanne Grant Lewis, Director
- Mr Paul Coustère, Deputy Director
- Ms Ana Terrer, Administrative Officer
- Ms Emily Stirnemann, Secretary of the Board
- Mr Dorian Gay, Executive Officer
- Ms Mariana Sarmento, Budget Officer
- Ms Alina Kleinn (for Item 5 only)

2. Ms Valerie Liechti and the Assistant-Director General for Education sent their apologies.

**Item 1 and 2** [Adoption of the Draft Agenda and Timetable \(Documents 47 EXC/1 and 47 EXC/2\)](#)

3. The Executive Committee adopted its agenda and timetable without amendment, as follow:

- Item 1 - Adoption of the Draft Agenda  
(Documents 47 EXC/1)
- Item 2 - Adoption of the Draft Timetable  
(Documents 47 EXC/2)
- Item 3 - Oral report of the Director
  - Recruitment of the new Director
  - Report of the first Finance and Administration Committee
  - Continued improvements to IIEP's Governance - new publication of Basic Texts in 2020 in English and in French
- Item 4 - Vacancies on IIEP's Governing Board as of close of session 2020, preparation of Nominating Committee
- Item 5 - Draft Concept Note for the 11th Medium-Term Strategy  
(Document 47 EXC/3)
- Item 6 - Draft Contribution of IIEP's Governing Board to UNESCO's MTS  
(Document 47 EXC/4)
- Item 7 - Adoption of the Agenda for the 60<sup>th</sup> session of the Governing Board (14&15 December 2020)  
(Document 47 EXC/5)
- Item 8 - Other matters - Adoption of Resolutions  
(Document 47 EXC/RES)

### Item 3. Oral Reports of the Chair and the Director

#### *Recruitment of the Director*

4. The Director presented the timetable. The new Director is expected to take up duty not later than 1 May 2021.

#### *Report of the First Finance and Administration Committee*

5. The Chair reported on the First meeting of the Finance and Administration Committee, held on May 14, and its report and recommendations.

6. The Members of the Executive Committee endorsed the recommendations of the first Finance and Administration Committee, insisting that future budgets should be elaborated according to scenarios compliant with IIEP's rule on required operational reserves for the entire duration of the 11th Medium-Term Strategy. The Committee noted that this kind of scenario would have a profound impact on program, to be discussed under Item 5.

7. The Members of the Executive Committee raised the feasibility of increasing fundraising efforts in a changing funding scene due to the pandemic. Priorities of donors are shifting. The Director recalled IIEP's funding scene with two funders signing for four years at a time, and one that is also multiple-year but on a different schedule. It is difficult to fundraise with a strategy in the making, however IIEP is keeping strong relationships with its core funders, and building trust with potential donors, such as Denmark and Canada, who are always recipients of IIEP's correspondence on strategy and orientations. The Director continues to make the case to UNESCO to apply a performance-based allocation to increase the allocation to IIEP.

8. To the Board Members' question on expected reduction of expenditure in the proposed scenario leading to a balance in 2022, the Director elaborated on IIEP's swift adaptation to the current context, and the change of mode of delivery along with the efficiency of this change. The main challenge is to maintain the level of service to Member States with less travel. IIEP is well positioned for a changing world because the work on crisis-sensitive planning is already being addressed in all three offices and the demand for this work is increasing. Structuring operations alongside the design of the next Medium-Term Strategy is relevant for better effectiveness. Further deliberation is being given to the justification for a residential annual course in Paris in its current format, and IIEP's Administration is looking into costs to inform the continued evolution of IIEP training offer. A combination of learning opportunities and knowledge sharing proved possible during confinement, IIEP having previously massively invested in online learning platforms.

#### **Resolution 498**

The Executive Committee,

**Having heard** the oral report of the Chair regarding the First Finance and Administration Committee,

**Appreciates** the elaboration of financial scenarios covering the end of the 10th Medium-Term Strategy and the entire 11th Medium-Term Strategy (2022-2025),

**Recommends** that the Director monitor and update the forecasts and convene a Finance and Administration Committee twice a year to inform the decisions of the Executive Committee and the Governing Board.

**Recommends** 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.

#### *Continued improvements to IIEP's Governance*

9. The Director reported that the IIEP Basic Texts have been updated in English, pursuant to the modifications decided at the 39th Session of the General Conference. A gender-neutral working document has been issued and sent to the full Board, cleared of obsolete texts. A bilingual publication of the Basic Texts will be available for the 60th Session of the Governing Board.

#### Item 4. Vacancies on IIEP's Governing Board as of close of session 2020 and preparation of the Nominating Committee

10. The Chair introduced the item, recalling that four positions had been filled in early 2020.

11. Three positions on the Board will be vacant at the close of the 2020 session. The Nominating Committee, composed of the Chair, Robert Jenkins, Dzingai Mutumbuka and José Weinstein, will convene in the fall. In the meantime, Board Members are requested to think about candidates to fill the Africa seat, the Arab seat, and one at-large seat, bearing in mind the priority for gender balance, which is a priority for the Board and the Organization. Formal requests will follow over the summer.

#### Item 5. Draft Concept for the 11<sup>th</sup> Medium-Term Strategy (Document 47 EXC/3)

12. The Deputy Director presented the document. The Chair expressed his congratulations on the straightforward language used in the document and the presentation, distancing itself from the traditional UN phraseology. Board Members were overall in agreement with the Draft Concept Note and made comments and proposals along the lines of the guiding questions of the presentation.

13. All members of the Executive Committee were in favour of citing Covid-19 in the introduction, as an overall explanation of the changes in delivery mode argued generally in the Concept Note. They stated that demand is changing and IIEP is proposing new responses, in order to adapt. However, it is a difficult situation, as the current state of uncertainty does not allow us to know if IIEP can plan a post-Covid-19 response or if the situation will last for several years. Funding from potential funders is being reallocated to Covid-19 responses, but there are opportunities for IIEP, which has long-standing knowledge in crisis-sensitive planning. IIEP is in an excellent situation to help governments and decision-makers through online learning, contingency planning, etc. Covid-19 should not necessarily appear in the document as a topic itself, rather, Committee Members proposed that it be part of the resilience topic, which will remain relevant for future crises. The document should, however, make stronger connexions to Covid-19, which creates an opportunity for IIEP to change its way of doing business; if anything Covid-19 is accelerating the pace at which IIEP must change in a permanent way its delivery mode with travel being less central, which also allows for a greener institution.

14. The Chair also insisted that the Concept Note pitch IIEP's role in a world in which funders are switching resources, and focusing their resources on health, on social protection. During the Finance and Administration Committee in May, one Board Member recalled how important it was to not talk about Education's intrinsic merits, but rather link Education to topics that are priorities for governments: labour markets and political stability. The Covid-19 situation is forcing changes in Education as well as in financing priorities of those who do or might fund IIEP.

15. The Director and the Deputy Director agreed with the Committee on the overall comments they made, that IIEP is able to respond more quickly than many to crises, and that resilience should be used in its initial precise definition. IIEP efforts to mainstream crisis-sensitive planning are advancing and IIEP is championing this with Headquarters, with good recognition. However, in IIEP's four-year strategy, everything must not be linked to Covid-19, but rather use Covid-19 as a stimulus for changing implementation methods.

16. In a more detailed discussion, on the content of the Draft Concept Note, the Chair raised concerns regarding the idea of a global institute with regional offices on five continents, and what the comparative advantages were. Committee Members did not express disagreement with this vision but questioned the going to scale in a difficult context for fundraising. The Deputy Director answered that opening regional offices would be a response to some aspiration from donors who have already indicated that they would help set up regional presence, as the examples of the Dakar and the Buenos Aires have proved very efficacious, and that reliance in Asia on the UNESCO Bangkok regional office has shown some limitations. For Arab States, language and context are important, and intervening from Paris only can also hinder appropriate levels of implementation.

17. The Members of the Executive Committee requested more information on the type of external consultations IIEP was to lead for the development of the Medium-Term Strategy, and agreed to all the following possibilities laid out by the Director: meetings with UNESCO regional groups, elaboration of

needs assessments, surveys, external evaluation of IIEP's research program in 2020, audience analysis study, training evaluations, Donors' Day.

18. The Members of the Executive Committee agreed with the current Roadmap and requested that the Draft Concept Note be presented at the 60th Session of the Governing Board with an annotated outline of the Strategy. The Board will then be consulted in full in the Spring of 2021 before final agreement by the Executive Committee toward the end of the first semester of 2021.

#### **Resolution 499**

The Executive Committee,

**Having reviewed** the Draft Concept Note for the 11<sup>th</sup> Medium-Term Strategy contained in Document 47 EX/3,

**Approves** the initial Draft Concept Note in the understanding that the proposed changes made by the Committee will be reflected,

**Invites** the Director to provide the final Concept Note, together with an outline of the Strategy itself, based on the guidance provided by this 47<sup>th</sup> session of the Executive Committee, as well as input and feedback retrieved through further consultation, to the 60<sup>th</sup> session of the Governing Board.

#### **Item 6. Contribution from the IIEP Governing Board to the Draft UNESCO MTS (*Documents 47 EXC/4*)**

19. The Deputy Director presented the item and the document, and presented his thanks to Mr Simone Cecchini, ECLAC, for his excellent contribution to the elaboration of the final document. The Chair and the Members of the Executive Committee echoed the thanks to Mr Cecchini for his contribution, and praised his commitment as a new Board Member.

20. Pursuant to a short discussion, the document will be amended in two different parts to reflect the request of one Board Member to put more emphasis on the Asia region, which was unintentionally omitted, and another of the Chair to take this opportunity to remind the UNESCO Education Sector and the Executive Board to make a step towards performance-based allocation of UNESCO's contribution to the Institute's finances.

#### **Resolution 500**

The Executive Committee,

**Having reviewed** the Draft Contribution from Governing Bodies to UNESCO's Medium Term Strategy at the request of the Working Group on Governance,

**Thanks** the Director for coordinating the responses from IIEP's Board Members,

**Approves** the Contribution as amended by the Committee,

**Requests** the Director to communicate the approved Contribution to the Executive Office of UNESCO's Education Sector.

**Item 7. Adoption of the Draft Agenda for the 60th session of the Governing Board  
(14-15 December 2020) (Document 47 EXC/5)**

21. The Executive Committee discussed the document. The following Draft Agenda will be presented to the Governing Board for its 60th session:

- Item 1 Adoption of the Agenda  
(Document 60 GB/1)
- Item 2 Adoption of the Timetable  
(Document 60 GB/2)
- Item 3 Adoption of the report of the 47th session of the Executive Committee  
(25 June 2020)  
(Document 47 EXC/REP)
- Item 4 Presentation of the Report and Recommendations of the Finance and  
Administration Committee (DD/MM/2020)  
(Document 2 FA/REP and 2 FA/RES)
- Item 5 Report of the Director on the activities carried out by IIEP in 2020 and  
on the Draft Operational Plan for 2021  
(Documents 60 GB/4 Parts I and II and 60 GB/4 Inf.)
- Item 6 Presentation of the Draft Concept Note for the 11th Medium Term  
Strategy and procedures for Board consultation on the Strategy  
(Document 60 GB/X)
- Item 7 Report of the Director on the Implementation of IIEP's Risk  
Management Strategy  
(Document 60 GB/X)
- Item 8 Continued improvements to IIEP's Governance  
TBC
- Item 9 Recommendations for appointment to the Governing Board  
(Document 60 GB/X)
- Item 10 Elections of Members to Governing Board Committees
- Item 11 Dates, venue and agenda of the 48th Session of the Executive  
Committee and 61st Session of the Governing Board
- Item 12 Other matters - Adoption of resolutions  
(Document 60 GB/RES)

**Item 7. Other matters**

22. The Executive Committee is not expected to reconvene in the fall before the Governing Board unless a major event occurs. Modalities and venue of the Governing Board will be discussed in September, according to host country prescriptions and guidance from Governing Board Members' duty stations.

23. The proceeding of this virtual meeting were recorded for reporting purposes and audio files will be destroyed once the report has been approved.

24. The 47th session of the Executive Committee was officially closed at 3:35 p.m. Paris time.