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International Institute
for Educational Planning

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**UNESCO
INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING**

**REPORT OF THE 60th SESSION OF THE GOVERNING BOARD
(Paris, 14-15 December 2020)**

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1. The Governing Board convened on 14 and 15 December 2020 by videoconference, with Mr Nicholas Burnett, as Chair.
2. In addition to the Chair, the following attended the 60th session of the Governing Board:

Members of the Governing Board:

Ms Nina Arnhold
Mr Simone Cecchini
Ms Dina El Khawaga
Mr Robert Jenkins
Ms Valérie Liechi
Mr Dzingai Mutumbuka
Mr Keiichi Ogawa
Mr Srinivas Reddy, who served on 14 December and was excused on 15 December¹
Mr Jean-Michel Séverino, who served on 14 December and was excused on 15 December²
Ms Rong Wang
Mr José Weinstein Cayuela

UNESCO representative

Ms Stefania Giannini, ADG/ED
Ms Astrid Gillet, ED/EO
Ms Anne Coupez, ED/EO, Unit for Strategic Planning, Monitoring, Institute and Field Coordination
Ms Vanja Gutovic, ED/EO, Unit for Strategic Planning, Monitoring, Institute and Field Coordination

IIEP personnel

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

3. The Chair of the Board, Mr Nicholas Burnett, opened the session by welcoming all Board members, ADG/ED as the representative of the Director-General, IIEP Management, and staff. The Chair introduced the new Governing Board members on the Asia Seat and on the Regional Economic Commission seat, respectively: [Ms Wang](#), Director of the China Institute for Educational Finance Research of the Peking University, and [Mr Cecchini](#), from the Economic Commission for Latin America and the Caribbean; he thanked them both for their impressive engagement and contributions to the Board in the first year of their mandate.
4. UNESCO's Director-General was represented at the meeting of the Governing Board by ADG/ED on Monday 14 December, who addressed the Board with welcoming words and participated in a short session of Questions and Answers, and by Ms Astrid Gillet, Executive Officer of the Education Sector, who addressed the Board and engaged in discussion on 15 December.
5. The Chair recalled that the report of the last session of the Board, Document 59 GB/REP and of the Executive Committee, Document 47 EXC/REP have been adopted by email, shortly after they respectively convened. Reports are uploaded to IIEP's website and are made public as soon as adopted

¹ Mr Reddy was consulted on the Resolutions of the Board and sent his approval for the whole set contained in Document 60 GB/RES, if no substantive change was to be recorded

² Mr Séverino was consulted on the Resolutions of the Board and sent his approval for the whole set contained in Document 60 GB/RES, if no substantive change was to be recorded

by the Board.

Item 1. and 2. Adoption of the Agenda and the Timetable

6. The Board adopted its agenda and timetable as follows, with an additional item proposed by the Chair, paying tribute to the Director for her last Board meeting and to two outgoing Board Members, Mr Mutumbuka and Mr Reddy Baki. The Approved Agenda reads as follows:

- Item 1&2 Adoption of the Agenda and Timetable
(Documents 60 GB/1 and 60 GB/2)
- Item 3 Welcoming words from Ms Giannini, ADG/ED
- Item 4 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 5 Presentation of the Draft Outline for the 11th Medium-Term Strategy
(Document 60 GB/5)
- Item 6 Presentation of the Report and Recommendations of the Finance and Administration Committee (3 December 2020) and Risk Management Strategy
(Documents 2 FA/REP, 2 FA/REC, and 60 GB:3)
- Item 7 Continued improvements to IIEP's Governance - change to Rule of Procedure 25
(Document 60 GB/6)
- Item 8 Recommendations for Appointment to the Governing Board
(Document 60 GB/7)
- Item 9 Elections of Members to Governing Board Committees
- Item 10 Dates, venue, Agenda of the 48th session of the Executive Committee
(Document 48 EXC/1)
- Item 11 Tribute to Ms Suzanne Grant Lewis, Mr Dzingai Mutumbuka, and Mr Srinivas Reddy
- Item 12 Other matters - Resolutions
(Document 60 GB/RES)

Item 3. Welcoming Words by the Assistant Director-General for the Education Sector

7. The Chair thanked the Assistant Director-General for the Education Sector (ADG/ED) for her presence and gave her the floor as representative of the Director-General. In her address to the Board, ADG/ED reminded us of the 1.6 billion children the pandemic driven out of schools, but she also insisted that 2020 was a year of resilience and solidarity. Institutions joined forces to respond to COVID-19 disruptions of education, and a new landscape of international partnership in education has been created.

Ms Giannini praised the Director of IIEP for her key role in bringing institutions together in the preparation and launch of the UNSG Policy Brief on COVID-19 and Education. She also thanked the Board for their contribution to the UNESCO strategy. Ms Giannini gave a short overview of the new strategy UNESCO is building for the period 2022-2029, stressing the importance of inter-sectorality, and acknowledging UNESCO's strength in this approach. She mentioned specifically IIEP's work on Gender Equality and Priority Africa. On the financial side, the ADG recognized the efforts of the Institute's management to put IIEP on a sustainable path. She expressed her commitment to support IIEP in securing core and soft earmarked funding. Lastly, she thanked IIEP's Governing Board for implementing the changes to IIEP's statutes approved by the 40th session of the General Conference, and for its commitment and contribution to making IIEP an increasingly important actor on the Education scene.

8. This address was followed by a Questions and Answers session, in which the ADG/ED answered several Board Members' questions: (i) regarding the current political changes in the United States, she explained that outreach efforts to the President-elect were being made, with short messages about the good reasons why the United States would benefit from rejoining UNESCO. While she said she hoped for their renewed commitment to multilateralism, she was cautious, reminding the Board of the membership arrears due if the United States were to rejoin the Organization; (ii) concerning the challenges triggered by the COVID-19 crisis to the Sector, the ADG/ED answered that, more than ever, it was indispensable to invest in Education, as there are increasing demands and needs in this sector. In order to make education systems more resilient, it is important to capitalize on innovations and to work in cooperation with the World Bank, Unicef, and other partners.

Item 4. 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.)

Report of the Director on 2020 activities and the 2021 Operational Plan

9. The Director introduced new leadership: the Head and Deputy Head of IIEP Dakar, respectively Mr Koffi Segniagbeto and Mr Luc Gacougnolle; the Head of the Training unit in Paris, Ms Mioko Saito; and the Program Specialist heading the Gender at the Center Initiative Technical Team, based in IIEP's Dakar Office, Ms Fabricia Devignes. The Director also announced that the Head of the Research and Development Unit in Paris, Mr Hugues Moussy, would separate on 15 January 2021, and thanked him for his many contributions. The recruitment for his replacement will be launched in February 2021 but the new Director will select the incumbent for that position.

10. The Director presented Document 60 GB/4 Part I, focused along three lines: the pivoting of IIEP during the COVID-19 pandemic, the continued efforts in Outcome reporting, and supporting decentralized levels.

The future of the Paris core training offer

11. Amidst the COVID-19 crisis, the future of the Paris offer was discussed during the Finance and Administration Committee on 3 December 2020 and again at the full Board Meeting. The Board Members collectively praised the excellent steering of IIEP by its management through the COVID-19 crisis, and raised the question of the way IIEP would operate in the future, given that travel is not foreseen to resume rapidly. The Director answered that, from a Management perspective, if any lesson is to be learnt from this crisis, is that communication is key. As for the impact on operations, IIEP quickly pivoted. The Paris office managed to safely return to home its Advanced Training Program participants in the spring of 2020, to shift its methods of delivery of training from face-to-face and blended to totally online. The Buenos Aires Office was already in a good situation since its offer was largely online already. The online forums and the knowledge sharing events that were launched during the COVID-19 crisis, will continue to grow. Regarding future operating modalities, needs assessments will be conducted to test the appetite and desires of IIEP's audiences and usual prospects, before any

definite solution is proposed.

Updates on IIEP Buenos Aires and IIEP Dakar and the integration of all three offices

12. Overall, Board members value the role of the two regional offices and took note of their specificities. They also perceived from Document 60 GB/4 and the presentations made by the Heads of Offices and the Director how all three offices complement each other's expertise. The Director explained that the COVID-19 crisis initiatives launched by IIEP and those in which IIEP was called upon by partners, like the UNSG Policy Brief, gave IIEP staff across offices more opportunities to interact. As a global institute, the Paris office is a central focal point, but cooperation and synergies across the Dakar and Buenos Aires offices are encouraged and stimulated. For instance the Buenos Aires office offers Lusophone trainings, to be offered to the six Lusophone African countries. Board Members discussed fields of work common to both regional offices, including the need for more intervention of IIEP regional offices at decentralized level, and the need for more transversal, inter-sectoral and multicultural approaches. The two Heads of Offices offered insights on work being done in Argentina, Colombia, Sierra Leone and Namibia, and the Head of the Dakar Office recalled the recent establishment of the GCI Unit for the mainstreaming of gender within IIEP's offer. Technical and Vocational Education and Training, as relates to employability, is another area covered by both regional offices, thus both were represented at the 2019 Montevideo TVET conference.

13. The Governing Board adopted Resolution 575 pertaining to IIEP's program.

Resolution 575 on 60GB/4 Part I and II

The Governing Board,

Having reviewed the Report of the Director on the Activities carried out by IIEP in 2020 and Operational Plan for 2021, Document 60 GB/4 Part I, Part II, and Information documents and **bearing in mind** the information conveyed in the Director's oral report,

Congratulates the Director and her staff on a strong third year of implementation of the 10th MTS, particularly the Institute's flexibility and responsiveness in terms of communications and new products and services to Member States that were developed during the COVID-19 crisis,

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

Recognizes the efforts of the Director and IIEP in expanding cross-office collaborations and strengthening monitoring and evaluation of results through an institute-wide strategy,

Acknowledges the progress in the further integration, complementarity, and subsidiarity between the IIEP Paris office and the two regional offices,

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

Further expresses its gratitude to the Member States, in particular France, Norway, Sweden and Switzerland, for their voluntary contributions to the Institute in 2020,

Approves document 60 GB/4 Parts I and II and Information documents as presented by the Director.

Item 5. Presentation of the Draft Outline of the 11th Medium Term Strategy

(Documents 60 GB/5)

14. The Chair introduced this item and Document 60 GB/5 which features the Outline of the 11th Medium-Term Strategy (MTS) of IIEP, requested by the Board in June 2020 at the 47th session of the Executive Committee, in Resolution 499.

15. The Chair gave a brief overview of the Outline, explaining it combined familiar elements with new proposals: the mission statement remains unchanged and the strategic objectives maintain the same spirit with its commitment to the support of the educational planning cycle, while emphasis is being shifted toward the educational management and implementation, policy advice, digital solutions and south-south collaborations and partnerships. The Chair pointed to a whole new section on how IIEP operates.

16. The Deputy Director presented Document 60 GB/5. Three points emerge from the Outline: (i) the emphasis on a broad thematic agenda that incorporates all SDG4 priorities from a planning and management perspective; (ii) compared to the 10th MTS, there is a greater precision in describing IIEP's specific role, its ways of working and comparative advantage; (iii) a section on enablers making IIEP resilient and agile responds directly to the request of the Executive Committee to take the COVID-19 pandemic as a forewarning to make IIEP more sustainable.

17. The Chair of the Governing Board gave the Executive Officer of UNESCO's Education Sector, Ms Astrid Gillet, the floor to provide context in terms of UNESCO's Medium-Term Strategy, whose preliminary proposal for the next eight years has been submitted to Member States. She presented a slideshow with the intentions of the Organizations to move towards more inter-sectorality. The Member States convene in January 2021 to guide the Secretariat on the proposal made. Ms Gillet heard the pleas of the Board's Finance and Administration Committee in the budget discussion to increase IIEP's funding allocation based on its high performance. She argued, with all figures available, that while IIEP is recognized as the star-performing institute, a readjustment between institutes is a struggle. The Education Sector is nevertheless committed to scale up the project funding for IIEP, and to include IIEP in its outreach to large partners like the European Union; IIEP would get its fair share, should funding be secured from this partner. Lastly, Ms Gillet extended her congratulations on the solid outline of IIEP's next MTS.

18. Board Members expressed satisfaction with the proposed Outline, and echoed Ms Gillet's congratulations on the credibility of the Document. They appreciated the shift towards measuring outcomes and impact.

19. The discussions evolved around the Key Performance Indicators (KPI) set out in the Annex of Document 60 GB/5. It was acknowledged by Board Members and by Management that the drafting was still at an early stage, and while some KPIs would slide from the 10th to the 11th MTS without a serious need for validation from the Board, others would probably be discussed more thoroughly.

20. The Director and her team reminded the Board that IIEP had a strong outcome oriented Monitoring and Evaluation (M&E) Plan and that the KPIs were only a part of these outcomes, which are measured every year. However KPIs alone do not capture the outcomes and impact of an institution. The Deputy Director assured the Board that the final document that will be presented will give the full picture of the monitoring and evaluation, rather than a narrow view on KPIs, which will nonetheless be available, as part of the M&E Plan.

21. The Deputy Director answered the question of one Board Member about the broader and long term consequences of the COVID-19 crisis on IIEP's operations. There will be a major transformation in Education as stated by another Board Member. IIEP will map together IIEP's Agenda, threading it in UNESCO's and the broader SDG4 Agenda. IIEP will make its best efforts to transcribe this change of era in Education. IIEP is speaking with Ministers of Education, and in planning for the next crisis – the nature of which remains unknown – while still struggling with the consequences of the current pandemic, it appears to IIEP Management that steering change in the right direction calls for IIEP to master and promote new tools and new digital solutions. IIEP is working closely with entities in UNESCO and the UN System to better coordinate the dialogue at country-level. IIEP is also a strong advocate of the facilitation of the dialogue between Ministries of Finance and Ministries of Education. As pointed out by one Board Member, knowledge and information should be made available, a gap lies

between the analysis, the plan and its implementation. The Deputy-Director committed to more support for plan implementation and education systems management in the next MTS. Regarding the global discussion on how the Education Partners will re-imagine Education that was mentioned by one Board Member, the Director acknowledged this was a fundamental question that IIEP, as an Institute of 130 staff, cannot take alone. IIEP will speak with UNESCO's voice.

22. It was commonly agreed that the document was drafted as an Outline and not as a first version of the Strategy. The Board requested to see future iterations. The full Board will be consulted and will give input to the Executive Committee, who will resolve on behalf of the Board in the summer 2021.

23. The Governing Board, in light of the above, adopted Resolution 580 below.

Resolution 580 on the Draft Outline of the 11th Medium-Term Strategy

The Governing Board

Recalling the Concept Note for the 11th Medium-Term Strategy as approved by the 47th session of the Executive Committee through Resolution 499,

Having reviewed the Outline for the 11th Medium-Term Strategy contained in Document 60 GB/5 requested by the 47th session of the Executive Committee through Resolution 499,

Invites the Director to provide the full Board, via virtual consultations, drafts of the Strategy itself, based on the guidance provided by 60th session of the Governing Board, as well as input and feedback retrieved through further consultation of staff and external partners, in view of its final presentation to the 48th session of the Executive Committee who will approve it, in close consultation with the full Board.

Item 6. Presentation of the Report and Recommendations of the Finance and Administration Committee and Report of the Director on the Implementation of IIEP's Risk Management Strategy

(Documents 2 FA/REP, 2 FA/REC and 60 GB/3)

24. The Finance and Administration Committee convened on 3 December 2020, ahead of the 14 and 15 December meeting to inform the decisions of the Board. They were presented with Documents 60 GB/4 Part II and 60 GB/3 by IIEP Management. The Administrator presented the update of the 2020 finance and the financial forecasts for the coming years.

25. In its report to the Full Board, under Document 2 FA/REP, reproduced below largely, the Finance and Administration Committee commented chronologically and the present report will follow this structure.

26. For 2020, overall, the Finance and Administration Committee Members were satisfied that the actions taken by management in 2020 ensured a positive financial scenario for the medium-term.

27. The Committee Members nevertheless raised several concerns and proposed different options to maintain the positive trend.

- They asked what explained the growth since 2012.
- They requested information about IIEP's management of the Argentinean inflation crisis, i.e. how the Institute managed costs and revenues and if the office experienced specific challenges.

28. The Director and her team answered that the hard decisions to reduce staff in 2013-2014 allowed for a change in structure and profiles of the staff in subsequent years. With guidance from the Board,

management embarked on a Growth Strategy from 2014 which led to a steady rebuilding of staff numbers through the 9th MTS and 10th MTS. Funders and Donors embraced the 10th MTS and the prudent efforts to balance immediate staffing needs with medium term sustainability of the payroll. Major donors increased their funding, including France which recently switched from project to core funding. While some efficiencies were gained, the workload is heavy since the growth in income and expenditure since 2014 was not accompanied by an equivalent staff count increase. On the specific challenges of the Buenos Aires Office of IIEP, the Director answered that in 2016 a new Head of Office was recruited for the first time from outside Argentina, and is currently operating a transition to reassert the office's geographical mandate. The office is changing its organization and contracts to stabilize the staff, and consequently staff costs have increased. These are now integrated in IIEP's budget, in US Dollars.

29. The Committee Members' main concern is the vulnerability of IIEP to a small pool of donors, who may re-orient their funding towards other sectors or institutes, as funding may shift towards Health. The Finance and Administration Committee Members recalled the importance of approaching the European Union in coordinating the strategic alignment of priorities, and one Board Member enquired about approaching funders in the Asia Region, such as Japan, Australia, and China, and IIEP should start looking into what would make an attractive offer for funders.

30. Answering the Members of the Committee on the stability of IIEP's funders throughout the COVID-19 crisis and the possible shift of ODA towards Health, the Director said that IIEP has been strongly involved with all international actors in the Education Community, and the message that has emerged is that a cross-sectoral approach has been endorsed. IIEP has been approaching many funders since its last consultation with donors (Canada, Iceland were mentioned), and IIEP's offer on public finance for education is currently being developed. The Director also elaborated on the Asia region and acknowledged it would be interesting to strategize with partners in that region on their needs. The Director thanked Ms Wang for offering to help guide IIEP's efforts. The Director and her team also explained that there will be more partnering with training institutions in the next MTS. IIEP is sharing with donors how beneficiaries are expressing the need to switch from diagnosis and analysis to plan implementation and management.

31. Looking towards 2021, the Finance and Administration Committee, reassured by the updated financial forecasts, recognized that the discussions intertwined with program discussions.

32. Without infringing on the substantive conversation that would take place at the Board Meeting on the Program for 2021, Members of the Finance and Administration Committee discussed the cancellation of the 2020/2021 session of the ATP. They requested more information on whether the current COVID-19 crisis will lead to new medium- to long-term ways of working that may impact our budget. Is IIEP able to imagine the types of organizational and financial evolution it may experience? Are additional investments needed? What are the budget implications? The proposed axes of discussions were the consequences of lockdowns on the work environment and how limited travel will impact the delivery of IIEP's services.

33. The Director answered that IIEP managed a swift turn around, thanks to its long-standing investments in new digital solutions and platforms, which allowed for commendable responsiveness in 2020. The crisis accelerated the need to have more modalities of training, including an adapted version of IIEP's flagship program, more blended learning offers, and offers adapted for sub-regional and national levels. IIEP is currently engaged in training needs assessments in Africa and in Latin America led by the Dakar and Buenos Aires offices. This will allow a better tracking of beneficiaries' appetite for face-to-face versus distance training.

34. The Members of the Finance and Administration Committee were concerned about staff welfare, especially in the current context. The Director reported on the two staff surveys conducted in 2020. She recalled that the majority of recruitments in 2020 were internal promotions. In addition, further IT

investment was provided to support telework, regular assurances were provided to anxious staff, and management conveyed the message of flexibility while staff were confined at home with their children. Staff well-being will continue to be monitored.

35. The full Board endorsed the report and the discussions emphasized the need to diversify the pool of donors, and to approach the private sector or NGOs. The Board also called on UNESCO Education Sector's representative to honour the recommendation of the UNESCO internal oversight unit to reward highly performing institutes such as IIEP by increasing their allocation. The Director and her team, answering general questions about the good ratio of Core vs Project funding, reminded the Board that a key performance indicator that IIEP set itself is between 1:1 and 2:1 ratio. The private sector and philanthropies target their funding and therefore, IIEP concentrates considerable effort towards bilateral partners and the European Union to secure non- and soft-earmarked funding to implement its program.

36. The recommendations of the Finance and Administration Committee were recalled at the Board meeting, in order to adopt the following resolutions, which were passed unanimously.

Resolution 574 on Risk Register

The Governing Board,

Having examined the updated Risk Register, contained in document 60 GB/3,

Appreciates the commitment of management in the monitoring of risks, including the changes and the updates made consecutively to the 59th Governing Board meeting,

Encourages the Director to monitor risk and risk mitigation actions throughout the 10th MTS, to update the Risk Register twice a year, and to factor in any new risks linked to the 2020 health crisis in the next MTS.

Resolution 576 Appropriation resolution 2020

The Governing Board,

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

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

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

A. Core Funding Programme

Appropriation Line

Amount in US\$

I. Programme Operations

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

Total Income and Other Resources Core Funding Programme**24 485 104**

Further taking note of the expenditure for the Extrabudgetary Programme, by appropriation line, and in view of the new contracts and available financial resources for 2020,

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

Appropriation Line	B. Extrabudgetary Programme	Amount in US\$
I. Programme Operations¹		
A. Training (line 1)		1 730 619
B. Technical Cooperation (line 2)		4 924 225
C. Research & Development (line 3)		424 444
D. Outreach and Advocacy (line 4)		231 859
	Sub-total I	7 311 147
II. Corporate Services		
E. Staff Service Account		11 761
	Sub-total II	11 761
III. Programme Support Funds		
F. Programme Support Fund Interfund eliminations		(2 235 448)
	Sub-total III	(2 235 448)
	Total Appropriation	<u>5 087 460</u>

Income and Other Resources

I. Contracts

Governments	1 022 777
Other	7 157 352
Sub-total I	8 180 129

II. Other Income

Programme Support Fund Interfund eliminations	(2 235 448)
Sub-total II	(2 235 448)
Total Income I & II	<u>5 944 681</u>

-

III. Other Resources

Liquidation of previous years' obligations	50 000
Reserves and Fund Balances on 1 January	3 664 086
Sub-total III²	3 714 086
Total Income and Other Resources Extrabudgetary Programme	<u>9 658 767</u>

¹ Includes Paris, Buenos Aires & Dakar programmes and activities

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

Resolution 577 Certified accounts

The Governing Board,

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

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

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

Resolution 578 Proposed budget 2021

The Governing Board,

Having examined the Draft Programme and Budget for 2021 contained in document *60 GB/4 – Part II*,

Applauds the integration of IIEP Dakar into the Core Funding Programme budget and,

Resolves that,

A. Core Funding Programme

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

Appropriation Line¹	Amount in US\$
I. Programme Operations	
A. Training (line 1)	4 060 721
B. Technical Cooperation (line 2)	4 928 534
C. Research & Development (line 3)	3 156 481
D. Outreach and Advocacy (line 4)	3 268 212
Sub-total I	15 413 948
II. Directorate and Corporate Services	
D. Governing Board	198 813
E. Directorate/Monitoring and Evaluation	921 358
F. General Administration	1 697 078
Institutional Information Technology	265 588
G. Investment	
Staff development	311 128
Renovation of building	110 991
IT Technology	357 296
Sub-total II	3 862 252
Total Appropriation	<u>19 276 200</u>

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

Income and Other Resources¹	Amount in US\$
I. UNESCO Financial Allocation	2 140 100
II. Voluntary Contributions	14 757 049
Sub-total I & II	16 897 149

III. Other Income

Programme Support Funds	2 759 462
Income from training	190 000
Miscellaneous Income	20 000
Sub-total III	2 969 462
Sub-total I, II & III	<u>19 866 611</u>

IV. Other Resources

Liquidation of previous years' obligations	30 000
Transfer to Stabilization Reserve Account	(436 217)
Reserves and Fund Balances on 1 January	8 845 560
Sub-total IV	8 439 343
Total Income and Other Resources Core Funding Programme	<u>28 305 954</u>

- (c) The Director is authorized to incur obligations during the financial period 1 January to 31 December 2021 up to the amount appropriated under (a) above.
- (d) The Director is authorized to accept and add to the appropriation approved under paragraph (a) above, subventions, contributions, grants, gifts or bequests, fees and miscellaneous income, taking into account the provisions of Article 3.2 of the Financial Regulations of the Special Account for UNESCO International Institute for Educational Planning (IIEP). The Director shall provide information on the amounts accepted to the Governing Board, in writing, at the session following such action.
- (e) The Director is authorized to make transfers between appropriation lines not exceeding 20 per cent of the total amount of the appropriation from which the funds are transferred.
- (f) The Director is authorized to make transfers between appropriation lines in excess of the percentage indicated in (e) above with the prior approval of the Governing Board.
- (g) In urgent and special circumstances, when an immediate action becomes imperative the Director may make transfers exceeding the percentage indicated in (e) above, but not exceeding the sum of US\$50 000, between appropriation lines, informing the Members of the Governing Board in writing, at the session following such action, of the details of the transfers and the reasons for them.
- (h) The Director is authorized, when the payment of expected funds is delayed for unforeseen reasons or circumstances, to transfer to programme costs the necessary funds from the Stabilization Reserve Account in order to ensure the continuation of programmes and projects, on the understanding that the amount so transferred be returned to the Account in the same financial period and/or, at the latest, during the ensuing two consecutive financial periods.

B. Extrabudgetary Programme

Takes note that,

- (a) The Director is authorized to receive funds or assistance in kind from governments, international, regional, or national organizations, governmental or non-governmental institutions and other bodies as well as from individuals, for the implementation of programmes, projects, or other activities consistent with the aims, policies, and activities of IIEP and of

UNESCO, and to incur obligations for such activities in accordance with the Regulations of the Special Account of the IIEP and/or the Regulations and Rules of UNESCO and the agreements made with the donors.

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

Appropriation Line	Amount in US\$
I. Programme Operations²	
A. Training (line 1)	1 381 075
B. Technical Cooperation (line 2)	4 684 682
C. Research & Development (line 3)	1 039 873
D. Outreach and Advocacy (line 4)	1 153 568
Sub-total I	8 259 198
II. Programme Support Funds	
F. Programme Support Fund Interfund eliminations	(1 840 451)
Sub-total III	(1 840 451)
Total Appropriation	<u>6 418 747</u>
Income and Other Resources	
I. Contracts	
Governments	1 010 414
Other	5 873 913
Sub-total I	6 884 327
II. Other Income	
Programme Support Fund Interfund eliminations	(1 840 451)
Sub-total II	(1 840 451)
Total Income I & II	<u>5 043 876</u>
III. Other Resources	
Liquidation of previous years' obligations	50 000
Reserves and Fund Balances on 1 January	4 571 307
Sub-total III³	4 621 307
Total Income and Other Resources Extrabudgetary Programme	<u>9 665 183</u>

¹ Includes Paris & Dakar Core Funding Programme

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

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

Resolution 579 on the financial sustainability of IIEP

The Governing Board,

Having examined Document 60 GB/4 Part II,

Having heard the Oral report of the Second Session of the Finance and Administration Committee,

Taking into account its Recommendation 3, which **recommended to the Governing Board at its 60th Session that** the Director continue to prepare and present for approval by the Board annual budgets that meet requirements on operational reserves through the medium-term, and that the Governing Board approve the budget as proposed in Document 60GB/4 Part II.

Acknowledges that the current forecasts are in conformity with Resolution 498 adopted by the 47th Session of the Executive Committee,

Invites the Director to continue to prepare and present for approval by the Board annual budgets that meet requirements on operational reserves through the medium term.

Item 7. Continued improvements to IIEP's governance

(Document 60 GB/6)

37. The Chair presented the document, recalling the resolution of the 40th session of the General Conference, and the changes to IIEP's Statutes that have been inserted, as well as the changes requested by the 59th session of the Governing Board, modernizing the language of the Texts. The Basic Texts are now [uploaded to IIEP's website](#) in an [interactive publication](#).

38. The change to the Rules of procedure requested at the 60th session of the Board should complete the modernization of the language and means of communication of the Board. The voting period contained in Rule of procedure 25 used to read 30 days. The Chair proposed to reduce the period by half, to a fortnight.

39. Resolution 581 was adopted according to the above discussions.

Resolution 581 on Governance

The Governing Board,

Having read Document 60 GB/6, the Basic Texts, and particularly the changes made to the Basic Texts and their Rules of Procedure, further to Resolutions 568 and 569 of the 59th Session of the Governing Board,

Having detected one additional obsolete phrasing pertaining to the period during which votes should be cast by correspondence in Rule of Procedure 25,

Requests that the Secretary of the Board proceed with the modification of Rule of Procedure 25 as follows: Votes shall be cast during a period of 14 (fourteen) days after dispatch of the motion.

Item 8. Recommendations for appointment to the IIEP Governing Board by the Director-General

(Document 60 GB/7)

40. The Chair presented the document explaining that the Nomination Committee had met in the fall for the replacement of Mr Mutumbuka and the possible renewal of Ms Dina El Khawaga and Mr Keiichi Ogawa. The entire procedure took place prior to the Board, including the Vote.

41. Resolutions 571, 572, 573 were adopted with a Vote without Meeting, along Rule of Procedure 25 of the IIEP Basic Texts. Board Members seeking renewal recused themselves on the resolution pertaining to their candidacy. That being said, the three resolutions were adopted unanimously. The recommendations were sent to the Director-General for her consideration.

Resolution 571 on document 60 GB/7, adopted prior to the 60th Session, by email

The Governing Board,

Having received the recommendation made by the Nominating Committee to fill the vacancy which will occur on the Board as a result of the expiration of the term of office of Mr Dzingai Mutumbuka (Zimbabwe)

Acting in accordance with sub-paragraph (f) of paragraph 1 of Article III of the Statutes, with paragraph 2 of the same Article and with Rules 6, 8, and 10 of the Rules of Procedure,

Recommends Ms Sara Ruto for appointment by the Director-General for a period of four years, which will begin at the close of the 60th session of the Governing Board (2020),

And **submits** its recommendation to the Director-General for approval.

Resolution 572 on document 60 GB/7, adopted prior to the 60th Session, by email

The Governing Board,

Having received the recommendation made by the Nominating Committee to fill the vacancy which will occur on the Board as a result of the ending of the first term of Ms Dina El Khawaga (Egypt),

Acting in accordance with sub-paragraph (f) of paragraph 1 of Article III of the Statutes, with paragraph 2 of the same Article and with Rules 6, 8, and 10 of the Rules of Procedure,

Recommends Ms Dina El Khawaga for appointment by the Director-General for a period of four years, which will begin at the close of the 60th session of the Governing Board (2020),

And **submits** its recommendation to the Director-General for approval.

Resolution 573 on document 60 GB/7, adopted prior to the 60th Session, by email

The Governing Board,

Having received the recommendation made by the Nominating Committee to fill the vacancy which will occur on the Board as a result of the ending of the first term of Mr Keiichi Ogawa (Japan)

Acting in accordance with sub-paragraph (e) of paragraph 1 of Article III of the Statutes, with paragraph 2 of the same Article and with Rules 6, 8, and 10 of the Rules of Procedure,

Recommends Mr Keiichi Ogawa for appointment by the Director-General for a period of four years, which will begin at the close of the 60th session of the Governing Board (2020),

And **submits** its recommendation to the Director-General for approval.

Item 9. Election of Members of the Governing Board to 2021 Committees

42. The Chair recalled the discussion that was initiated on 2 December 2020 by email.

43. The Governing Board elected the Members to the following three committees:

Executive Committee

44. In addition to the Chair, the Executive Committee will be composed of:

Ms Nina Arnhold
Mr Simone Cecchini
Ms Valérie Liechti
Mr José Weinstein

Finance and Administration Committee

45. In addition to the Chair, the Executive Committee will be composed of:

Mr Jean-Michel Séverino
Ms Rong Wang
Mr José Weinstein

Nominating Committee

46. In addition to the Chair, the Executive Committee will be composed of:
Mr Robert Jenkins
Ms Dina El Khawaga
Mr Keiichi Ogawa

Item 10. Dates, venue of the 61th session of the Governing Board, Draft Agenda for the 48th session of the Executive Committee

(Document 48 EXC/1)

47. The Governing Board will take place on Tuesday 14 and Wednesday 15 December 2021. The Governing Board approved the provisional agenda for the 48th session of the Executive Committee, which reads as follows:

- | | |
|--------|--|
| Item 1 | Adoption of Agenda
<i>Document 48 EXC/1</i> |
| Item 2 | Adoption of the Timetable
<i>Document 48 EXC/2</i> |
| Item 3 | Presentation of the Report of the F&A Committee and recommendations and Risk Register
<i>Documents 3 FA/REP, 3 FA/REC, and 48 EXC/3</i> |
| Item 4 | Adoption of the 11th MTS
<i>Document 48 EXC/4</i> |
| Item 5 | Oral report of new Director for fundraising for the 11 th MTS |
| Item 6 | Vacancies on IIEP's Governing Board at close of session 2021 |
| Item 7 | Draft Agenda for the 61st session of the Governing Board
<i>Document 61 GB/1</i> |
| Item 8 | General Conference presentations |
| Item 9 | Other matters - Adoption of Resolutions
<i>Document 48 EXC/RES</i> |

Item 11. Tribute to Ms Grant Lewis, Mr Mutumbuka and Mr Reddy Baki

48. The Chair introduced the Tributes to two Board Members Mr Reddy Baki and Mr Mutumbuka, and to the Director as an additional item on the Agenda at the beginning of the Board meeting on 14 December.

49. The Chair praised Mr Srinivas Reddy Baki warmly on his last Board, and thanked him for his valuable and esteemed contributions to the Board, and wished for continued dialogue between his institution and IIEP.

50. Ms Valérie Liechti, on behalf of the entire assembly, celebrated Mr Dzingai Mutumbuka and expressed the Board's gratitude to him for being an excellent fellow Board Member for the past eight years.

51. Vibrant and moving tributes were paid to the Director for her last Board by two former Chairs, Mr Wanner and Mr Fredriksen and by the current Chair. Her management was acclaimed and she was complimented for leaving the Institute in a better shape than when she arrived.

52. The Governing Board translated their homages into Resolutions 582, 583, and 584, which were adopted unanimously.

Resolution 582

The Governing Board,

Recalling Suzanne Grant Lewis's outstanding career at IIEP, from 2012 to 2021,

Noting that she is IIEP's first female Director,

Acknowledges her many contributions in increasing the profile of the Institute globally, strengthening IIEP's research and training, financial support and partnerships and assistance to Member States,

Expresses its deep appreciation of her incomparable contributions to IIEP's work in support of UNESCO's overall mission in the area of Education; particularly, **thanks** her for her continued efforts in pursuing the interests of the Institute, its mission, and its legacy,

Wishes Suzanne Grant Lewis every success in her future endeavors.

Resolution 583

The Governing Board,

Pays tribute to Dzingai Mutumbuka for his two mandates on IIEP's Governing Board,

Expresses its deep appreciation for his strong contributions to IIEP's strategic vision, from an educational and an economic perspective, and his participation on all of the Board's Committees,

Wishes Dzingai Mutumbuka every success in his future ventures.

Resolution 584

The Governing Board,

Pays tribute to Srinivas Reddy Baki for his mandate on IIEP's Governing Board,

Expresses its deep appreciation for his strong commitment, his numerous contributions, particularly related to skills and employability, and his valuable participation on Board's Committees,

Wishes Srinivas Reddy Baki every success in his future endeavors.

Item 12. Other matters – Adoption of resolutions

(Document 60 GB/RES)

53. Pursuant to the adoption of Resolution 566 on the guidelines on the Conflict of Interest policy at the 59th session of the Governing Board, Board Members were requested to send their personal declaration of interest.

54. All resolutions were adopted by the full Board with no objection³.

55. The Chair thanked the members of the Board for their presence and fruitful discussions, and the Director and her staff.

56. The Board ended at 4:07 p.m. on 15 December 2020.

³ See § 41 under item 8 for precisions on Resolutions 572 and 573