

Sixty-fourth session of the IIEP Governing Board
Paris, 12-13 December 2023

**Report of the 64th session of the
Governing Board**

64 GB/REP

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1. The IIEP Governing Board, chaired by Mr José Weinstein, convened on 12 and 13 December 2023, in person in Paris.
2. The following attended the 64th session of the Governing Board:

Members of the Governing Board

Ms Dina El Khawaga
Mr Robert Jenkins
Mr Albert Nsengiyumva
Mr Keiichi Ogawa
Ms Pauline Rose
Ms Sara Ruto
Mr Srinivas Tata
Ms Emiliana Vegas
Ms Rong Wang
Mr José Weinstein, Chair

Mr Jaime Saavedra attended sessions remotely.

Mr Máximo Torrero Cullen was excused.

UNESCO Assistant Director-General and Representatives

Ms Stefania Giannini, Assistant Director-General for Education
Ms Astrid Gillet, Chief of the Executive Office, Education Sector
Ms Anne Coupez, Executive Office, Education Sector
Ms Iaroslava Kharkova, Executive Office, Education Sector

IIEP personnel

Mr Martín Benavides, Director
Mr Pablo Cevallos Estarellas, Head, IIEP Office for Latin America and the Caribbean
Ms Therrezinha Kinkin De Jesus, Head *a.i.*, IIEP Office for Africa (IIEP Dakar)
Ms Emeline Mbonyingingo, Finance and Operations Manager
Mr Suguru Mizunoya, Head, Technical Cooperation Team
Ms Muriel Poisson, Head *a.i.*, Knowledge Management and Mobilization Team
Ms Beatriz Pont, Global Practice Lead
Ms Raphaëlle Brody, Strategic Partnerships Officer
Ms Fabricia Devignes, Programme Manager, Gender at the Center Initiative
Mr Thomas Poirier, Technical Cooperation Lead - IIEP Dakar
Ms Rahmatoulaye Samassékou, Board Secretary
Ms Emily Stirnemann, Executive Officer
Members of the Programme Staff

3. Quorum was reached.

Item 1 – Adoption of the Agenda and Timetable

4. The Chair opened the session welcoming Board Members and other attending parties; he thanked the Board Members for their presence.
5. The Board adopted its Agenda and corresponding Timetable, as follows:

Item 1	Adoption of the Agenda and Timetable 64 GB/1, 64 GB/2
Item 2	Welcoming words from the UNESCO Assistant Director-General for Education
Item 3	Welcome to new Board Members 64 GB/3
Item 4	Report of the Director, including an oral report on resource mobilization and on the status of the Buenos Aires and Dakar Offices 64 GB/4 Part I - Report of the Director on the Implementation and Outcomes of IIEP's 2023 Activities Part II - Report of the Director on the Operational Plan and Budget for 2024
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Item 6	Report on the implementation of the IIEP Global Training Strategy 64 GB/6
Item 7	Elections of Members to 2024 Governing Board Committees and of the Chair as at Close of the 64 th session
Item 8	Plans for future meetings 64 GB/8
Item 9	Tribute to outgoing Chair and Board Members
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Item 2 – Welcoming words from the UNESCO Assistant Director-General for Education

6. The Chair welcomed Ms Giannini, UNESCO Assistant Director-General for Education (ADG/ED), who attended remotely, as the UNESCO representative of the Director-General at the Governing Board Meeting.
7. Ms Giannini addressed her thanks to the Board and commended the Chair for his eight years of service on the IIEP Governing Board and his two years of chairmanship.
8. ADG/ED communicated UNESCO Headquarters' perspective of the relationship with IIEP indicating that the Institute is increasingly connected in the sector-wide collaborations at global and country levels. (i) At global level, ADG/ED shared recent synergies during the

COP28 which she and the IIEP Director attended and conveyed the success of this event with the Declaration of 40 countries committed to taking measures to adapt, mitigate and invest in climate change education. ADG/ED also mentioned the digital transition and how education is part of the solution. UNESCO has been leading on this topic since the Transforming Education Summit and IIEP plays a critical role at global level in capacity and policy planning, to translate these policies at country level. (ii) At country level, IIEP is viewed by the Education Sector as a strategic partner within UNESCO's overall role as grant agent to support Côte d'Ivoire Partnership Compact for the System Transformation Grant after the *États généraux pour l'éducation*. This is part of a new approach taken in presenting UNESCO's technical assistance to Member States. There used to be competition on the ground among UNESCO entities, and ADG/ED explained that the new track is more integrated, and the division of labour and mobilization of resources is clear and transparently reported to Member States.

9. ADG/ED exposed the global conference agenda for the upcoming years with UNESCO's participation in the Summit for the futures alongside the UNGA in September 2024, building on the SDG Summit, however not specifically dedicated to Education. Education will be better represented in the 2025 World Social Summit; UNESCO will be participating in the Global education meeting which will be hosted by Brazil, back-to-back with the G20 Meeting in November 2024.
10. ADG/ED's address was followed by a short session of questions and answers. The Chair opened the floor to the Members of the Board. Regarding internal repartition of funding and joint IIEP-UNESCO fundraising efforts, Board Members enquired about the return of the United States and how it would affect the UNESCO allocation to IIEP. ADG/ED answered that the horizon in coming years is that UNESCO has a more stable situation, and this will be reflected on institutes as well. UNESCO is confident that the next American elections will not overturn this contribution.
11. Board Members engaged in the discussions regarding the contributions institutes can make to the Education sector to build synergies and bridge challenges. The ADG trusts that this long-term discussion on how to avoid duplication will be useful and the trend is to encourage institutes to concentrate on their own specific mandate. The most important point is to use the assets each entity has to offer. Some grey areas with some overlapping layers will still exist, but they may be beneficial since some perspectives can be broader or different. Regarding external challenges of competing interests, ADG/ED reassured Board Members that UNESCO's coordination of the cooperation mechanism since Covid has led to a positive outcome with a good division of labour, and specific mandates for each agency.
12. ADG/ED concurred with the Chair's view that UNESCO's constitutional principle of bringing peace is ever more relevant, and the Organization is instrumental in including topics that were nonexistent fifty years ago, such as climate change, use of technology, and gender equality.
13. The Chair thanked the ADG for her address, her answers and for sharing the international agenda of 2024 and 2025.

Item 3 – Welcome to New Board Members

14. Two seats are available at close of the 64th session of the Governing Board.
15. Ms Rong Wang is available to serve a second term and is candidate to her own succession.
16. Mr José Weinstein's seat is vacant as of close of the 64th session of the Governing Board, and to replace him Mr Fernando Reimers was recommended to the Director-General for

appointment on the IIEP's Governing Board. Ms Emiliana Vegas noted that she had been one of those nominating Mr Reimers, and gave a brief introduction of Mr Fernando Reimers, including of his global perspective, his important network, and his comprehensive knowledge of the challenges Education systems encountered during the pandemic.

17. Board Members supported the nomination. In the future, they agreed it would be important to take account of whether those nominated were located in the regions they represent, and also to consider diversity of institutional representation in their recommendations to the Director-General to fill vacancies in the future.

Resolution 611

The Governing Board,

Having received the recommendation made by the Nominating Committee to fill the vacancies which will occur on the Board as a result of the expiration of the term of offices of Ms Rong Wang (China), and Mr José Weinstein (Chile),

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

Recommends Ms Rong Wang (China) and Mr Fernando Reimers (Venezuela) for appointment by the Director-General for a period of four years, which will begin at the close of the 64th session of the Governing Board (2023),

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

18. The Chair indicated that the Director-General's approval of the Board's recommendation contained in Resolution 611 had been received prior to the meeting of the Board.

Item 4 – Report of the Director, including an oral report on resource mobilization and on the status of the Buenos Aires and the Dakar Offices

19. The Director presented his Report on the Implementation and Outcomes of IIEP's 2023 Activities linking it to his Operational Plan and Budget for 2024. The presentation was followed by a session of questions and answers between Board Members and the Director.
20. The session of questions and answers was followed by presentations by IIEP staff of (i) IIEP's key technical cooperation projects and seven projects were presented in more detail: IIEP's core work on ESAs and ESPs with a) a highlight on the work done in Yemen, b) a spotlight on IIEP's new program on Public Financial Management, 3) an overview of the first phase of the GCI project and the plan for its second phase, 4) the innovative projects linking research and technical cooperation to design tools, methodologies and guidelines, using data to improve planning, 5) a focus on how IIEP is integrating the support for the implementation of TVET Policies in its activities of the Dakar Office, 6) a point on Crisis-Sensitive Planning and its imbrication in education sector resilience to ensure equitable and inclusive education, with particular focus on climate change adaptation, on inclusion of refugees in national education systems, and supporting ESPs in crisis context, including in their implementation, 7) a brief panorama of IIEP's portfolio in supporting GPE Partnership compacts with the examples of Guyana and Côte d'Ivoire. Technical discussions arose, engaging Board Members and staff. Board Members were interested in the contexts in which IIEP intervened and some more managerial and systemic aspects were discussed in depth, such as the criteria for acceptance of projects or use of consultants. (ii) IIEP's initiatives on research and academic partnerships. Board

Members were interested in the way IIEP envisioned its research and made proposals for its framing, and in the amount of public goods that were produced and how they were interlaced with training and technical assistance lines of work of IIEP.

21. The Board Members and the staff engaged in conversations opening the reflection on how to carry out IIEP's work. It was altogether agreed that a longer session of exchange with staff on specific projects would be worthwhile at the next session of the Board.
22. In his strategic presentation, the Director called the Board's attention to the delivery of the 11th Medium-Term Strategy (MTS) through four strategic axes: (i) reframing IIEP's technical offer through refining its support to countries and partners in policy development and implementation, and Monitoring and Evaluation, reorganizing its offer around its six thematic priorities; fostering innovation and renewing its foresight efforts to stay abreast of new trends and become a learning institution, and better highlighting of IIEP's added value, (ii) fostering staff wellbeing and engagement, encouraging frequent dialogue, optimizing priority assignment to high-impact activities, promoting collective face-to-face activities such as staff retreats, redefining roles and responsibilities to help decongest work and recruit staff through project funding (iii) positioning IIEP's presence working on improving the sharing of IIEP's expertise and resources and better integration of all IIEP offices, drawing on the regional expertise that is available, and lastly (iv) by expanding relationships with core donors and diversifying funding sources.

Report on the status of the Dakar Office

23. The Director detailed the strategic priorities for the IIEP Office for Africa, explaining that the Office had undergone structural changes and is also relocating to UN premises. The priorities for IIEP's Office in Dakar are (i) to capitalize on major projects it has led such as the TVET and the Quality Management projects, (ii) to implement GPE funded system strengthening system in Côte d'Ivoire, and (ii) to ensure the implementation of a second phase of the Gender at the Centre Initiative (GCI) to mainstream gender issues in IIEP's work, and (iv) to strengthen IIEP's work in Anglophone Africa.

Report on the status of the Buenos Aires Office

24. The Director then turned to the strategic priorities for the IIEP Office for Latin America and the Caribbean, where drawing on the discussions led on the occasion of IIEP's Office in Buenos Aires, Management is working towards (i) generating a diversified portfolio of funding sources and strategic alliances, (ii) involving the Office in the Latin American agenda with more participations in ministerial meetings, (iii) making the Office the focal point for the design of technological solutions, expanding its successful experience of the Network of Specialist (known as RED), and (iv) strengthening IIEP's presence in the Caribbean and by responding to specific country requests for capacity building.

Report on IIEP's resource mobilization

25. The Director gave a brief overview of IIEP's resource mobilization efforts in 2023: France's Ministry of Foreign Affairs announced a new multi-annual support to IIEP for 9 Million Euros in core funding for the period 2024-2027, IIEP is also diversifying its funding sources with exchanges with foundations such as the Jacobs Foundation and the Aga Khan Foundation, and is advancing negotiations with bilateral agencies such as the Italian Agency for Development Cooperation (AICS i.e., Agenzia Italiana per la Cooperazione allo sviluppo) and the Foreign Commonwealth and Development Office (FCDO). The Director explained why the first Key Performance Indicator (KPI) of the 11th MTS related to multi-year funding was not achieved in 2023 and gave an initial indication that this KPI may not be met throughout the medium term, because satisfying the requirement would mean signing seven new multi-annual projects in 2024 and 12 in 2025, which is not feasible with IIEP's staffing structure. IIEP's financial situation is sound throughout 2025 and the KPI result, does not reflect adequately the Institute's current financial setting.

26. The Director reported generally on the results' framework, and the Key Performance Indicators. While some are attained, others will be calibrated throughout the medium term to illustrate some shifts IIEP intends to make. He showed IIEP's portfolio by region, by function, and by share of portfolio. Key Performance Indicator 3 labelled *Share of IIEP's Portfolio that is at least gender-responsive* was not met whereas the first phase of GCI will soon be completed, and a second phase is being funded as of 2024. Gender-responsive policies are now being mainstreamed and incorporated in IIEP's activities. Another unmet result concerns KPI 5 related to participants' attendance to IIEP activities in all three functions (i.e., Training, Technical Assistance, and Knowledge mobilization): the disaggregation by function gives different pictures to show how each group of participants is engaged with IIEP activities. IIEP will continue to monitor its 11th Medium-Term Strategy, with the ambition to describe and justify discrepancies and show an accurate picture of the impact of its activities.
27. The Chair opened the floor to Board Members, who articulated their comments around several concordant themes. They collectively commended the evolutions of integration of all IIEP's offices in all lines of work and appreciated the efforts towards achieving south-south cooperation.
28. One Board Member made a semantic comment about the characteristic of IIEP's sixth priority *Ensuring skills for the future and the transition to work*, considering the transition to work seems disconnected from other priorities and the verb *ensure* may be beyond IIEP's control; the Director agreed that careful thought will be given to strong language used in the sixth priority, and assured the Board Member that the transition to work was considered as transversal system perspective.
29. Several Board Members understood the challenges linked to achieving satisfactory results regarding gender equality, since female staff in administrations is already below parity. In addressing gender mainstreaming in IIEP's work, Board Members praised the progress and expressed their own difficulties in implementing such an important subject. They suggested that any new project be declined by Management if it were gender-unaware. The Director indicated that he would take steps to ensure that all new projects be at least gender-sensitive (Gender Equality Marker Level 1).
30. Broader conversations among several Board Members concerned the criteria for IIEP to accept or decline projects, and what strategy was envisaged by IIEP to cover the Asia and the Pacific region. The Director explained that there were processes in place to make sure new projects answer IIEP's mandate, financial requirements of cost recovery, and due diligence. IIEP's priority countries are guided by the 11th Medium-Term Strategy, which the Director is committed to deliver, and whose results' framework guides the portfolio of countries e.g., approximately 75% of the portfolio should be dedicated to Continental Africa and IIEP is currently meeting this requirement. IIEP also has long-standing relationships with Cambodia and Jordan. IIEP is speaking with the Japanese Development Agency (JICA) about cooperations in the Asian region, and is exchanging with ANTRIEP, a network of training institutions in Asia, to renew the partnership, and hand over training to build institutional capacity, as suggested by a Board Member.
31. Regarding the criteria to accept projects, Board Member were interested in those that had been applied when declining projects and queried why IIEP did not recourse to consultants. The discussion that took place at the F&A committee about the 15 unmet demands in 2023 was recalled. These were not met due to staff capacity. Board Members queried why IIEP did not staff consultant on projects to meet these demands. IIEP argues for a balance between internal expertise and external contracting. The Finance and Operations Manager underlined that to deliver on more projects, IIEP's staffing was short of at least 5 mid-level staff, and it was difficult to rely on consultancies which require internal management and limit staff cost recovery. As requested by Board Members, an

information note will be provided at the next session of the Executive Committee on IIEP's contracting strategy.

32. Board Members acknowledged the number of activities carried out throughout the year and listed in the plan for 2024; they were attentive to how all functions fed into each other.
33. In the discussion about framing IIEP's programme to sharpen its impact, Board Members encouraged Management to report drawing on stories from Alumni. The Director stated the difference between the Annual Report which is a strategic results report in the framework of a Medium-Term Strategy and IIEP in Action which is a document produced by the Communications team of IIEP with the aim of sharing stories and showing long-term impact.
34. Some Board Members questioned the Research function *per se*, stating that IIEP may have a better added value as a training and technical assistance institute rather than a research institute, and while a certain level of research is desirable to draw lessons from work to generate knowledge, IIEP may recentre its research on what its comparative advantage contributes to. The Director argued that, on the contrary, his vision of IIEP is that of a learning and foresight institute, with a seat at the table to shape the global agenda, and an applied research function to enhance its training, teaching, and technical assistance. The Head of Knowledge Management and Mobilization *a.i.* also emphasized that the function is the *management of knowledge* notably through applied research, with a systematic definition of audiences at different levels – decision makers and planners, academics and students, and civil society organizations. Board members agreed with a focus on applied research and proposed that this focus be made more explicit.
35. On another level, Board Members proposed that criteria for partnerships with Academia be reflected upon, and Management agreed that they would be systematized. One Board Member proposed to include organizations that have developed niche expertise in research and evidence creation that are not necessarily Universities in the said partnerships. Board Members also questioned the process and criteria for establishing MOUs with Universities and suggested this is made clearer. They also encouraged partnerships with universities in countries that IIEP supports.
36. Some Board Members questioned the number of publications produced annually and requested a classification by type and audiences. The Head of Knowledge Management and Mobilization *a.i.* answered that the publication plan involved new formats, reduction of numbers and standardizing quality assurance mechanisms across the three offices. Whilst the number of publications seems high, several are short papers produced quickly to serve their audience timely. One Board Member encouraged the involvement of youth in new trends and topics such as the digital transition. Board Members encouraged collaboration in the next GEM Report to increase IIEP's visibility. The Director raised the creation of a transversal innovation task force in 2024 to provide flexible responses to current issues.
37. Several Board Members echoed this call for coalition and opened the conversation about partners in IIEP's fundraising efforts targeting different Agencies and Organizations, such as the World Bank or the European Commission, which seemed absent from the scene. They requested to be appraised of the organizations IIEP is in discussion with and what type of support the Institute is looking for. It would also be useful for Board Members that IIEP shows the links and connections with partnering organizations such as GPE, which is being approached several times a year by IIEP offering strategic support for implementation in countries. The list of conferences IIEP staff attends is an interesting source of information, as many are held in Africa. Board Members requested more information and focus on these conferences in the future. The Director answered that the

World Bank and the European Commission were being approached under UNESCO Education Sector's guidance.

38. Board Members were altogether very satisfied with the fundraising levels at IIEP, and the Chair summarized that IIEP was no longer in a critical situation, and the discussions of the Board were appeased and could now address programme content.
39. New areas of cooperation and work will be reflected upon for the next strategy, and the Director thanked the Board Members for their input and interest in the coherence of the programme and the diversification of geographical zones of intervention, and their help to approach new partners.
40. The Governing Board approved Resolution 612 as follows:

Resolution 612

The Governing Board,

Having reviewed the Report of the Director on the Activities carried out by IIEP in 2023 and Operational Plan for 2024 (documents 64 GB/4 Part I, Part II), and bearing in mind the information conveyed in the Director's oral report,

Expresses appreciation to Management on the implementation of programme and activities in the second year of the 11th Medium-Term strategy and for the streamlining of the Institute's work into six thematic priorities carried out through the simultaneous enrichment of its lines of work through training, technical cooperation, research, and outreach; **welcomes** the positive implementation of the Global Training Strategy and **wishes** Management a successful launch of the Global Campus,

Recognizes the continuous efforts of Management to integrate the work of IIEP's three offices across three continents, to amplify collaboration across the three offices,

Welcomes the strengthening of the monitoring and evaluation of results,

Understands the challenge of achieving IIEP's Key Performance Indicator relative to gender mainstreaming and appreciates the measures taken – present and future – to accelerate the effort,

Requests Management to present, at the next session of the Executive Committee, an information note on consultancies and consultant profiles IIEP has recourse to,

Takes due note of the challenges faced by the Institute in securing multi-year funding, yet **appreciating** Management's efforts towards ensuring financial sustainability,

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 2023,

Approves document 64 GB/4 Parts I and II as presented by the Director.

Item 5 – Presentation of the Report and Recommendations of the Finance and Administration Committee and Risk Register

41. The Finance and Operations Manager presented the financial highlights of the implementation of the 2023 budget and the proposed budget for 2024 and recalled that

the Finance and Administration Committee (F&A Committee) had convened on 4 December 2023 for its seventh session and that its report had been distributed to all Board Members.

42. The Finance and Operations Manager highlighted an increase of 3.6 M\$ in 2023 from three core donors compared to 2022, and 1.9 M\$ additional income from project funding. On the expenditure side for 2023, IIEP saved 1 M\$ due to postponed recruitments and activities pending clarification on the French annual contribution. The project funding implementation rate is of 85%.
43. The 2024 budget and future assumptions until 2026 show EUR 2 million per year over 4 years from France, an increase in the UNESCO financial allocation due to the return of the United States of America, and same levels of core funding from Norway, Switzerland, and Argentina, on the income side. IIEP will suffer a slight decrease from Sweden. The uncertainty regarding the French annual contribution entails a conservative estimate at the 2022 level. Other income is foreseen from AICS on planning for inclusive education, from GPE on climate change, gender, and Guyana (IADB being the grant agent); negotiations are advancing with FCDO. On the expenditure side, financials show an increase in staff costs with recruitments resuming in 2024 after a pause, and statutory increases and inflation. The increases in activities are expected due to the rescheduling of activities from 2023 to 2024 due to delayed French funding contributions.
44. The Chair opened the floor to discussion and questions from Board Members, who were very positive about the funding situation, welcomed the news regarding the return of the US, and acknowledged the favorable opinion of the Auditors. Several Board Members offered help in appealing to some potential donors such as FCDO or partnering agencies such as UNICEF and other partners in different regions.
45. One Board Member proposed to allocate a higher percentage to staff development if IIEP intends to build on its expertise, and the Director replied that staff development demands were met, but monitoring is ongoing.
46. The Chair made clear that IIEP's healthy financial situation at end 2023 should not lead to increasing the permanent staff unless there is a need. Project-funded staff should be prioritized. IIEP's priority is the reinforcement of the Dakar Office. IIEP is expected to plan for resilience and change in case of reversal.
47. The Board proceeded to approve resolutions, 613, 614, and 615, pertaining to the Appropriation Resolution, the Certified Accounts and the proposed budget for 2024.

Resolution 613

The Governing Board,

Having examined the Report by the Director on the activities of IIEP in 2023 (document 64 GB/4 – Part I),

Taking note of the expenditure for the Core Funding Programme, by appropriation line, including the available financial resources for 2023,

Resolves that for the financial period 1 January to 31 December 2023, the total appropriation should amount to US\$ 16,730,332 to be financed by estimated income of US\$ 18,799,717 and reserves estimated at US\$ 9,404,366 as follows:

A. Core Funding Programme	
Appropriation Line¹	Amount in US\$
I. Programme Operations	
A. Training (line 1)	3 964 002
B. Technical Cooperation (line 2)	4 989 353
C. Research & Development (line 3)	2 812 637
D. Outreach and Advocacy (line 4)	2 330 532
Sub-total I	14 096 524
II. Directorate and Corporate Services	
E. Governing Board	224 024
F. Directorate/Monitoring and Evaluation	398 970
G. General Administration	1 011 381
Institutional Information Technology	445 758
H. Investment	
Staff development	252 646
Renovation of building	56 573
IT Technology	244 456
Sub-total II	2 633 808
Total Appropriation	<u>16 730 332</u>
Income and Other Resources¹	
	Amount in US\$
I. UNESCO Financial Allocation	
	2 140 100
II. Voluntary Contributions	
	13 246 506
Sub-total I & II	15 386 606
III. Other Income	
Programme Support Funds	2 698 447
Income from training	401 199
Miscellaneous Income	313 464
Sub-total III	3 413 110
Sub-total I, II & III	<u>18 799 717</u>
IV. Other Resources	
Liquidation of previous years' obligations	120 000
Transfer to Stabilization Reserve Account	(688 611)
Reserves and Fund Balances on 1 January	9 972 977
Sub-total IV	9 404 366
Total Income and Other Resources Core Funding Programme	<u>28 204 083</u>

Further taking note of the expenditure for the Project Funding Programme, by appropriation line, and in view of the new contracts and available financial resources for 2023,

Resolves that for the financial period 1 January to 31 December 2023, the total appropriation should amount to US\$ 3,603,652 to be financed by estimated income of US\$ 4,952,717 and reserves estimated at US\$ 2,304,816 as follows:

B. Project Funding Programme

Appropriation Line²	Amount in US\$
I. Programme Operations	
A. Training (line 1)	1 503 289
B. Technical Cooperation (line 2)	3 340 610
C. Research & Development (line 3)	806 489
D. Outreach and Advocacy (line 4)	329 621
	Sub-total I
	5 980 008
II. Corporate Services	
E. Staff Service Account	2 396
	Sub-total II
	2 396
II. Programme Support Funds	
F. Programme Support Fund Interfund eliminations	(2 378 751)
	Sub-total III
	(2 378 751)
	Total Appropriation
	<u>3 603 652</u>
Income and Other Resources²	
I. Contracts	
Governments	449 041
Other	6 882 427
	Sub-total I
	7 331 468
II. Other Income	
Programme Support Fund Interfund eliminations	(2 378 751)
	Sub-total II
	(2 378 751)
	Total Income I & II
	<u>4 952 717</u>
III. Other Resources	
Liquidation of previous years' obligations	100 000
Reserves and Fund Balances on 1 January	2 204 816
	Sub-total III²
	2 304 816
	Total Income and Other Resources Project Funding Programme
	<u>7 257 533</u>

¹ IIEP three offices Core Funding Programme

² Ongoing multi-year Project Funding projects that will be implemented beyond 2023

Resolution 614

The Governing Board,

Having examined the certified accounts for the year 2022 and the Auditor's report thereon contained in document 64 GB/4 Part I,

Approves the report of the External Auditor and the audited financial statements of IIEP for the financial period 1 January – 31 December 2022,

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

Resolution 615

The Governing Board,

Having examined the Draft Programme and Budget for 2024 contained in document 64 GB/4 – Part II,

Resolves that,

A. Core Funding Programme

- (a) For the financial period 1 January to 31 December 2024, the total appropriation should amount to US\$ 18,553,472, to be financed by estimated income of US\$ 17,039,034 and reserves estimated at US\$ 10,910,947, hereby appropriated for the purpose indicated in the appropriation table as follows:

Appropriation Line¹	Amount in US\$
I. Programme Operations	
A. Training (line 1)	4 308 022
B. Technical Cooperation (line 2)	5 334 127
C. Research & Development (line 3)	2 968 538
D. Outreach and Advocacy (line 4)	2 410 188
Sub-total I	15 020 875
II. Directorate and Corporate Services	
E. Governing Board	212 205
F. Directorate/Monitoring and Evaluation	905 254
G. General Administration	1 302 477
Institutional Information Technology	477 768
Administrative support funds	
H. Investment	
Staff development	327 448
Renovation of building	61 436
IT Technology	246 009
Sub-total II	3 532 597
Total Appropriation	<u>18 553 472</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	2 440 100
II. Voluntary Contributions	10 426 424
Sub-total I & II	12 866 524
III. Other Income	
Programme Support Funds	3 734 511
Income from training	290 000
Miscellaneous Income	148 000
Sub-total III	4 172 511
Sub-total I, II & III	<u>17 039 034</u>
IV. Other Resources	
Liquidation of previous years' obligations	120 000
Transfer to Stabilization Reserve Account	(682 804)
Reserves and Fund Balances on 1 January	11 473 751
Sub-total IV	10 910 947
Total Income and Other Resources Core Funding Programme	<u>27 949 981</u>

- (c) The Director is authorized to incur obligations during the financial period 1 January to 31 December 2024 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 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. Project Funding

Takes note that,

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 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 2024, the total appropriation for the Project Funding Programme should amount to US\$ 3,767,687 to be financed by estimated income of US\$ 2,647,515 and reserves estimated at US\$ 3,753,881.

Appropriation Line²	Amount in US\$
I. Programme Operations	
A. Training (line 1)	1 579 595
B. Technical Cooperation (line 2)	5 088 700
C. Research & Development (line 3)	565 464
D. Outreach and Advocacy (line 4)	182 538
Sub-total I	7 416 298
II. Programme Support Funds	
E. Programme Support Fund Interfund eliminations	(3 648 611)
Sub-total III	(3 648 611)
Total Appropriation	<u>3 767 687</u>
Income and Other Resources²	
I. Contracts	
Governments	1 687 668
Other	4 608 458
Sub-total I	6 296 126
II. Other Income	
Programme Support Fund Interfund eliminations	(3 648 611)
Sub-total II	(3 648 611)
Total Income I & II	<u>2 647 515</u>
III. Other Resources	
Liquidation of previous years' obligations	100 000
Reserves and Fund Balances on 1 January	3 653 881
Sub-total III³	3 753 881
Total Income and Other Resources Project Funding Programme	<u>6 401 396</u>

¹ IIEP three offices Core Funding Programme

² IIEP three offices Project Funding programmes and activities

³ Ongoing multi-year Project Funding projects that will be implemented beyond 2024

48. One Board Member queried the level of certainty of implementation of activities planned in 2024, and what degree of flexibility was left to respond to demand.

49. The Director answered that in terms of preparation of the budget for the following year, several factors are taken into consideration: 70% of IIEP's core funding is budgeted on staff costs, and IIEP identifies the projects and activities with a high chance of implementation.

50. Board Members were also satisfied with the level of cost recovery on projects and recognized the collective effort to budget and affect staff time to recover costs and free core funding for improved implementation of IIEP's mandate.

51. It was agreed that a breakdown by expenditure for each function and activity type would be presented at next sessions of governing bodies, as appropriate.

Resolution 616

The Governing Board,

Having examined documents 64 GB/4 Parts I and II,

Having read the written report of the 7th session of the Finance and Administration Committee,

Having heard its oral report,

Taking into account its Recommendation 11 to the Governing Board at its 64th session,

Acknowledges that the scenarios prepared are in conformity with Resolution 579 adopted by the 60th session of the Governing Board on the financial sustainability of IIEP, Resolution 498 adopted by the 7th session of the Executive Committee, Resolution 502 adopted by the 48th session of the Executive Committee,

Further requests that the Director prepare, for presentation to the Executive Committee at its 2024 meeting, an update on the finances, core funding and sustainability of the Institute, an update on the expenditure by general activity and continue to prepare and present for approval by the Board annual budgets that meet requirements on operational reserves through the medium term.

52. The Finance and Operation Manager presented the Risk Register and the UNESCO Enterprise Risk Management (ERM) policy presented at the 7th Session of the F&A Committee.

53. The Board passed resolution 617 as recommended by its F&A committee as follows:

Resolution 617

The Governing Board,

Having examined documents 64 GB/5 [Risk Register],

Having read the written report of the 7th session of the Finance and Administration Committee,

Having heard its oral report,

Taking into account its Recommendation 12 to the Governing Board at its 64th session,

Expresses its appreciation to IIEP Management for its ongoing monitoring of risks,

Requests that the Director continue to monitor risk and risk mitigation actions throughout the 11th Medium-Term Strategy, and to update the Executive Committee on actions taken to mitigate the retained risks during its 2024 meeting.

54. The Finance and Operations Manager recalled the overview of the reserves given at the 7th session of the F&A Committee. 2024 and 2025 are at an equilibrium. 2026 registers a slight deficit. At the end of 2026, accumulated reserves are projected at 8.5M\$ and a scenario of putting the transfer of 5% of payroll to the Stabilization Reserve Account on hold from 2024 to 2026 was put forward to the Board.

55. This request is a temporary pause, given that the Stabilization Reserve Account will represent between 82 and 88% of the annual staff costs over the considered period (2024-2026). It should also be noted that the level of current reserves is compliant with Resolution 498 of the 47th session and Resolution 502 of the 48th session of the Executive Committee.

56. Board Members, in light of IIEP's healthy financial situation and the adequate level of reserves, agreed to this temporary freeze of transfer for three years in Resolution 618, nevertheless indicating that in case of a turnaround in funding within the period, IIEP should review the measure.

Resolution 618

The Governing Board,

Having read the written report of the 7th session of the Finance and Administration Committee,

Having heard its oral report,

Noting its recommendation 13 to the Governing Board at its 64th session,

Agrees to put on hold the yearly contribution equivalent to 5% of the previous payroll to the Stabilization Reserve Account from 2024 to 2026, given that the current balance of the said account covers 88% of the total staff costs estimated for the year 2024,

Requests this measure to be reviewed in the event a new source of funding allows for resuming the yearly contribution of 5% to the Stabilization Reserve Account.

57. The Finance and Operations Manager brought to the attention of Board Members the requirement for Management to seek the Governing Board's approval on projects above USD 500,000, which had been the practice until the 59th session of the Governing Board. As from the 60th session (2020), the requirement was no longer included in the resolution on project funding. Management clarified IIEP's procedure to streamline approval of projects, i.e., alignment with IIEP's mandate, minimal levels of cost recovery to support IIEP financial sustainability, and UNESCO Headquarters' requirements for all non-standard agreements. Management also specified that the Board was still informed of all projects signed, with information on project funding provided in the Governing Board documents. The Chair synthesized that the consultation of the Board was no longer systematic before the signature of agreements above USD 500,000.
58. Board Members resolved the matter, agreeing formally to discontinue approval by the Board for projects above USD 500,000 in Resolution 619, conveying the message that they would be available for any type of advice the Director deems necessary.

Resolution 619

The Governing Board,

Having examined Document 7 FA/2,

Having read the report of the 7th session of the Finance and Administration Committee,

Having heard its oral report,

Appreciates the efforts placed in developing a Go/No-Go procedure for the approval of projects, which contribute to meeting IIEP's mandate and priorities, and UNESCO Headquarters' requirements regarding non-standard agreements,

Understands that the approval of the Governing Board on projects above US\$ 500,000, introduced at the 47th session of the Governing Board, has ceased to be recalled at its 60th session in the resolution on project funding, given the need to respond quickly to some partnership opportunities,

Takes note that the Institute collaborates with a wide diversity of partners and that

Management reports on an annual basis to the Governing Board on resources mobilized from such partners,

Agrees formally to the discontinuation of this approval by the Board for projects above US\$ 500,000 and **remains available** for advice should the need arise.

Item 6 – Report on the implementation of the IIEP Global Training Strategy

59. The Head of Global Practice reported on the progress of the implementation of the IIEP Global Training Strategy – Document 64 GB/6. She proposed several issues for discussion, including balance between core and tailor-made training, the regional focus of the Global Campus, and resources to implement the strategy.
60. Board Members appreciated the progress made and questioned the business model and the pricing of the offer. Planners most in need of IIEP's training cannot afford it and there is a need to find funding mechanisms. Course development themselves can reach high amounts depending on the level of customization needed.
61. Board Members also spoke about partnerships to fund the courses in order to build capacity at institutional level. The Head of Global Practice mentioned the partnerships already in place with the Cheikh Anta Diop University, some regional training institutions (Cambodia for instance) and is speaking with the United Nations University. Now that the offer exists, the next step is partnering with different institutions and approaching donors.
62. In a collective discussion, it emerged that partnering with institutions would lead to better institutional impact. Individual impact is difficult to assess due to natural attrition and rotation. It is more the changes in planning at country level and the quality of policies implemented that may show the impact of IIEP's training. IIEP could start assessments through its new community of practice to follow the Alumni and carry out tracer studies over longer careers.
63. Board Members asked about instructor profiles delivering the courses, and their role in delivering quality training. The Head of Global Practice pointed mainly to the colleagues who developed the courses, with their research or technical cooperation backgrounds, depending on the topic of the course delivered, to act in turn as instructors.

Item 7 – Elections of Members to 2024 Governing Board Committees and of the Chair as at Close of the 64th session

64. The Board elected their new Chair, Ms Pauline Rose, as per resolution 620 and wished her utmost successes in her new function.

Resolution 620

The Governing Board,

Pursuant to the expiry of the mandate of Chairman José Weinstein as at close of the 64th session,

Acting in accordance with paragraph 2 of Article III of the Statutes, and with Rules 8, and 12 of the Rules of Procedure,

Has elected, by a unanimous vote, Pauline Rose Chair of the IIEP Governing Board, for a period of service beginning at the close of the 64th session.

Wishes Pauline Rose every success in her new role on the IIEP Governing Board.

65. The new Chair proposed that the statutory committees be held in 2024 with compositions as follows:

The Governing Board,

Decided on the composition of the following 3 committees,

The **Executive Committee** [4 Board Members in addition to the Chair]

Pauline Rose
Dina El Khawaga
Albert Nsengiyumva
Sara Ruto
Emiliana Vegas

The **Nominating Committee** [3 Board Members in addition to the Chair]

Pauline Rose
Dina El Khawaga
Albert Nsengiyumva
Máximo Torero Cullen

The **Finance and Administration Committee** [3 Board Members in addition to the Chair]

Pauline Rose
Keiichi Ogawa
Srinivas Tata
Rong Wang

Item 8 – Plans for future meetings

66. Several Board Members proposed to reflect on the creation of an outreach committee, rethinking the structure of all committees to best support IIEP.
67. The proposed draft agenda for the next session of the Governing Board is agreed upon in principle and will be adjusted closer to the date. The length of the Governing Board meeting should be extended next year, for better opportunities to hear from IIEP colleagues.
68. The proposed dates of the 65th session of the Governing Board are 10 and 11 December 2024.

The Governing Board,

Decided that the next session of the Governing Board will take place on 10 and 11 December 2024, and will address the following draft agenda:

Item 1	Adoption of the Agenda and Timetable 65 GB/1, 65 GB/2
Item 2	Welcoming words from the UNESCO Assistant Director-General for Education
Item 3	Welcome to new Board Members 65 GB/3
Item 4	Report of the Director 65 GB/4 Part I - Report of the Director on the Implementation and Outcomes of IIEP's 2024 Activities Part II - Report of the Director on the Operational Plan and Budget for 2025
Item 5	Presentation of the Report and Recommendations of the Finance and Administration Committee 8 FA/REP, 8 FA/REC
Item 6	Elections of Members to 2025 Governing Board Committees
Item 7	Plans for future meetings 65 GB/7
Item 8	Tribute to outgoing Board Members
Item 9	Other matters – Resolutions 65 GB/RES

Item 9 – Tribute to outgoing Chair and Board Members

69. The Governing Board paid tribute to José Weinstein, its outgoing Chair, and collectively conveyed their appreciation of his steering of the Board through challenging times.

70. The tribute to Mr José Weinstein is reflected in Resolution 621

Resolution 621

The Governing Board,

Recalling José Weinstein's outstanding chairmanship of the IIEP Governing Board from 2021 to 2023, and service since 2016 as an esteemed Member of the IIEP Governing Board,

Acknowledges his durable commitment to IIEP and its staff, his numerous and valuable contributions in improving the scope and breadth of the Institute, as well as his precious support in securing its sustainability and protecting its identity,

Expresses its gratitude of his long-lasting engagement with IIEP in support of UNESCO's overall mission in the area of Education; Particularly, **thanks** him for his repeated endeavours in following the mandate of the Institute, its traditions, and its legacy,

Wishes José Weinstein every success in his future undertakings.

Item 10 – Other matters – Resolutions

71. The Governing Board examined document 64 GB/RES in light of the discussions of the 64th session. The full set of draft resolutions had been shared with all Members of the Board ahead of the meeting. The resolutions as approved follow the Item under which they fall, in the above report.
72. The Chair thanked the Board Members for their presence and fruitful discussions, as well as the Director and IIEP staff.
73. The 64th session of the Governing Board ended at 1:34 p.m., Paris time, on 13 December 2023.