

**UNESCO  
INTERNATIONAL INSTITUTE FOR EDUCATIONAL PLANNING**

**46<sup>th</sup> SESSION OF THE EXECUTIVE COMMITTEE  
(Meeting, 11 June 2019, 3.00 p.m.)**

**DRAFT REPORT**

1. The 46<sup>th</sup> session of the Executive Committee of IIEP's Governing Board took place on Tuesday 11 June 2019, both physically at IIEP in Paris and at a distance. Participants in the meeting included:

**Executive Committee Members**

- Mr Nicholas Burnett (by phone), Chair
- Ms Nina Arnhold (by phone)
- Ms Valérie Liechti (by phone)
- Mr Dzingai Mutumbuka (by phone)
- Mr José Weinstein (present on IIEP premises)

**IIEP Staff**

- Ms Suzanne Grant Lewis, Director
- Mr Paul Coustère, Deputy Director
- Ms Ana Terror, Administrative Officer
- Ms Emily Stirnemann, Secretary of the Board
- Mr Dorian Gay, Executive Officer
- Ms Rita Doroslai, Budget Officer *a.i.*

**Item 1. Adoption of the Draft Agenda (*Document 46 EXC/1*)**

2. The Executive Committee adopted its agenda without amendment, as follows:

- Item 1 - Adoption of the Draft Agenda  
(*Document 46 EXC/1*)
- Item 2 - Oral Report of the Director on the Partial Implementation of the 2019 Programme and on the Financial Situation of IIEP
- Item 3 - Draft Report of the Governing Board to the 40th Session of the UNESCO General Conference  
(*Document 46 EXC/2*)
- Item 4 - Oral Report of the Director on Functional Autonomy issues pursuant to the IOS Draft Report on Accountability Framework at Category I Institutes
- Item 5 - Approval of Draft Guidelines on conflict of interest for discussion at the 59th session of the Governing Board  
(*Document 46 EXC/3*)
- Item 6 - Adoption of the Agenda for the 59th session of the Governing Board  
(16-17 December 2019)  
(*Document 46 EXC/4*)
- Item 7 - Other matters

## **Item 2. Oral Report of the Director on the Partial Implementation of the 2019 Programme and on the Financial Situation of IIEP**

3. Executive Committee Members received an oral briefing on the financial situation of the Institute as of 31 May 2019, including a status report on human resources. A supporting document was sent ahead and referred to during the meeting. At the 58<sup>th</sup> session of the Governing Board, the Board members requested to review the situation in June 2019 at the Executive Committee, in order to assess the level of the Minimum Operating Reserve.

4. **On the financial situation of IIEP**, the Director updated the Executive Committee on recent developments regarding major funders and the Administrative Officer presented two new scenarios. At the 58<sup>th</sup> session of the Governing Board in December 2018, AFD had not yet confirmed that its forthcoming support would be unearmarked. The signature of this agreement is expected in June. The French Ministry of Foreign Affairs (MoFA) also announced 1.4M€ in core funding – 1M€ for IIEP Paris and 400,000€ for IIEP Pôle de Dakar. At the same time, Norway's funding is also increasing from 2018. The UNESCO allocation is likely to be reduced in 2020. Last April, the UNESCO Executive Board discussed budget scenarios, and the lowest is likely to be recommended to General Conference; consequently, the allocation to IIEP would go down. The implementation rate is steady though recruitment was slowed, as advised by the Board. At the request of a Board Member, the Director gave an update on the multiyear agreements IIEP signed, and the conversations she is expected to have with all funders.

5. Two scenarios were prepared, assuming that Switzerland and Sweden will renew their support through 2023. The First Scenario represents a healthier situation compared to that discussed in December 2018. It is clear that, given current resources, expenditure will eventually exceed income. Prospects for 2019, 2020, and 2021 have improved, with the breakeven point now being reached in 2021 and reserves starting to decrease in 2022. The Second Scenario assumes that Norway maintains its 2019 level of funding, that the UNESCO allocation remains at its current level, and that funding from the French MoFA increases in 2020 and 2021, since they indicated that they will double their contribution over three years. Under this Second Scenario, reserves will start to decrease in 2023.

6. **Human Resources:** the Director mentioned several recruitments. A P5 position in Pôle de Dakar was filled to oversee directions for research and training. There was an international recruitment of a Peruvian in the Buenos Aires office to coordinate technical cooperation work. IIEP will also hire two international staff with gender expertise, as part of IIEP's commitment to gender equality and in agreement with the French MoFA that their funding be soft-earmarked for this purpose.

7. The Chair raised that UNESCO management seemed to pro-rate allocations and proposed that Board Members approach delegations who provide core support to IIEP in view of the General Conference and invite them to argue for performance-based allocation. ADG/ED did talk about importance of performance allocation, but the 40 C/5 (UNESCO Draft programme and budget 2020-2021) is still not performance based. The IOS Draft Report on Accountability Framework at Category I Institutes has also made that point. The Chair also noted that the current scenarios recorded unexpected core funding from France, and reiterated the general advice to persevere in the diversification of Core Funding sources. The Director reported on efforts in pursuing Dutch and Canadian funding. Canada is not likely to respond to IIEP's solicitations, because their efforts on gender initiatives are through GPE and UNGEI. Regarding Dutch funding, as the Netherlands is reengaging with Education, the Director asked

ADG/ED to be included in dialogue. The Director has been effective in helping ADG/ED and ED/EO understand that IIEP contributes to all ten Education Expected Results.

8. All Board Members noted that, since both scenarios were viable, there was no need now to change the Minimum Operating Reserve policy. They requested a discussion in full board, but as of June 2019 they collegially decided to maintain the current policy on the Minimum Operating Reserves. Meanwhile, as general guidance, the Board requested the Director to update the Board and the Executive Committee of any major change, whether positive or negative.

#### **Resolution N° 494**

The Executive Committee,

**Having heard** the oral report of the Director on the 2019 financial situation of IIEP,

**Recalling** resolution n° 553 and resolution n° 555, adopted by the Governing Board on 12 December 2018, by which the Board requested the Director to report back to the Executive Committee mid-2019 with detailed financial forecast scenarios accounting for new funding commitments and spending levels for 2019-2021 and taking account of both levels and uses of the Operating Reserve and the Stabilization Reserve, and which requested the Director to present the Executive Committee with a revised budget,

**Applauds** the efforts of the Director to secure a new core funding with a major donor,

**Agrees** to maintain the current policy on Minimum Operating Reserve,

**Requests** the Director to provide an update on the different scenarios at the next session of the Governing Board.

#### **Item 3. Oral Report of the Governing Board to the 40th session of the UNESCO General Conference, (Document 46 EXC/2)**

10. The Board was presented with a summary of first two years of the Medium-Term Strategy. It is to be noted that this summary is drafted very early in the year because this document is prepared for the Executive Committee for validation before the Fall Executive Board preceding the General Conference. The statistics used are those of 2018.

11. One Executive Board member proposed to re-centre IIEP as a global player in the Education sector and highlight that the Institute is playing an important role in the landscape of other global actors in the sector, like GPE, UNICEF etc. She also noted a major increase in the financial expenditure over the two years. The Director explained that the table will be changed and the figures will be updated. The Chair was satisfied with a very positive report, but raised the possibility of mentioning a challenge, for instance the decline in UNESCO allocation, and the fact that it is still not performance-based.

## Resolution 495

The Executive Committee,

**Having reviewed** the Draft Report of the Governing Board of the International Institute for Educational Planning on the activities of the Institute (2018-2019) contained in Document 46 EXC/2,

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

**Invites** the Chairperson to present it, on the Board's behalf, to the General Conference of UNESCO at its 40th session.

### **Item 4. Oral Report of the Director on Functional Autonomy issues pursuant to the IOS Draft Report on Accountability Framework at Category I Institutes**

12. The Director presented the document, which was sent by IOS in April 2019. This review was first entitled Audit, and eventually it shifted to being an internal review, which will not be presented at the next General Conference. The document does not put forward positive aspects of functional autonomy of Institutes but merely addresses harmonization of statutes and procedures. It also lists selected readings of historic texts, and it misses some of the Executive Board documents, notably the most recent. At the end of May, IOS sent the revised version, which did not integrate most of IIEP's messages. The language was softened in relation to the preoccupation for harmonization. IOS requested the Institutes to prepare an action plan on the three recommendations. Regarding the recommendation that all institutes prepare financial sustainability plans, the Director noted that the financial scenarios prepared for the 11 June 2019 meeting of the Executive Board were shared with ADG/ED's Executive Office. The Human Resource Manual will not be modified and the Institutes maintain derogation for appointment of established posts through P4. A positive point in the report is that IOS reiterates the proposal for a performance-based allocation of Institutes. However, their proposal runs counter to what is being put forward by the UNESCO Executive Board.

13. The Executive Committee and the full Board should keep on top of the issues of autonomy. Board Members acknowledged that UNESCO must put some order in its institutes' governance, and the fact that this is an ongoing subject suggests that this is not simply the inclination of only one person in UNESCO. Board Members advised proposing ways to address the issues put forward in the IOS report. All Board Members agreed that autonomy should be discussed at the full Board in December.

14. The Director gave further insights on the current situation: the Executive Office of the Education Sector is drafting a final report for the Fall Executive Board on Management of Category I Institutes, and requested input from the Institute Directors, as well as comments on how the proposed changes to their statutes would harm them. IIEP management has repeated to the Executive Office all the arguments the IIEP Governing Board had made in 2017, and stated that the consultations with Institutes' Boards - promised in 2017 - had not occurred in the 2018-2019 biennium. Once the Education Sector draft is sent for review, the Director will

contact the Chair and, as needed, the Committee and the full Board.

15. The Chair of the Board also noted that he had had no direct contact with the Director-General yet and requested that the Director try to open this path.

#### **Resolution 496**

The Executive Committee,

**Takes note** of the Functional Autonomy issues pursuant to the IOS Draft Report on Accountability Framework at Category I Institutes described by the Director,

**Thanks** the Director for all efforts made in the dialogue with IOS, the ADG/ED and other Institute Directors,

**Encourages** the Director to communicate all relevant information to the Board in view of its Chair's meetings during the General Conference.

#### **Item 5. Approval of Draft Guidelines on conflict of interest for discussion at the 59th session of the Governing Board (*Documents 46 EXC/3*)**

16. The Chair introduced the item, as his own request in line with improving board management. The document is two-fold: it offers guidelines on conflicts of interest or potential conflicts of interest and a declaration, which Board members would be asked to sign on an annual basis.

17. Several Board Members proposed changes to the document, notably to make explicit the obligations and duties of Board Members, and to narrow down as much as possible the grey zone of the conflict of interest. The idea that IIEP Board Members also represent UNESCO was debated and may not be an option for Board Members who already represent their own organization. One Board Member requested a more comprehensive list of potential cases of conflicts of interest. Another Board Member requested that the procedure by which the Secretariat of the Board solves conflicts of interests confidentially be further described. Regarding the idea that Legal Affairs review the document, the Director explained that Legal Affairs is likely to object to IIEP setting "policy". Therefore, the proposed document was drafted in the form of guidelines.

18. The Chair of the Board asked the Secretariat of the Board to produce a final draft, in light of the Executive Board's discussions and of the Board Members' Terms of Reference, for submission to the full Board in plenty of time for them to check with their own organizations. The Committee Members agreed that it was important for the full Board to discuss this document because the Board members will be the ones to sign it.

## Resolution 497

The Executive Committee,

**Having reviewed** the Draft Guidelines regarding Conflict of Interest or Potential Conflict of Interest for IIEP Governing Board Members, Document 46 EXC/3,

**Requests** the Director to place revised Draft Guidelines on the Agenda for adoption by the Governing Board.

### **Item 6. Adoption of the Draft Agenda for the 59th session of the Governing Board (16-17 December 2019) (Document 46 EXC/4)**

19. The Director specified that the Ad hoc Finance and Administrative Committee traditionally reviews the risk management register and presents its report to the full Board. The Board Members agreed that there would be a separate point on autonomy issues in the private session.

20. The Chair of the Board requested that a Special Thanks to Estelle Zadra, former Secretary of the IIEP Governing Board, be placed on the Agenda, as she served for many years.

### **Item 7. Other matters**

21. The Director disclosed the new reconfiguration of the Governing Board Secretariat, since Estelle Zadra has stepped down as Secretary of the Board. The arrangements are internal to the Director's Office. Emily Stirnemann is taking on the more traditional tasks of the Secretariat with the drafting of the reports of the Governing Bodies, correspondence, preparation of Agendas and Timetables, etc. Rahmatoulaye Samassékou and Polani Kawonza remain in charge of travel and logistics for Board events. Dorian Gay continues his role in preparing the Director's reports to the Board and the Chair's presentation to General Conference.

22. The Executive Committee is not expected to reconvene before the Governing Board unless a major event occurs.

23. The 46th session of the Executive Committee was officially closed at 4:40 p.m. Paris time.