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International Institute for
Educational Planning

60 years
1963 - 2023

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Sixty-third session of the IIEP Governing Board
Paris, 13 and 14 December 2022

Report of the 63rd session of the Governing Board

63 GB/REP

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1. The IIEP Governing Board, chaired by Mr José Weinstein, convened on 13 and 14 December 2022, in person in Paris.
2. In addition to the Chair, the following persons attended the 63rd session of the Governing Board:

Members of the Governing Board

Mr Albert Nsengiyumva
Mr Keiichi Ogawa
Ms Sara Ruto
Mr Máximo Torero Cullen
Ms Emiliana Vegas
Ms Rong Wang

Ms Pauline Rose attended the entire meeting remotely, while Mr Jaime Saavedra and Mr Robert Jenkins attended some sessions remotely.

Ms Dina El Khawaga 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 Kharjova, Executive Office, Education Sector
Ms Jennifer Dajczman, Office of the Assistant Director-General for Education

IIEP personnel

Mr Jordan Naidoo, Director a.i.¹
Ms Michaela Martin, Assistant Director a.i.
Mr Pablo Cevallos Estarellas, Head of IIEP Buenos Aires
Mr Koffi Segniagbeto, Head of IIEP Dakar
Mr Luc Gacougnolle, Deputy Head of IIEP Dakar
Ms Beatriz Pont, Global Training Practice Lead
Ms Muriel Poisson, Head a.i., Knowledge Management and Mobilization Team
Ms Ana Terror, Head of the Corporate Services Unit
Ms Rahmatoulaye Samassékou, Board Secretary
Ms Emily Stirnemann, Executive Officer
Ms Raphaëlle Brody, Resource Mobilization Officer

3. Quorum was reached.

Items 1 & 2 – Adoption of the Agenda and Timetable

4. The Chair opened the session, welcoming Board Members and other attendees.
5. In his introduction, the Chair recalled that IIEP is facing a multi-faceted crisis. Regular attrition last year led to a loss of institutional memory and networks, with the retirement of senior managers at IIEP. At the same time, core donors reduced their funding with little advance notice, owing to changing policy priorities, as well as to the global economic crisis, with many donors shifting their focus on aid in the context of Ukraine. Furthermore, the new Director, who assumed her position only in September 2021, resigned for personal reasons after serving approximately 9 months of her tenure.

¹ Hereafter named Director

6. In this difficult situation, the Chair expressed his gratitude to the Director, who accepted to serve until a new Director is appointed, to ensure stability of leadership and vision, as well as to the staff, for delivering on commitments under trying circumstances.
7. The Chair thanked the Board Members for their presence at the first in-person Board meeting after two years of pandemic.
8. The Board adopted its Agenda and corresponding Timetable, as follows:

Item 1	Adoption of the Agenda 63 GB/1
Item 2	Adoption of the Timetable 63 GB/2
Item 3	Welcoming words from the UNESCO Assistant Director-General for Education
Item 4	Report of the Director 63 GB/4 Part I - Report of the Director on the Implementation and Outcomes of IIEP's 2022 Activities Part II - Report of the Director on the Operational Plan and Budget for 2023
Item 5	Presentation of the Report and Recommendations of the Finance and Administration Committee and Risk Register 6 FA/REP, 6 FA/REC, 63 GB/5
Item 6	Presentation of the IIEP Resource Mobilization Plan 63 GB/6
Item 7	Presentation of the IIEP Global Training Strategy 63 GB/7
Item 8	Elections of Members to 2023 Governing Board Committees
Item 9	Plans for future meetings 63 GB/8
Item 10	Other matters – Resolutions 63 GB/RES

Item 3 – Welcoming words from the UNESCO Assistant Director-General for Education

9. The Chair welcomed Ms Giannini, UNESCO Assistant Director-General for Education (ADG/ED), who attended remotely from Niger, as the UNESCO representative of the Director-General at the Governing Board Meeting.
10. Ms Giannini thanked the Board for their commitment and commended the Chair's leadership. She gave a global overview of the education agenda, highlighting the following: three major Education Conferences were organized this year under UNESCO's leadership – on Higher Education in May in Barcelona, on Adult Education in June in Marrakesh, and on Early Childhood Care and Education in November in Tashkent. With the UN Secretariat, UNESCO also organized the Transforming Education Summit (TES) in September in New York, preceded by the TES Pre-summit in June at UNESCO Headquarters (HQ) in Paris. UNESCO also launched an initiative on global climate change, following the TES, as an important occasion to mobilize governments and agencies. Ms Giannini also recognized and stressed the important role and work of IIEP to support transformation in and through education, emphasizing that planning and management are two important components of any attempt to achieve transformation.
11. The ADG/ED also expressed her admiration of how IIEP achieved its goals despite a very difficult context. She congratulated the Board, IIEP Management and Staff on the launch of 11th Medium-Term Strategy (MTS), and the actions initiated in the first year, and thanked the present Director for ensuring continuity following the resignation of the former Director. She stated that she was aware of IIEP's financial situation, and committed to help by working collectively to restructure the offer of the Education Sector as a whole. Finally, she updated the Board on the recruitment of the new Director, with assurances to expedite the process and hold interviews before the end of the year. She maintained the deadline of 31 March 2023 for completing the recruitment.
12. The ADG/ED's address was followed by a short question and answer session.
13. Asked about UNESCO's role in response to COVID-19, the ADG/ED noted that, two years after the outbreak, the impact remains huge. With, at its peak, 1.6 billion children out of school, the role of the UNESCO-led Global Education Coalition was to gather all stakeholders to support countries to ensure continuity of learning. With its partners, UNESCO is now paying more attention to foundational learning and learning loss, providing new evidence and solutions learned from hindsight. Responses include the TES, and its follow-up of five global initiatives with concrete ways to address the learning challenge. UNESCO is leading the SDG 4 - High-Level Steering Committee and post-TES coordination and follow-up actions.
14. In response to a comment that, given resource mobilization remains a persistent challenge, and that UNESCO's mobilization efforts seem to call for a consolidated partnership approach (rather than an individual agency approach), to avoid competing requests to a donor, the ADG/ED emphasized that, as the leading agency for SDG 4, UNESCO works with a partnership approach. To this end, she noted, one pillar of the TES follow-up focuses on financing education. The idea is to move to a different framework whereby Ministers of Education are obliged to establish permanent dialogue with Ministers of Finance. There is an intention to request the World Bank to jointly convene and facilitate, with UNESCO, a meeting between Ministries of Education and of Finance to rethink and coordinate this new approach. When it comes to financing, what is still missing is a joint accountability framework. The role of GPE is also being discussed, including how it can realize its ambition and best fit into the global education funding architecture. In this new dialogue among all partners, UNESCO's role would be to manage

the coordination of the governance mechanisms. This unified approach for the sector, Ms Giannini concluded, must embrace IIEP's innovative work on education financing as part of an integrated new avenue of cooperation.

Item 4 – Report of the Director

15. The Director presented the Annual Report for 2022 and the Operational Plan for 2023 – Document 63 GB/4 Parts I and II – with a few introductory remarks. He made clear that his role is to provide continuity, and was grateful to the staff for successfully launching the 11th MTS, approved by the Board in December 2021. He thanked the Board for their commitment in convening exceptionally in September 2022 to address immediate issues following the resignation of the previous Director. (See annexes: PowerPoints presented by the Director at the Board meeting.)

Part I - Report of the Director on the Implementation and Outcomes of IIEP's 2022 Activities

16. Referring to the remarks of the ADG/ED on how UNESCO factored COVID-19 into its programme and activities, a Board Member, noting that IIEP's 11th MTS had been developed amid the pandemic crisis and approved in 2021, requested more information on which elements of the strategy focused on the crisis. The Director pointed out that the MTS addressed the increased demand from countries, and that its scope spoke to contextual challenges and how countries may be supported through the three pillars of training/capacity development, technical cooperation, and knowledge mobilization, taking account of COVID-related, ongoing, and new challenges and opportunities. The Institute's approach is now more response-oriented and flexible, for example with more tailor-made training, incorporating crisis-sensitive planning and IIEP-led research on teachers and teacher management in conflict situations.
17. Concerning a better use of technology in countries allowing a shift to e-publications and the continued need to print some hard copies for some countries and audiences, the Director answered that the COVID-19 crisis has indeed had a strong impact on publications and dissemination at IIEP. It accelerated the adoption of and adaptation to technology, which helped IIEP's dissemination of research conducted during its 10th MTS, with an increased presence of IIEP on social media, and the discussion of research outcomes at country level. The Director also outlined the new organizational structure and the role of the Knowledge Mobilization and Management (KMM) Team in this regard. The newly constituted KMM team has developed a KMM Strategy, including on the coordination of research and foresight, which was shared with GB Members for their easy reference and feedback. The Director noted the former Director's proposal to reorganize IIEP's work around four value streams (with the hiring of new Team Leaders) was not feasible given the current financial situation of the Institute. Instead, the Technical Cooperation (TC) and the KMM teams were reconfigured and aligned with the four value streams. The incoming Director may want to reconsider these interim measures or, if resources allow, move to the structure envisaged in the 11th MTS. The current Director's advice is to retain this structure until the financial situation improves.
18. The Board then turned to a general discussion on the issue of prioritization of IIEP's areas of work. There were exchanges on the evolution and impact of IIEP's training and capacity development. Further, wishing to know more about the KMM and TC strands and how they have been working since their reconfiguration, one Member requested that an organigram be attached to Board documentation, to help understand the logic behind the resourcing of each strand, and support a broader conversation on the presentation of the budget by strand with the implications for staff costs by line of work. The Director took good note of the request and explained the initial reorganization of the value streams entailed the deployment of some staff from IIEP's previous Research and Development

(R&D) Team to the TC Team to strengthen the TC offer and ensure that research and evidence is aligned with the MTS and better integrated with technical cooperation. The Director was also keen to convey the Board Members' request regarding strategic budgeting and staffing to his successor, with projections per spending broken down by line of work, in the budget resolutions.

19. The Board then discussed monitoring and evaluation (M&E) at IIEP and congratulated the Director and his staff for their accomplishments in 2022. Some Members asking for clarification on certain Key Performance Indicators (KPIs) definitions, the Director explained that some baselines had been underestimated in 2021, and that corresponding targets had been adjusted to what had been calculated in 2022. One Member suggested a more useful way to calculate KPI 9 would be to separate non-IIEP citations from self-citations in publications. There followed an in-depth discussion on how IIEP measures impact and follows up on its training and capacity development, at the core of its work. The Director explained that IIEP was looking into institutionalizing training and M&E across the Institute, including both analysis and reporting at the individual and collective level. He confirmed that IIEP considered its training, as a Board Member suggested, as key to developing institutional capacity. The Director also reported that, in addition to core training, IIEP has been increasingly focusing on shaping its training to respond to country needs through engagement with local partners and institutions to build sustainable institutional capacity. This will reinforce IIEP's case for investment, as conveyed by Board Members and Management.
20. To questions concerning how modularization and micro-credits would work, the Global Training Practice Lead described how the proposed IIEP core programme would be based on short modules, which can be taken separately for certification or stacked for a broader credential with a new IIEP micro-credential system. The Chair mentioned that these issues would be addressed and discussed in item 7 on the new Global Training Strategy.
21. The Chair requested an update on progress towards better integration of all three offices into one global Institute that makes the best use of the capacities and value added of each office. He expressed appreciation for the efforts made in 2022, highlighting the diversification of countries and languages, fundamental to reaching larger numbers. The Director reported that, simultaneously in all three offices, major investments and upgrades were made to IIEP's information technology (IT) infrastructure, and that portals and software are being integrated, guided by a uniform website approach. Furthermore, the Buenos Aires Office's well-developed community of practice is being expanded to be applied as a core IIEP global practice. The idea of having the Buenos Aires Office manage the technology to support the Global Learning Academy, given its experience in this area and the potential cost savings, is being explored. In addition, the Global Training Practice Lead is working on integrating IIEP's best practices in training, expanding the offer through hybrid and online learning, with courses offered in French, English, Spanish, and Portuguese, enabling increased reach. From 2023, learning courses and modules, which currently differ across offices, will start to follow standardized criteria, further enhancing an integrated approach to capacity development.
22. A question was raised about IIEP's work with UNESCO's Asia and Pacific Regional Bureau in Bangkok, the Institute having no office in Asia. As it appeared that UNESCO Bangkok was doing an Education Sector Analysis with Cambodia, while IIEP was involved in Education Sector Plan development there, was there an overlap of functions? The Director clarified that IIEP works closely with UNESCO Bangkok and the UNESCO Country Office in Cambodia, and that support was jointly provided. There is regular communication with the Regional Offices to ensure coordinated support to Member States. To a question concerning East Africa, and whether IIEP works with the UNESCO Nairobi Regional Office, the Director explained that, while IIEP has a dedicated focus on

West and Central Africa, the Dakar and Paris Offices also provide support to countries across Africa, including in East and Central Africa. Coordination is enhanced by engagement with the HQ Education Sector Executive Office. One challenge is limited resources, which can create competition for resources across UNESCO entities. The Board agreed that presenting a strong, coordinated UNESCO benefitted all stakeholders and presented a better case for investment in IIEP and UNESCO more generally.

Part II - Report of the Director on the Operational Plan and Budget for 2023

23. In the discussion about the Operational Plan for 2023, the issue of prioritization was again raised, particularly as concerns the case for investment and new donors. A number of comments and questions revolved around: how IIEP chooses projects and key areas of intervention, and whether the latter are always demand-driven; whether there are core countries where IIEP delivers across themes; and how IIEP can use partnerships for better complementarity.
24. The Chair spoke of the need for better prioritization and coherence in integrating IIEP's areas of intervention, given the complexity of the financial situation and that a new core donor may not emerge quickly enough. Synthesizing diverse comments, he invited IIEP to combine global initiatives with meeting local needs, to thereby demonstrate the impact of its capacity strengthening efforts and attract new funding. The Director agreed with the comments of all Board Members and acknowledged the urgent necessity of prioritizing IIEP's work, but also explained that it was in IIEP's culture and part of its reputation to be very demand-responsive and to operate in ways more focused on institutional sustainability. He also agreed that the Institute's funding model needed an upgrade, as IIEP has too many small projects involving high transaction costs. The Director and his team are working towards larger offers, factoring in internal efficiency which in turn will drive prioritization. IIEP will benefit from a better mapping of partners on the technical side, especially among local institutions. A more systematic evaluation of its technical cooperation is planned for next year, as well as large external evaluations of two major project-funded programmes, which will assist in prioritization.
25. The Alumni network was a recurrent subject, with Board Members requesting IIEP to make more effective use of alumni, who can be a great resource for all facets of IIEP's work and for the case for investment. They advised IIEP to differentiate between experts and decision-makers in developing communities of practice involving alumni. There is a vast potential to capitalize on this influential network in 2023 with the celebration of IIEP's 60th anniversary. They invited IIEP to take advantage of this network and bring them together at the beginning of the year, as engagement starts early. Finally, the Board requested IIEP to keep the Alumni network active and updated. The Director took good note and reassured the Board that IIEP had included the Alumni in its Resource Mobilization plan. While communities of practice drawing on the network will be launched in early 2023, their full operationalization would occur in the second half of the year. The question of including the Alumni in training and in the pool of experts remains to be discussed internally, as the majority are now government officials, which may present challenges.
26. On the KPIs, some commented that these captured more process than impact. From a fundraising perspective, it was argued that more sophisticated KPIs that attempt to capture impact may be more persuasive to donors. While recognizing that in 2022 some indicators were still being trialled, it was agreed that the Monitoring and Evaluation focal points team would address these issues.
27. Brief overviews from the Heads of the Buenos Aires and Dakar Offices on the situation in their regions gave rise to the following discussions:

- a. The Head of the IIEP Buenos Aires Office was asked the following questions: How does it interact with the Dakar Office, notably regarding training in African Lusophone countries? Given that the Buenos Aires Office offers longer trainings than the other two offices, what is the impact of their online training? On the subject of prioritization of activities, what process is followed to select countries and topics? He replied that Lusophone activities are expanding, that the language component was ever more relevant, and that the collaboration with Dakar was successful and increasing each year. The length of training is determined by country demand. Online offers are less expensive and reach larger numbers; to ensure their impact a follow-up of online learners is being systematized. The prioritization of topics and countries is informed by funded requests from Member States, IIEP's mandate, and the results of a survey carried out by the Buenos Aires Office of Ministries of Education in the Latin America and the Caribbean region. Additional criteria include the strategic value of starting a new activity, return on investment, and impact.
- b. The IIEP Dakar Office: one Board Member praised the cross-continent approach and inquired about: cross-office learning, activities in North Africa, prioritization and country demand, and offers in different languages. Another Member commended the priorities of the Dakar Office, its network building, and its South-South collaboration. Another asked about the role of the private sector in some of the aspects of its work. The Chair proposed a reflection on the intervention model of the Dakar Office to help solve the resource tension it is experiencing. The Head of Office explained that their activities were cross-cutting, reflecting the integrated approach of the 11th MTS, and that, while they focused primarily on sub-Saharan Africa, their TVET programme covered Tunisia and involved the private sector as a key actor. Concerning resources, while acknowledging the challenges that the Dakar Office faces, he noted this applied to all three offices. Besides using consultants to meet demand, he suggested that some functions be merged within UNESCO and across the three offices to provide consistent coverage of demand. The Deputy Head of the Office clarified that there are regional linguistic groups in Africa, and topics of interest across several countries are often delivered through regional courses. The aims are to build a consolidated offer, to adapt to country demand, and to make better use of courses already developed.

28. In the absence of comments by the Members of the Governing Board, resolutions 602 and 603 were approved without amendments.

Resolution 602 – 2022 Activities Report and 2023 Operational Plan

The Governing Board,

Having reviewed the Report of the Director on the Activities carried out by IIEP in 2022 and the Operational Plan for 2023 (documents 63 GB/4 Part I, Part II), and bearing in mind the information conveyed in the Director's oral report,

Congratulates the Director and staff on a successful launch of the 11th Medium-Term Strategy and thanks him for ensuring continuity, in the special context of the unexpected departure of the former Director,

Expresses appreciation for the further simultaneous enrichment of its lines of work through training, technical cooperation, research, and outreach, and for the improvements to the reporting formats of the results presented to the Board,

Recognizes the continuous efforts of the Director to integrate the work of IIEP's three offices across three continents, to amplify collaboration across the three offices, and to strengthen monitoring and evaluation of results through an Institute-wide strategy,

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 2022,

Approves document 63 GB/4 Parts I and II as presented by the Director.

Resolution 603 – Organizational changes

The Governing Board,

Recalling Resolution 593 approved at its 61st session,

Appreciates the progress made towards the implementation of the organizational changes endorsed by the Governing Board at its 61st session, considering the current exceptional circumstances,

Understands that the Director launched the new Knowledge Management and Mobilization team as planned and reorganized the Technical Cooperation team into four thematic clusters in line with the value streams,

Endorses this new arrangement, awaiting the appointment of a new Director.

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

29. The Administrator presented the financial highlights of the implementation of the 2022 budget and the proposed budget for 2023 and recalled that the Finance and Administration Committee had convened on 6 December 2022 ahead of the 63rd session of the Board and that its report had been distributed to all Board Members.
30. The Board Members were interested in the mechanisms around the operational reserves and asked for clarifications between the operational and the stabilization reserves. The Administrator explained the statutory mechanisms of each, and thereby eased their concerns.
31. The Board Members, without raising any specific objection to the proposed budget for 2023, noted that little information was given to them in terms of the considerations taken into account to prioritize the increasingly limited resources between the various functions and activities. It was suggested that, in the future, more details be given to the Finance and Administration Committee in that regard.
32. Anticipating the discussion on fundraising, many Board Members requested a plan to approach new funders to meet the funding gap, including a list of foundations that could be leveraged; they also offered to support IIEP in connecting with funders. The Chair mentioned that many of these questions would be discussed and addressed in item 6 on the Resource Mobilization Plan, to be presented later.
33. On the issue of the unfavourable Euro / Dollar exchange rate, there was a proposal that the graphs illustrating the funding scenarios be done in real, rather than nominal, terms, accounting for the inflation rate. If inflation is factored in, the gap may be larger. The Administrator took note of the recommendation and explained that the schedules were

prepared in Dollars. The exchange rate penalized IIEP as the Dollar was very strong compared to all European currencies IIEP receives: Norwegian Kroners, Swedish Kroners, Swiss Francs, and Euros. The variance in income is quite high, and IIEP takes inflation into account. IIEP operated savings on salaries in 2022, as salaries are paid in Euros. She also recalled that the Argentinean Government had resumed paying for the running costs of the IIEP Buenos Aires office, however IIEP is still waiting for a multi-year agreement.

34. The Administrator presented the Risk Register – document 63 GB/5.

35. Concerning resolution 607, there was a request that the simulations presented in the financial scenarios remain an internal document raising the risks, and not a Board-approved document. The Board proceeded to approve resolutions 604, 605, 606, 607 with an amendment relevant to the simulations, and 608.

Resolution 604 – Appropriation Resolution

The Governing Board,

Having examined the Report of the Director on the IIEP activities carried out in 2022 (document 63 GB/4 – Part I),

Taking note of the expenditure for the Core Funding Programme, by appropriation line, including the available financial resources for 2022,

Resolves that for the financial period 1 January to 31 December 2022, the total appropriation should amount to US\$ 17,163,280 to be financed by estimated income of US\$ 15,350,182 and reserves estimated at US\$ 11,205,150 as follows:

A. Core Funding Programme

Appropriation Line¹	Amount in US\$
I. Programme Operations	
A. Training (line 1)	4 253 767
B. Technical Cooperation (line 2)	4 708 045
C. Research & Development (line 3)	2 886 452
D. Outreach and Advocacy (line 4)	2 593 000
Sub-total I	14 441 264
II. Directorate and Corporate Services	
D. Governing Board	261 147
E. Directorate/Monitoring and Evaluation	418 763
F. General Administration	861 227
Institutional Information Technology	363 514
G. Investment	
Staff development	354 149
Renovation of building	63 481
IT Technology	399 735
Sub-total II	2 722 016
Total Appropriation	<u>17 163 280</u>
Income and Other Resources¹	Amount in US\$
I. UNESCO Financial Allocation	2 140 100
II. Voluntary Contributions	10 297 059
Sub-total I & II	12 437 159
III. Other Income	
Programme Support Funds	2 533 009
Income from training	358 102
Miscellaneous Income	21 912
Sub-total III	2 913 023
Sub-total I, II & III	<u>15 350 182</u>
IV. Other Resources	
Liquidation of previous years' obligations	120 000
Transfer to Stabilization Reserve Account	(842 797)
Reserves and Fund Balances on 1 January	11 927 948
Sub-total IV	11 205 150
Total Income and Other Resources Core Funding Programme	<u>26 555 332</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 2022,

Resolves that for the financial period 1 January to 31 December 2022, the total appropriation should amount to US\$5,110,937 to be financed by estimated income of US\$ 4,491,513 and reserves estimated at US\$ 2,449,870 as follows:

B. Project Funding Programme	
Appropriation Line²	Amount in US\$
I. Programme Operations	
A. Training (line 1)	1 723 484
B. Technical Cooperation (line 2)	3 776 405
C. Research & Development (line 3)	1 278 932
D. Outreach and Advocacy (line 4)	509 705
	Sub-total I
	7 288 526
II. Programme Support Funds	
F. Programme Support Fund Interfund eliminations	(2 177 589)
	Sub-total III
	(2 177 589)
	Total Appropriation
	<u>5 110 937</u>
Income and Other Resources²	
I. Contracts	
Governments	905 537
Other	5 763 565
	Sub-total I
	6 669 102
II. Other Income	
Programme Support Fund Interfund eliminations	(2 177 589)
	Sub-total II
	(2 177 589)
	Total Income I & II
	<u>4 491 513</u>
III. Other Resources	
Liquidation of previous years' obligations	100 000
Reserves and Fund Balances on 1 January	2 349 870
	Sub-total III²
	2 449 870
	Total Income and Other Resources Project Funding Programme
	<u>6 941 383</u>

1 IIEP three offices Core Funding Programme
2 Ongoing multi-year Project Funding projects that will be implemented beyond 2022

Resolution 605 – Certified Accounts

The Governing Board,

Having examined the certified accounts for 2021 and the Auditor's report thereon contained in document 63 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 2021,

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

Resolution 606 – Proposed budget for 2023

The Governing Board,

Having examined the Draft Programme and Budget for 2023 contained in document 63 GB/4 – Part II,

Resolves that,

A. Core Funding Programme

- (a) For the financial period 1 January to 31 December 2023, the total appropriation should amount to US\$ 17,703,858, to be financed by estimated income of US\$ 14,857,533 and reserves estimated at US\$ 8,624,298, hereby appropriated for the purpose indicated in the appropriation table as follows:

Appropriation Line¹	Amount in US\$
I. Programme Operations	
A. Training (line 1)	4 414 789
B. Technical Cooperation (line 2)	4 695 167
C. Research & Development (line 3)	3 037 697
D. Outreach and Advocacy (line 4)	2 770 141
	Sub-total I
	14 917 794
II. Directorate and Corporate Services	
D. Governing Board	307 983
E. Directorate/Monitoring and Evaluation	478 387
F. General Administration	973 727
Institutional Information Technology	348 859
G. Investment	
Staff development	342 236
Renovation of building	48 803
IT Technology	286 069
	Sub-total II
	2 786 064
	Total Appropriation
	<u>17 703 858</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	9 582 573
Sub-total I & II	11 722 673
III. Other Income	
Programme Support Funds	2 839 860
Income from training	275 000
Miscellaneous Income	20 000
Sub-total III	3 134 860
Sub-total I, II & III	<u>14 857 533</u>
IV. Other Resources	
Liquidation of previous years' obligations	120 000
Transfer to Stabilization Reserve Account	(887 754)
Reserves and Fund Balances on 1 January	9 392 052
Sub-total IV	8 624 298
Total Income and Other Resources Core Funding Programme	<u>23 481 831</u>

- (c) The Director is authorized to incur obligations during the financial period 1 January to 31 December 2023 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, considering 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 to ensure the continuation of programmes and projects, on the understanding that the amounts 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 2023, the total appropriation for the Project Funding Programme should amount to US\$ 4,991,706 to be financed by estimated income of US\$ 3,928,871 and reserves estimated at US\$ 1,930,446.

Appropriation Line²	Amount in US\$
I. Programme Operations	
A. Training (line 1)	1 697 957
B. Technical Cooperation (line 2)	4 059 300
C. Research & Development (line 3)	956 330
D. Outreach and Advocacy (line 4)	304 695
Sub-total I	7 018 283
II. Programme Support Funds	
F. Programme Support Fund Interfund eliminations	(2 026 577)
Sub-total III	(2 026 577)
Total Appropriation	<u>4 991 706</u>
Income and Other Resources²	
I. Contracts	
Governments	300 418
Other	5 655 031
Sub-total I	5 955 448
II. Other Income	
Programme Support Fund Interfund eliminations	(2 026 577)
Sub-total II	(2 026 577)
Total Income I & II	<u>3 928 871</u>
III. Other Resources	
Liquidation of previous years' obligations	100 000
Reserves and Fund Balances on 1 January	1 830 446
Sub-total III³	1 930 446
Total Income and Other Resources Project Funding Programme	<u>5 859 318</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 2023

Resolution 607 – Financial forecast

The Governing Board,

Having examined documents 63 GB/4 Part I and II,

Having read the written report of the 6th session of the Finance and Administration Committee,

Having heard its oral report,

Taking into account its Recommendation 9 to the Governing Board at its 63rd session,

Acknowledges that the current forecasts 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 47th session of the Executive Committee, Resolution 502 adopted by the 48th session of the Executive Committee,

Thanks the Director for the update on the timely and smooth implementation of the Human Resource Plan approved by Resolution 503 of the 49th session of the Executive Committee,

Recalling Resolution 503 of the 49th session of the Executive Committee, **further urges** accelerated efforts by IIEP management to generate new core funders and project income opportunities.

Invites the Director to monitor and constrain the staff growth during 2023 and limit recruitment to positions essential to the delivery of IIEP's 11th Medium-Term Strategy,

Further requests that the Director prepare, for presentation to the Executive Committee at its 2023 meeting, an update on the finances, core funding, and sustainability of the Institute, and continue to prepare and present for approval by the Board annual budgets that meet requirements on operational reserves through the medium term.

Takes note of the financial simulations presented, and of the assumptions used. **Further requests** that the Director update these forecasts regularly and present them at the 2023 meetings of the Executive Committee and Finance and Administration Committee.

Requests that UNESCO consider increasing the annual allocation to IIEP, and **recommends** that, in the future, this yearly allocation take into account the inflation.

Resolution 608 – Risk Register

The Governing Board,

Having examined documents 63 GB/5 [Risk Register],

Having read the written report of the 6th session of the Finance and Administration Committee,

Having heard its oral report,

Taking into account its Recommendation 10 to the Governing Board at its 63rd session,

Having further examined the high risks associated with the overall funding of the Institute and the mitigation of these risks, taking into account the Global Training Strategy and the Resource Mobilization Plan presented at its 63rd session (documents 63 GB/6 and 63 GB/7),

Expresses its appreciation to IIEP Management for its ongoing monitoring of risks, including the changes and the updates made consecutively to the Risk Register each year from the 59th Governing Board meeting,

Requests that the Director continue to monitor risks and risk mitigation actions throughout the 11th Medium-Term Strategy, to update the Risk Register twice a year, and to update the Executive Committee on actions taken to mitigate areas of high risk during its 2023 meeting.

Item 6 – Presentation of the IIEP Resource Mobilization Plan

36. The Director and the Resource Mobilization Officer presented the Resource Mobilization Plan – document 63 GB/6.
37. In a *tour de table* on the subject of ‘making a pitch’ for funding complex technical areas of work such as planning support, training, and research, Board Members variously suggested that IIEP emphasize learning outcomes, capacity development, and the strengthening of programmes, rather than mere training. All Members reiterated that calling on the Alumni network with strong messaging could bolster the investment case with donors.
38. Several Members called on UNESCO HQ to include IIEP in a harmonized and coherent approach to donors, with suggestions that each UNESCO entity be tasked according to their field of expertise with the possible harmonization of the offer.
39. While all Board Members recognized the need for centralizing the Education Sector offer, building on each entity’s expertise in a competitive environment, the ED/EO representative also encouraged each institute, including IIEP, to approach donors and showcase their expertise in the overall framework.
40. Board Members suggested that, given UNESCO Field Offices are raising significant funds through GPE and European Union local offices, IIEP partner with Field Offices more systematically in its countries of intervention.
41. The potential of a partnership with the UNESCO Institute for Statistics and the Global Education Monitoring Report was raised, as a starting point to build the coherent offer requested by some donors, with a recommendation to initiate a discussion among the three Directors of the said entities.
42. Many Members suggested that the Resource Mobilization Plan be updated with presentations including multi-year forecasts, as donors may need to know what exactly IIEP’s funding needs are to operate over a certain period.
43. There was a suggestion to separate Core Funding from Project Funding, and that a new concept is needed to advocate for Core Funding, such as cross-cutting themes to market to large funders.
44. Flagship products and events could be used to mobilize funders, with the KMM Communication Cluster (or external help, if needed) developing the best narrative around the story IIEP wants to tell. Different donors will have different views, and messaging for each with a communication perspective is key.
45. Several Board Members suggested approaching less traditional donors, such as foundations, and the representative of ED/EO encouraged new entry points.
46. Overall, the Director took note of all proposals, which will be addressed in the updates in subsequent sessions of the Board or its subsets.
47. The Board amended resolution 609 as follows:

Resolution 609 – Resource Mobilization Plan

The Governing Board,

Having read the Resource Mobilization Plan (document 63 GB/6),

Expresses its appreciation for the introduction of such a document in the complex financial situation and international funding scene,

Supports the implementation of such a plan, provided it take into account the recommendations of the Governing Board,

Requests an update on the implementation upon appointment of the new Director and at subsequent Board meetings, throughout the 11th Medium-Term Strategy.

Item 7 – Presentation of the IIEP Global Training Strategy

48. The Director and the Global Training Practice Lead presented the Global Training Strategy - document 63 GB/7.
49. The Chair welcomed IIEP's new Global Training Strategy, suggesting that it was time for training to be revamped and aligned across IIEP. The Board commended the new campus and the modularized approach to training as essential to its systematization. The Global Training Practice Lead outlined the purpose of a global curriculum, whereby each office delivers a core course adapted to its context – each with its own target audiences, policy-makers, and planners with diverse skills – but with shared criteria, pedagogy, duration, and credits. One Board Member suggested exploring external expertise for the technical infrastructure, and the Director took note to explore open source versus proprietary IT platforms. IIEP currently uses open source, and proprietary may be too costly and less flexible for the Institute's needs.
50. Another Board Member highlighted the role of IIEP as a non-quantitative data centre with excellent databases such as Planipolis. IIEP should market its role this way, to inform the dialogue between Ministries of Education and Ministries of Finance, with its clearinghouses and portals. The Global Training Practice Lead and the Head a.i. of the KMM Team fully agreed.
51. A Board Member emphasized the importance of focusing on assessing needs to gather information on the demand and viability of the future training offer. The Global Training Practice Lead highlighted that the Benchmarking and Options Study had undertaken a needs assessment, and that systematic efforts to engage external stakeholders would be undertaken in the future, weaving in the alumni network, through consultations with Ministries and by creating an external advisory board.
52. The Chair and several Board Members saw a need for developing a competency framework. The Global Training Practice Lead noted that part of the planned work ahead is to develop a competency framework for education planners that can underpin the course content, selection, and evaluation of training participants.
53. To Board Members' questions concerning recognition of credits and partnerships with training institutions, the Global Training Practice Lead explained that the entire strategy had been the object of the external option study, carried out in 2022. This informed IIEP's decision to change its model, by first putting its new training offer in place, and then exploring academic partnerships. While partnerships are in place with the Cheikh Anta Diop University in Senegal for accreditation of the master's-level training, it will need reviewing. Partnerships with universities and more academic institutions present challenges that can be explored in the future, once the strategy is in place. The initial

concept is that participants would receive credits that they can bring to universities or governments for recognition. IIEP has been establishing other partnerships with international organizations such as UNICEF or NORRAG to design and deliver training, which could be viable options. One Board Member suggested that IIEP showcase its training to the World Bank.

54. A Board Member stressed the need for IIEP to partner with national training institutions and Ministries of Education for better impact and capacity building and longer-term sustainability. Another, addressing the needs assessment brought up collectively by the Board, noted that, in their country, government officials are extremely positive and commend IIEP's training programmes. There is a case for investment if IIEP can foster the capacity strengthening of national training institutes which will address the continuity of training and better impact at country level.
55. The Chair praised the idea of a global learning academy as a means of articulating IIEP's training offer. He further suggested that IIEP should ensure the training offered in this new strategy is integrated across all its functions. Echoing the discussion on building capacity in national training institutions, the Chair expressed the view that developing training in public administration is properly a technical cooperation function.
56. The Board welcomed the Global Training Strategy and recommended that it serve as a centrepiece in resource mobilization. It also proposed several options for repackaging the strategy so that those Ministries of Education that have expressed a need for IIEP's training would view the expense as an investment. The Director explained that some governments get funding through IIEP or UNICEF to attend courses. Demand is expanding, from country level to the middle tier, and as for Board Members' concerns to capture all planning audiences, the Institute is also addressing the demands of higher policy-makers.
57. Overall, the Director took note of all recommendations, and the Board requested updates on the implementation of this Strategy through the annual reports.
58. The Board amended resolution 610 as follows:

Resolution 610 – Global Training Strategy

The Governing Board,

Having read the Global Training Strategy (document 63 GB/7),

Thanks the Director for the introduction and drafting of this companion document to the 11th Medium-Term Strategy (MTS), recognizing the value of the strategy for delivery of the 11th MTS and as a means to make the case for investment for the Institute,

Supports the implementation of this strategy, provided it takes into account the recommendations of the Governing Board,

Requests an update on the implementation of this strategy, at subsequent Board meetings, in the annual reporting.

Discussion on the celebration of IIEP's 60th anniversary

59. The Head a.i. of the KMM Team presented a plan for the celebrations of IIEP's 60th anniversary.
60. There was a suggestion that, as, despite its importance, educational planning may prove a subject difficult to make interesting, IIEP should involve its communication experts to

find ways to make it exciting. It was asked whether UNESCO HQ would support this initiative, as its involvement usually helps in getting media coverage. Another proposal was to outsource this to communication experts.

61. It was asked whether the events would be coupled with a fundraising event, and, if so, what the dates would be.
62. Questions were raised concerning the target audience and how messages would be conveyed. It was suggested that, though the benefits of social media were recognized, traditional media might work best for some target audiences.
63. The Chair was content with the idea of a long celebration throughout the year, with a culminating point at the General Conference in November 2023.
64. The celebrations in the Buenos Aires and Dakar Offices were also discussed. The Board feels it is important to convey a main message of 60 years of IIEP's presence, while also holding side events for the 25th and 20th anniversaries, respectively, of the Buenos Aires and Dakar Offices.
65. One message the Board proposed to convey was the launch of the Global Academy during the celebrations.
66. The Director and the Head a.i. of the KMM Team answered that all ideas were captured, and that the staff would be mobilized in the preparation and organization of the celebrations. The event is manageable in-house as IIEP can rely on its strong KMM Communication Cluster. They confirmed that the Alumni network would be a strong asset, and that they would also solicit the participation of former staff including Directors. They will look into potential availabilities at the General Conference, alongside the Education Commission, attended by most of IIEP's target audience.

Item 8 – Election of Members to 2023 Governing Board Committees

67. The Chair proposed that the statutory committees be held in 2023 with compositions similar to that of 2022, adjusting the Finance and Administration Committee according to availability and confirmation of one Board Member's willingness to serve. One Board Member also proposed to hold a longer session to discuss IIEP's financial reports and operational budget.
68. The Board passed the following decision:

The Governing Board,

Decided upon the composition of the following three committees, after a consultation process with all Board Members, held by correspondence:

The **Executive Committee**:

Mr José Weinstein
 Ms Sara Ruto
 Ms Emiliana Vegas
 Mr Robert Jenkins
 Ms Pauline Rose

.../.

The Finance and Administration Committee:

Mr José Weinstein
 Ms Rong Wang
 Mr Keiichi Ogawa
 Ms Pauline Rose

The Nominating Committee:

Mr José Weinstein
 Ms Dina El Khawaga
 Mr Máximo Torero Cullen
 Mr Albert Nsengiyumva

Item 9 – Plans for future Meeting

69. The Governing Board passed the following decision:

The Governing Board,

Decided that the next session of the Governing Board will take place on 12 and 13 December 2023, and will address the following draft agenda:

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 on the activities carried out by IIEP in 2023 and on the Operational Plan and Budget for 2024 64 GB/4 Parts I and II
Item 5	Presentation of the Report and Recommendations of the Finance and Administration Committee and Risk Register 7 FA/REP, 7 FA/REC, 64 GB/5
Item 6	Report on the implementation of the IIEP Resource Mobilization Plan 64 GB/6
Item 7	Report on the implementation of the IIEP Global Training Strategy 64 GB/7
Item 8	Elections of Members to 2024 Governing Board Committees and of the Chair as at Close of the 64 th session
Item 9	Plans for future meetings 64 GB/8
Item 10	Tribute to outgoing Chair and Board Members

Item 11Other matters – Resolutions
64 GB/RES**Item 10 – Other matters – Resolutions**

70. The Governing Board examined each resolution after each item and proceeded to a final screening of document 63 GB/RES in light of the two-day discussion. The full set of draft resolutions had been shared with the three excused Board Members ahead of the meeting.
71. The Governing Board approved all resolutions, with amendments to Resolutions 607, 609, and 610 reflecting their deliberations.
72. The Chair thanked the Board Members for their presence and fruitful discussions, as well as the Director, Assistant Director a.i., and IIEP staff.
73. The 63rd session of the Governing Board ended at 1:15 p.m., Paris time, on 14 December.



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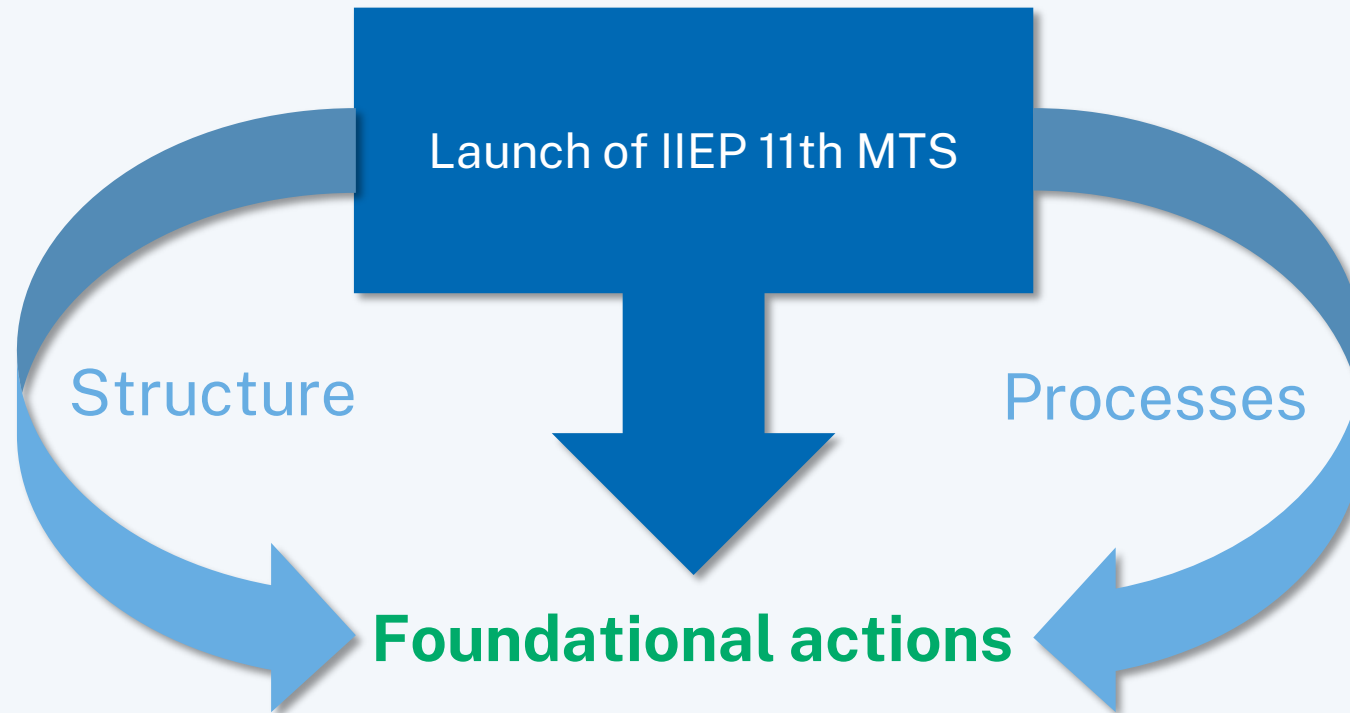
63rd session of the IIEP Governing Board
13–14 December 2022



Report of the Director on the Implementation and Outcomes of IIEP's 2022 Activities

63 GB/4 Part I

2022: an exceptional year



Continuity amid transformation

A four-point agenda

- Strengthening and aligning IIEP's approach to training
- Refining our core offer to countries
- Redefining IIEP's research, development, and knowledge sharing portfolio
- One IIEP – three campuses.

Reporting structure for IIEP's 11th MTS

2 Strategic Objectives

3 integrated functional areas

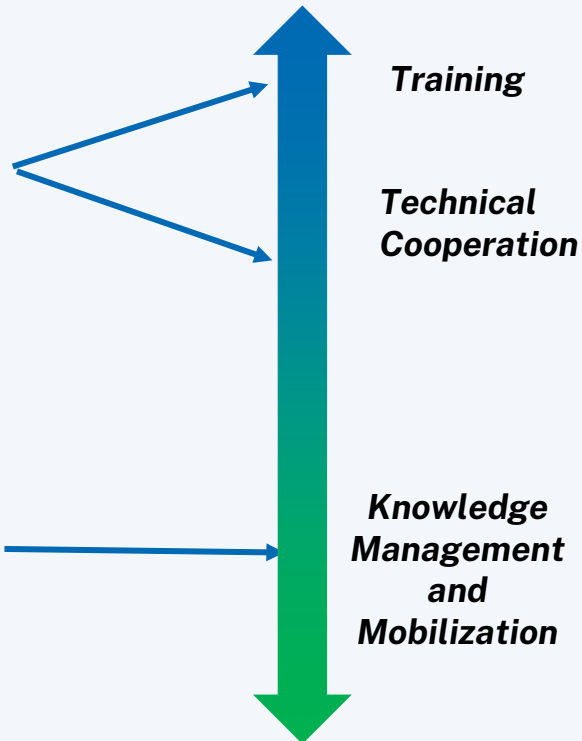
KPIs

Strategic Objective N°1:

Member States plan effectively for education sector development and evaluate system performances

Strategic Objective N°2:

Applied knowledge on educational planning and management is made accessible to policy-makers and stakeholders


















Training

Technical Cooperation

Knowledge Management and Mobilization

1. Share of IIEP's total funding agreements that provide multi-year funding (24 months or more)
Share of IIEP's portfolio in continental Africa, in countries affected by conflict and fragility, and in least developed countries:
2.1 Share of IIEP's portfolio in Continental Africa
2.2 Share of IIEP's portfolio in countries affected by conflict and fragility
2.3 Share of IIEP's portfolio in least developed countries
3. Share of IIEP's portfolio that is gender-responsive
4. Share of IIEP's portfolio that implements a monitoring, evaluation, and learning strategy
Share of participants in IIEP activities from key groups (Continental Africa, countries affected by conflict and fragility, least developed countries, women):
5.1 Share of participants from Continental Africa
5.2 Share of participants from countries affected by conflict and fragility
5.3. Share of participants from least developed countries
5.4. Share of female participants
6. Share of IIEP's portfolio that addresses and strengthens education system resilience
7. Share of IIEP's portfolio focused on education management and implementation capacities for improved and more equitable outcomes in learning
8. Share of IIEP's portfolio provided together with partners from the Global South
9. Number of citations of IIEP knowledge products in policy documents, per year
Share of participants in IIEP's training, technical cooperation, and major knowledge-sharing activities reporting:
10.1 Confidence in capacity to use what they have learned
10.2 Confidence that what they have learned or developed will likely contribute to improvement in organizational planning and management practices

IIEP's KPI results from January to November 2022

No.	Indicator	Baseline 2021	2022	
			Target	Achieved
1	Share of IIEP's total funding agreements that provide multi-year funding (24 months or more)	20%	25%	23% 
2	Share of IIEP's portfolio in continental Africa, in countries affected by conflict and fragility, and in least developed countries:			
	2.1 Share of IIEP's portfolio in Continental Africa	67%	69%	76% 
	2.2 Share of IIEP's portfolio in countries affected by conflict and fragility	41%	43%	48% 
	2.3 Share of IIEP's portfolio in least developed countries	66%	≥65%	69% 
3	Share of IIEP's portfolio that is at least gender-responsive	32%	38%	35% 
4	Share of IIEP's portfolio that has a monitoring, evaluation, and/or learning strategy	33%	40%	42% 
5	Share of participants in IIEP activities from key groups (continental Africa, countries affected by conflict and fragility, least developed countries, women):			
	5.1 Share of participants from continental Africa	32%	36%	34% 
	5.2 Share of participants from countries affected by conflict and fragility	19%	24%	19% 
	5.3. Share of participants from least developed countries	25%	31%	28% 
	5.4. Share of female participants	51%	≥50%	51% 
6	Share of IIEP's portfolio that addresses and strengthens education system resilience	30%	37%	33% 
7	Share of IIEP's portfolio focused on education management and implementation capacities for improved and more equitable outcomes in learning	59%	63%	70% 
8	Share of IIEP's portfolio provided together with partners from the Global South	20%	51%	51% 
9	Number of citations of IIEP knowledge products in policy documents, per year	70	80	82 
10	Share of participants in IIEP's training, technical cooperation, and major knowledge management activities reporting:			
	10.1 Confidence in capacity to use what they have learned	80%	80%	84% 
	10.2 Confidence that what they have learned or developed will likely contribute to improvements in organizational planning and management practices	TBD	TBD	N/A

Strategic Objective 1

Training

Results

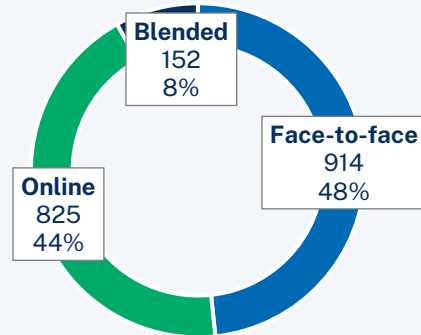


1,791
people trained



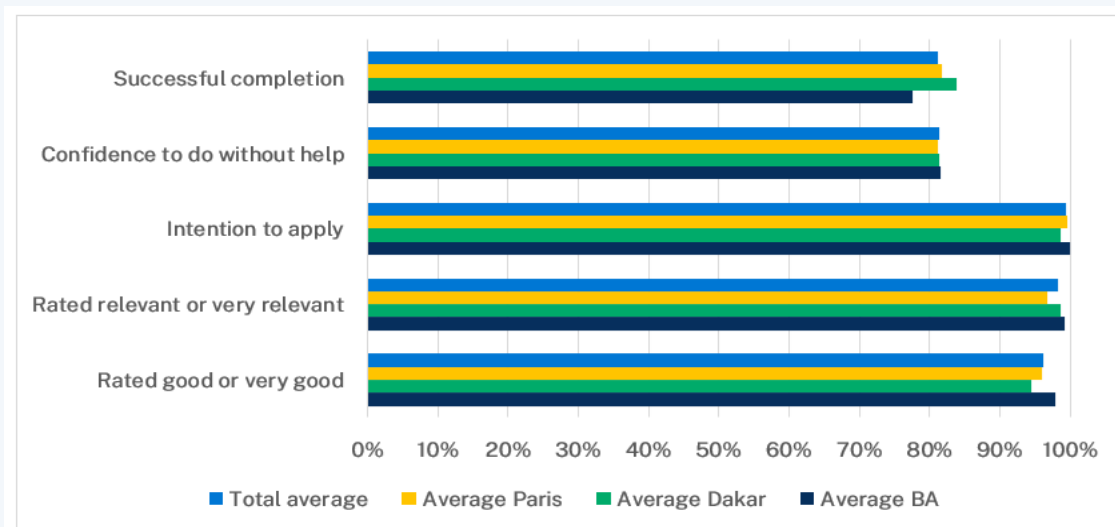
46%
of participants were female

2022 training by modality



Lessons learned

Training Course evaluations 2019-2022



Highlights

- Education Sector Planning (ESP) Course**
 39 participants (anglophone and francophone) from 21 countries joined the 9-month course
- Sectoral Analysis and Management of Education Systems (PSGSE)**
 18 (francophone) participants from 5 countries attended this programme co-delivered and accredited by the University Cheikh Anta Diop de Dakar (UCAD)
- Regional Training Programme on Educational Planning and Management (RTP)**
 37 (hispanophone and lusophone) government representatives participated from all 19 Latin American countries, as well as Angola and Cabo Verde
- Tailor-made training** to support specific countries in educational planning and management in Africa, Asia, and Latin America.
- Special focus on the **middle-tier**, fundamentals of **crisis-sensitive planning**, **TVET**, and the use of **information**.

Strategic Objective 1

Technical Cooperation

GB/4 Part I

Report of the Director on the Implementation and Outcomes of IIEP's 2022 Activities

Results



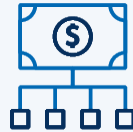
8

ESAs, three with a gender lens



3

national ESPs and 10 sub-national education operational plans



5

cost-simulation models



2

national crisis-response strategies



2

national M&E frameworks



3

compact preparation processes

Highlights

- IIEP provided continuous support to the **preparation of ESAs and ESPs in 14 countries**, integrating new areas such as violence against girls
- IIEP is working increasingly at the **decentralized level to support plan implementation**, including through innovative micro-planning
- **CSP continues to be a high priority** and forms a considerable of IIEP's work portfolio.
- IIEP has **aligned itself more closely with the Global Partnership for Education (GPE)** at country, regional, and global levels

Lessons learned

- IIEP's **participatory approach** helps ensure that the resulting country plans are more technically sound and inclusive
- To face the learning crisis, **interventions at decentralized level** (the middle-tier) are in demand and highly relevant
- It is important to "**mainstream**" **new policy concerns** (e.g. climate change, gender) in one comprehensive sector strategy
- There are opportunities for multi-year and **integrated capacity development programming at the country level** (including via the new GPE model) for sustainable impact



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Strategic Objective 2

Knowledge Management and Mobilization

GB/4 Part I

Report of the Director on the Implementation and Outcomes of IIEP's 2022 Activities

Results



102

publications produced



2,273

participants in knowledge sharing
events

Highlights

- **Creation of the new KMM function**, which aims to enhance engagement and collaboration with our stakeholders all along the knowledge production and dissemination chain
- **Three research syntheses** published
- Definition of a **new research agenda for the 11th MTS**
- **Clear evidence of uptake** of IIEP's tools and policy advice by partners and country-level stakeholders
- IIEP's expertise in key research areas **opening doors to new demands** for technical support

Lessons learned

- **New resource mobilization opportunities** can be created by linking research projects with technical support or training
- Need for **more flexible approach to research**, including greater variety of products
- IIEP needs to **repackage** some of its research programmes and results to better demonstrate its expertise in key areas
- IIEP needs to position itself as a **knowledge broker and thought leader** to maintain its influence and reach
- As IIEP's approach to partnerships in research evolves, we need to remain selective and **maintain oversight over quality assurance processes**



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Strategic Objective 2

Knowledge sharing

GB/4 Part I

Report of the Director on the Implementation and Outcomes of IIEP's 2022 Activities

Results



266 k

average monthly users of IIEP's websites and portals



53,283

average monthly consultations of IIEP publications



107.9%

Net growth on IIEP social media

Highlights

- **New dissemination strategies**, such as one-page briefs to accompany the release of major research syntheses
- **New tools used to reach our audiences**, including a new podcast, short films, and the release of new interactive documents in LAC
- **Diversification in formats for major events**, including BA Regional Forum, webinar on MoE Leadership during Crisis
- IIEP building on **global momentum of the Transforming Education Summit** by making the link to IIEP's work

Lessons learned

- IIEP needs to capitalize on the creation of the KMM team to ensure **a real shift in our approach and greater uptake of our knowledge**
- Research dissemination strategies during Covid have enabled IIEP to reach **more audiences at country level** and need to be integrated into its global dissemination strategy
- With rapid social media growth IIEP needs to be careful to **expand in meaningful ways** and mitigate potential risks while also maintaining and growing its audience via other platforms (portals and website)
- Internal and external changes have impacted IIEP's outreach. IIEP needs to **build on current momentum to reinforce and relaunch knowledge sharing efforts**



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63rd session of the IIEP Governing Board
13–14 December 2022



Report of the Director on the Operational Plan and Budget for 2023

63 GB/4 Part II

Overview of 2023 plans

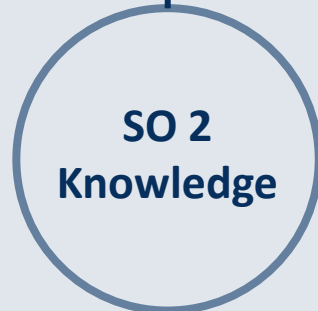
- **Continuity and consolidation**
- **Moving forward**
 - Rolling out a new training strategy
 - Technical cooperation anchored around value streams
 - Operationalizing the KMM strategy
 - Harmonizing MEL framework and procedures
 - Mobilizing resources for sustainability
 - Regional highlights
 - 60th Anniversary

IIEP's Mission

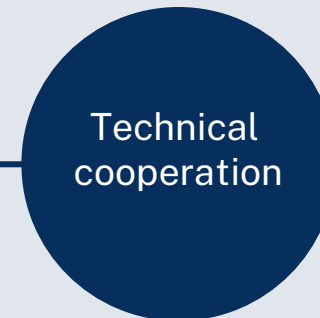
To strengthen the capacity of UNESCO Member States to plan and manage their education systems



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



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





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International Institute for
Educational Planning

Revised “Value Clusters”





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Strategic Objective 1:

Member states develop their capacity to plan and manage effectively for educational development

Training



- 22 specialised and short tailor-made courses to be delivered by 3 offices



- The new IIEP **Global Learning Academy** will be launched in 2023 to cement IIEP's position as the leading institution in the field:
 - High quality professional opportunities for education officers, policy-makers, leaders, NGOs, and donor staff
 - Revamped training offer will rely on a **micro-credentials system** whereby learners will accumulate IIEP credits after successful completion of each training course
 - Continued development of the Global Learning Academy across all the three offices, including an integrated learning management system and the development of new courses



- A new focus will be to reinforce the capacities of intermediate structures known as the middle-tier actors

Technical Cooperation



- Implement ongoing projects, plus 10 new projects currently in the pipeline for 2023 on: education sector analyses and/or plan preparation and integrated capacity development, data, and budget management; micro-planning, M&E frameworks; human resource strategy; quality management for improved learning



- Perform multi-year, integrated capacity development programmes, combining the training of national and sub-national officers, the development and application of planning tools, and the normative framework for planning and management functions



- Provide technical assistance to support Member States' resilience to withstand crises, including a focus on climate change and forcibly displaced people



- Scale up gender responsive educational planning with work in 7 countries



- Build on IIEP's strategic and technical relations with GPE, to better support countries in the implementation of the GPE operational model, through various relevant grants at country and global levels



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Strategic Objective 2

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

Knowledge Management and Mobilization



- Major research projects for the 11th MTS to be launched:
 - the impact of digitalization on transparency and accountability in the education sector
 - climate change and education system resilience
 - the role of the middle-tier in educational planning and management
 - alternative credentials in higher education



- Ongoing research with key partners such as AFD, EOL, and OSF



- Continued focus on translating knowledge into innovative and accessible tools



- KMM to play a major role in the 60th anniversary celebrations, including a major event at the end of 2023

Knowledge Management and Mobilization



- Other key priorities for the KMM team:
 1. Technical upgrade of the IIEP website, with a focus on accessibility
 2. Development and implementation of an audience analysis
 3. Renewed focus on communities of practice, building on the RED
 4. Create new publications approach, to ensure alignment with audience needs
 5. Relaunch of the IIEP depository libraries
 6. Emphasis on organizational learning both internally and among key stakeholders