International Bureau of Education

ACTIVITIES AND BUDGET FOR 2010
Report of the IBE Director

59th Session of the Council of the IBE
Geneva, January 27-29, 2010
STRATEGIC OBJECTIVES

• Increased programming focus in full alignment with the 35 C/5

• Special attention on two global priorities of Africa and gender equality

• Active promotion of South-South Cooperation (SSC) as a platform for policy dialogue and sharing knowledge, experience, and expertise

• Expansion of involvement in post-conflict situations
STRATEGIC OBJECTIVES

• Build on IBE’s comparative advantage as a global centre of curriculum development

• Develop innovative capacity-development model with deeper impact

• Expand global and regional networks

• Expand database collection and utilization

• Stronger research partnerships and visibility
2010 PROGRAMS AND ACTIVITIES

- Community of Practice
- Regional Activities
- Training Tools and courses for Curriculum Development
  - Basic Education in Africa Programme (BEAP)
  - GigaPan School Dialogues
- Technical assistance
- New Africa Project
- HIV/AIDS Education

Capacity development & technical assistance

Policy Dialogue

Knowledge production & management

- Inclusive education
- Teacher quality

- Knowledge products on Inclusive Education
- Digitization of Resource Bank
- Observatory of Trends
- Research and publications
CAPACITY DEVELOPMENT

Consolidating IBE’s global network

• Expand and sustain a high quality global Community of Practice (COP) in Curriculum Development
  - continue to expand COP membership (currently 1,300 members from 132 countries)
  - provide curriculum advice through regional focal points
  - foster and facilitate in-depth international dialogue on curriculum issues by:
    - disseminating COP-member generated curricular resources
    - sharing effective visions, policies, strategies, and practices
    - organizing thematic multilingual e-forums

• Continue to grow and strengthen capacity development partnerships
  - UNESCO HQs, UNESCO Regional Bureaux for Education, and Field Offices
  - UN agencies (including “Delivering as One” pilot), international and national academic institutions
CAPACITY DEVELOPMENT

→ Innovative capacity development model

• Enrich and utilize Resource Pack as curriculum-building tool
  - Implement officially accredited training programs through partner universities and regional institutions developing “regional training hubs”
  - Train specialists through utilization of Resource Pack in capacity development workshops
  - Develop new thematic modules based on regional needs and feedback (e.g. Inclusive Education, Competency-based approaches, Education for Sustainable Development)
  - Promote revision and improvement of national curriculum frameworks

• Develop regional programs with UNESCO Offices
  - Asia and the Pacific
  - Arab States
  - CIS and Europe
  - Latin America and the Caribbean
CAPACITY DEVELOPMENT

→ AFRICA project: skills and competencies for life and work

- In-depth work focusing on three countries involved in field testing of the toolkit (Mali, Kenya, and Angola)
- Enhance links between curriculum development and implementation relevant to local contexts and needs
- Synergies between curriculum, teacher training, assessment and school and classroom management, as well as school-community links.

- Explore the benefits of multilingualism in promoting competency development for life and work
- Action research projects based on competency-based implementation approaches and “whole school-approaches”
- South-South sharing of progress and experiences to enrich international dialogue

Implement country-customized processes of capacity development in Sub-Saharan Africa based on Toolkit for competency development and Learning to Live Together
CAPACITY DEVELOPMENT

→ Priority AFRICA: building capacity through curriculum change

UNESCO Basic Education in Africa Program (BEAP)
- Target: 5 countries. Provide technical assistance including needs-assessments and the analysis of key components in changing curricula
- Support the revision of basic education curriculum frameworks in The Gambia, Ethiopia, Tanzania, and the Seychelles
- Help establish and improve quality assurance mechanisms in line with inclusive and competency-based approaches
CAPACITY DEVELOPMENT

→ GigaPan Diversity and Inclusion in the Community project

- build upon achievements of the pilot phase by generating knowledge product and disseminate results in international meetings
- increasing number of participating schools, expanding project into Arab countries
- expanding student’s abilities to explore local and international issues pertaining to areas of the curriculum as sustainable development, science and social sciences
- support the South-North-South intercultural dialogue among students-teachers
- continued ICT and curriculum training (in collaboration with Carnegie-Mellon University)
Providing specialized technical assistance

- **VIETNAM**: In-service teacher training program on gender equality in Vietnam
  - course will be pilot-tested and revised
  - sharing outcomes of the pilot to plan for system-wide implementation
  - in collaboration with UNESCO Hanoi, MOET, and in-service teacher training agencies

- **ANGOLA**: Development of National Guidelines for Curriculum Review
  - integration of cross-cutting issues in secondary education while referring to specific subject areas taking into account local contexts, experiences, and needs
  - disseminate outcomes at national level to develop national strategy
  - in collaboration with UNESCO Windhoek, Ministry of Education, and INIDE

- **SUDAN**: revision of the basic education and literacy curriculum frameworks
  - in collaboration with UNESCO Khartoum, Ministry of Education, and local education NGOs
POLICY DIALOGUE

→ Promoting Inclusive Education through regional initiatives

- **Continue to promote policy dialogue** on a broadened concept of inclusive education through:
  - national, regional, and interregional **capacity development workshops** and **meetings with policy-makers**
  - by providing **tailored guidance in response to requests for assistance** in developing policy frameworks
  - **dissemination of reference materials** relating to inclusive education policy

- **Help develop inclusive curricula through:**
  - production of **inclusive education materials tailored to regional and national contexts**
  - creation of **concrete guidance manuals and curriculum development modules** for schools, teachers, and other stakeholders in coordination with regional inclusive education experts, educators, curriculum specialists, and developers *(initial focus on Arab and CIS regions)*
Growing knowledge-sharing base to support capacity development

- Develop analyses and studies focusing on curriculum development processes, including:
  - IBE Working Papers on Curriculum Issues
  - Contribution to 2010/11 Global Monitoring Report on EFA (depending on availability of extrabudgetary resources)

- Strengthen IBE’s Clearinghouse Function
  - Continue to develop Clearinghouse on Inclusive Education through the compilation of additional resources and updating of relevant links
  - HIV and AIDS Education Clearinghouse: addition of new documents, evaluation of materials, and contributions to HIV and AIDS education newsletter (in collaboration with IIEP and the UNESCO offices of Bangkok, Dakar, Harare, Nairobi, and Santiago)
  - Alerting services and digests of online resources available to members of COP and other education specialists
  - IBE database Country Dossiers regularly updated and enriched
KNOWLEDGE PRODUCTION & MGMT

• **Build and fortify research partnerships**
  - FAPSE-University of Geneva and SRED-DIP
  - Ecole Polytechnique Fédérale de Lausanne (EPFL)
  - European Agency (Steering group)
  - International Baccalaureate (IB)
  - The Graduate Institute of Geneva (IHEID)
  - UNESCO Institute for Statistics (ISCED)
  - World Council of Comparative Education Societies (WCCES)
  - Education Think Tank- Harvard University
  - UNICEF- Building teacher competency in emergency and post-conflict situations
# IBE BUDGETARY FRAMEWORK 2010

## I. PROGRAMME ACTIVITIES

<table>
<thead>
<tr>
<th>Activity</th>
<th>Budget 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-1. Capacity development and technical assistance</td>
<td>879'100</td>
</tr>
<tr>
<td>I-2. Knowledge production and management</td>
<td>431'000</td>
</tr>
<tr>
<td>I-3. Policy dialogue</td>
<td>200'000</td>
</tr>
</tbody>
</table>

**TOTAL I**

1'510'100

## II. GOV. BOARD, GEN. ADMIN., INSTITUTIONAL DEVELOPMENT

<table>
<thead>
<tr>
<th>Activity</th>
<th>Budget 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>II-1. IBE Council</td>
<td>135'000</td>
</tr>
<tr>
<td>II-2. General operating costs</td>
<td>290'000</td>
</tr>
<tr>
<td>II-3. Institutional development: coordination and programme development</td>
<td>200'000</td>
</tr>
</tbody>
</table>

**TOTAL II**

625'000

## III. STAFF COST (established posts)

<table>
<thead>
<tr>
<th>Budget 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>2'330'000</td>
</tr>
</tbody>
</table>

**TOTAL APPROPRIATION (I+II+III)**

4'465'100

## RESOURCES CREDITED TO THE IBE SPECIAL ACCOUNT

### I. INCOME 2010

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount (2010)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNESCO Regular Budget</td>
<td>3'196'396</td>
</tr>
<tr>
<td>Estimated extra-budgetary resources</td>
<td>2'400'000</td>
</tr>
<tr>
<td>Other incomes (offices rental, IBE’s clearing account interest)</td>
<td>634'000</td>
</tr>
<tr>
<td>Outstanding amounts based on signed agreements</td>
<td>65'000</td>
</tr>
</tbody>
</table>

### II. RESOURCES AVAILABLE FROM 2009

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount (2009)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polish stamps funds</td>
<td>257'000</td>
</tr>
<tr>
<td>SPAIN contribution received in December 2009</td>
<td>443'787</td>
</tr>
<tr>
<td>DDC contribution received in December 2009</td>
<td>99'900</td>
</tr>
<tr>
<td>Programme Support Cost/Cost recovery</td>
<td>50'968</td>
</tr>
<tr>
<td>Other incomes (offices rental, IBE’s clearing account interest)</td>
<td>171'735</td>
</tr>
<tr>
<td>2009 reserves</td>
<td>875'264</td>
</tr>
</tbody>
</table>

**TOTAL RESOURCES (I+II)**

5'095'050

| Estimated RESERVES end of 2010: RESOURCES-EXPENDITURES | 629'950 |
### ADDITIONAL CONTRIBUTIONS FROM OTHER UNESCO EXTRABUDGETARY PROGRAMMES

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Budgetary framework</th>
<th>UNESCO/UN AIDS</th>
<th>UNESCO Hanoi FO</th>
<th>UNESCO Windhoek FO</th>
<th>PCPD Special account</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vietnam: Textbook review from a gender perspective (Hanoi)</td>
<td>71'000</td>
<td></td>
<td>71'000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capacity development for curriculum and HIV and AIDS education</td>
<td>66'501</td>
<td>66'501</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clearinghouse for curriculum and HIV and AIDS education</td>
<td>47'839</td>
<td>47'839</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EFA– Angola: Mainstreaming of Cross-Cutting Issues in the Curriculum of Schools and Teacher Training Institutions (Windhoek)</td>
<td>50'000</td>
<td></td>
<td></td>
<td>50'000</td>
<td></td>
</tr>
<tr>
<td>Post Conflict/ Post Disaster project</td>
<td>76'224</td>
<td></td>
<td></td>
<td></td>
<td>76'224</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES 2010</strong></td>
<td>311'564</td>
<td>114'340</td>
<td>71'000</td>
<td>50'000</td>
<td>76'224</td>
</tr>
<tr>
<td>PSC/Cost recovery</td>
<td>42'909</td>
<td>17'500</td>
<td>9'000</td>
<td>6'500</td>
<td>9'909</td>
</tr>
</tbody>
</table>

**TOTAL EXPENDITURES** (including special account and additional contributions from other UNESCO Extrabudgetary Programmes): 5,406,614
### IBE BUDGETARY FRAMEWORK 2010

#### SPECIAL ACCOUNT

**Situation as at 18.01.2010 (USD)**

<table>
<thead>
<tr>
<th>I. PROGRAMME ACTIVITIES</th>
<th>Budgetary framework</th>
<th>Extrabudgetary resources 2010</th>
<th>Resources available from 2009</th>
<th>Other incomes 2010</th>
<th>Outstanding amounts based on signed agreements**</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-1 Capacity development and technical assistance</td>
<td>Switzerland 2010</td>
<td>273'200</td>
<td>257'000</td>
<td>88'413</td>
<td>16'900</td>
</tr>
<tr>
<td>Community of practice for curriculum development</td>
<td>Israel</td>
<td>290'000</td>
<td>250'000</td>
<td>11'521</td>
<td></td>
</tr>
<tr>
<td>AFRICA project</td>
<td>DDC 2009</td>
<td>4'000</td>
<td>4'000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical co-operation projects/support to Member States</td>
<td>UNICEF 2009</td>
<td>31'250</td>
<td>8'800</td>
<td>10'8750</td>
<td>32'500</td>
</tr>
<tr>
<td>The “GigaPan”: Diversity and Inclusion in the Community</td>
<td>Polish stamps funds</td>
<td>32'500</td>
<td>32'500</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| I-2 Knowledge production and management | | 4'311'000 | |

| I-3 Policy dialogue | | 200'000 | 126'212 | |

| TOTAL I | | 1'510'100 | |

| II. Governing Board/Gen. Adm./Institutional Dev. | | 625'000 | |

| II-1 IBE Council (59th session/Steering Committee) | | 135'000 | 105'000 | |
| II-2 General operating costs | | 280'000 | 105'000 | |
| II-3 Institutional development: Coordination and prog dev | | 200'000 | 105'000 | |

| TOTAL II | | 625'000 | 105'000 | |

| III. Staff costs (Established posts) | | 2'330'000 | 2'330'000 | |

| TOTAL EXPENDITURES 2010 (I+II+III) | | 4'465'100 | | |

| TOTAL INCOMES 2010 | | 5'095'050 | | |

| INCOMES 2010 - EXPENDITURES 2010 = Estimated reserves by the end of 2010 to be used in 2011 | | 629'950 | | |

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| TOTAL EXPENDITURES 2010 | | 311'564 | 114'340 | 71'000 | 50'000 | 76'224 |
| PSC/Cost recovery | | 42'909 | 17'500 | 9'000 | 6'500 | 9'909 |
**Estimated budget for Working Group** charged with the finalization of the Strategy aimed at making the IBE UNESCO’s Centre of Excellence in curriculum-related matters

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Expertise</td>
<td>74'400</td>
</tr>
<tr>
<td>B. Organizational arrangements (document translation, interpretation, IBE staff travel, and miscellaneous)</td>
<td>37'200</td>
</tr>
</tbody>
</table>

**Grand Total in USD$** 111'600
IBE Staff in 2009

- Regular staff: 32%
- GS Staff: 6%
- Special Service: 9%
- P - Appointment for limited duration (ALD): 22%
- P - Consultants: 6%
- Young Professionals (BARD): 25%
- Other: 6%

IBE Staff in 2010 (expected)

- Regular staff: 6%
- GS Staff: 14%
- Special Service: 3%
- P - Appointment for limited duration (ALD): 23%
- P - Consultants: 28%
- Young Professionals (BARD): 6%
- Other: 20%
IBE BUDGETARY FRAMEWORK 2010

→ Strategy to ensure financial stability and institutional growth

• Strengthen relationships with core countries providing institutional support, encouraging their involvement in key stages
• Diversify donor base for voluntary contributions with consolidated four-year commitments and extra-budgetary projects
• Develop joint programs with relevant UN agencies, such as UNICEF
• Seek out foundations and the private sector for innovative initiatives
• Expand on arrangements for cost-recovery, cost-sharing, and co-funding of priority activities with selected partners
• Engage in joint fund-raising activities with strategic partners for specific programmes