

**SIXTY-THIRD SESSION OF THE
COUNCIL OF THE INTERNATIONAL BUREAU OF EDUCATION**

Geneva, 5-7 February 2014

**FOLLOW-UP OF THE RECOMMENDATIONS OF THE IOS EVALUATION FOR
CATEGORY 1 INSTITUTES**

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Summary of the Management Response to the IOS Recommendations

This information note to Members of the Governing Council of the IBE briefly describes the IBE's Management Response and Action Plans implemented as a follow-up to the Evaluation Report Recommendations of the IOS Review of Education Category I Institutes in 2012. It is a summary of the 13 Recommendations proposed by the IOS team to the IBE during its Review of Education Category I Institutes in 2012. The IBE management and staff appreciated the open and constructive discussions with the review team during its visits to the Institute. These provided feedback that was – and continues to be – useful to the IBE in its continuing efforts to implement the Centre of Excellence (CoE) strategy.

The IBE management accepts the conclusions and recommendations of the IOS team, and recognizes them as important inputs to both the IBE's immediate operations and during the implementation of the CoE Strategy adopted by the General Conference at its 36th Session in 2011 and in the preparation of the IBE Strategy and Programme of Work 2012-2017 endorsed by the IBE Council at its 62nd session in January 2013.

The IBE management has some overall observations and comments on the proposed recommendations, as well as specific responses to each recommendation and the proposed areas for attention (See the summary responses attached). The recommendations proposed span and include issues of alignment, strategic focus, clearinghouse function, capacity building function, catalyst for cooperation, laboratory of ideas, quality of cooperation and interaction, human resources and staffing of the Institute, management of the Institute, planning, reporting and monitoring and evaluation framework, governance issues, financial sustainability and host country relations.

Overall, of the 13 recommendations made to the IBE, nearly all have been fully addressed. However, three aspects of these recommendations are of an ongoing nature and are accordingly receiving continual attention: (1) the issue of continuous communication with other institutes; (2) more effectively structuring and institutionalizing exchanges between the IBE's administration and HQ's central services; and (3) the continuous implementation of cost recovery measures according to UNESCO rules and regulations.

We highlight and summarize six recommendations and our responses (in *italics*) below:

- The IBE should discuss how best to re-focus its mandate on the substance of curriculum development issues ... with the aim ... to convey a clear, credible and convincing message on IBE's mandate

We fully agree that re-focusing its core mandate on the substance of curriculum is critical for the IBE and we have taken the necessary steps to implement it. The preparation of the new IBE Strategy and Programme of Work 2012-2017 took into account the re-focusing of programme activities. After the Programmatic Review

carried out in 2011 under the guidance of the IBE Council, a draft IBE Strategy and Programme of Work 2012-2017 was prepared during the first half of 2012. The document was then discussed at the meeting of the IBE's Council Steering Committee (27-28 September 2012), which took note and supported the progress made with regard to the strategic programmatic revision in terms of strategic goals and priorities, expected outcomes and services consistent with the revised mission statements and overall objectives of the IBE as a Centre of Excellence (CoE) in Curriculum. A new version of the Strategy 2012-2017 has been discussed at the 62nd session of the IBE Council (23-25 January 2013). The Council endorsed the Strategy 2012-2017 (while asking to introduce some minor adjustments) and expressed its satisfaction regarding the refocusing of IBE's activities in alignment with the CoE priorities, congratulating the IBE Director and team for the rigorous, well-constructed and thoughtful document produced.

- The review commends the IBE's recent efforts towards concentrating on its core mandate of curricula. Considering the scarce resources and the potential for overlap with HQ the review recommends considering discontinuing the HIV/AIDS work, except by responding to specific requests coordinated by the HQ/HIV AIDS team.

Our response is to underscore the fact that since 2012 the IBE does not have an HIV/AIDS dedicated team. Actions regarding HIV AIDS are only undertaken jointly and in coordination with HQ/HIV AID team (for example, evaluation of the pedagogical materials for CEMAC countries, in coordination with Paris and field offices).

- On the recommendation regarding quality of cooperation and interaction which underscore the fact that a formal recognition of IBE as the CoE in curriculum ... and the focal point on curriculum development and reform would help to establish (UNESCO) cross-institutional cooperation modalities and improve synergies and complementarity is accepted.

We would like particularly to acknowledge the recommendation that the IBE should become "the focal point for linking and coordinating all UNESCO curricula-relevant work". We agree that "a formal recognition of IBE as the coordinator or focal point on curriculum development and reform would help to establish (UNESCO) cross-institutional cooperation modalities and improve synergies and complementarity".

- With regard to staffing, the review commends that appropriate measures to be taken by the IBE to increase capacities and to restore staff confidence, morale and productivity. Among other things these should include a clear and regular communication to all staff about the IBE's current situation and the envisaged future of the Institute. To implement the new organisational and staffing structure that resulted from the recent HR review, a competency mapping of available in-house expertise, a matching exercise of individual and joint responsibilities in line with the needs of the future strategic directions, as well as searching for the missing elements from outside via recruitment, staff exchange or secondments in particular with

respect to senior expert positions. The longer term assurance of adequate funding sources is recommended.

Our response is related to the new organizational and staffing structure being implemented. Staff confidence and morale is linked to decisions in HQ as well. Lowering the institutes' allocation is a source of instability. The whole UNESCO is in a difficult financial situation. The IBE has boosted morale by implementing very seriously the IBE's Strategy as CoE and by developing team work in the elaboration of the IBE Strategy 2012-2017; the team has worked on developing a communications strategy. In-house expertise has increased due to new hiring and further expertise will be developed in the second stage of the new organizational structure being implemented subject to fundraising. The IBE is also implementing an ambitious fundraising strategy. All these advances are communicated and shared in team work at regular staff meetings (e.g. coordinators' meeting -- once a week; general staff meeting -- once every two months) and at the meetings with the IBE Council and Steering Committee. The Council and Steering Committee have commended advances and progress made (Decisions of IBE Steering Committee in September, 2013).

- On governance, the recommendation is for the Institute to revise its Statutes, with regard to the composition, the size of the Council members, the number of working languages and seek measures to introduce more cost effective mechanisms such as online fora and discussions, video conferencing in preparation and follow up of the council sessions. (See the examples of IIEP and UIL).

In collaboration with the IBE Council and HQ, we are working to revise the IBE's Statutes, proposing amendments with regard to the composition and the size of the Council as well as the number of working languages. According to the new statutes, the IBE Council will comprise 12 Member States designated by the General Conference. The envisaged transition to the new IBE Council will be as follows: (i) the 14 Member States whose term expires at the 38th session of the General Conference (2015) will remain in office until the end of their term; (ii) in order to ensure continuity in the Transitional Council and preserve a regional balance, 6 Member States will be designated at the 37th session (2013), one from each regional group; (iii) for the period between the 37th and 38th session of the General Conference, the Transitional Council shall therefore comprise 20 Member States; (iv) at the 38th session of the General Conference, six new Member States will be designated, one from each electoral group. At the time of this designation (November 2015), the new Council with 12 members will come into effect.

- With regards to the recommendation on financial sustainability, the review commends the development of the resource mobilization plan for the IBE. This should be supported by a focused fundraising strategy for the IBE in particular to obtain non-earmarked core funding. For this purpose the IBE should also introduce a yearly donors' day to strengthen its visibility and support fundraising.

Management fully agrees that improving financial stability is critical for the IBE, including in the short-term, and is addressing this in cooperation with Member States. A resource mobilization strategy has been prepared and discussed with the Council. It

highlighted the options to stabilize, diversify and enhance IBE's financial foundations. We have also pointed out that as part of the Implementation of the IBE Strategy as CoE, a RMP has been developed and approved by the IBE Council (January 2012). A progress report was presented at the IBE Steering Committee (September 2013). See also Proceedings and Decisions of the IBE Steering Committee. A grant of 2'999'082 USD from GPE was approved by the GPE Board; extra-budgetary fundraising has doubled in comparison to 2012 (without accounting for the GPE grant); a RM Committee from members of the Council are supporting the Director in the efforts to fundraising; further direct institutional core contributions are being sought.