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<b>Reporter</b>	Sylvia Van Impe
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## 1. FINANCIAL REPORT

### 1.1 Financial statements 31.12.2017

Statement of revenue and expenditure in 2017		
Expenditure		Revenue
€ 49 697,65		€ 105 491,28
<b>Difference: € 55 793,63</b>		
Account Balance		
01.01.2017	€ 104 931,78	<b>Difference = € 55 793,63</b>
31.12.2017	€ 160 725,41	

**Table 1: SICI financial statements**

In terms of financial accountability and reporting, SICI works with a three-way approach:

- Firstly, an external accountant checks the accounts in detail and gives a yearly financial statement.
- Secondly, according to the statutes of SICI, three auditors (SICI members) check the balance and the documents underpinning that (accountant's report and a detailed overview of income and expenditure provided by the secretariat). The auditors also provide advice to the Executive Committee.
- Thirdly, an overview of the budget of the working year in relation to the voted budget and budget proposal for the next year is put to the vote of the business meeting.

Table 1 shows the financial statements of 2017. These financial statements are made by an external bookkeeping office in Flanders. They provide a report with an overview of the real financial traffic on SICI's bank accounts on 01.01.2017 and 31.12.2017 but also the statement of revenue and expenditure for a calendar year. This document is put to the auditors' approval, together with the information of the secretariat. It is not the same as the working budget although that is based on the same income: the membership fees. This might cause confusion as we are still in the change of shifting from the working year (GA to GA) to the calendar year as our financial reference (hence also the GA in November instead of early October).

Next year, there should be more similarity between the working budget and the 'real' financial traffic. But there will still be differences, for example because bills are sometimes only send to the Secretariat and paid for in the year after an event took place or a service is provided.



## 1.2 Auditors

The three auditors are:

- Amy Finch (England)
- Ronny Alver Gursli (Norway)
- Herman Franssen (The Netherlands)

The auditors had a separate meeting together with the SICI Secretary-General Bart Maes and the SICI Secretariat, Sylvia Van Impe, to check the detailed SICI bank accounts, the financial statements and the Excel file with revenue and expenditure in 2017. Herman Franssen was already auditor last year. The two new auditors, Amy Finch and Ronny Alver Gursli, had to be voted for during the business meeting (see 1.7.1 Voting results). The auditors approved the financial statement and also expressed their support of the proposed budget 2019 and of the proposed raise of the membership fee. The latter is in line with the auditing committees in 2016 and 2017 who advised SICI to raise the membership fee in order to keep up with inflation rates.

## 1.3 SICI Budget Categories 2018

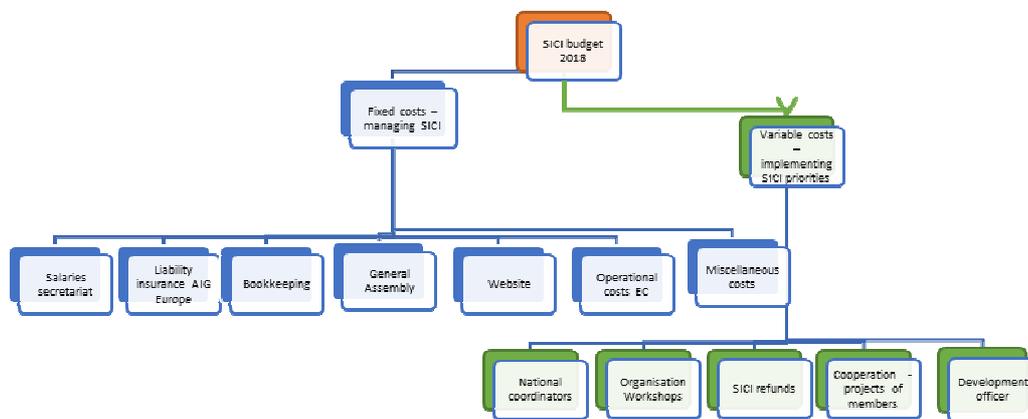


Figure 1: SICI budget categories 2018

This figure shows the SICI budget categories in 2018. The EC proposed this new structure to the SICI members during the Business Meeting of the General Assembly in Malta in 2017.

The EC aimed to make the budget of 2018 less complicated and to link the financial policy more clearly to the strategic policy of the organization. Also, a balanced budget is aimed at. There are only two main categories: fixed and variable costs. The fixed costs are the costs which cannot be removed because these are necessary for the operational working and the existence of SICI. For example, SICI cannot exist without a General Assembly, as described in the SICI statutes. The variable costs can change over the years.



## 1.4 SICI Budget 2018

Kolom1	Kolom2	Kolom3	Kolom4
Categorie	Subcategories	Voted budget 2018	Actual expenses 2018 (jan - dec)
<b>Fixed costs - managing SICI</b>	<i>Salaries secretariat</i>	€ 24 000,00	€ 24 000,00
	<i>General Assembly</i>	€ 8 000,00	€ 8 000,00
	<i>Website</i>	€ 2 500,00	€ 2 323,20
	<i>Liability insurance AIG Europe</i>	€ 250,00	€ 218,51
	<i>Bookkeeping - legal adviser/chamber of commerce</i>	€ 2 500,00	€ 1 089,00
	<i>Operating costs EC</i>	€ 9 000,00	€ 8 834,38
	<i>Miscellaneous costs</i>	€ 500,00	€ 242,49
<b>Variable costs - implementing SICI priorities</b>	<i>National coordinators</i>	€ 4 000,00	€ -
	<i>Organisation Workshops</i>	€ 18 000,00	€ 12 025,60
	<i>SICI refunds (workshops)</i>	€ 15 000,00	€ 7 849,57
	<i>Cooperation - projects of members</i>	€ 12 000,00	€ 2 634,17
	<i>Development officer</i>	€ 22 000,00	€ 24 139,15
	<b>Total</b>	<b>€ 117 750,00</b>	<b>€ 91 356,07</b>

Table 2: SICI Budget 2018 (Financial situation on 14.11.2018)

Table 2 shows the financial situation of SICI on 14.11.2018.

- The overhead cost (EC meetings and strategic meetings) was far too high in 2016 and too high in 2017. In 2018, the Executive Committee succeeded in reducing these operating costs significantly by having EC meetings in cheaper cities and hotels and by having only 5 members in the Executive Committee instead of 7 or 8 members.
- At this moment, we do not know yet what the costs of the national coordinators meeting will be. This will be known after the General Assembly.
- In the budget, 18000 euros was foreseen for workshops. However, only two workshops took place in 2018: Luxembourg and Glasgow. The workshop in Paris was held in 2017 and thus in the budget of 2017 due to the shifting of the working year (GA to GA) to the calendar year as our financial reference.
- In 2018, only one project (Professional Communication) was funded. The Executive Committee would like members to participate in more projects.
- The cost of the development officer is higher than foreseen in the budget of 2018. The contract for the development officer between SICI and the Flemish Inspectorate of Education is aimed at 22000 euros but the development officer has also made other expenses (travel costs and accommodation).



## 1.5 SICI Budget 2019

Kolom1	Kolom2	Kolom3	Kolom4	Kolom5
Categorie	Subcategories	Voted budget 2018	Actual expenses 2018 (jan - dec)	Budget to vote for 2019
<b>Fixed costs - managing SICI</b>	<i>Salaries secretariat</i>	€ 24 000,00	€ 24 000,00	€ 24 000,00
	<i>General Assembly</i>	€ 8 000,00	€ 8 000,00	€ 8 000,00
	<i>Website</i>	€ 2 500,00	€ 2 323,20	€ 2 500,00
	<i>Liability insurance AIG Europe</i>	€ 250,00	€ 218,51	€ 220,00
	<i>Bookkeeping - legal adviser/chamber of commerce</i>	€ 2 500,00	€ 1 089,00	€ 1 500,00
	<i>Operating costs EC</i>	€ 9 000,00	€ 8 834,38	€ 9 000,00
	<i>Miscellaneous costs</i>	€ 500,00	€ 242,49	€ 500,00
<b>Variable costs - implementing SICI priorities</b>	<i>National coordinators</i>	€ 4 000,00	€ -	€ 4 000,00
	<i>Organisation Workshops</i>	€ 18 000,00	€ 12 025,60	€ 18 000,00
	<i>SICI refunds (workshops)</i>	€ 15 000,00	€ 7 849,57	€ 15 000,00
	<i>Cooperation - projects of members</i>	€ 12 000,00	€ 2 634,17	€ 12 000,00
	<i>Development officer</i>	€ 22 000,00	€ 24 139,15	€ 25 000,00
	<i>Publication and translation</i>			€ 5 000,00
	<b>Total</b>	<b>€ 117 750,00</b>	<b>€ 91 356,07</b>	<b>€ 124 720,00</b>

Table 3: SICI Budget 2019

Table 3 shows the budget proposed by the Executive Committee for the year 2019. This budget proposal should be voted by the General Assembly (see 1.7 Voting Results).

- The fixed costs are kept rather stable since the big changes in those categories were already made last year.
- The variable costs are the same as in 2018.
  - o The amount of 18000 euros for the organization of workshops remains the same as there will be three workshops in 2018.
  - o Also for the category 'SICI refunds (workshops)', no changes are made.
  - o The Executive Committee would like members to participate in more projects. The Executive Committee again foresees a budget of 12000 euros.
  - o For the category 'Development officer', the amount from 22000 euros is raised to 25000 euros due to the development officer's operating costs.
  - o A new category is added: 'Publication and translation' for the amount of 5000 euros. This category is linked to the publication of the book 'European school inspection and evaluation: history and principles' which is supported by SICI by investing money in proofreading and buying one copy for each member. Also the wrap-up paper on Impact of Inspection will be further developed and later on translated.



## 1.6 SICI Membership fee 2020

At this moment, we clearly see that there is a decrease in the SICI excess finances. The membership fee has been the same for many years, but inflation rates go up. In order to be able to provide more/better support for members' activities (e.g. Workshops, General Assemblies, regional group meetings, projects, cooperation between members,...) the Executive Committee would like to propose a raise of 10%. This means that the membership fee from 2020 onwards would be 3300 euros. This proposal takes up a suggestion made last two years by the auditors. The majority of SICI members was in favor of this proposal. However, some members objected against the raise of the membership fee or did not have the mandate to vote.

This proposal will be voted on at the next General Assembly.

## 1.7 Voting results

The SICI members voted for:

1. The election of the new auditors
2. The proposed SICI budget of 2019

### 1.7.1 Results election of the new auditors

Against	Abstain
0	0

The new auditors are adopted.

### 1.7.2 Results Budget to vote for 2019

Against	Abstain
0	3

The budget for 2019 is adopted.



## 1.8 Questions and answers

The questions and answers during the Business Meeting are reported here.

Questions	Answers
<p>Who is the development officer and what does he do?</p>	<p>Erik De Bou is the SICI development officer. His tasks are:</p> <ul style="list-style-type: none"> <li>- to chair the national coordinators meeting;</li> <li>- to take care of the national coordinators network;</li> <li>- to be responsible for the newsletter;</li> <li>- to steer the cooperation around the possible SICI-led Erasmus+ project;</li> <li>- to carry out the strategic plan;</li> <li>- ....</li> </ul>
<p>If we vote for the budget 2019, do we also vote for the raise of the membership fee?</p>	<p>No this is a separate vote. The Executive Committee asks you to vote for the budget for the year 2019. The raise of the membership fee would be from 2020 onwards.</p>
<p>What can we understand under 'translation'?</p>	<p>In the SICI statutes , we have two languages: English and French. We would also like to have some other publications to be translated in other languages (and not only in French or English).</p>
<p>Can you please say a few words on the expenses of the national coordinators?</p>	<p>The national coordinators meeting will take place on Friday. The Executive Committee will refund an extra night for the national coordinators. It is difficult to know the exact amount in advance as we don't know how many applications forms for SICI refund we will receive.</p>



## 2. POLICY AND STRATEGY

### 2.1 Implementation of the strategic plan

One of the goals of the second year of the strategic plan was to establish mechanisms for supporting and gathering information from national coordinators. The network of national coordinators is now in place.

- A first meeting was facilitated by Erik De Bou, the development officer.
- Each member inspectorate has nominated a national coordinator.
- Tomorrow there will be another meeting with the national coordinators.
- Tools for communication were developed in the course of this year.
  - o Twitter
  - o Yammer
  - o Newsletter after every EC meeting
  - o Update of almost all profiles on the SICI website

Promotion of collaborative projects is the second goal of the strategic plan. The Executive Committee would like to encourage more SICI projects as we had only have one project (on Professional Communication) in 2018. There is certainly room in the budget for more collaborative projects. This topic will be discussed during the national coordinators meeting.

Communication strategy was the third goal of the strategic plan. This goal was reached by enriching a part of the SICI website. For example, the Executive Committee always asks workshop organizers to send the presentations as soon as possible to put on the website. At the end of the business meeting, Adrian Gray will present his book on European school inspection and evaluation: history and principles. This project is supported by SICI. Also collaboration with international organizations such as the European Commission, OECD, researchers,... was developed.

The first thematic report on impact will be published. The wrap-up paper on impact was presented at the beginning of the General Assembly and next year SICI will continue to work on the theme “innovative practices of inspection”.

Another goal was to find external funding. The development officer has put a lot of effort in trying to get funding by subscribing for the Erasmus+ project in cooperation with six other SICI members. An answer is expected in the next few days.



## 2.2 Cooperation between members

### 2.2.1 Regional Group Meetings

The Executive Committee is always trying to find new ways to improve the functioning of SICI. An example is the new format of the General Assembly. We are also trying to find new ways of collaborating because we really believe that collaboration is a way of developing our own work together with the different countries. In the Executive Committee, we are following different regional groups and we are interested in finding out if there is an added value in working closer with the regional groups.

Some examples are

- ▶ Offshore group in Dublin (Dec 2017)
  - » Topics:
    - Ensuring reliability of inspector's judgements
    - Ensuring that inspections impact on schools
    - Approaches to inspecting the curriculum in the respective countries
- ▶ Offshore group in Belfast (June 2018)
  - » Topics:
    - Identification of the criteria for evaluating the quality of learning and teaching as part of the inspection process
    - Identification of the role of the inspectorate in monitoring the quality and functioning of education within the wider system
- ▶ The German speaking group in Utrecht (July 2018)
  - » Topics:
    - Current state of school inspection and evaluation in participating countries and a look at the development
    - School evaluation in the Netherlands

### 2.2.2 Meetings and bilateral contacts

The Executive Committee has also collected information on many other bilateral collaborations between members:

- The Netherlands and Flanders: contacts between the management
- The Netherlands gave presentations about their new inspection system in Ukraine, France and Germany
- The Netherlands visited Ofsted for a study visit.



- The Netherlands participated in an inspection in Estonia as part of study visits to several European Inspectorates and they hosted several visits from other Inspectorates/countries at their Inspectorate or Ministry.
- The Swedish Inspectorate have had international guests from France
- The Swedish Inspectorate has an ongoing cooperation project with Norway (they took part in a Norwegian inspection)
- Portugal had the visit of Austrian colleagues in the scope of the KA1 Erasmus+ project "TIP TOP -Towards Improved Language Production Through Ongoing Pedagogic Training": School visits in Lisbon. Topics: inclusion, digital competence, literacy, English teaching as a foreign language in early years.
- The Basque Country: a conference with attendants of SICI members (Ireland, Estonia and Portugal) and Sandra Collins from New Zealand and Melanie Ehren, about internal and external school evaluation.

### *2.2.3 SICI Project on Professional Communication*

The theme of this SICI project is connected to the SICI priority theme on 'Impact of Inspection'. Four member countries are participating: The Netherlands, Estonia, Lithuania and Scotland. According to the project group, communication is a strong condition to increase impact. In the project, the focus is on feedback sessions at the end of an inspection and they try to find out which elements of that feedback sessions have a positive influence on the willingness of schools to improve. A first meeting was organized in May in Utrecht, followed by a meeting in September in Glasgow. The project group has developed a questionnaire for schools about positive and negative feedback sessions and they hope to discuss possible outcomes of the project in February. The results will be presented at the General Assembly 2019.



### 3. ACTIVITIES REPORT

#### 3.1 Workshops, GA & participation between two GA 2017-2018

In the period between October 2017 and September 2018, a total of three SICI international workshops and the General Assembly were organised and oriented on the priority theme of ‘Impact on Inspection’.

Date	Country	Theme
3 – 6 October 2017	Valletta Malta	The 22 <sup>nd</sup> General Assembly and Workshop “Balancing School Internal and External Evaluations”
13 – 14 November 2017	Paris France	“Impact of Inspection on Education Policies”
22 – 23 March 2018	Luxembourg	“The Impact of Inspection on Public Opinion”
17 – 18 September 2018	Glasgow Scotland	“The Impact of Inspection on School Improvement, the Quality of Teaching and the Performance of Children”

Table 4: Workshops, GA and participation between two GA 2016-2017

#### 3.2 Overview of number of participants in GA & the three workshops with limited participation of the hosts

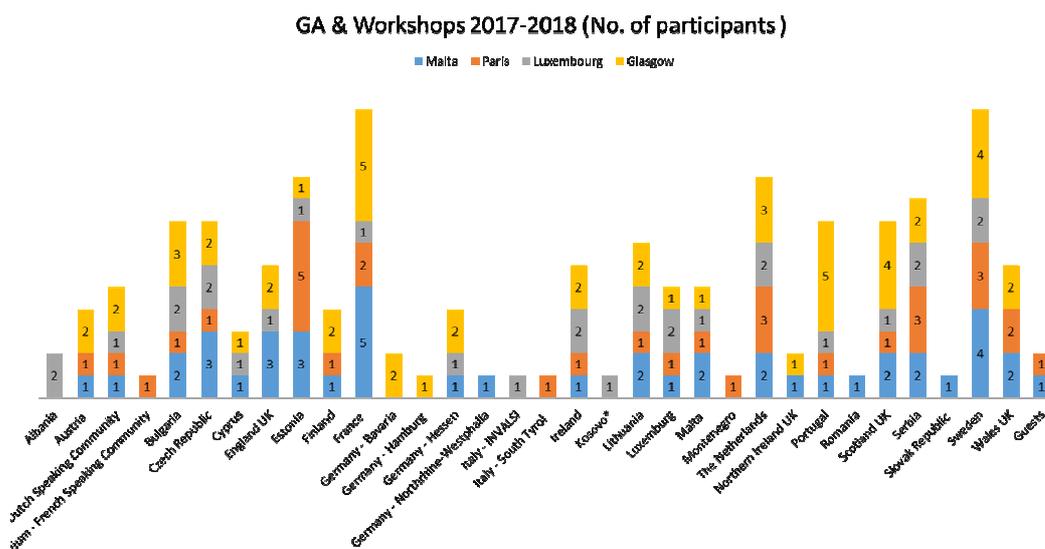


Figure 2: Overview of number participants in the GA and three workshops with limited participation of the hosts



### 3.3 Comparison of the number of participants and the number of members that participated in SICI events

	2013 (3 workshops)	2014 (4 workshops)	2015 (4 workshops)	2016 (GA + 3 workshops)	2017 (GA + 3 workshops)	2018 (GA + 3 workshops)
No. of participants including hosts	125	288	211	277	170	159
No. of SICI members	32	30	35	36	37	37
No. of members that participated in workshops	19	22	31	32	28	32
No. of members that did not participate in workshops	13	8	4	4	9	5

Table 5: Comparison of the number of participants and the number of members that participated in the workshops

The number of SICI members always inclined and the number of members that participated in workshops followed this trend.

### 3.4 Participation

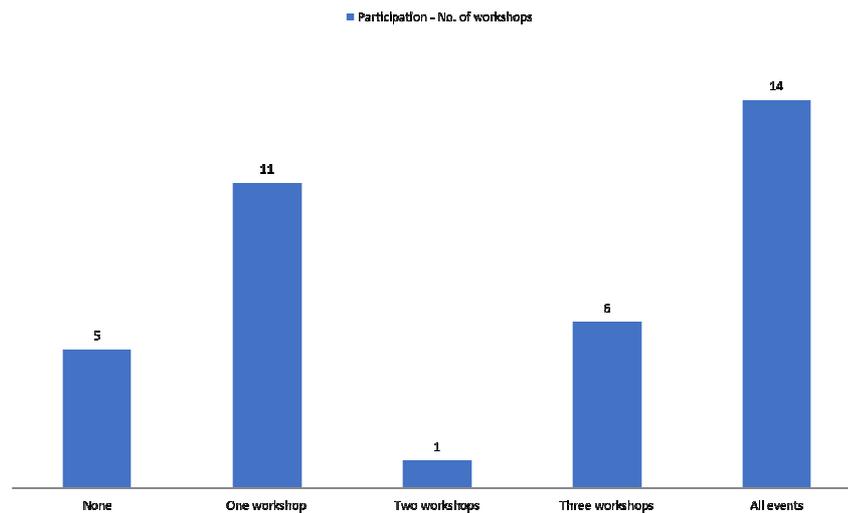


Table 6: Participation in workshops



### 3.5 Total amount of refunds per year

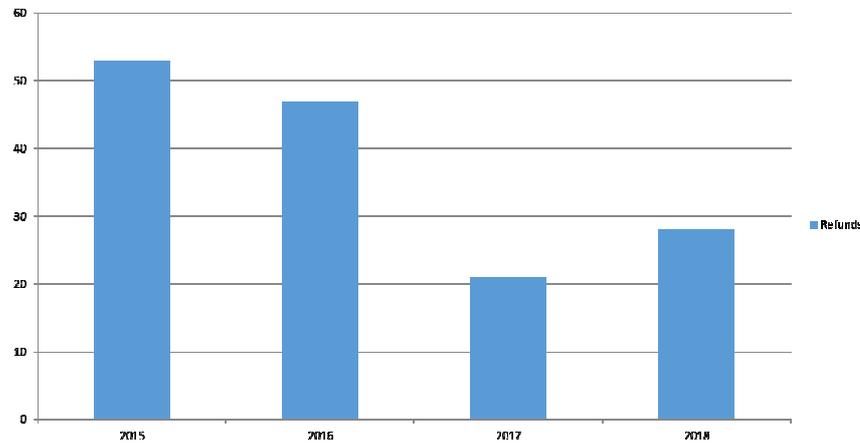


Table 7: Total amount of refunds per year

In 2015, the General Assembly decided to pay for one inspector per member inspectorate the costs of a workshop (workshop fee, accommodation) excluding travel and personal expenses. Inspectorates are free to choose its places from up to three different workshops/conferences per calendar year. This procedure was evaluated at the General Assembly of 2016 in South Tyrolia. It was decided that the approach of refunds would be continued. However, in order to help working towards a balanced budget, members were asked not to apply for this refund if it was not really necessary. Table 7 shows that this goal was reached as only half of the members applied for SICI refund. Please note that 28 refunds in 2018 is not the final amount. The refunds of the General Assembly in Serbia still need to be added.

### 3.6 Calendar 2019 – 2020

Date	Country	Theme
28 – 29 March 2019	Bulgaria	“Innovative practices of inspections”
May/June 2019	Madeira, Portugal	
September/October 2019	Ireland	
13, 14, 15 November 2019	London	“General Assembly: Innovative Inspection Practice”
March 2020	The Netherlands	
May/June 2020	Czech Republic	“Internal quality assurance of inspectorates”
September 2020	Finland	“Internal quality assurance of inspectorates”
November 2020	France	“General Assembly”

Table 8: Calendar 2019 - 2020



For the years 2019 and 2020, all workshops and General Assemblies are fixed. The priority theme for 2019 will be 'Innovative practices of inspection' and for 2020 it will be "Internal quality insurance of Inspectorates".

The Executive Committee will consult the SICI members for defining the priority themes for the years 2021, 2022 and eventually 2023.

### 3.7 Overview GA 2006 - 2020

Year	City	Country
2006	Bruges	Flanders
2007	Stockholm	Sweden
2008	Bucharest	Romania
2009	Dublin	Ireland
2010	Bielefeld	North Rhine-Westphalia
2011	Amsterdam	The Netherlands
2012	Prague	Czech Republic
2013	Edinburgh	Scotland
2014	Dresden	Saxony
2015	Oslo	Norway
2016	Bolzano	South-Tyrolia
2017	Valletta	Malta
2018	Belgrade	Serbia
2019	London	UK
2020	Paris	France
2021		

Table 9: Overview GA 2006 - 2020



## 4. EXECUTIVE COMMITTEE

### 4.1 Elections and re-elections

Name	Nominated	Last re-election	Re-eligible
Gordana Čaprić	October 2012	October 2015	GA 2018
Petr Drábek	October 2006	October 2017	GA 2020
Bart Maes	October 2015		GA 2018
Chantal Manes-Bonnisseau	October 2015		GA 2018
Tommy Lagergren	October 2016		GA 2019

**Table 10: Elections and re-elections of the EC members**

Three EC members are up for re-election this year:

- the president, Chantal Manes-Bonnisseau
- the secretary-general, Bart Maes
- EC member Gordana Capric

It also seems to the Executive Committee in the interest of SICI to continue to keep operating costs down and therefore to continue with no more than five members. The Executive Committee proposes to renew the mandate of the three members. A letter was sent by the Secretariat to inform all SICI members that article 13 of the statutes of SICI gives the possibility to a group of five members to propose the nomination of a candidate to the General Assembly. The Secretariat did not receive any nominations.

### 4.2 Voting results

The SICI members voted for:

1. The re-election of the president Chantal Manes-Bonnisseau, the secretary-general Bart Maes and EC member Gordana Capric.

#### 4.2.1 Results re-election of three EC members

Against	Abstain
0	0

The three EC members are re-elected.