



United Nations
Educational, Scientific and
Cultural Organization



International Institute
for Educational Planning

OFFICIAL ANNOUNCEMENT



The IIEP Advanced Training Programme in Educational Planning and Management

2013/2014 Session

Application deadline: 31 May 2013

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Training for education development and reform

Educational planning and resource management reforms are at the heart of Government interventions and international donor initiatives to reduce poverty, improve governance, advance towards the Millennium Development Goals (MDGs) and, more generally, promote social progress and equity.

Since its creation in 1963 as an education policy research and training institution of UNESCO, the International Institute for Educational Planning (IIEP) has been contributing to educational progress and reform in UNESCO Member States. The Institute's programmes are geared towards strengthening national capacities for analysing and formulating sound education policies and realistic education plans, as well as for effectively managing educational systems and human and financial resources. The Institute offers a wide array of training programmes both in residential mode and at a distance, ranging from two-week professional development courses to the comprehensive Advanced Training Programme (ATP).

IIEP's training programmes are unique, grounded in practice and built on rigorous research and significant operational experience.

These programmes are designed for:

- Educational Planners and Managers involved in policy formulation and implementation,
- Officials from education ministries,
- Professionals from other governmental bodies in charge of education matters,
- Professionals from non-governmental bodies,
- Education specialists who wish to strengthen their knowledge and expertise in specific areas.

In addition to the residential courses detailed in this announcement, IIEP also offers in-service training for education planners, managers, and professionals through distance and blended learning modes. IIEP's distance courses last two months and cover a range of specializations related to educational planning and management. They are led by the same experts in educational planning that teach in the residential courses. A flexible framework allows participants to work while participating in the courses.

IIEP periodically offers the Education Sector Planning (ESP) Blended Learning Course. With aims and content similar to the residential version of the course, the ESP Blended Learning Course combines distance learning with face-to-face meetings organized in partnership with renowned local training institutions.



The IIEP Advanced Training Programme (ATP) supports development goals worldwide

A practice-oriented training programme for education planners and managers

The Advanced Training Programme in Educational Planning and Management is an *intensive 8-month programme* leading to a professional certificate at the Diploma or Master's level. The ATP is practice-oriented and aims to strengthen the competencies and skills of education managers and other education experts from the public and non-governmental sectors. Participants are drawn in particular from government institutions, such as Ministries of Education, Finance or Planning; from international and national NGOs; as well as from research and training institutions and universities in Member States. Personnel from international cooperation agencies also enrol in the ATP to upgrade their skills and knowledge in education policy and management. The ATP is directly relevant to the professional development needs of these groups and contributes to the creation of sustainable institutional and organizational capacity at the service of education progress.

The programme focuses on *relevance and applicability*, as well as skills and practices that support educational development and reform in participants' home countries. Education planners, managers, and trainers from national training institutions acquire modern education planning techniques and update their knowledge of management approaches. In this way, the ATP reinforces the capacity of education leaders, and their institutions, to prepare and implement education policies more successfully in cooperation with national and international financing agencies.

Focus on international exchange of experiences and leadership skills

The ATP is a bilingual programme delivered in English and French. It provides a unique opportunity for participants to share professional experiences with colleagues who come from different continents, countries, and cultures, but who have a common interest in education development. Once the participant returns to his/her home country, the IIEP Alumni Network offers regular opportunities to maintain contact with the large international circle of former ATP trainees, and to continue the study experience through learning events organized online at regular intervals by IIEP.

The programme offers a strong comparative education dimension. In addition to drawing on the

invaluable lessons learned by IIEP staff from its long international experience, the courses are designed to make the most of the rich professional experience represented by the participants. In addition to core technical skills in educational policy, analysis, planning, and management, participants acquire skills in communication, group work, and writing, as well as other general skills which are of crucial importance for today's educational leaders.

Research and field-oriented training contents

The ATP benefits from a unique learning environment. IIEP conducts research on *cutting-edge educational policy issues and tools* and features a *significant portfolio of operational activities at the country level*. The course contents of the ATP integrate the latest findings from policy research and reflect IIEP's long-standing working experience on education policy, planning, and management with governments and international partners in countries around the world. This means that ATP course contents are constantly updated to reflect new developments, research findings, and methodological approaches.

Open to experienced education professionals worldwide

A particular recruitment profile distinguishes the ATP from traditional academic programmes. Participants are recruited *from around the world* among experienced education professionals holding leading positions or middle-management positions in their countries. They represent a wide range of experiences, thus allowing access to a wealth of empirical resources.

Experience and expertise of the IIEP teaching staff

The ATP benefits from a unique teaching staff profile. IIEP teaching teams include professionals actively involved in education policy research and operational activities in UNESCO Member States. Authors of numerous publications, they contribute significantly to educational reforms and the design of educational programmes in many different countries. IIEP regularly invites guest speakers of international renown to contribute to ATP courses to benefit from their experience and perspectives.

Moreover, ATP participants can further enrich their training by attending the series of Strategic Debates on current educational development and reform issues



organized by and at IIEP. Featuring prominent experts, these debates contribute to a stimulating exchange of knowledge and experience among scholars, researchers, and IIEP training participants.

A bilingual programme combining a rich array of teaching/learning methods

The ATP is also unique in terms of working methods. All courses are given *in English and in French*, thanks to simultaneous interpretation of plenary sessions and group learning in single-language groups. Teaching/learning activities include lectures, seminars, discussions, practical exercises and individual and group work. The working methods involve the active involvement of all participants and their contributions to the teaching/learning process. This creates a rich, dynamic environment for learning and it enables knowledge sharing across cultures and linguistic groups. Field visits undertaken in the framework of the ATP allow participants to obtain practical insights into the functioning of the French education system and/or that of a neighbouring country.

A stimulating and supportive learning environment

The ATP offers participants intensive professional support in the preparation of the final project. Participants benefit from an individually guided technical project or applied research work conducted under the supervision of IIEP experts. They have individual access to IIEP's numerous databases and its particularly rich Documentation Centre, with over 35,000 publications and some 400 specialized periodicals devoted to educational policy, planning, management, and the broader context (economy, demographics, statistics, sociology, public administration, political science, etc.). Besides access to IIEP's paper and online collections, participants are ensured free access to online subscription-based resources as well as to other libraries in Paris. A team of qualified information specialists helps them to take full advantage of these valuable resources.

An active alumni and professional support network

The ATP is the cornerstone of a unique professional network. The intense interaction between ATP participants over an 8-month period creates a

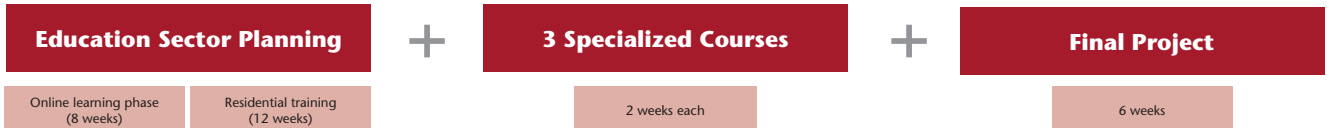
bond and a shared identity, giving them a common understanding of their potential contributions to educational development in their respective countries. It thus confers on them lifelong membership in a global network of education professionals involved in planning and management. The IIEP Alumni Network fosters exchanges among this worldwide fraternity of professionals whose common mission is to lead the way to better education. IIEP organizes activities for alumni at regular intervals, including online discussion forums and seminars on important themes of educational development and reform.

For over half a century, the Advanced Training Programme has proven itself successful in fulfilling its objective – developing professional expertise and leadership skills in the area of educational planning and management. And this professional expertise, in turn, creates sustainable institutional capacity for education development.

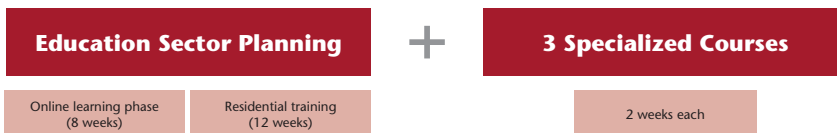
ATP structure and courses



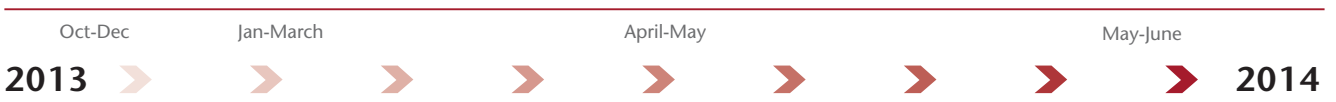
IIEP Advanced Training Programme Master's Level Certificate



IIEP Diploma



IIEP ESP Certificate



1. Education Sector Planning (ESP)

Composed of an 8-week online learning phase and 12-week residential training, the Education Sector Planning course provides participants with the fundamentals of educational planning: from education sector diagnosis to the preparation and monitoring of plan implementation. Course work includes education statistics for planning and management; it positions sector work within the larger context of socio-economic development, demographics, and the evolving development aid context. The programme includes field visits allowing on-site briefings on and analysis of the French education system. Those successfully completing the ESP as a stand-alone course earn an IIEP International Certificate of Advanced Studies in Education Sector Planning.

2. Specialized Courses (SCP)

Eight specialized courses are offered at IIEP, grouped in two parallel streams. Stream 1, 'Education Planning and Analysis', focuses on the analysis of information for decision-making. Stream 2, 'Planning and Management', focuses on operational planning and implementation.

Participants wishing to obtain the IIEP Diploma or Master's level certification are required to successfully complete a minimum of 3 specialized courses. A range of IIEP specialized courses are also provided at a distance. Each specialized course is separately assessed and validated in order to allow those who choose to complete the ATP over several years to constitute a course portfolio in the residential and/or distance mode.

3. Preparation of a Final Project

In order to complete the ATP, participants are required to prepare a final project. This can be a professional paper focused on a specific workplace-related tool (EMIS, simulation models, etc.) or task (projects design, budgets preparation, plan monitoring, etc.) or an applied research paper on a topic of relevance to educational development in their home country. The choice is made with the advice and supervision of IIEP Programme Specialists. Participants thus acquire advanced-level conceptual and analytical skills associated with these types of task. Upon their return to their workplace they and their employers/supervisors are requested to provide the Institute with feedback on the relevance of the final project and other elements of their advanced training at IIEP.



IIEP Advanced Training Courses in Paris, 2013/2014

ESP	EDUCATION SECTOR PLANNING	
	Online learning phase	21 October – 13 December 2013
	Residential training	6 January – 28 March 2014
EPA/EPM	SPECIALIZATION COURSES ¹	
EPA Specialization Stream: Educational planning and analysis		
EPA 301	Educational management information systems (EMIS)	7–18 April 2014
EPA 302	Projections and simulation models: methods and techniques	21 April – 2 May 2014
EPA 303	School mapping and micro-planning	5–16 May 2014
EPA 304	Quantitative methods for monitoring and evaluating the quality of education	19–30 May 2014
EPM Specialization Stream: Educational planning and management		
EPM 311	Organization and management of the education sector: systems and institutions	7–18 April 2014
EPM 312	Planning and management of human resources	21 April – 2 May 2014
EPM 313	Education budgets and financial management	5–16 May 2014
EPM 314	Education sector programmes and projects	19–30 May 2014
PREPARATION OF A FINAL PROJECT		
EPP 401	Part 1: Methodology for the preparation of a final project	31 March – 4 April 2014
EPP 401	Part 2: Methodology for the preparation of a final project	June 2014
	Drafting of the final project	June 2014

1. The offer of specialized courses listed above may be subject to modifications.

Conditions for admission



Admission to the ATP courses is open to all candidates who meet the requirements stated below. The number of places made available is limited. To apply, please use the online *Application Form* (www.iiep.unesco.org/atp), which contains complete information on the necessary documents, reference letters, and motivation letter to be provided.

Professional background and experience

Applications are invited from candidates working in government institutions such as Ministries of Education, Finance, Planning, and Civil Service Commission; from international and national NGOs; from national research and training institutions; from universities in UNESCO Member States. Personnel from international cooperation agencies wishing to upgrade their skills or prepare for a professional reorientation are also welcome to apply. Candidates should have a minimum of 3 years of work experience at the central or regional administrative level or in research and training related to education planning and management.

Academic qualifications

Candidates should hold at least a Bachelor's Degree or an equivalent degree, preferably in a field related to education, economics, or statistics.

Language proficiency and computer skills

Candidates must be fully proficient (read, write, and speak fluently) in either English or French. Candidates whose first language or working language is neither English nor French must provide a certificate of proficiency for one of these languages. Good computer skills in MS Word and Excel software are required for the successful completion of the programme.

Age

Candidates should be between 30 and 48 years of age.

Gender and other considerations

Female candidates will be given priority access to the ATP in the case of equal admissions qualifications. Particular consideration will also be given to applications received from the least developed countries.

Selection procedures

Application forms must be completed online BEFORE 31 May 2013. Following IIEP's receipt of the application, the following documents will be requested by email and must be received by 31 May 2013:

1. A detailed cover letter of motivation;
2. A short declaration from the Ministry or home institution justifying the candidature and relating it to the institution's staff development plan/prospects. The declaration from the employer should include an assurance that the candidate will resume the same or another position that allows them to demonstrate and practice the skills they have acquired on completion of the training at IIEP;
3. An organizational chart of the Ministry or home institution;
4. For public servants, an official stamped and signed letter from the candidate's employer or National Commission to UNESCO presenting the application;
5. Photocopies of certificates, diplomas, and degrees;
6. Two confidential letters of reference;
7. A language certificate, if the applicant's first language is neither English nor French.

All candidates submit applications to IIEP online, but candidates from Ministries and other public bodies must submit by email a letter of endorsement from their Ministry or the UNESCO National Commission. Candidates from non-governmental organizations and donor agencies only need an endorsement letter from their employer.

A Selection Committee reviews all applications for the programme. Candidates from government organizations are notified in writing, through the UNESCO National Commission of their country, of the outcome of their applications. Candidates from non-governmental organizations and donor agencies will be informed directly of the Selection Committee's decision.

Successful candidates must confirm their intention to attend the programme, and inform IIEP of the steps taken to secure a fellowship. They must also submit a medical report and a chest X-ray to IIEP for transmission to the UNESCO Medical Service. Candidates can only travel to Paris once fees have been paid and their medical files have been cleared by the UNESCO Medical Service.

Financial and practical information



Participation costs must be borne by participants. The financial information below is provided to successful candidates together with the official admission letter. Admitted candidates are allowed to attend the programme only if the required amount has been transferred to IIEP before their arrival.

Financial assistance and fellowships

IIEP is not a funding institution and cannot offer financial assistance. Candidates are encouraged to apply to appropriate institutions for fellowships or grants. While some participants attend the programme on a self-financing basis, most participants are funded by their employer, including Ministries, international organizations, or NGOs. These fellowships are generally funded from human resource development or institutional capacity development programmes sponsored by governments, international cooperation programmes, or directly through international partners such as development banks, bilateral agencies, or UN funds and programmes. International agencies may be approached directly for funding of fellowships from non-earmarked or special funds available at their Headquarters or at Regional or Country Offices. These include, among others, the World Bank, the Asian Development Bank, the African Development Bank, the European Union, bilateral donors, UN agencies such as UNICEF, and private foundations.

UNESCO Member States may submit a request for funding from the UNESCO Participation Programme through the UNESCO National Commission. The procedure and schedule for the submission of funding requests are available from the UNESCO website at: www.unesco.org/new/en/unesco/ (see under tab: «Join us»).

Accommodation

IIEP has no accommodation facilities of its own but assists participants in finding accommodation. Upon requests received from admitted candidates, IIEP can help to arrange accommodation.

Financial information 2013-2014 ATP

Advanced Training Programme	
I. Programme Costs ¹	Euros
Programme costs including training materials	9 000
Field visits	1 100
Administrative costs	800
Total Programme Costs	10 900
II. Programme Related Costs	
Medical examination fee for French resident permit	60
Medical and civil insurance coverage for 6 months	480
Laptop computer and software	1 300
Lunch vouchers	1 100
Publications postage	120
Total Programme Related Costs	3 060
III. Living Expenses	
Recommended monthly stipend (€1,500 x 6 months)	9 000
Reservation fee for accommodation	1 200
Total Living Expenses	10 200
TOTAL ATP FELLOWSHIP	24 160

Note: The total cost of attendance of the 2013-2014 ATP session is estimated at €24,160 to which return travel costs need to be added.

Funds for Items I & II must be deposited in IIEP's bank account at least one month before the beginning of the Programme. Funds for Item III could be administered by either the Participant or IIEP.

¹ Amount to cover interpretation, training materials and their reproduction, as well as Programme development costs. Field visits include an orientation seminar, a study visit and occasional thematic school visits within France.

Education Sector Planning Course



Education Sector Planning (ESP)

Ministry officials, technicians, and professionals requiring core competencies in the main areas of educational planning – including education sector diagnosis, policy and strategy formulation, plan preparation and implementation, as well as underlying skills in education statistics – can opt for the IIEP Education Sector Planning course as a ‘stand-alone’ training programme. This course is composed of an 8-week online learning phase and a 12-week residential training phase at IIEP in Paris.

The main modes of learning in the ESP course comprise lectures, case studies, collaborative group work and planning exercises, and combine online and face-to-face learning. The training also includes field visits in order to allow participants to study the French education system.

Course dates: Online learning phase: 21 October – 13 December 2013; Residential training in Paris: 6 January – 28 March 2014

Application deadline: 31 May 2013

For additional information, kindly visit the IIEP website: www.iiep.unesco.org

Financial information 2013-2014 ESP

Education Sector Planning Course	
I. Programme Costs¹	Euros
Programme costs including training materials	6 000
Field visits	1 100
Administrative costs	500
Total Programme Costs	7 600
II. Programme Related Costs	
Medical examination fee for French resident permit	60
Medical and civil insurance coverage for 3 months	240
Laptop computer and software	1 300
Lunch vouchers	550
Publications postage	100
Total Programme Related Costs	2 250
III. Living Expenses	
Recommended monthly stipend (€1,500 x 3 months)	4 500
Reservation fee for accommodation	800
Total Living Expenses	5 300
TOTAL	15 150

Note: The total cost of attendance of the 2013-2014 ESP course is estimated at €15,150, to which return travel costs need to be added. Funds for Items I & II must be deposited in IIEP's bank account at least one month before the beginning of the Programme. Funds for Item III could be administered by either the Participant or IIEP.

¹ Amount to cover interpretation, training materials and their reproduction, as well as Programme development costs. Field visits include an orientation seminar, a study visit and occasional thematic school visits within France.

Other Training Courses



IIEP Distance Courses (DEC)

IIEP also offers in-service training at a distance for education planners, managers, and trainers wishing to broaden their knowledge and enhance their skills. IIEP's distance courses last two months and cover a range of specializations related to educational planning and management such as: education finance; projections and simulations; educational planning for conflict and disaster risk reduction; using indicators in the planning of higher education; etc.

Participants are organized in teams and expected to be available 5–8 hours each week for training. All course participants receive a certificate of attendance upon successful completion of the course. Participants who successfully complete the optional individual assessment will receive an IIEP course certificate.

If you are interested, kindly refer to the IIEP website:
www.iiep.unesco.org

Fee: €400 per course and participant.

IIEP Specialized Courses (SCP)

The IIEP Specialized Courses Programme (SCP) responds to the needs of professionals interested in intensive, short-term, specialized training in specific areas of educational planning and management.

Each year, eight (8) specialization courses are offered through this programme, aimed at building competencies in concepts, tools, and techniques related to educational planning and management. An overview of the specialized courses offer is provided on pages 4-5 of this announcement.

The credits obtained through the specialization courses can be transferred to IIEP's Advanced Training Programme (ATP).

Course dates: 7 April – 30 May 2014

Application deadline: 2 December 2013

If you are interested, kindly refer to the IIEP website:
www.iiep.unesco.org

Fee: €1,800 per course and participant (Living costs, travel and miscellaneous costs are additional).



IIEP's Advanced Training in Educational Planning and Management

Session 2013/2014

Official application forms can be obtained directly from IIEP, or downloaded from the IIEP website at: www.iiep.unesco.org (section 'Training')

For further information please contact:

Training and Education Programmes

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The UNESCO International Institute for Educational Planning

- The only UN institute specialized in developing the capacity of Member States in educational planning and sector management. IIEP pursues its mission through policy research, training, operational support, and knowledge sharing.
- Part of the United Nations Educational, Scientific and Cultural Organization (UNESCO), working in partnership with the UNESCO field office network and all major international development agencies.
- Emphasizes sustainable capacity development for institutions and organizations involved in education, training, and human resource planning at national and decentralized levels in UNESCO Member States.
- Seeks to achieve high-level professional skills and expertise in educational planning and management and impart an international comparative perspective on education development.