



United Nations
Educational, Scientific and
Cultural Organization



International Institute
for Educational Planning

International Institute for Educational Planning (IIEP)
An International Centre of Excellence in Educational Planning

IIEP Training Offer

in Educational Planning & Management



Your training in educational planning

UNESCO's International Institute for Educational Planning (IIEP) is the only institute in the world providing a winning combination of training in educational planning, cutting-edge research, and in-country capacity development to support educational bodies. All three elements work together and are core components for making the fundamental changes needed for building better education systems around the world.

For over 50 years, IIEP has been known and respected for its research and training in educational planning and has trained planners from around the world. Today, IIEP continues to fine-tune its training programme, updating it with the latest technology and research in the field.

IIEP's vision is rooted in the understanding that education is a basic human right. No child, youth, or adult should be excluded from the best possible learning opportunities that will allow him or her to live decently, access and exercise their rights, and engage in civic life. To uphold this conviction, IIEP strives to expand quality education to provide equal and relevant learning opportunities to all.

IIEP believes that good educational planning is both visionary and pragmatic and offers a solid path to implementing education reform and transforming systems. At the same time, it ensures equal opportunities for children and youth.

“



I myself have attended courses at IIEP on costs and financing for education, which have helped us to improve the education system and helped us make sure that we have enough budget for education systems on the central and local level.

Deputy Minister, Ministry of Education and Sports for LAO PDR, Mr Lytou Bouapao

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What does IIEP offer you?

Furthering your training in educational planning can help you, as an education professional, strengthen your capacities, and those of your institution and country, in the design, planning, and management of your education system. **IIEP offers courses** in various forms and of various lengths to provide professionals around the world with the most practical, hands-on, and flexible training in educational planning.

The Institute offers courses in residential and distance modes. They range from two-week professional development courses to the comprehensive Advanced Training Programme (ATP) which spans a period of nine months.

5,000
Alumni

from

160
Countries



2
Weeks

to



9
Months

The strength of IIEP

The strength of IIEP is in the expertise of its trainers and its practice-oriented training approach. Through training courses, trainers pass on their knowledge, techniques, and new research to trainees. **They support you**, the participant, in formulating educational reforms and the design of new educational programmes around the world. Participants will come from a variety of countries and bring the wealth of their knowledge, expertise, and experience to **share with you**. You, in turn, will give others the benefit of your expertise and experience.

A training modality to meet *your* needs

■ Among the major themes in contemporary education, over the years, IIEP training courses have addressed:

Education sector planning

Statistics in educational planning

Micro-planning and school mapping

Projections and simulation models

Reforming school supervision

Educational planning for conflict and disaster risk reduction

Using indicators in planning EFA

Transparency, accountability, and anti-corruption

Human resource management

Education cost analysis

Financial management and budgeting for education

Education sector diagnosis

External quality assurance in higher education

Using indicators in planning higher education

Strategic financial management in universities

Management of university-enterprise partnerships

Why receive training at IIEP?

- **To strengthen** your skills and competencies:
 - In education policy analysis, sector diagnosis, formulation, implementation, monitoring and evaluation of plans.
- **To develop** your current planning competencies:
 - In strategic management and leadership in education.
- **To enhance** your expertise:
 - In using planning and management techniques, tools, and educational information systems.
- **To foster** your personal development: reinforcing and developing your generic competencies and abilities in communication.

"It was a friendly and academic environment. I learnt so much. I will never forget IIEP and its staff."

"I have seen how good and effective it is for my career future, so am glad I have done it, and I would like to come again to join other programmes."

2013-14 ATP Trainees

"It was a good experience of a lifetime."

"IIEP is a very high-quality professional institution of educational planning."

"Wonderful time, IIEP many thanks, great experience to cherish!"

2013-14 ATP Trainees

IIEP offers a unique learning experience, which is:

- **Relevant** – IIEP assesses and updates its courses and programmes to ensure they respond to the country context.
- **Comprehensive** – Trainees participate in lectures, seminars, practical exercises, and individual and group work.
- **Dynamic** – Participants share knowledge with other professionals working in the education sector.
- **Flexible** – Courses are conducted in either English, French, or Spanish.
- **International** – Colleagues from different continents and cultures exchange ideas and experience.
- **Grounded in research** – Training features a significant portfolio of operational activities at the country level and integrates IIEP's latest research findings.

ESP Mastering the fundamentals of educational planning

SCP Specialized courses

3 Month online phase

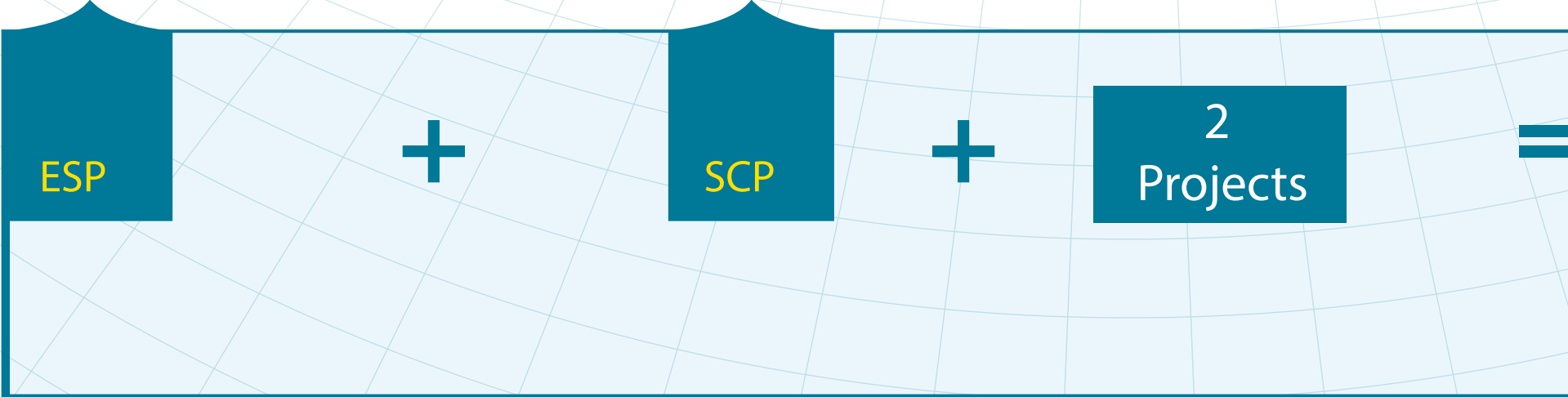
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3 Month residential training at IIEP Training Centre in Paris

As a stand-alone course earning an IIEP International Certificate of Advanced Studies in educational sector planning and management

2 Week courses on topics in 2 streams:

- Educational Planning and Analysis
- Educational Planning and Management



Advanced Training Programme: a professionally oriented

*For more details on the ATP components, see page 15

E-learning

2 Month online courses on key planning and management topics

2 Week thematic online forums on recent education research results

ATP Programme*

Master's level certificate

Modularized approach: ATP can be completed over a 5 year period

nted programme

Programmes and courses for different needs

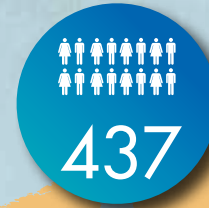
A modular approach to meet the needs of a wide variety of individuals: IIEP courses will address your learning needs and consider your time constraints. You can choose from a flexible offer, finding the course and programmes that best meet your training needs:

- **Education Sector Planning (ESP).** The ESP provides fundamental skills for educational planning and management. It will provide you with a solid foundation in management and planning (3 months online + 3 months in Paris).
- **Specialized Courses Programme (SCP).** Through the SCP courses you can strengthen your capacities in planning management, address and learn how to manage and monitor technical and managerial issues that you have experienced, and build strategies (2 weeks for each course).
- **Advanced Training Programme (ATP).** This intensive 9-month programme at the Master's level combines both courses above. It addresses educational issues in the context of the entire education sector and focuses on recent educational developments and reforms (3 months online + 6 months in Paris, concluding with a final professional project back in the country).

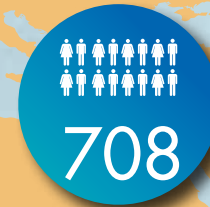
E-learning (@) – How is it different?

IIEP's Virtual Campus offers specialized online courses and e-forums using various ICT resources, such as wikis, blogs, and quizzes supported by a Learning Management System (Moodle). Distance training activities are **flexible** to allow participants to honour their other commitments. Courses are led by experts in educational planning and offer high-calibre, intensive training to meet professional requirements.

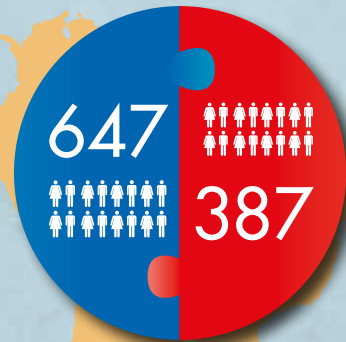
Three centres for learning



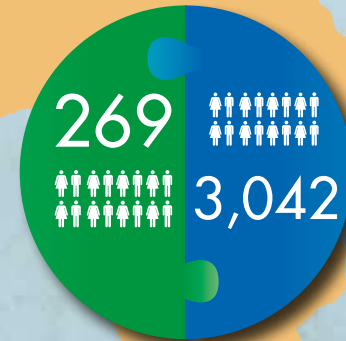
IIEP Paris
6,197 trainees
from 1963 to 2014



IIEP Pôle de Dakar
269 trainees
from 2002 to 2014



IIEP Buenos Aires
387 trainees
from 1998 to 2014



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IIEP in the regions

IIEP carries out residential training at its headquarters in **Paris**, as well as in its regional offices in Buenos Aires, Argentina, and Dakar, Senegal.

The IIEP regional office in Buenos Aires has been operating for over 15 years. It brings international expertise to the region and helps disseminate Latin American educational experience to the rest of the world through the IIEP framework. Its great emphasis on innovation has enabled it to respond to the region's needs through new forms of training, research, and technical assistance.

The Pôle de Dakar provides sub-Saharan countries with technical support in the field of education, particularly by conducting analyses and sectoral strategies for the region. In late 2013, the Pôle de Dakar was integrated within IIEP and is the centre of IIEP distance training for the region.

Training programmes at a glance

ATP

SCP

ESP

Key components

- Educational planning today
- Education statistics
- Education sector diagnosis
- Policy and strategy formulation
- Plan preparation, implementation, and evaluation
- Field visits to study the French education system

Education Sector Planning

The ESP provides you with the fundamental skills for educational planning and management.

The course is intensive and provides solid foundations in management and planning through lectures, case studies, collaborative group work, and planning exercises.

The ESP can be taken as a 'stand-alone' training course or in a modularized approach to complete the Master's level Advanced Training Programme (ATP).

Key components

- Educational planning today
- Education statistics
- Education sector diagnosis
- Policy and strategy formulation
- Plan preparation, implementation, and evaluation
- Field visits to study the French education system

Course organization

The course consists of a 3-month online learning phase and a 3-month residential training phase at IIEP in Paris.

Who should take this course?

- Educational planners & managers involved in policy formulation and implementation
- Officials from education ministries around the world
- Professionals from other governmental bodies in charge of education matters

Certification

Upon successful completion, you will receive an IIEP-UNESCO International Certificate of Advanced Studies in Education Sector Planning (for the stand-alone course).

If you choose it as a first stage towards the Advanced Training Programme (ATP), you will have 5 years to complete the other programme components (SCP and projects).



Key components

- Education planning & analysis – focusing on analysis of information for decision-making
- Planning & management – focusing on operational planning and implementation

Specialized Courses Programme

The SCP offers **8 specialization courses which develop capacities in management and analyses, addressing technical and managerial issues, strategy, monitoring and evaluation.**

Participants receive intensive, short-term, specialized training in specific areas of educational planning and management.

Key components

The SCP courses are grouped into two different streams:

- Education planning and analysis – focusing on analysis of information for decision-making
- Planning and management – focusing on operational planning and implementation

Course organization

Each course consists of a 2-week residential training at IIEP in Paris. Trainees participate on a full-time basis in one or several courses offered in the programme. However, since the programme runs two streams simultaneously, candidates can therefore choose a maximum of four courses in one SCP session.

Who should take these courses?

- Educational planners & managers involved in policy formulation and implementation
- Officials from education ministries around the world
- Professionals from other governmental bodies in charge of education matters
- Education specialists who wish to strengthen their knowledge and expertise in specific areas

Certification

Upon successful completion, you will receive an IIEP-UNESCO certificate of participation.

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



Key components

- Education Sector Planning (ESP)
- Specialized Courses Programme (SCP)
- Preparation of professional projects

Advanced Training Programme

An intensive 9-month programme designed to strengthen competencies in education policy analysis, educational planning, and sector management.

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.
- Addresses educational issues in the context of the entire education sector.
- Focuses on recent educational developments and reform.

Key components

- **Education Sector Planning (ESP)**
 - Fundamental skills and competencies in educational planning and management
- **Specialized Courses Programme (SCP)**, which has two streams:
 - Education planning and analysis, focusing on analysis of information for decision-making
 - Planning and management, focusing on operational planning and implementation
- **Preparation of professional projects**
 - Tutored project during the last month of the residential phase;
 - Final project back in the country

Course organization

The programme consists of the ESP component (a 3-month online learning phase + a 3-month residential training phase at IIEP in Paris), the SCP (3 courses out of the 8 offered, 2-week courses), and preparation of a tutored project to be completed in Paris. It is then completed through an in-country project meant to contextualize ATP learning achievements within the specific educational and institutional environment in which each participant operates.

Who should take this course?

- Educational planners & managers working in policy formulation and implementation
- Officials in education ministries around the world
- Professionals from other governmental bodies in charge of education matters and from non-governmental bodies
- Education specialists who wish to strengthen their knowledge and expertise in specific areas

Certification

This programme leads to a Master's level certificate. It can be fully completed in the same year, or through a modularized approach over 5 years.





E-learning

The IIEP Virtual Campus offers **online courses for professionals working in the education sector in order to enhance their knowledge and skills in educational planning and management.**

Online courses are mainly designed to respond to the training needs of national institutions. Institutions propose **a team of 4 to 6 professionals who will work together throughout the course.** Training is mainly organized at a distance, but also includes optional face-to-face meetings to prepare group assignments.

Online training offered by IIEP is based on a practice-oriented and interactive approach, and draws on over 50 years of experience in the field. The flexibility of our offer and the use of innovative technology allow participants to benefit from intensive training while remaining in their professional settings and fulfilling their daily responsibilities.

Key components

The Virtual Campus offers 4 to 6 online courses in English or French every year.

Course organization

IIEP online courses last 2 months (6 to 8 working hours a week). They are organized on a Learning Management system (Moodle) or “virtual classroom” where participants have access to training materials and interactive learning resources and tools, such as instructional presentations, videos, blogs, wikis, web conferencing, and quizzes.

Who should take these courses?

Professionals from ministries of education, universities, and other public bodies responsible for education.

Certification

After successful completion of the course, participants receive an IIEP-UNESCO certificate of participation.



E-forums:

a place to voice your opinion and exchange ideas (2 to 3 weeks)

- IIEP’s e-forums provide an opportunity to keep up-to-date on key issues in educational planning and learn from international experiences. They bring together participants from different institutions around the world, and provide a unique space to share knowledge, ideas and experiences among professionals working in the field of education.
- Our e-forums are focused on specific topics and refer to recent IIEP research and publications. They are moderated by experts over a period of two to three weeks.




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 Organisation
 des Nations Unies
 pour l'éducation,
 la science et la culture

 Institut International de
 planification de l'éducation

**Advanced Training Programme in
 Educational Planning and Management**
 49th session 2013/2014

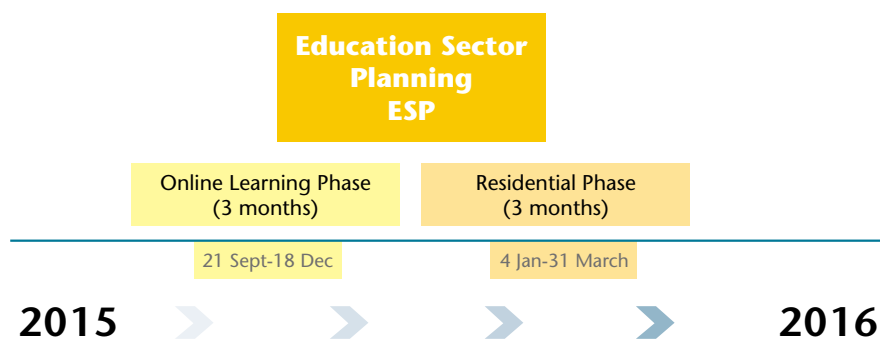
**Programme de formation approfondie
 en planification et gestion de l'éducation**
 49^e session 2013/2014



Education Sector Planning

21 September 2015 - 31 March 2016

Conditions for admission



To apply, please use the [Online Application Form](http://www.iiep.unesco.org) on the IIEP website (www.iiep.unesco.org), which contains complete information on the required documents, including reference letters and motivation letter, to be provided.

Entry Requirements

Applicants must meet the following requirements:

- ❖ Be between 30 and 48 years of age;
- ❖ Have a minimum of 3 years of work experience in fields related to education planning and management;
- ❖ Hold at least a bachelor's degree or an equivalent degree, preferably in a field related to education, economics, or statistics;
- ❖ Be fully proficient (read, write, and speak fluently) in either English or French;
- ❖ Possess good computer skills in MS Word and Excel software.

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

Application and selection procedures

All candidates must complete application forms 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.

Admitted candidates are allowed to attend the programme only if the required fees have been transferred to IIEP before their arrival and their medical files have been cleared by the UNESCO medical service.

Participation costs must be provided for by the participants.

Application deadline: 15 May 2015



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International Institute
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Education Sector Planning

21 September 2015 - 31 March 2016

Financial information



Financial assistance and grants

IIEP is not a funding institution and cannot offer financial assistance. Candidates are encouraged to apply to appropriate institutions for fellowships or grants (their employer, including ministries, international organizations, and NGOs). These grants are generally funded from human resources 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.

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 web site.

Accommodation

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

Note: The total cost of participation in the 2015-2016 ESP session is estimated at €15,600 to which return travel costs need to be added.

Funds must be deposited in IIEP's bank account at least one month before the beginning of the programme (August, 21). Funds marked with * 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 a thematic study visit including school visit within France.

Financial information

The programme cost is **€8,000** for participation in the ESP, which includes:

| I. Programme Costs ¹ | Euros |
|--|--------------|
| Programme costs including training materials | 6,000 |
| Field visits | 1,500 |
| Administrative costs | 500 |
| Total Programme Costs | 8,000 |

In order to participate in the different courses, the participants will need a **laptop computer and software (estimated combined cost €1,000)**.

To this amount, participants should add costs related to **their return airfare and their living in Paris**, as follow:

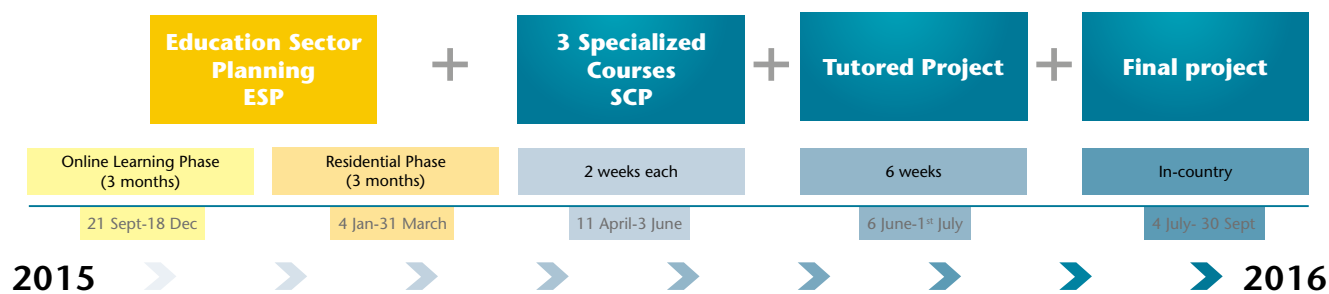
| II. Costs related to the living in Paris | Euros |
|--|--------------|
| Medical examination fee for French resident permit | 60 |
| Medical and civil insurance coverage | 240 |
| Lunch vouchers | 600 |
| Publications postage | 100 |
| Recommended monthly stipend * (€1,600 per month) | 4,800 |
| Reservation fee for accommodation * | 800 |
| Total Living Costs | 6,600 |

| III. Total Expenses | Euros |
|----------------------------------|---------------|
| Programme costs | 8,000 |
| Laptop computer and software | 1,000 |
| Costs related to living in Paris | 6,600 |
| Grand Total | 15,600 |

Advanced Training Programme

21 September 2015 - 30 September 2016

Conditions for admission



To apply, please use the [Online Application Form](http://www.iiep.unesco.org) on the IIEP website (www.iiep.unesco.org), which contains complete information on the required documents, including reference letters and motivation letter, to be provided.

Entry Requirements

Applicants must meet the following requirements:

- ❖ Be between 30 and 48 years of age;
- ❖ Have a minimum of 3 years of work experience in fields related to education planning and management;
- ❖ Hold at least a bachelor's degree or an equivalent degree, preferably in a field related to education, economics, or statistics;
- ❖ Be fully proficient (read, write, and speak fluently) in either English or French;
- ❖ Possess good computer skills in MS Word and Excel software.

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

Application and selection procedures

All candidates must complete application forms 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.

Admitted candidates are allowed to attend the programme only if the required fees have been transferred to IIEP before their arrival and their medical files have been cleared by the UNESCO medical service.

Participation costs must be provided for by the participants.

Application deadline: 15 May 2015



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International Institute
for Educational Planning

Advanced Training Programme

21 September 2015 - 30 September 2016

Financial information



Financial assistance and grants

IIEP is not a funding institution and cannot offer financial assistance. Candidates are encouraged to apply to appropriate institutions for fellowships or grants (their employer, including ministries, international organizations, and NGOs). These grants are generally funded from human resources 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.

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 web site.

Accommodation

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

Note: The total cost of participation in the 2015-2016 ATP session is estimated at €25,300 to which return travel costs need to be added.

Funds must be deposited in IIEP's bank account at least one month before the beginning of the programme (August, 21). Funds marked with * 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 a thematic study visit including school visit within France.

Financial information

The programme cost is €11,300 for participation in the ATP, which includes:

| I. Programme Costs ¹ | Euros |
|--|---------------|
| Programme costs including training materials | 9,000 |
| Field visits | 1,500 |
| Administrative costs | 800 |
| Total Programme Costs | 11,300 |

In order to participate in the different courses, the participants will need a **laptop computer and software (estimated combined cost €1,000)**.

To this amount, participants should add costs related to **their return airfare and their living in Paris**, as follow:

| II. Costs related to the living in Paris | Euros |
|--|---------------|
| Medical examination fee for French resident permit | 60 |
| Medical and civil insurance coverage | 480 |
| Lunch vouchers | 1,200 |
| Publications postage | 160 |
| Recommended monthly stipend * (€1,600 x 6 months) | 9,600 |
| Reservation fee for accommodation * | 1,500 |
| Total Living Costs | 13,000 |

| III. Total Expenses | Euros |
|----------------------------------|---------------|
| Programme costs | 11,300 |
| Laptop computer and software | 1,000 |
| Costs related to living in Paris | 13,000 |
| Grand Total | 25,300 |