



United Nations
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Earthquake Response Programme

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Overview of Educational Planning and Management Training

UNESCO Earthquake Response Programme Educational Planning and Management Training

The UNESCO Earthquake Response Programme (ERP) is actively engaged in the capacity building of education managers in North West Frontier Province (NWFP) and Azad Jammu and Kashmir (AJK). Main implementing partners are the Directorate for Curriculum and Teacher Education (DCTE) in NWFP, and the Directorate of Education Extension (DEE) in AJK.

Training of senior managers

In the capacity building initiative, as in other interventions, training materials are being developed in consultation with affected communities and government authorities. Educational officials in AJK and NWFP have participated in a comprehensive assessment to identify training needs. Their inputs structure the capacity building plan for managers and teachers.



Learning to develop SMART (Specific, Measurable, Achievable, Relevant, Time bound) objectives; participants from NWFP at an Educational Planning and Management Workshop.

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In response to the needs assessment, the UNESCO ERP has developed a project management course for senior managers. This includes a Workbook and Trainer's Notes. To date, 134 senior managers in AJK and NWFP have been trained using these materials. Preliminary evaluations have shown a positive impact of these interventions.

Senior manager's training at a glance

Location	Trained	Category	Training materials used
AJK	70 males 51 females Total 121	<ul style="list-style-type: none"> • Divisional Directors • Deputy Directors • District Education Officials • NGO personnel 	<ul style="list-style-type: none"> • Trainer's Notes -Introduction to Education Planning and Management • Workbook -Introduction to Education Planning and Management
NWFP	10 males 3 females Total 13	<ul style="list-style-type: none"> • Staff of teacher training institutions • District Officers • Subject Specialists • Deputy Directors • Principals 	

Training of middle managers

The development of training materials for middle managers followed a similar consultative process involving 35 middle managers and several training institutions in AJK. Based on needs assessments, a Workbook and Training Guide were developed.

The UNESCO ERP and DEE are currently preparing for training 1700 middle managers in AJK using these materials. Courses have already been conducted in Kotli, Mirpur, Muzaffarabad and Rawalakot in AJK.

“The earthquake has redefined our role as education officials. We now have a huge responsibility to participate in and manage the rebuilding of the education system. This workshop is the first step towards enhancing the capacity of middle managers to do so.”

Mr. Zubair Ahmad Awan, Regional Director,
Muzaffarabad Division, AJK

For NWFP middle managers, courses have been conducted in Abbottabad and Islamabad. A generic Training of Trainers (ToT) is being developed in line with priority areas identified in a ‘Middle Managers Training Needs Assessment (TNA)’.

Middle managers training at a glance

Location	Trained	Category	Training materials used
AJK	39 males 26 females Total 65	<ul style="list-style-type: none">• Middle managers• Headteachers• Headmasters/Headmistresses• Assistant Education Officers	<ul style="list-style-type: none">• Training Guide -Quality Educational Response (includes: basic training lessons, session plans, activities and resource material)• Workbook -Quality Educational Response (a ‘take-home’ reference for workshop participants, used for recording notes and responses to activities)
NWFP	18 males 3 females Total 21	<ul style="list-style-type: none">• Deputy District Officers• Assistant District Officers• Officers of the Department of Schools and Literacy	

Workshop content

In interactive sessions, group work and exercises, participants apply management techniques to the situation in their districts. Using data from earthquake-affected areas, they practice SWOT analysis (strengths, weaknesses, opportunities and threats) and are trained to develop proposals and manage projects.

These capacity building exercises put educational managers in a better position to negotiate with donors and agencies currently working in the earthquake areas. Capacitating managers to develop and ensure quality in educational projects also gives them a sense of ownership and impetus that will benefit children, teachers and their communities in the affected areas.



Middle managers learning to be interactive in the classroom
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