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United Nations Institute for Training and Research

UNITAR Fellowship for Afghanistan

2013 Cycle

Project Completion Report



Knowledge to lead

Acknowledgements

UNITAR would like to thank the following entities for their involvement in, and support of the 2013 Fellowship Cycle.

- The Agha Khan Foundation;
- Afghanistan Civil Service Institute (ACSI);
- Alberta Children's Hospital;
- Alberta Health Services;
- The Asia Foundation;
- Da Afghanistan Breshna Sherkat (DABS);
- DAI;
- Hiroshima Municipal Government;
- Hiroshima Prefectural Government;
- Hiroshima University;
- Los Lagos University, Chile;
- Mine Clearance Planning Agency (MCPA), Afghanistan;
- Ministry of Borders and Tribal Affairs of the Islamic Republic of Afghanistan;
- Ministry of Counter Narcotics of the Islamic Republic of Afghanistan;
- Ministry of Education of the Islamic Republic of Afghanistan;
- Ministry of Finance of the Islamic Republic of Afghanistan;
- Ministry of Public Works of the Islamic Republic of Afghanistan;
- Ministry of Rural Rehabilitation and Development;
- Office of Administrative Affairs and Council of the Ministers Secretariat of the Islamic Republic of Afghanistan;
- PLAN:NET Ltd (Canada);
- Singapore International Foundation;
- Texas A&M Transportation Institute;
- Texas Legislative Budget Board;
- Texas Senate;
- United Nations World Food Programme;
- United States Agency for International Development (USAID)
- University of Alberta;
- University of Calgary;
- University of Texas at Austin.



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ABOUT UNITAR

The United Nations Institute for Training and Research (UNITAR) was established in 1965 as an autonomous body within the United Nations and is headquartered in Geneva, Switzerland. The mandate of UNITAR is to enhance the effectiveness of the work of the United Nations and its Member States in the fields of peace and security and in the promotion of economic and social development. UNITAR designs and conducts worldwide some 230 different training activities per year for more than 80,000 beneficiaries, including diplomats and other government officials, non-governmental representatives, and local authorities.

ABOUT THE UNITAR HIROSHIMA OFFICE

The UNITAR Hiroshima Office, by virtue of the resonance of its location, has an inherent strength in the areas of post-conflict reconstruction as well as the broader themes of international peace and security. The Office has been heavily involved in capacity building in Afghanistan since 2003 with its annual Fellowship for Afghanistan Programme, and other customised training programmes for various ministries and organisations in the country. This includes multi-tier Training-of-Trainers and Coaching-for-Coaches sessions since 2006.

The UNITAR Hiroshima Office, due to the significant amount of training undertaken in collaboration with entities in Afghanistan, also has a staff member based in Kabul, allowing for timely interaction with beneficiaries and partner agencies, as well as for up-to-date information and insight to the changing realities in the country

FELLOWSHIP FOR AFGHANISTAN

The Fellowship is an annual seven-month long programme, which builds the capacity, and enhances the leadership, management and professional skills of a core group of senior government officials, academics and practitioners from Afghanistan.

The Fellowship discusses important themes related to the effective governance of Afghanistan by and for Afghan nationals themselves, a crucial requirement for the future of the nation following 2014. These include:

- Organizational Development
- Organizational Change
- Project Design
- Project Management
- Human Resource Development
- Human Resource Management
- Accounting and Budgeting
- Leading and Mentoring Teams for Development and Change
- Team-building and Teamwork
- Communication Skills
- Strategic Planning

FELLOWSHIP CORE PRINCIPLES:

- The enrolment of highly qualified and experienced participants from a variety of disciplines;
- On-the-job training: participants undergo training while continuing with their jobs;
- A mentorship-based learning process, which seeks to address the specific individual needs of each Fellow;
- An effective combination of various training methods- on-site workshops and distance learning mechanisms;
- Building professional networks within the country and between Afghanistan and the rest of the world— with capacities to contribute to the reconstruction of the country and its institutions.



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The Fellowship seeks to contribute to sustainable learning in the workplace and to build on the capacity of the Afghan civil service as it works to rely on its own ability and lessen its need to depend on the human resources and expertise provided by the international community.

Since its launch in 2003, the Fellowship has completed nine cycles, with a total of over 300 participants having taken part. In this report, an overview of the events during the 2013 Cycle in particular, and the outputs and successes of the programme as a whole are presented.

FELLOWSHIP OBJECTIVES

At the initial stage the Fellowship aims to contribute to capacity building in Afghanistan by enhancing Fellows' leadership, executive and professional skills and helping them to achieve their personal learning and professional development goals.



The Fellowship's two long-term objectives are:

- a) To support Fellows in the application of their new knowledge and greater confidence to the transformation of their respective ministries and organizations through:
 - Achievement of mandates and objectives despite limited resources;
 - Facilitating effective team work and coordination within the organization through mentoring and teambuilding;
 - Networking and collaborating with stakeholders and other organizations;
 - Leadership and management of capacity building;
- b) To build a committed and highly capable Fellowship community in Afghanistan which can serve as a resource for planning and implementing capacity-building and training activities at the local and national levels.

FELLOWSHIP STRUCTURE FELLOWS

- First time participants in the programme. Fellows are the main beneficiaries of the cycle, and are divided into groups at the beginning of the Fellowship.

COACHES

- Coaches are selected from the stand-out Fellows of previous cycles and are tasked with providing unity and guidance to the group.
- Coaches are also responsible for being the main contact point between Mentors and the groups as a whole.
- Coaches receive additional "Coaching-for-Coaches" training so that they may continue their professional development while being equipped with the skills to coach their group.

AFGHAN RESOURCE PERSONS (ARPS)

- Selected from the stand-out Coaches of previous cycles, ARPs act as apprentice faculty and work to contextualise the training being offered to the changing realities in Afghanistan.
- ARPs are offered further training in a module specifically designed for them, examining social entrepreneurship.



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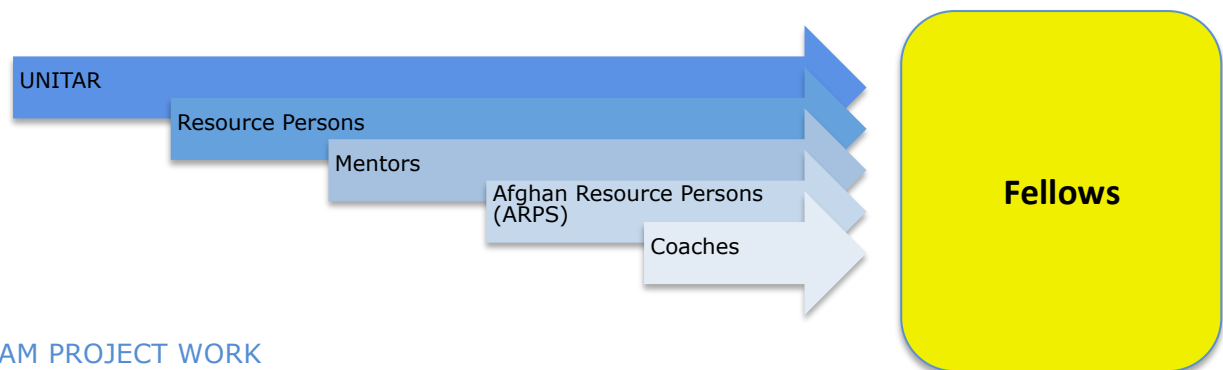
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MENTORS

- Mentors are experts, practitioners or academics in various disciplines.
- They are individuals willing to volunteer and share their knowledge, to guide and advise where requested, and are comfortable in a two-way learning relationship.
- The Mentors/Mentor teams, together with the Coaches will be asked to commit to overseeing at least one group of five to six 'mentees' for the duration of each Cycle.
- Mentors may also act as Resource Persons.

RESOURCE PERSONS

- Resource Persons provide the main presentations for the programme and attend workshops, either in-person or electronically.



TEAM PROJECT WORK

ASSIGNMENT I

Each Fellow undertakes an organization/needs assessment in her/his workplace for one of the following purposes:

- 1) To determine the needs and service requirements of a population or customer group served by the Fellow's organization;
- 2) To determine the capacities and priority needs of the Fellow's organization in order to more effectively support the organization's mission; or
- 3) To determine the capacities and priority development needs of a particular group of employees within the organization (e.g., supervisors, engineers, scientists, teachers, secretaries, etc.)

In the weeks in between Workshop I and Workshop II, Fellows are be offered guidance by UNITAR's team of Mentors, Coaches and Afghan Resource Persons. Following individual presentation of the findings of Assignment One at Workshop II, each team uses the results of the organization needs assessments to decide on a team project.

ASSIGNMENT II

Assignment II sees teams tasked with developing a concept paper in the form of a high-level Project Plan. Elements of the Fellowship covered in Workshop II contribute greatly to the development of Assignment II. This process also is focused upon by the Coaches, ARPs and Mentors, and discussed at length during Audio Conferences.



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ASSIGNMENT III

Assignment III calls for the development of a team project plan for organizational development or change projects for Afghanistan. Through a formal presentation involving all group members, a report is made upon the development of a detailed project plan for the team's organizational development or change project as developed through Assignments I and II.



FELLOWSHIP METHODOLOGY HIGHLIGHTS

CURRICULUM EMPHASIS ON LEADERSHIP AND MENTORING:

Endeavouring to widen the impact of the Fellowship, UNITAR has placed special emphasis on methodology and skill development related to leadership and mentoring. The objective in this respect is to develop the capacity of each Fellow to be a leader and facilitator able to contribute to organizational and Human Resource Development within his/her respective ministry or organization.



The outcomes of the projects undertaken by most of the teams over the last few cycles indicate that this objective was met with a considerable degree of success. Special efforts have also been made to ensure the Fellows' team projects focus on management of change and organizational development, and the necessary skills and knowledge to support the process have been included as the recurring themes throughout the Cycle curriculum.

COMBINATION OF DIFFERENT TRAINING METHODS:

The Fellowship undertakes a combination of different training methods with a series of skill-building activities, including:

- On-site workshops
- Study-trips
- Mentor/ARP/Coach/Fellow communication
- Team projects
- Distance learning activities

VIDEO SEMINARS

Throughout the Fellowship, Video Seminars link Fellows, as a group, to Resource Persons around the globe. Presentations delivered during such events correspond to the phase in the Fellowship at which the Fellows find themselves and have included, amongst others:

- Tools For Maximising Performance
- Training As A Capacity Development Tool
- Conflict Resolution
- Leadership Development
- Risk Identification and Mitigation
- Results Based Management



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AUDIO CONFERENCES

All groups are connected via Skype to both UNITAR and their Mentors every 4 weeks so that the project and Fellowship process can be discussed. Standing as milestones in the programme, these conferences are augmented by ad-hoc discussions between group members, Coaches, ARPs and Mentors.

COACHING FOR COACHES MODULE

The Coaching for Coaches Module starts before the official launch of the Fellowship. To facilitate the Coaches' responsibility of guiding the Fellows through their assignments, the first six web-based sessions are conducted prior to the official launch of the Fellowship to ensure they are prepared in time. The topics covered include:

- Coaching and Mentoring Skills
- Team-building
- Gatekeeping
- Conflict Resolution
- Motivation
- Management of Productive and Effective Meetings

Two subsequent web sessions conducted during the Fellowship Cycle primarily focus on the challenges faced by Coaches thus far. Prior to each session, Coaches are given assignments and background reading. They are also asked to manage and facilitate the Fellowship Orientation work shop, as well as After-Action Reviews (AARs) at all Workshops. As a final requirement Coaches, along with the ARPs are asked to organize a Cycle De-briefing Seminar.



ARP TRAINING MODULE: SOCIAL ENTREPRENEURSHIP

A crucial element in the UNITAR Hiroshima Office methodology is the continuing facilitation of learning and skill-building for our ARPs. Launched in 2013, the ARP Training Module on Social Entrepreneurship, subtitled "*Solving Social Issues by Creating Innovation, Jobs, Social Leaders and Global Citizens*" encourages ARPs to analyse the skills and insight they have gained in the previous two iterations of the Fellowship, and how this can be utilized to develop their own leadership legacy, and outline ways in which this can be utilized to solve a social issue.



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2013 Cycle Workshop Reports



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Workshop One

17 – 19 JUNE | KABUL, AFGHANISTAN

Workshop I, attended by 58 Fellows, 10 Coaches, and 5 ARPs, took place at the Ministry of Finance in Kabul, between 17 and 19 June 2013. Workshop I stands as an opportunity to introduce the new intake of Fellows to the structure, process, expectations, vision and goals of the Fellowship process. In an effort to delineate roles and responsibilities of the Fellowship, much of the facilitation and presentation of material assigned to the Afghan Resource Persons and Coaches, who introduce elements of the programme, utilising their experience of learning, and subsequent implementation, to underscore the practical focus of the Fellowship.



OBJECTIVES:

By the end of the Workshop, participants were to be able to:

- Outline three types of distance learning tools and their role in blended learning;
- Prepare and implement an Organisational Needs Assessment;
- Differentiate between types of written communication skills, and outline instances for the use of each;
- Apply differing types of oral communication skills;
- Prepare, and implement, productive meetings;
- Describe the goals of the UNITAR Fellowship for Afghanistan Programme.

OUTLINE:

The workshop began with opening comments delivered by Dr Sayed Mohammad Amin Fatimie, Ambassador of the Islamic Republic of Afghanistan to Japan. The Ambassador thanked UNITAR for their efforts in the post-conflict reconstruction of Afghanistan to date, and encouraged the Fellows to truly take advantage of the training offered to make effective and lasting change in Afghanistan.

Welcome comments were then made by Berin McKenzie, Specialist at the UNITAR Hiroshima Office, and coordinator for the Fellowship programme. Mr McKenzie thanked the Coaches and ARP's for their commitment to the programme, while also acknowledging the selfless involvement and guidance delivered by the Mentors in the Fellowship.

The first engagement session of the Workshop saw the Fellows, Coaches, and ARPs form into their assigned groups for the first time and discuss expectations, and examples from the Fellowship. This presented an opportunity for the Coaches and ARPs to outline not only the procedural requirements of the programme, but also the incorporation of lessons learned and skills developed to their daily lives, and the impact that this has had in their professional realm.

This was followed by an introduction to Distance Learning, delivered by Freshta Yousufi, an ARP for the 2013 Cycle. The presentation outlined ways in which Fellows can maintain



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contact with their Mentors, ARPs and Coaches throughout the Fellowship, as well as the benefits and disadvantages of Distance Learning.

Day Two saw the central presentation of the Workshop, examining Organisational Needs Assessment, which forms the basis of Assignment One, and informs the rest of the Fellowship process. This was delivered online by Humaira Kamal, a Senior Advisor to UNITAR, and one of the key figures in the development and life-cycle of the programme. The presentation was augmented by a panel discussion led by the ARPs, which served to contextualize the information being presented to the context of both Afghanistan and the Fellowship itself.

Presentations were then made on Written and Oral Communication Skills, as well as the Management of Effective Meetings, and the relations of each to not only the Fellowship itself, but to effective process and leadership within the civil service.

Throughout the Workshop, groups were making contact with their mentors, via scheduled Skype sessions. This allowed for Fellows, Coaches, and ARPs to meet with Mentors and discuss expectation, obligations, and means of communication throughout the Fellowship process. The workshop concluded with panel discussions of previous graduates outlining the impact that the Fellowship process had had on their professional and personal lives.



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Workshop One Evaluation Data



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2013: EVALUATION

The evaluation method employed for the UNITAR Fellowship for Afghanistan – Workshop I was two level evaluation questionnaires: Participant Self-Assessment questionnaire which allowed participants to evaluate their individual (pre-existing) knowledge, skill and competencies on the subject matter so as to create awareness about participant learning needs and help enhance their learning levels. Participant feedback questionnaire captured individual reactions to the overall quality of the Workshop and allowed for their feedback to be heard and incorporated in future Workshops. Both questionnaires were made available to all participants from the beginning of the Workshop, covering the individual learning needs as well as the application process, pre-Workshop build-up and the Workshop itself.

The overall purpose of the evaluation was: to analyse the relevance and direction of the overall content of the Workshop; and the performance of the UNITAR Hiroshima Office as a whole in delivering the Workshop. Major findings of the Workshop are analysed and recommendations will be incorporated when planning for next Workshop.

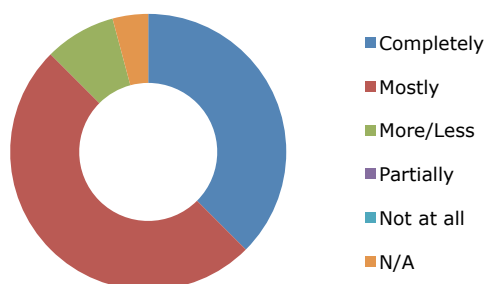
The participant feedback evaluation questionnaire examined the following areas in detail:

- Pre-Event Information
- Learning Objectives
- Value, Relevance and Intent to Use
- Methodology
- Satisfaction with the Quality of Facilitator
- Applicability of After Action Review and Practical Exercises
- Overall Satisfaction of the Event

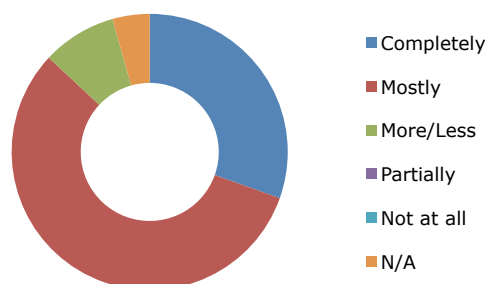
MAJOR FINDINGS AND RECOMMENDATIONS

PRE-EVENT INFORMATION

Please rate the degree to which information circulated prior to the Workshop was:



Useful (in terms of making an informed decision)



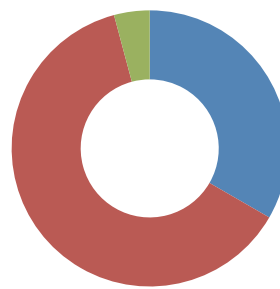
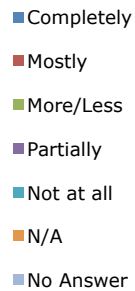
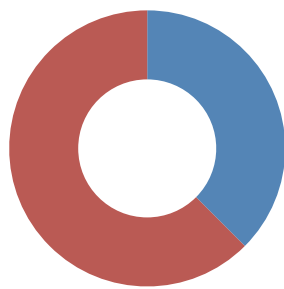
Accurate (in terms of matching what took place)



LEARNING OBJECTIVES

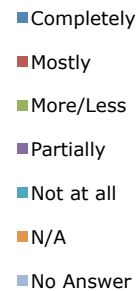
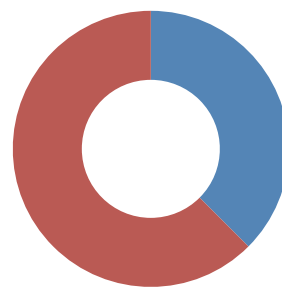
LEARNING OBJECTIVE I:

Outline three types of distance learning tools and their role in blended learning.



Have a clear understanding of learning objectives

Relevance of objective to your learning needs

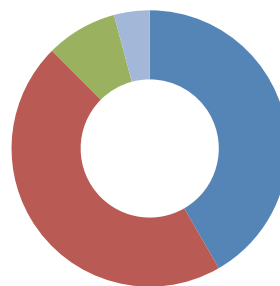
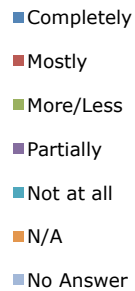
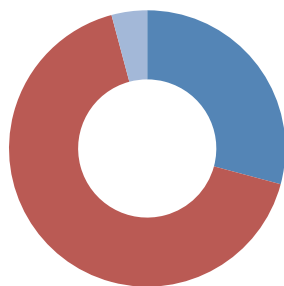


Extent to which you met learning objective



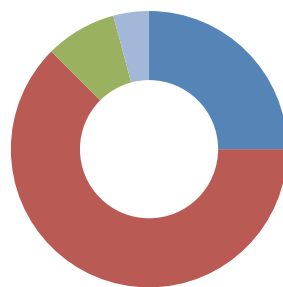
LEARNING OBJECTIVE II:

Prepare and implement an Organisational Needs Assessment;



Have a clear understanding of learning objectives

Relevance of objective to your learning needs



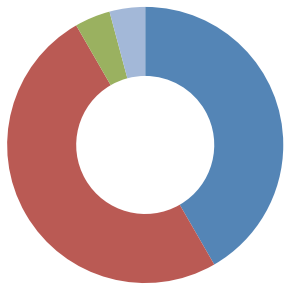
Extent to which you met learning objective



LEARNING OBJECTIVE III:

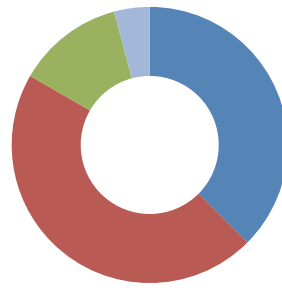
Differentiate between types of written communication skills, and outline instances for the use of each.

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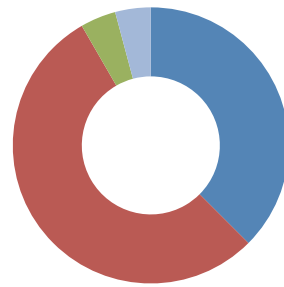
■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at all
■ N/A
■ No Answer

Have a clear understanding of learning objectives



■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at all
■ N/A
■ No Answer

Relevance of objective to your learning needs

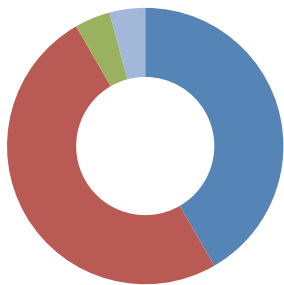


■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at all
■ N/A
■ No Answer

Extent to which you met learning objective

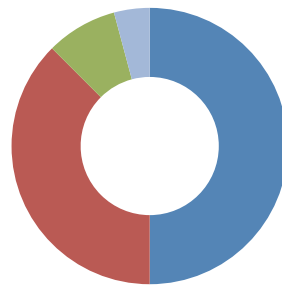


LEARNING OBJECTIVE IV:
Apply differing types of oral communication skills.



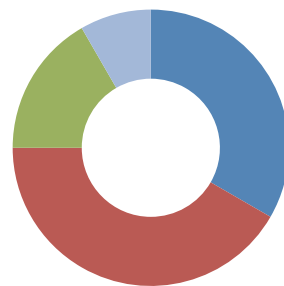
■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at all
■ N/A
■ No Answer

Relevance of objective to your learning needs



■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at all
■ N/A
■ No Answer

Extent to which you met learning objective



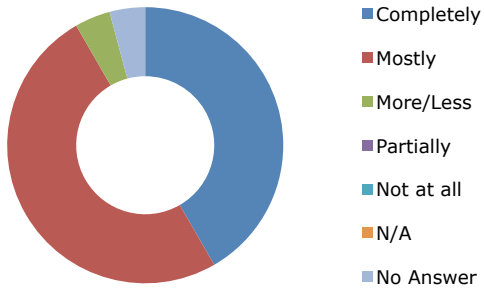
■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at all
■ N/A
■ No Answer

Extent to which you met learning objective

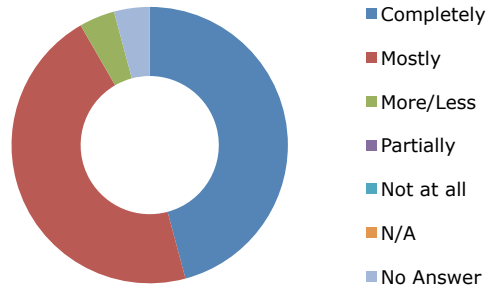


LEARNING OBJECTIVE V:
Prepare, and implement, productive meetings.

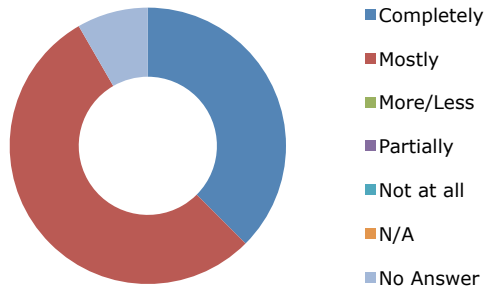
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Have a clear understanding of learning objectives



Relevance of objective to your learning needs

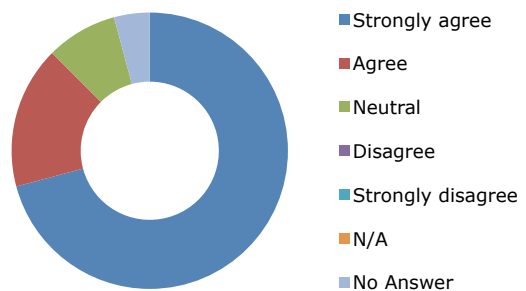
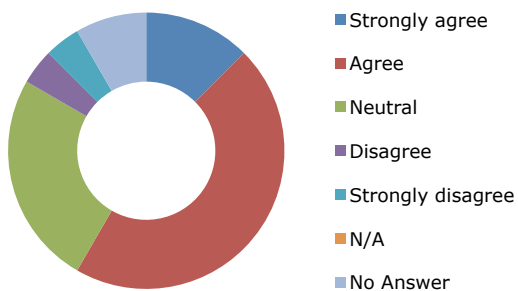


Extent to which you met learning objective

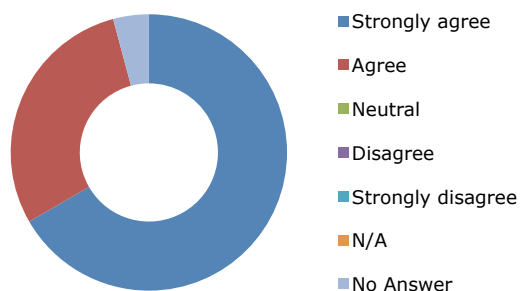


VALUE, RELEVANCE AND INTENT TO USE:

Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).



The information in this workshop was new to me.....The content of the workshop was relevant to my job

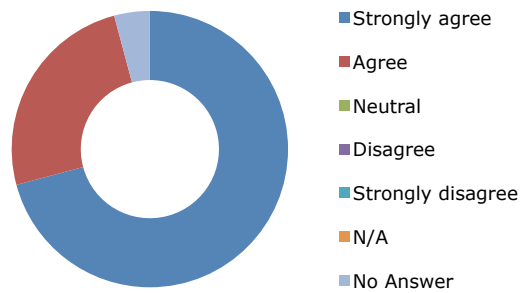


It is likely that I will use the information acquired



METHODOLOGY:

The methodology used in this workshop included lecturettes and practical exercises

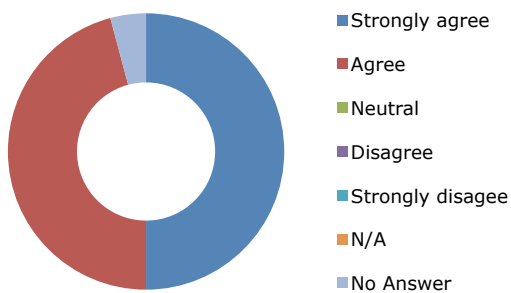


The event's methodology was useful given the learning objectives

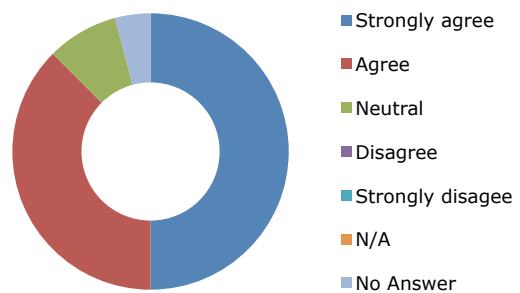


OVERALL SATISFACTION OF THE QUALITY OF FACILITATORS:

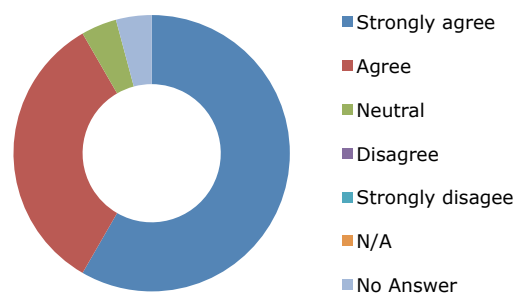
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).
The trainer(s)/facilitator(s) was (were) effective at:



Presenting information



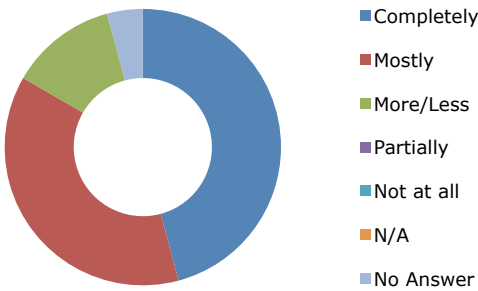
Responding to questions of participations



Stimulating participant involvement



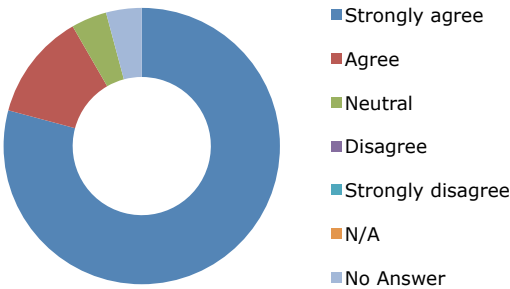
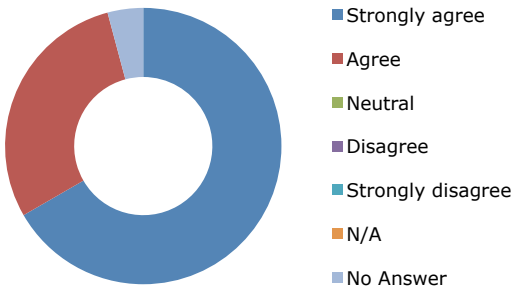
APPLICABILITY OF AFTER ACTION REVIEW AND PRACTIAL EXERCISES:
The assessment of learning included After Action Reviews and Practical Exercises:



How useful was (were) the method(s) in helping you to achieve the learning objectives?



OVERALL SATISFICTION OF THE EVENT:
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1):



Overall, the workshop was very useful

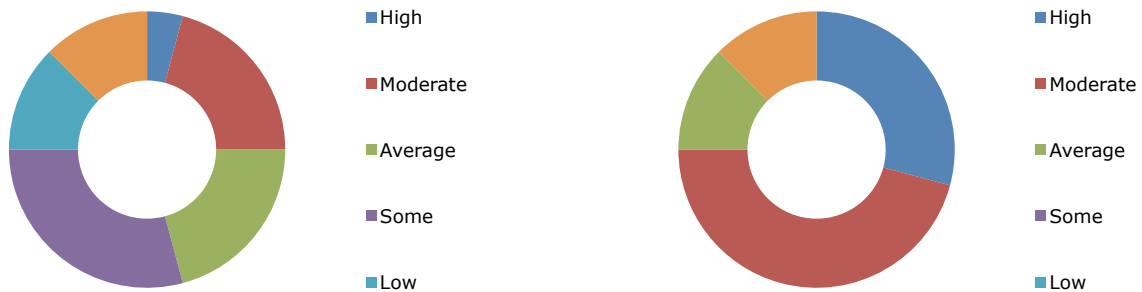
I will recommend this workshop to a colleague



PARTICIPANT SELF-ASSESSMENT QUESTIONNAIRE

LEVEL OF KNOWLEDGE, SKILL, AND COMPETENCIES IN RELATION TO EACH LEARNING OBJECTIVE BEFORE AND AFTER THE TRAINING:

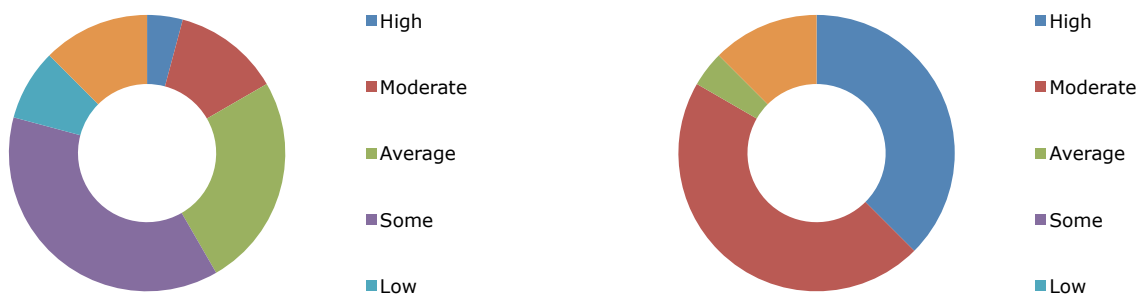
Please rate the following statements using the numerical scale from high (5) to low (1):
Outline three types of distance learning tools and their role in blended learning.



Rate your skill before the Workshop

Rate your skill after the Workshop

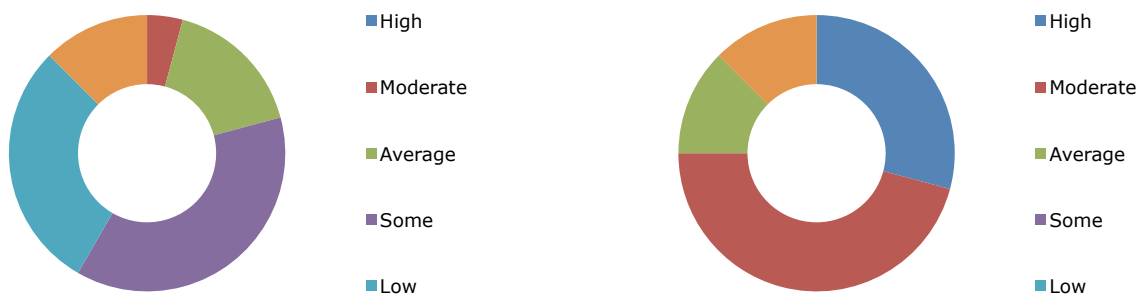
Please rate the following statements using the numerical scale from high (5) to low (1):
Prepare and implement an Organisational Needs Assessment.



Rate you skill before the Workshop

Rate your skill after the Workshop

Please rate the following statements using the numerical scale from high (5) to low (1):
Differentiate between types of written communication skills, and outline instances for the use of each.

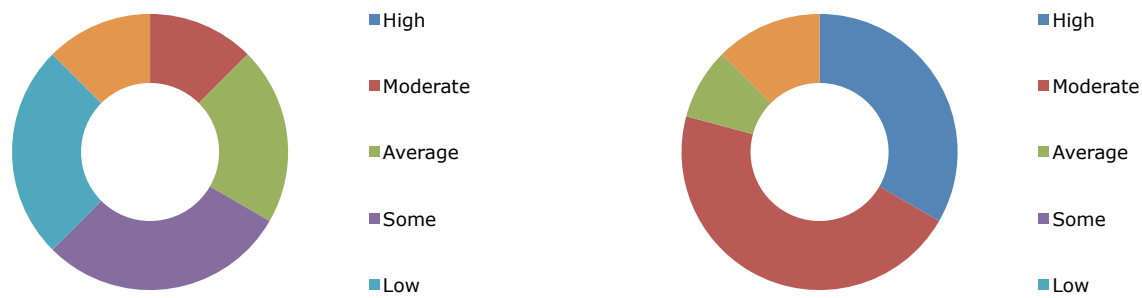


Rate you skill before the Workshop

Rate your skill after the Workshop



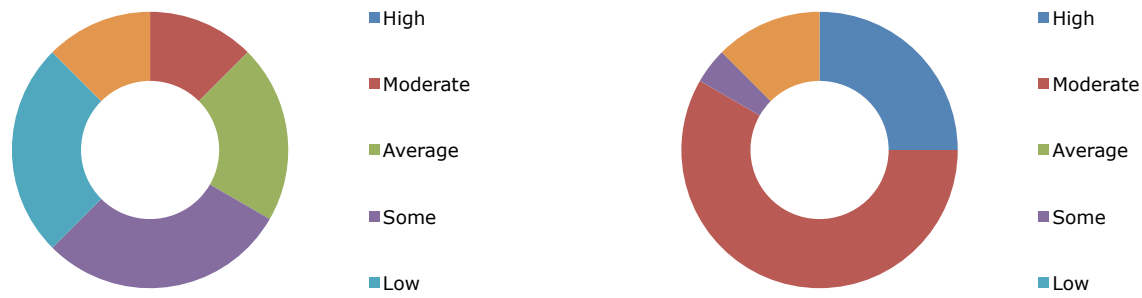
Please rate the following statements using the numerical scale from high (5) to low (1):
Apply differing types of oral communication skills.



Rate you skill before the Workshop

Rate your skill after the Workshop

Please rate the following statements using the numerical scale from high (5) to low (1):
Prepare, and implement, productive meetings.



Rate you skill before the Workshop

Rate your skill after the Workshop



Workshop Two

22 – 26 AUGUST | ABU DHABI, UNITED ARAB EMIRATES

Workshop II, attended by 58 Fellows, 10 Coaches, 5 ARPs, 3 Mentors and 2 Resource Persons, totalling 78 participants, took place in Abu Dhabi, United Arab Emirates, between 23 and 27 August 2013. The Workshop allowed Fellows to gain an in-depth understanding of Leadership and Project Management, while working to contextualise the information received for the realities of Afghanistan through Assignments II and III.



MODULE I: Leadership and Organizational Development for Performance and Results

These sessions aimed at helping Fellows understand the concept of how sound leadership and planned organizational development can maximize performance and produce desired results. They also aimed to support Fellows to develop Group projects addressing the common needs of their organizations, while enhancing their understanding of the obstacles and opportunities in the organization development and change process. The intensive session on Group challenges helped Groups to improve their communication levels and expertise in Group development.



MODULE II: Project Planning, Design and Proposal Writing

These sessions aim to equip participants with basic knowledge of project planning, and raising sponsorship and financial support for projects within organizations and from external stakeholders. This skills-training offered in the workshop also facilitates the Fellows' work on their Group projects.

OBJECTIVES:

In addition to reviewing Fellows' assignments, and assessing their progress to date, by the end of the Workshop, participants were to be able to:

- Describe the role of leadership and organizational development as tools for maximizing performance within organizations;
- Review key concepts in group projects;
- Discuss relevant areas of project planning;
- Outline required skills in proposal writing
- Restate important stages in coaching and group development.

OUTLINE:

The workshop began with individuals presenting the findings of Assignment One, the Individual Needs Assessment, to their peers, as well as to attending UNITAR Staff, Mentors and Resource Persons. This began the process of Groups deciding which project would be selected as a joint project, to be focused on both at this workshop and upon their return to Kabul.



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Resource Person Dr Michael Fors, of Microsoft Corporation, then outlined coaching and facilitation skills, incorporating the art and science of shaping a high performance Group through the following headings:

- The Facilitators Role
- Facilitator: Levels of Involvement
- Balancing Roles for Success
- Facilitator: Objectives
- Subjective Judgement
- Feedback
- Recognition
- Sources of Conflict



This was followed by an introduction to work styles, and in particular the DiSC Personality Profile test, a behaviour assessment tool, which allowed participants to understand more closely their own emotions and motivating factors, as well as giving insight into the make-up of their Group. Fellows were tasked with identifying any strengths and potential blindspots that they may possess as individuals and Groups.

With participants now focused on their Group, and the path that lies ahead of them during the Fellowship, Dr Fors outlined differing stages in Group development, with a focus on the Tuckman Model, as proposed by Bruce Tuckman:

- Forming
- Norming
- Storming
- Performing

Each stage was examined, as were individual roles to support Group development, and ways in which to counter conflict. Utilising a documentary on a performance of Ravel's "Bolero" by the Los Angeles Philharmonic Orchestra, the session then examined the role of leaders within Groups, as well as the importance of communication and collaboration between Group members. The follow-up discussion was particularly enlightening as Groups examined role allocation within their Group, and in Afghanistan as a whole.

Groups then dispersed to five practical Group-work exercise "stations" which featured advanced Group-building and collaboration/communication activities, which served to reinforce the materials presented.

The next session examined Coaching and Facilitation, and was followed by Groups meeting to utilise the information and feedback given to date, along with all of the learning facilitated, to then discuss and decide upon which of the Individual Needs Assessment projects would be adopted as the Group project which will be the focus of the remainder of the Fellowship.

Discussions were monitored by assembled Coaches, ARPs, Mentors, Resource Persons and UNITAR staff, with the final decision made by Fellow themselves. Overall, it was felt that the focus, scope and diversity of the projects decided upon would make for an excellent 2013 Cycle.

Following the decision making process, Dr Fors then guided the assembled Fellows



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through the Project Planning process, including the following elements:

- Sponsorship
- Leadership Roles
- The Sponsors Perspective
- Project Plan Ingredients
- Keys for Project Success
- Needs Assessment
- Problem Statement/Opportunity
- Defensible Data
- Target Constituents
- Deliverables
- In Scope/Out Scope
- Stakeholders
- Assumptions
- Group Selection and Management
- Decision Making
- Risk Analysis and Contingency Planning
- Cost benefit Analysis
- Communications Planning
- Milestones
- Benchmarking
- Resources
- Indicators
- Success



Following an After Action Review, led by the Coaches, the programme continued with Ms. Winifred Loh, one of the Mentors of the Fellowship, attending the programme at the behest of the Singapore International Foundation, expanding upon her "Gender@Work" Module, which had been initiated as a Video Conference some three weeks before the workshop.

Utilising real world examples, the session examined successes and failures of gender specific practices in implementation, with Fellows urged to consider these in the context of Afghanistan. A spirited debate ensued, with some excellent examples also raised of both poorly and successfully developed and implemented gender-related programmes in Afghanistan. Overall the session served as an excellent cap to the Video Conference.

Professor David Eaton, of the University of Texas at Austin, and one of the architects of the Fellowship Programme, was then tasked with outlining Project Design and Writing, so as to prepare the Fellows for Assignment Two of the Fellowship. Stressing the need to connect with donors, Professor Eaton outlined the need for the following to be incorporated into any project design process:

- Need
- Response to Need
- Goals
 - Inputs
 - Outputs
 - Process
 - Outcomes
- Tasks
- Methods
- Measurement
- Timetable
- Budget
- Ideal Result
- Documentation



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After outlining each of these entries, and linking them to the Fellowship to date, as well as to Afghanistan in general, Professor Eaton then had Groups utilise the training presented, using the projects recently adopted. During this process, once again, the assembled Coaches, ARPs, Mentors, Resource Persons and UNITAR staff worked with Groups, allowing for them to examine the developing proposals from many viewpoints.

The workshop closed with Groups presenting the project plans to their peers, with time given for not only feedback and questions from the assembled Mentors and Resource Persons, but also the other Fellows. This allowed for the exchange of experience and best practices, as well as insight into the networking opportunities the Fellowship represents.

The Fellows returned to Kabul enthusiastic, and focused upon the requirements of Assignment Two.

CONCLUSIONS AND NEXT STEPS: EVALUATION DATA:

As outlined below, a full 93% of respondents agreed or strongly agreed that the programme was “very useful”, with 84% indicating that the content of workshop stimulated their involvement. From a total of 48% of participants who felt that they possessed an average to moderate “...*understanding of Public Planning*” before the Workshop, 80% of respondents felt that they had gained a high understanding of such in the interim. Similarly, with regard to an “...*understanding of leadership and organizational development as tools for maximizing performance within organizations*”, those indicating that they had a high to moderately high understanding grew from 34% of total respondents to 77% by the end of the Workshop.

With regard to the methodology utilised in the Workshop, including interactive lectures, after-action reviews, practical exercises and study visits, 86% of respondents indicated that they “strongly agree” or “agree” that it was useful. Similarly, the trainers/facilitators of the programme were seen as effective at presenting information by 86% of respondents.

Overall, the responses received were overwhelmingly positive. Several requests were made for increased real-world examples and practical exercises, so that participants may work to incorporate the training offered into their own national and local contexts. UNITAR will work toward increasing the amount of time allowed for group work and discussion in future programmes.



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Workshop Two Evaluation Data



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2013: EVALUATION

The evaluation method employed for the UNITAR Fellowship for Afghanistan – Workshop II was two level evaluation questionnaires: Participant Self-Assessment questionnaire which allowed participants to evaluate their individual (pre-existing) knowledge, skill and competencies on the subject matter so as to create awareness about participant learning needs and help enhance their learning levels. Participant feedback questionnaire captured individual reactions to the overall quality of the programme and allowed for their feedback to be heard and incorporated in the future programme. Both questionnaires were made available to all participants from the beginning of the session, covering the individual learning needs as well as the application process, pre-session build-up and the session itself.

The overall purpose of the evaluation was: to analyse the relevance and direction of the overall content of the programme; and the performance of the UNITAR Hiroshima Office as a whole in delivering the programme. Major findings of the programme are analysed and recommendations will be incorporated when planning for next programme.

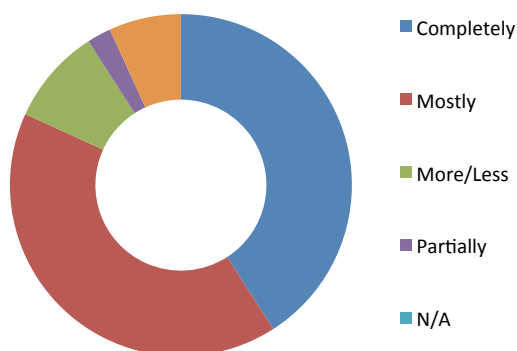
The participant feedback evaluation questionnaire examined the following areas in detail:

- Pre-Event Information
- Learning Objectives
- Value, Relevance and Intent to Use
- Methodology
- Satisfaction with the Quality of Facilitators
- Applicability of After Action Review and Practical Exercises
- Overall Satisfaction of the Event

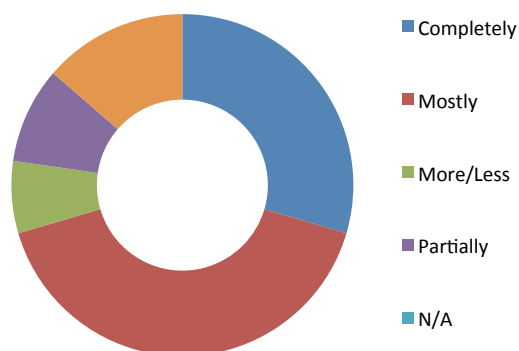
MAJOR FINDINGS AND RECOMMENDATIONS

PRE-EVENT INFORMATION

Please rate the degree to which information circulated prior to the workshop was:



Useful (in terms of making an informed decision)



Accurate (in terms of matching what took place)

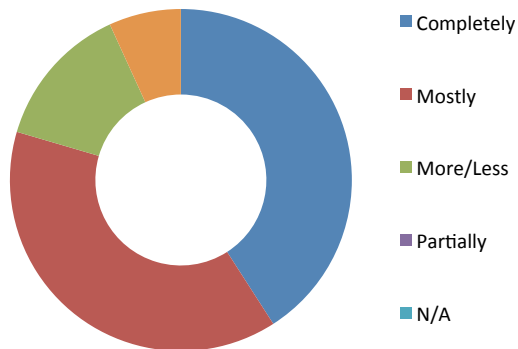


LEARNING OBJECTIVES

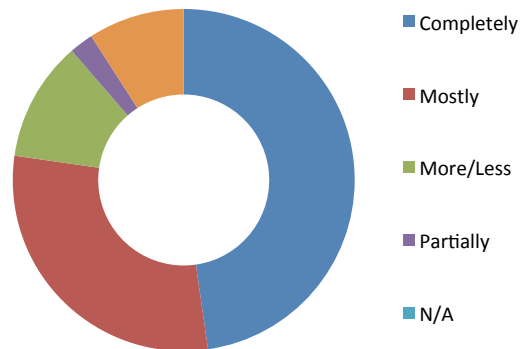
The participants have successfully completed the course work and awarded with Certification of Completion. The great majority of participants agreed that they achieved the learning objectives. Following are the detail description of participants' reaction to the questions.

LEARNING OBJECTIVE I:

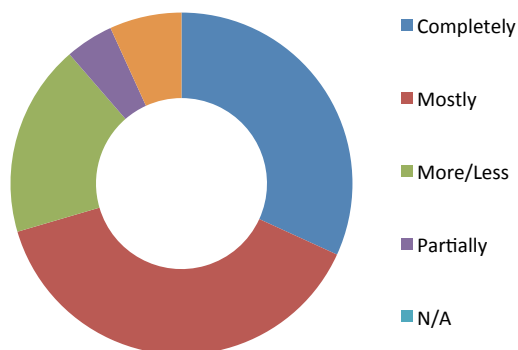
Enhance participants' understanding of leadership and organizational development as tools for maximizing performance within organizations



Have a clear understanding of learning objective



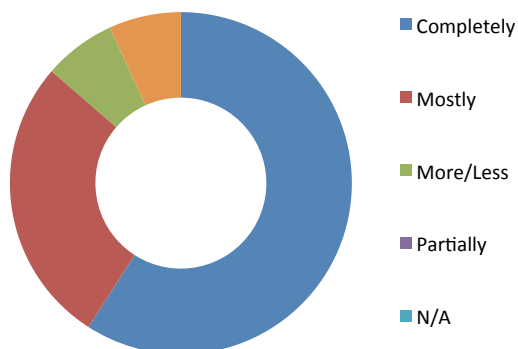
Relevance of objective to your learning needs



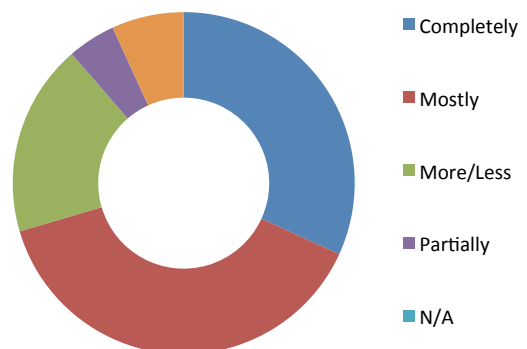
Extent to which you met learning objective

LEARNING OBJECTIVE II:

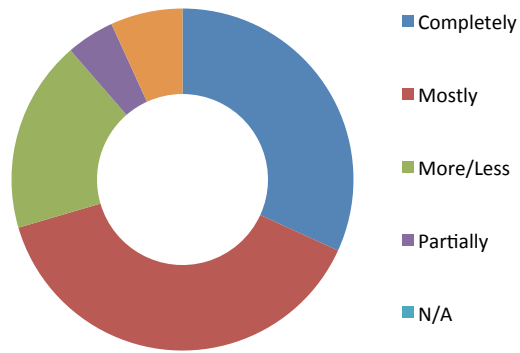
Assist participants in developing their Group project concepts:



Have a clear understanding of learning objective



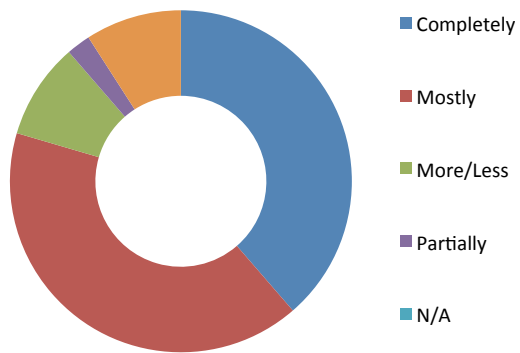
Relevance of objective to your learning needs



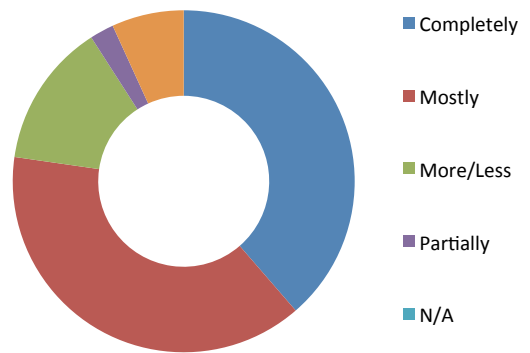
Extent to which you met learning objective



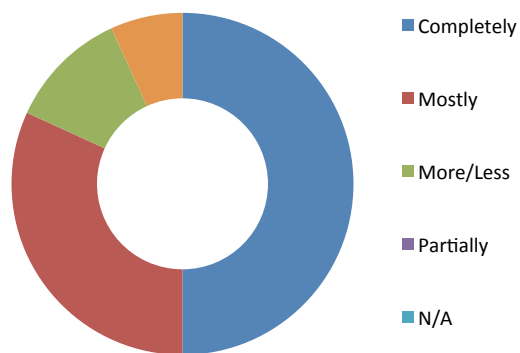
LEARNING OBJECTIVE III: Enhance participants' understanding of project planning



Have a clear understanding of learning objective

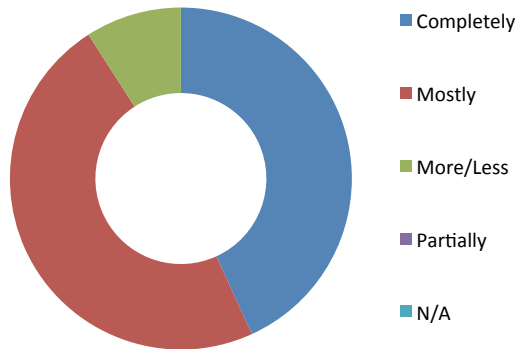


Relevance of objective to your learning needs

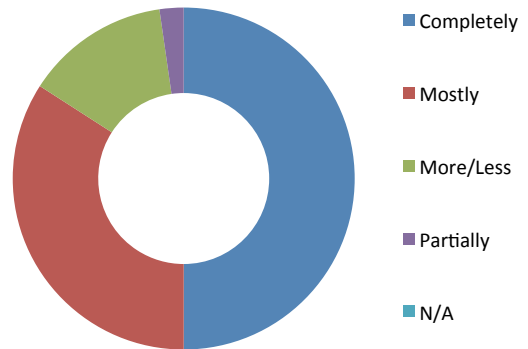


Extent to which you met learning objective

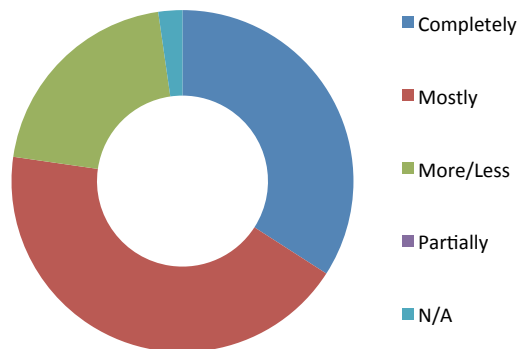
LEARNING OBJECTIVE IV:
Introduce participants to skills in proposal writing:



Have a clear understanding of learning objective

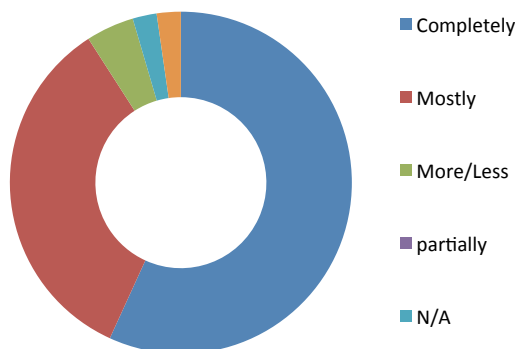


Relevance of objective to your learning needs

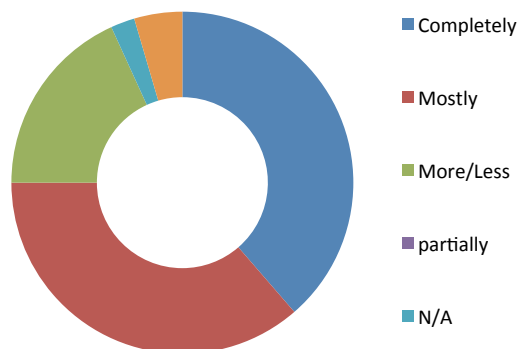


Extent to which you met learning objective

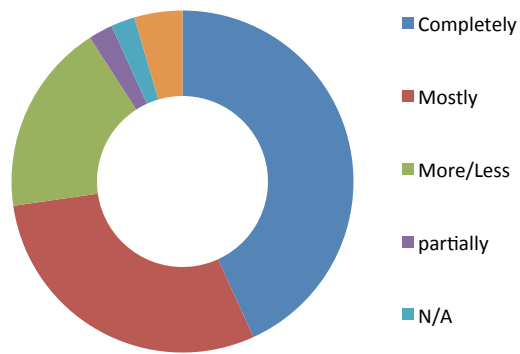
LEARNING OBJECTIVE V:
Enhance skills in Coaching and Group development:



Have a clear understanding of learning objective



Relevance of objective to your learning needs

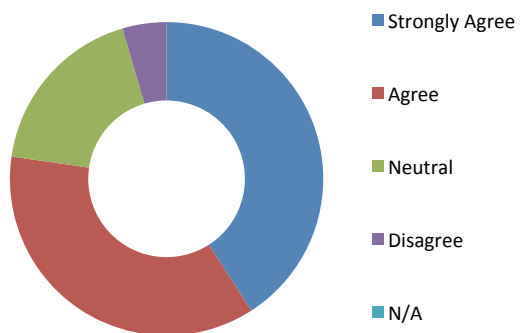


Extent to which you met learning objective

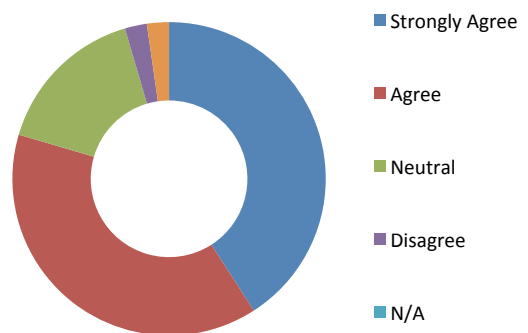


VALUE, RELEVANCE AND INTENT TO USE:

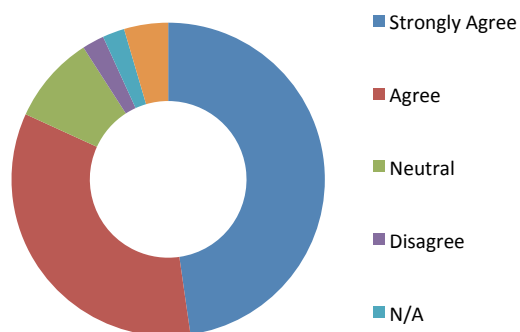
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).



The information presented in this workshop was new to me



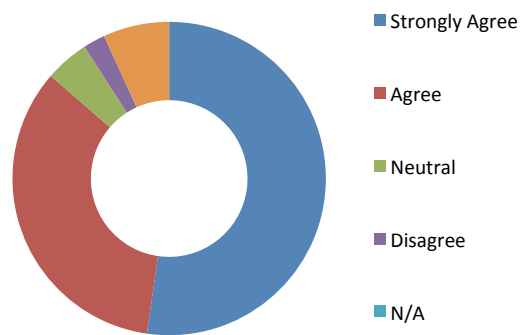
The content of the workshop was relevant to my job



It is likely that I will use the information acquired

METHODOLOGY:

The methodology used in this workshop included lecture, study tours and practical exercises

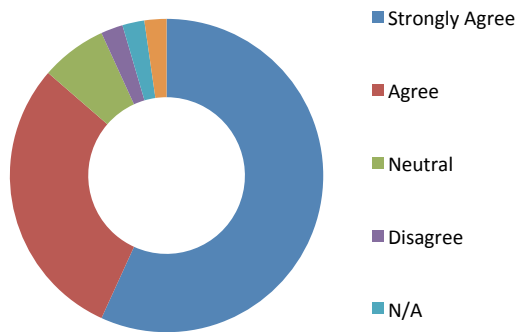


The event's methodology was useful given the learning objectives

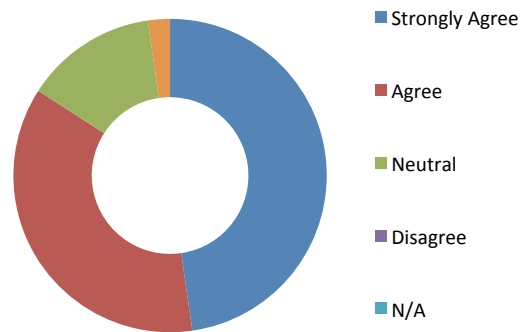


OVERALL SATISFACTION OF THE QUALITY OF FACILITATORS:

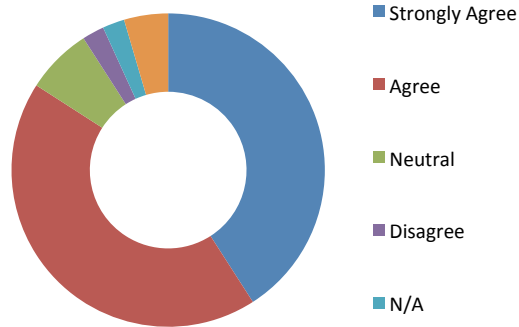
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).
The trainer(s)/facilitator(s) was (were) effective at:



Presenting information



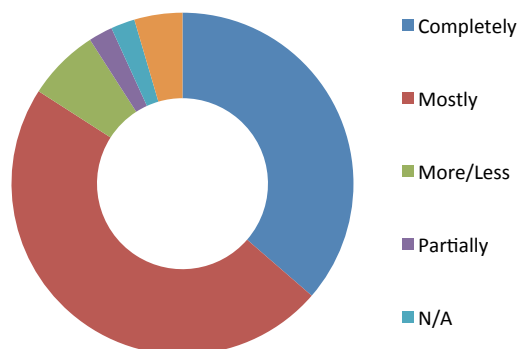
Responding to questions of participations



Stimulating participant involvement

APPLICABILITY OF AFTER ACTION REVIEW AND PRACTIAL EXERCISES:

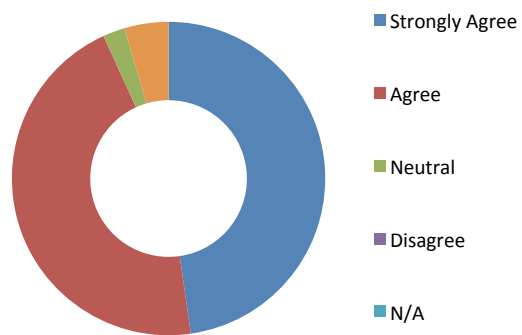
The assessment of learning included After Action Reviews and Practical Exercises:



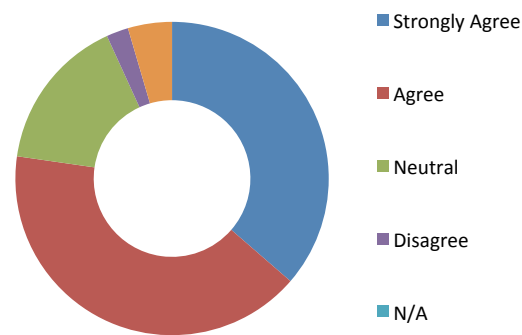
How useful was (were) the method(s) in helping you to achieve the learning objectives?



OVERALL SATISFICTION OF THE EVENT:
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1):



Overall, the workshop was very useful



I will recommend this workshop to a colleague

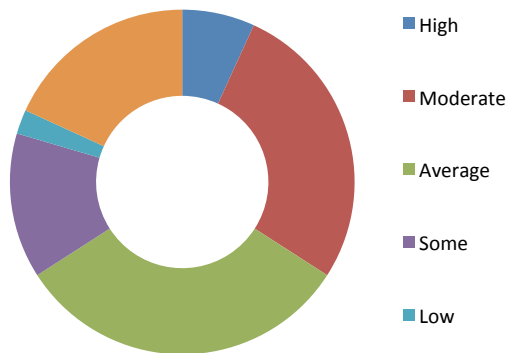


PARTICIPANT SELF-ASSESSMENT QUESTIONNAIRE

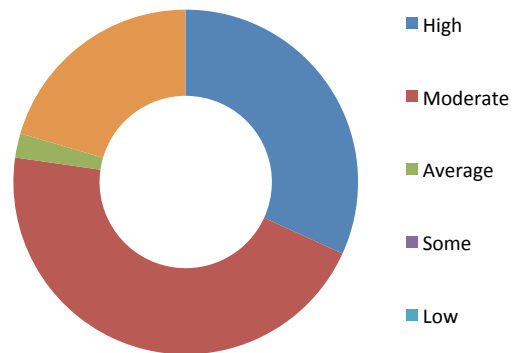
LEVEL OF KNOWLEDGE, SKILL, AND COMPETENCIES IN RELATION TO EACH LEARNING OBJECTIVE BEFORE AND AFTER THE TRAINING:

Please rate the following statements using the numerical scale from high (5) to low (1):

(I). Enhance participants' understanding of leadership and organizational development as tools for maximizing performance within organizations.



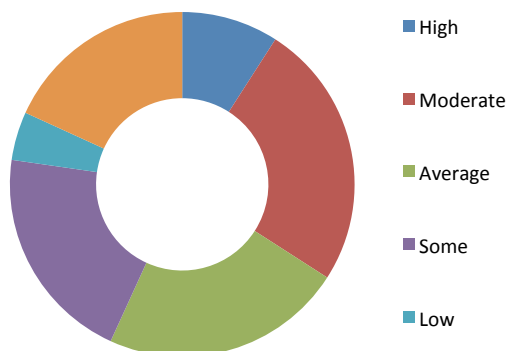
Rate your skill before the programme



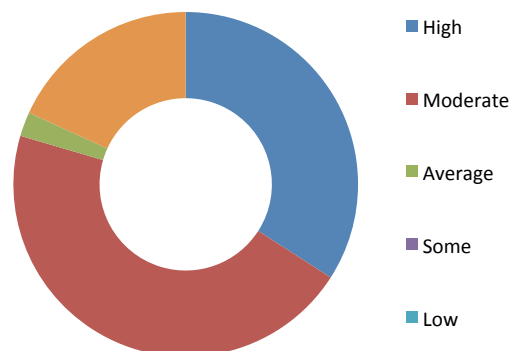
Rate your skill after the programme

Please rate the following statements using the numerical scale from high (5) to low (1):

(II) Assist participants in developing their Group Project concepts.

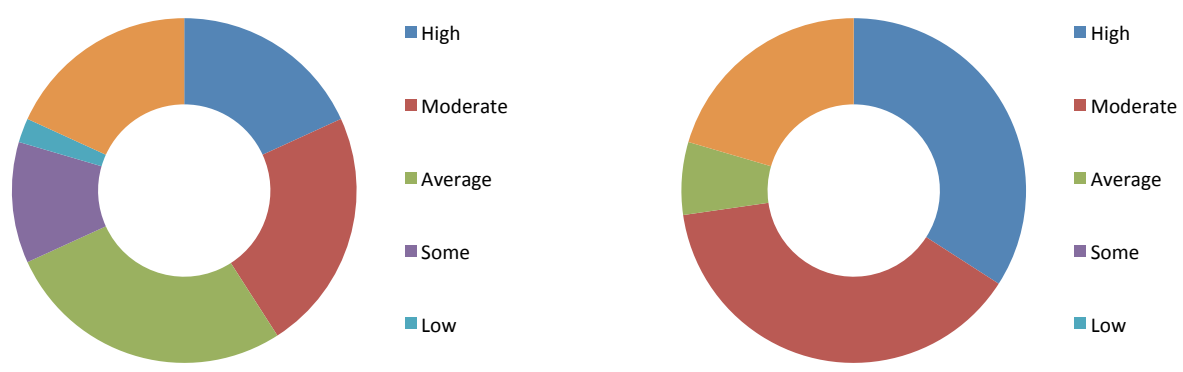


Rate you skill before the programme



Rate your skill after the programme

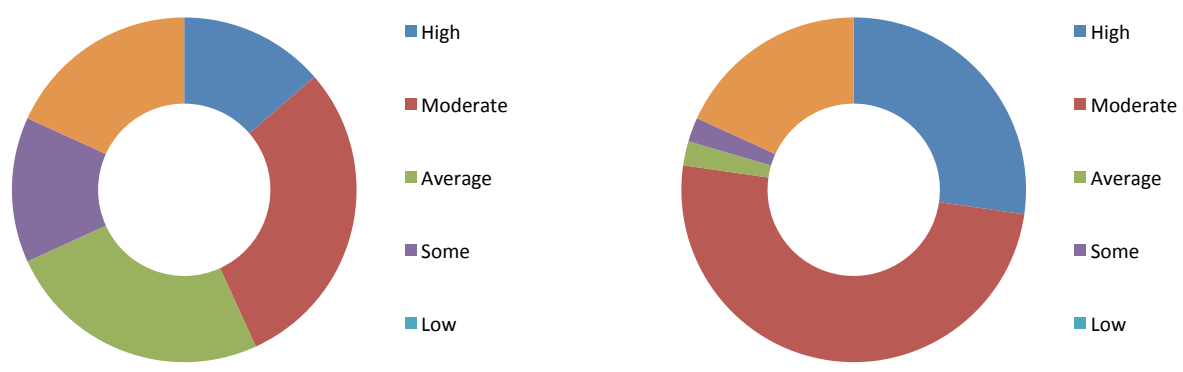
Please rate the following statements using the numerical scale from high (5) to low (1):
(III) Enhance participants' understanding of project planning.



Rate you skill before the programme

Rate your skill after the programme

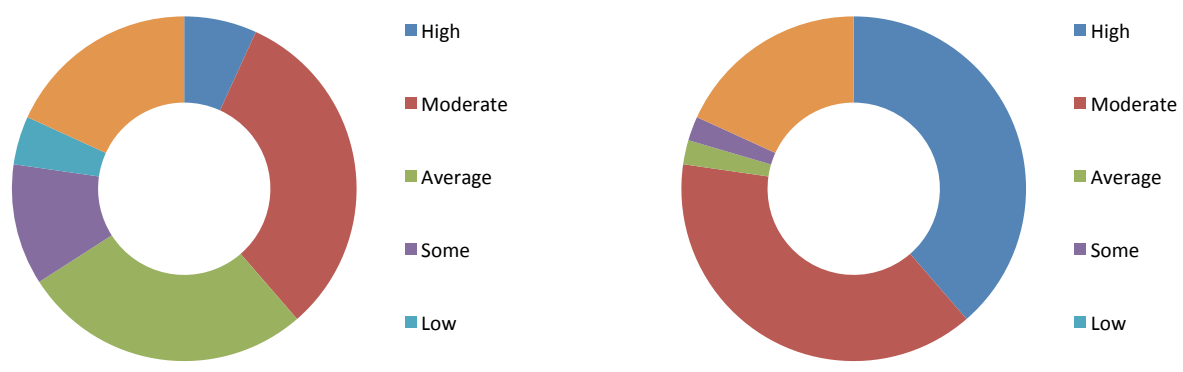
Please rate the following statements using the numerical scale from high (5) to low (1):
(IV) Introduce participants to skills in proposal writing.



Rate you skill before the programme

Rate your skill after the programme

Please rate the following statements using the numerical scale from high (5) to low (1):
(V) Enhance skills in Coaching and Group development.



Rate you skill before the programme

Rate your skill after the programme



Workshop Three

10 – 15 NOVEMBER | HIROSHIMA, JAPAN

Workshop III, attended by 59 Fellows, 8 Coaches, 3 Mentors, and 3 Resource Persons, totalling 73 participants, took place in Hiroshima, Japan, between 10 and 15 November 2013. The workshop allowed Fellows to gain an in-depth understanding of Leading Project Implementation, and Organisational Change Management.

MODULE I: Leading Project implementation

This Module aimed at helping Fellows understand the processes required for the effective transition from project planning to implementation. The topics of the Module include, inter-alia:

- A leader's role in project implementation
- Team performance evaluation
- Organisational development and performance
- Securing sponsorship
- Project "fit"

MODULE II: Organisational Change Management

This Module aimed to equip participants with knowledge of the effective management of change, incorporating theoretical approaches, as well as international and Afghanistan-based examples.

OBJECTIVES:

By the end of the Workshop, participants were to be able to:

- Outline three project implementation skills as a tool for maximizing performance within organisations;
- Describe strategies for turning their team project concepts into reality;
- Discuss approaches to effective Organisational Change Management;
- Report on skills in coaching and team development.

DESCRIPTION:

Participants arrived to the Hiroshima International Plaza, located in Eastern Hiroshima, from Kansai Airport via bus late in the evening of Saturday 9 November. The following day's session began with comments from Mr Berin McKenzie, Specialist at the UNITAR Hiroshima Office. Mr McKenzie began by thanking all of the Mentors who could not be present for the Workshop for the selfless sharing of their time and expertise and their devotion to the Fellowship, as well as congratulating the Fellows for their journey so far. Special mention was made of the Hiroshima Prefectural Government, which supports the UNITAR Hiroshima Office, as well as the Fellowship, and the Hiroshima Municipal Government, which also subsidises a portion of the Fellowship.



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JAPANESE CULTURAL INTRODUCTION

Mr Berin McKenzie, Specialist, UNITAR

In order to contextualise the story of Hiroshima since August 6 1945, as well as to highlight the collaboration between UNITAR and the Prefectural Government of Hiroshima in developing the programme, an in-depth outline of Japanese culture was presented. Topics covered include:

- Japanese Statistics
- Japanese History
- The Japanese Language
- Religion in Japan
- Japanese Society

The impact of certain societal norms in Japan on the development of modern Japan as well as issues facing Japan today were covered. Fellows were then given time to finalise their group presentations, with the input of the gathered Resource Persons, Mentors, ARPs, Coaches, and UNITAR Staff.



GROUP PRESENTATIONS

All Fellows

Groups were then invited to present the projects they have been developing since Workshop II in Abu Dhabi. Groups were given eight minutes to present their projects, which was followed up by five minutes of Q&A from their peers, and five minutes of comments and recommendations from the panel of Resource Persons, Mentors, ARPs, and UNITAR staff.



The projects selected were:

- GROUP ONE
 - Training Budgetary Unit Staff of the Ministry of Public Health on Budget Performance Reporting
- GROUP TWO
 - Capacity Building of Procurement and Evaluation Committees
- GROUP THREE
 - Travel Fraud Reduction
- GROUP FOUR
 - Tax Capacity Development and Public Awareness
- GROUP FIVE
 - Customer Satisfaction Survey in a Selected Hospital for Sustainability of the Organisation in the Future
- GROUP SIX
 - Establishing a Digital Archive System for the Ministry of Rural Rehabilitation and Development
- GROUP SEVEN
 - Create and Implement a Human Resources Management Information System and Institutionalise it in the Ministry of Borders and Tribal Affairs
- GROUP EIGHT



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- Training of Trainers (TOT)
- GROUP NINE
 - Improving Legislative Processes in 3 Entities – Ministry of Finance, Ministry of Justice, and the Independent Directorate of Local Governance
- GROUP TEN
 - Automating and Updating M&E Systems

The positive aspects of the presentations and projects as outlined by the panel included:

- Coordination and mutual support between team members
- Good choices in terms of project selection
- Relevance of the projects to the context of Afghanistan
- Group work, field visits, use of pictures and figures for the sake of justification and project development
- By and large, good presentation styles and self-confidence
- Some groups used the allocated time efficiently
- A systematic approach to topics

Some of the recommendations made by the panel included:

- Ensuring better time management
- Sticking to the assignment format
- Clarifying unclear wording
- Revisiting the environmental analysis
- Utilising logical framework models
- The incorporation of progress indicators and measurements
- The need for greater stakeholder analysis
- A greater focus on communication mechanisms
- Strengthening the M&E component of the projects

Following a round of in-depth comments by the Panel, the day was adjourned, with participants enjoying dinner before boarding buses to the Oriental Hotel in downtown Hiroshima, which was to be the location for the remainder of the programme.

Day Two of the programme began with a group exercise to allow Fellows to determine how their groups were acting as a team, and what implications this would have moving forward in the Fellowship. Each team was asked to develop and produce a “safety helmet” for use in Afghanistan and to be exported to the rest of the world. Teams were given 45 minutes to design and construct a

1.1 STUDY VISIT HIROSHIMA PEACE MEMORIAL MUSEUM

A visit was made to the World Heritage Atomic Bomb (*Genbaku*) Dome and the Hiroshima Peace Memorial Park and Museum. The visit to the museum forms an important part of the visit to Hiroshima in that it outlines the significance of this eternal city.

The story not only of the bombing of Hiroshima, but also of its transformation and development since 1945 consistently ranks as one of the key elements by the Fellows in their evaluation of the Hiroshima Workshop.

The highlight of the Museum visit was an audience with a *Hibakusha*, or Atomic-bomb survivor, who shared the story of her experience on August 6 1945, as well as the story of the reconstruction of Hiroshima, from a personal perspective.

This visitation was arranged through the kind cooperation of the Municipal Government of Hiroshima, and UNITAR thanks them for their engagement with the Fellowship programme, and the vision they share for the future of Afghanistan.

Following the visit to the Museum, a tour of the Peace memorial park was conducted, examining the ways in which the citizens of Hiroshima and Japan have memorialised tragedy and transmit this to subsequent generations.

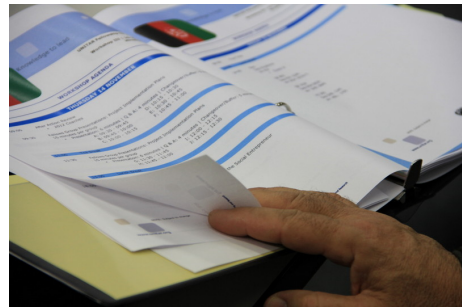


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prototype of a safety helmet to protect the heads of cyclists, motorcyclists, and even parachutists, with only very limited resources and without access to computers.

Each team was provided with a raw egg to simulate a human head, and around which the "helmet" was to be fitted. The "helmet" had to be produced with the available materials and the teams were asked to provide a detailed cost estimate. Before unveiling their product, each team was asked to give a two-minute presentation outlining the benefits of their product. The goal of the exercise was to develop the best product at the lowest cost that would prevent the "brains" from scrambling when the egg is dropped on the floor from a height of three metres. Four out of the ten groups managed to protect the egg, however, many of these had gone over budget. This discussed, along with team roles and development stages, during the following after-action review period, led by Coaches.



PROJECT IMPLEMENTATION

Dr Michael Fors, General Manager of Readiness for Microsoft Services, Microsoft Corporation

Mr Musa Kamawi, Director, Human Resources, Ministry of Finance of Afghanistan, UNITAR Honorary Faculty Member

Dr Fors then moved on to elements of project implementation, particularly the project architecture that the Fellowship follows, namely:



The presentation then examined the following themes, and how they relate to project implementation:

- What is an Organisation?
- Why do Organisations Exist?
- What is Organisational Development?
- Why is Organisational Development important?
- Systematic Performance
- Project Implementation
 - Project Design – Now What?
 - Elements of Project Success
 - Constituents
 - The Project Implementation Process
- Selling the Importance of Project Implementation
 - Elements of Pitching a Project



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- Identifying Project “Fit” in an Organisation
 - Vision and Strategy Fit
 - Structural Fit
 - Culture Fit
 - Process Fit
 - Performance Management Fit
- Securing Implementation Sponsorship
- Leading a Project Implementation Team
 - Team Selection and Management
- Communication
- Measurement
- Scaling Project Success



During this process, teams were required to use the information being presented to develop an implementation plan for their projects.

In order to augment these presentations, as well as to both contextualise the topics covered to the realities of Afghanistan and to urge the Fellows to incorporate lessons learned in real world situations into the project proposals, a presentation was made by Mr Musa Kamawi. Utilising examples of both successful and failed projects from Afghanistan, projects familiar to many of those present, Mr Kamawi ran through the key elements of each project, and how these contributed to its success or failure. These included:



- Background
- Specific Objectives
- Project Design
- Roles and Responsibilities
- Project Implementation
- Key Indicators
- Factors Contributing to Success
- Factors Contributing to Failure

Following this, Mr Kamawi oversaw a beneficial practical exercise session where Fellows examined projects within their own organisations which had been successful, or had failed, as well as the factors contributing to this.

Day Two was capped with a Welcome Reception graciously hosted by the Prefectural Government of Hiroshima, and with speeches by the Chief of International Affairs for the Hiroshima Prefectural Government, Mr Takashi Murakami. Fellows reported that the Reception served to make them feel most welcome in Hiroshima, with the evening culminating in a spontaneous traditional dance performed by many of the participants.

ORGANISATIONAL CHANGE MANAGEMENT

Ms. Shona Welsh, Manager of Corporate Training and Continuing Education University of the North Atlantic

Day Three saw Ms. Shona Welsh work with the assembled Fellows on Organisational Change Management, a crucial aspect of the Fellowship, and one of its overarching goals. Examining reasons leaders fail, as well as common mistakes in the change management process, the presentation outlined key areas of caution for the Fellows as they worked on their project implementation plans.

Fellows were then encouraged to discuss elements which can help or hinder change efforts in organisations. Incorporating the outcomes of these discussions, the presentation examined two transition models, namely:



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- Bridges Transition Model (2003)
- Prochaska Transtheoretical Model (1977)

Ms. Walsh then examined approaches to develop and deliver change communications, linking this to key questions that are asked by employees during change processes, with the Fellows encouraged to analyse these questions during their project implementation and communication plan development stages.



How change efforts are communicated was then analysed utilising an Obligations and Expectations Accountability Agreement, as well as the importance of separating fact from assumption during this process. Finally, the presentation examined Coaching as an Individual Change Management Tool, arming Fellows with skills and approaches for developing change management strategies on an individual level, as well as that of a scaled, departmental, or ministerial level.



POST-CONFLICT RECONSTRUCTION

The Story of Hiroshima

Day Four began with Fellows working in their groups on their final presentations for the final day of the programme, aided by the assembled Resource Persons, Mentors, and UNITAR staff. The afternoon session saw a presentation by Ms. Kahori Wada, of the Hiroshima Peace Memorial Museum Curators Office, outlining the events of August 6 1945, and the impact upon Hiroshima and its citizens, along with their rebuilding of the city. A subsequent Study Tour was held (see Box 1.1 above).

Following the Study Tour, all participants were invited to attend the 77th UNITAR Public Session, examining *Post-2014 Afghanistan and the Role of Japan*. In order to benefit the local and international community, as well as to enhance exchanges between UNITAR and the people of Hiroshima, the UNITAR Hiroshima Office regularly invites leaders and experts – academics, diplomats, politicians, international and national civil servants, and nongovernmental organisation representatives – to give presentations. Since 2003, more than 4,300 people have attended such sessions.

With 2014 seeing the withdrawal of a significant number of troops from Afghanistan as well as a presidential election in the country, this Public Session provided an important opportunity to consider the direction of post-2014 Afghanistan as well as the role of Japan.

Speakers for the event included:

- H.E. Dr Sayed M. Amin Fatimie, Ambassador of the Islamic Republic of Afghanistan to Japan
- Ms. Akiko Kawabe, First Secretary, Embassy of Japan, Afghanistan
- Mr Haruyuki Shimada, Japan International Cooperation Agency, South Asia Department

Mr Brandon Turner, Officer in Charge of the UNITAR Hiroshima Office, provided opening remarks and expressed great appreciation to the speakers and the Afghan and Japanese partners for their support to UNITAR to assist with capacity building for Afghanistan. This was followed by Dr Fatimie's speech, in which he expressed gratitude to UNITAR and the United Nations for the long-term partnership in building the capacity of Afghan officials,



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and to the Government of Japan for the multi-sector support it has provided. He also outlined the challenges that Afghanistan has faced, the great efforts that have been made since to bring development, peace, and freedom, and the future path of the nation. Presentations by Ms. Kawabe and Mr. Shimada examined the long and cooperative relationship between Japan and Afghanistan, and the multi-faceted approach of Japan to post-conflict reconstruction in Afghanistan. The event was attended by 147 people. UNITAR thanks the Prefectural Government of Hiroshima and the Municipal Government of Hiroshima for their collaboration in this event.



GROUP PRESENTATIONS


All Fellows

The final day of the workshop saw Fellows provide group presentations again, but on updated project proposals incorporating feedback and information gained since Day 1 of the workshop. In this session, the Resource Persons, Mentors, and UNITAR Staff adopted the role of a panel of potential donors to the project proposals. Following eight minutes of presentation per Group, each member of the panel raised a coloured indicator to reflect their review:

-  Green: Fully support the project as presented in the proposal
-  Yellow: Conditionally support the project, but would require further information
-  Red: Proposal needs further development



The results of the presentations were as follows:

- GROUP ONE        
 - Training Budgetary Unit Staff of the Ministry of Public Health on Budget Performance Reporting
- GROUP TWO        
 - Capacity Building of Procurement and Evaluation Committees
- GROUP THREE          
 - Travel Fraud Reduction
- GROUP FOUR        
 - Tax Capacity Development and Public Awareness
- GROUP FIVE        
 - Customer Satisfaction Survey in a Selected Hospital for Sustainability of the Organisation in the Future
- GROUP SIX        
 - Establishing a Digital Archive System for the Ministry of Rural Rehabilitation and Development
- GROUP SEVEN        
 - Create and Implement Human Resources Management Information System and Institutionalise it in the Ministry of Borders and Tribal Affairs
- GROUP EIGHT        



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- Training of Trainers (TOT)
- GROUP NINE ●●●●●●●●●●
 - Improving Legislative Processes in 3 Ministries – Ministry of Finance, Ministry of Justice and Independent Directorate of Local Governance
- GROUP TEN ●●●●●●●●●●
 - Automating and Updating M&E Systems

This was followed by comments and feedback, which focused on the definition of scope of the projects as well as the implementation planning processes undertaken by the Groups. Overall the panel agreed that the standard and focus of the presentations was one of the strongest on record.

INTRODUCTION TO THE SOCIAL ENTREPRENEUR

Dr Michael Fors, General Manager of Readiness for Microsoft Services, Microsoft Corporation

Mr Bismillah Muhib, 2013 Afghan Resource Person

In working to close the workshop, Dr Fors outlined the potential of social entrepreneurship as a means to bridge the gap between government, business, and the people in order to solve social issues.

Following this, and once again to contextualise the ideas presented to the realities in Afghanistan, a presentation was made by Mr Bismillah Muhib, an Afghan Resource Person for the 2013 Cycle. The presentation incorporated elements of the Social Entrepreneurship module, developed specifically for the Afghan Resource Persons of the Fellowship in the 2013 cycle, coupled with real life experiences of Mr Muhib in the field. The presentation outlined the following elements, in relation to a Youth in Action paper bag business in Afghanistan:

- The idea of the project
- The history to date of the project
- The beneficiaries
- Raw materials required
- Production processes
- Distribution processes
- Potential competitors
- Finance plan
- Expected income
- Budget

The discussion that followed provided excellent insight for the Fellows into the complexity of such projects within Afghanistan, but also their potential impact.

FELLOWSHIP REFLECTIONS AND CLOSING

Ms. Humaira Kamal

In closing, Ms. Humaira Kamal led a reflections session on the Fellowship to date, requesting Fellows to comment on their time in Hiroshima, and throughout the Fellowship. Responses were made in written and oral form, including poetry, and many expressed the hope and inspiration the participants had gained from the story of Hiroshima, as well as the very practical and real-world elements of the Fellowship process. All Fellows were then awarded with a certificate, and the workshop was formally closed.

CONCLUSIONS AND NEXT STEPS:

EVALUATION DATA:

The responses received were overwhelmingly positive, as outlined in Annex One. For



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example, 88% of respondents agreed or strongly agreed that the workshop was “very useful”, with 90% indicating they would recommend it to a colleague. From a total of 18% of participants who felt that they possessed a high to moderate “*understanding of the key elements of leading project implementation*” before the workshop, 89% of respondents felt that they had gained a high understanding of such in the interim. Similarly, with regard to “*understanding organisational change management*”, those indicating that they had a high to moderate understanding grew from 24% of total respondents to 95% by the end of the workshop.

With regard to the methodology utilised in the workshop, including interactive lectures, after-action reviews, practical exercises, and study visits, 85% of respondents indicated that they “strongly agree” or “agree” that it was useful. Similarly, the trainers/facilitators of the workshop were seen as effective at presenting information by 90% of respondents.



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Workshop Three Evaluation Data



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2013: EVALUATION

The evaluation method employed for Workshop III was a two-level evaluation questionnaire: A Participant Self-Assessment questionnaire, which allowed participants to evaluate their individual (pre-existing) knowledge, skills and competencies on the subject matter, so as to create awareness about participant learning needs and help enhance their learning levels. The Participant Feedback Questionnaire captured individual reactions to the overall quality of the programme and allows for their feedback to be heard and incorporated in future iterations of the programme. Both questionnaires were made available to all participants from the beginning of the session and cover individual learning needs as well as the application process, pre-session build-up, and the session itself.

The overall purpose of the evaluation is: to analyse the relevance and direction of the overall content of the programme while also quantifying the performance of the UNITAR Hiroshima Office as a whole in delivering the programme. Major findings of the programme are analysed and recommendations will be incorporated when planning for next programme.

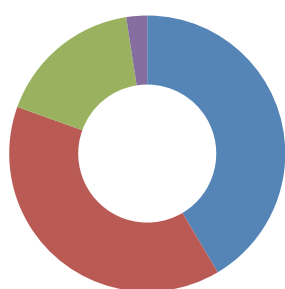
The participant feedback evaluation questionnaire examined the following areas in detail:

- Pre-Event Information
- Learning Objectives
- Value, Relevance and Intent to Use
- Methodology
- Satisfaction with the Quality of Facilitators
- Applicability of After Action Review and Practical Exercises
- Overall Satisfaction of the Event

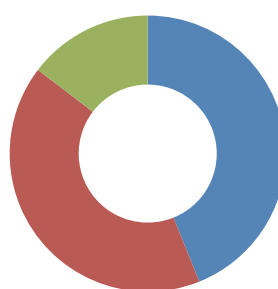
MAJOR FINDINGS AND RECOMMENDATIONS

PRE-EVENT INFORMATION

Please rate the degree to which information circulated prior to the workshop was:



■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All



■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All

Useful (in terms of making an informed decision)

Accurate (in terms of matching what took place)

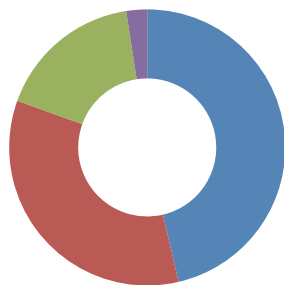


LEARNING OBJECTIVES

A large majority of participants agreed that they had achieved the learning objectives. Following are a detailed description of participants' reaction to the questions.

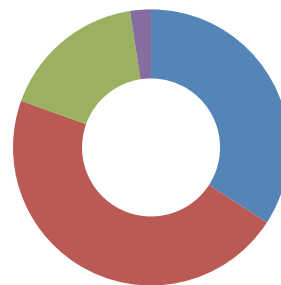
LEARNING OBJECTIVE I:

Understand the key elements in leading project implementation:



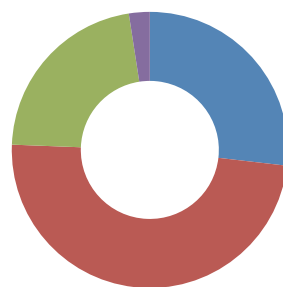
■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All

Have a clear understanding of learning objective



■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All

Relevance of objective to your learning needs

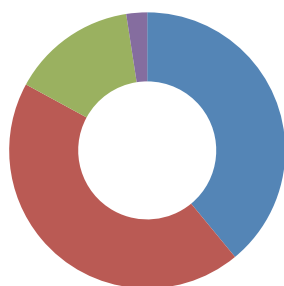


■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All

Extent to which you met learning objective

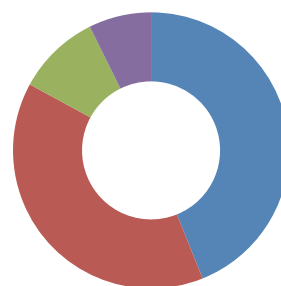
LEARNING OBJECTIVE II:

Have a better understanding of project implementation in the context of increasing organizational performance:



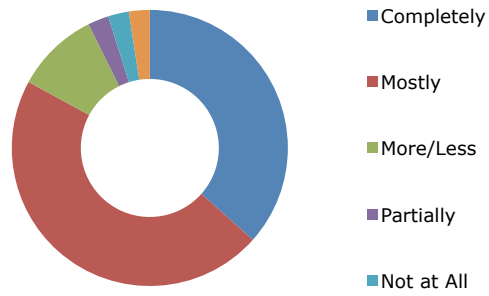
■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All

Have a clear understanding of learning objective



■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All

Relevance of objective to your learning needs

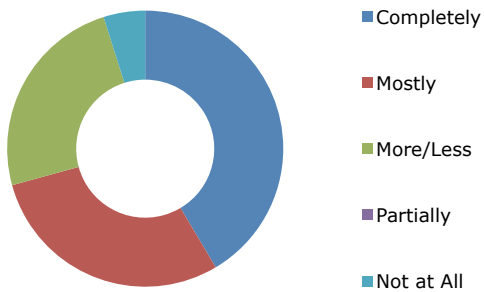


Extent to which you met learning objective

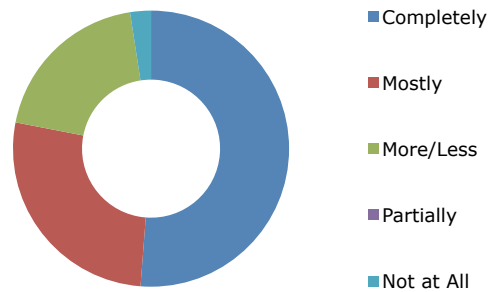


LEARNING OBJECTIVE III:

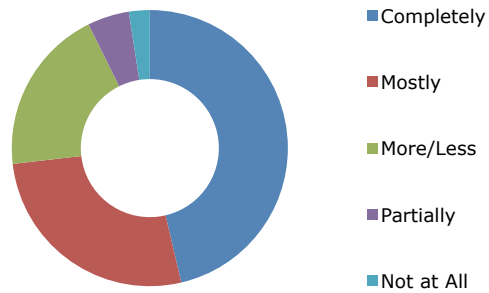
Have a better understanding of organizational change management:



Have a clear understanding of learning objective



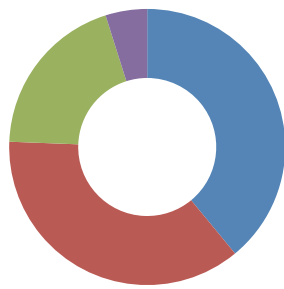
Relevance of objective to your learning needs



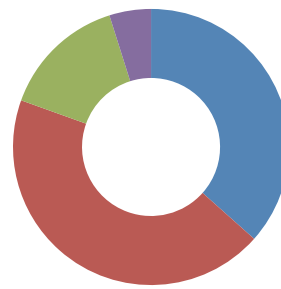
Extent to which you met learning objective

LEARNING OBJECTIVE IV:

Outline the importance of project "fit" within an organizational context:



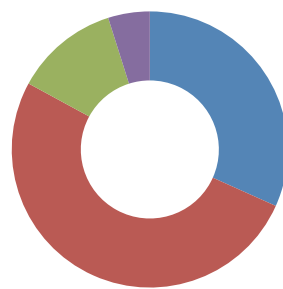
■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All



■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All

Have a clear understanding of learning objective

Relevance of objective to your learning needs

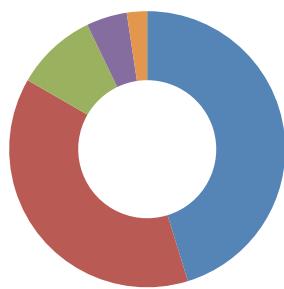


■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All

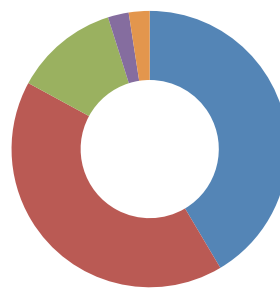
Extent to which you met learning objective

LEARNING OBJECTIVE V:

Understand the importance of team performance evaluation:



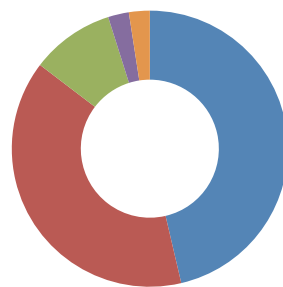
■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All



■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All

Have a clear understanding of learning objective

Relevance of objective to your learning needs



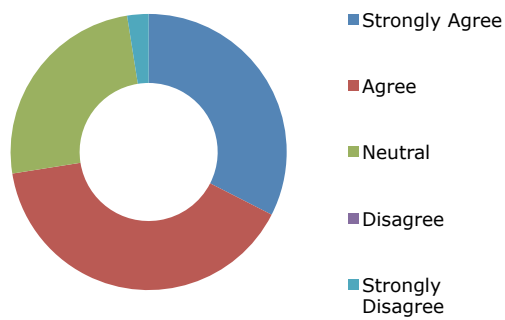
■ Completely
■ Mostly
■ More/Less
■ Partially
■ Not at All

Extent to which you met learning objective

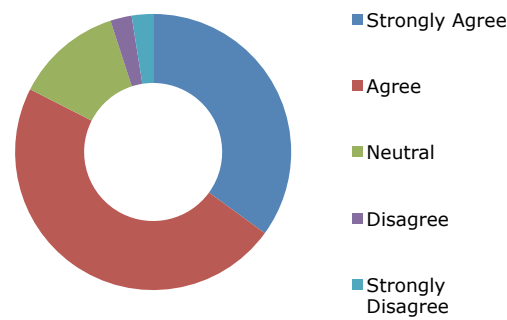


VALUE, RELEVANCE AND INTENT TO USE:

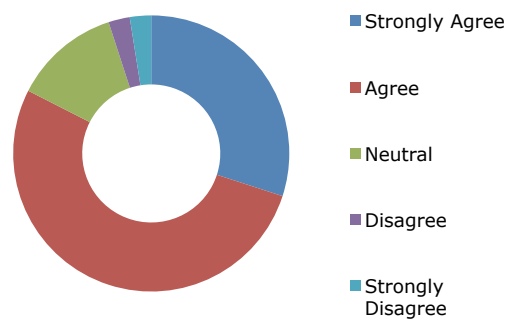
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).



The information presented in this workshop was new to me



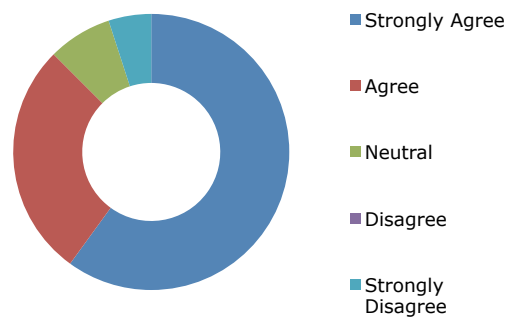
The content of the workshop was relevant to my job



It is likely that I will use the information acquired

METHODOLOGY:

The methodology used in this workshop included lecture, study tours and practical exercises

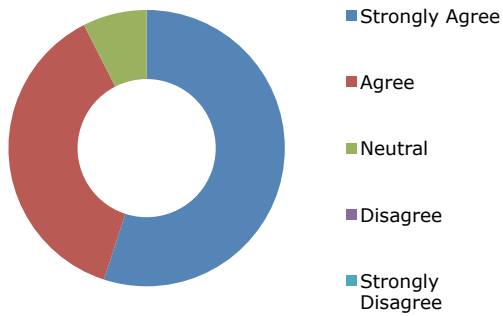


The event's methodology was useful given the learning objectives

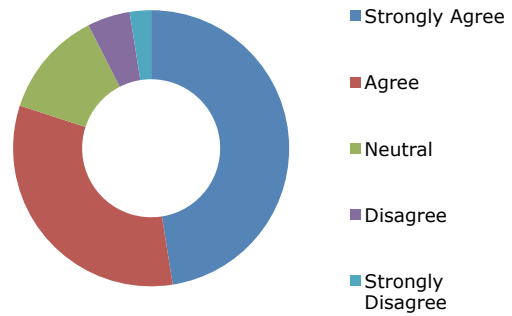


OVERALL SATISFACTION OF THE QUALITY OF FACILITATORS:

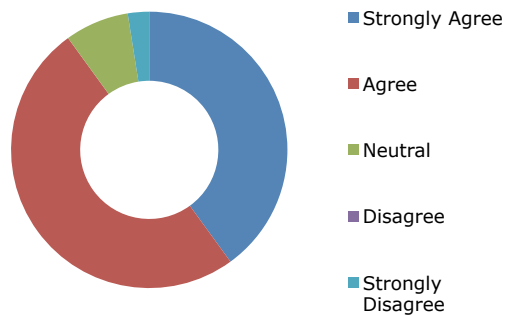
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).
The trainer(s)/facilitator(s) was (were) effective at:



Presenting information



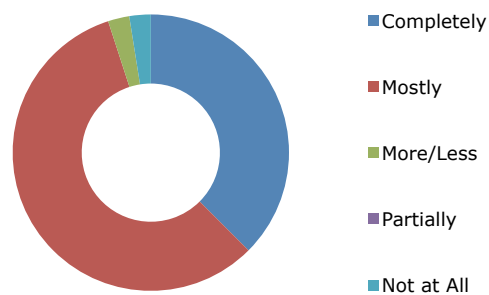
Responding to questions of participations



Stimulating participant involvement

APPLICABILITY OF AFTER ACTION REVIEW AND PRACTIAL EXERCISES:

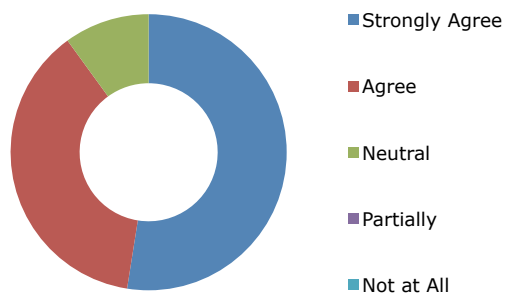
The assessment of learning included After Action Reviews and Practical Exercises:



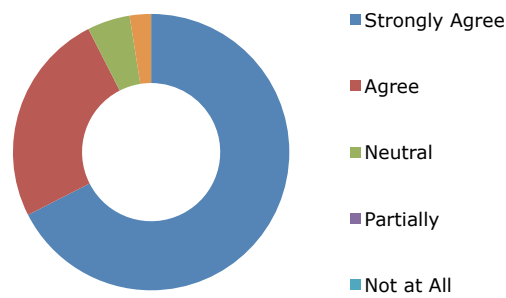
How useful was (were) the method(s) in helping you to achieve the learning objectives?



OVERALL SATISFICTION OF THE EVENT:
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1):



Overall, the workshop was very useful



I will recommend this workshop to a colleague

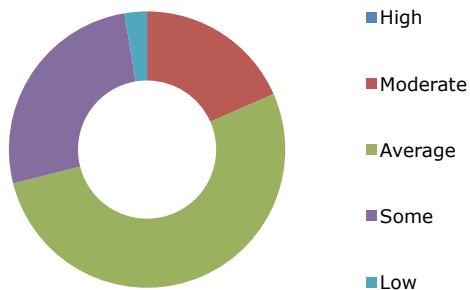


PARTICIPANT SELF-ASSESSMENT QUESTIONNAIRE

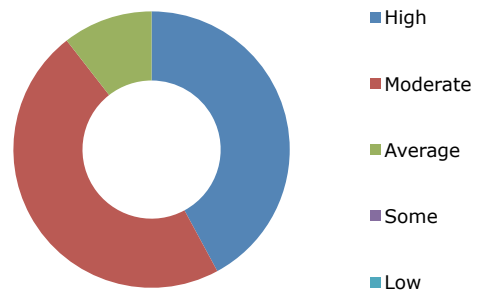
LEVEL OF KNOWLEDGE, SKILL, AND COMPETENCIES IN RELATION TO EACH LEARNING OBJECTIVE BEFORE AND AFTER THE TRAINING:

Please rate the following statements using the numerical scale from high (5) to low (1):

(I) Understand the key elements in leading project implementation.



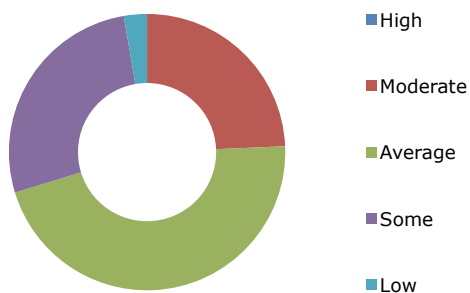
Rate your skill before the programme



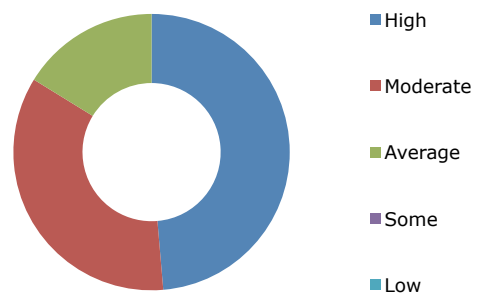
Rate your skill after the programme

Please rate the following statements using the numerical scale from high (5) to low (1):

(II) Have a better understanding of project implementation in the context of increasing organizational performance.



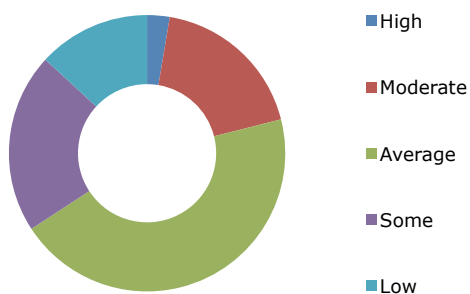
Rate you skill before the programme



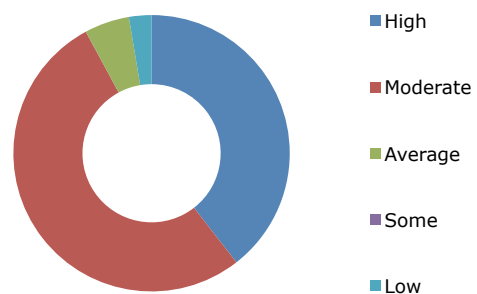
Rate your skill after the programme

Please rate the following statements using the numerical scale from high (5) to low (1):

(III) Have a better understanding of organizational change management.



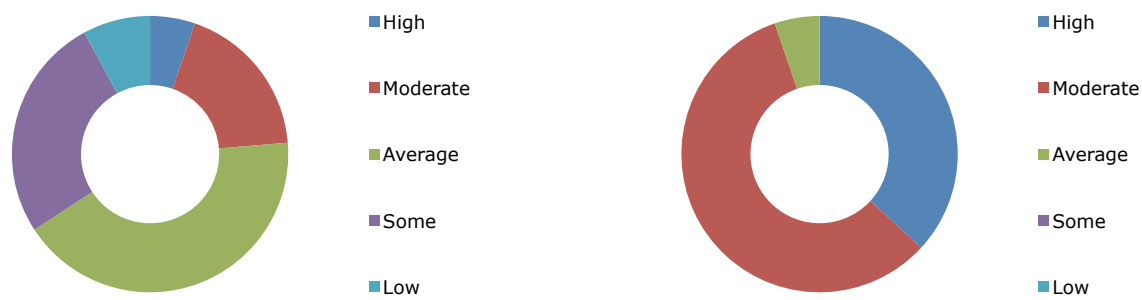
Rate you skill before the programme



Rate your skill after the programme



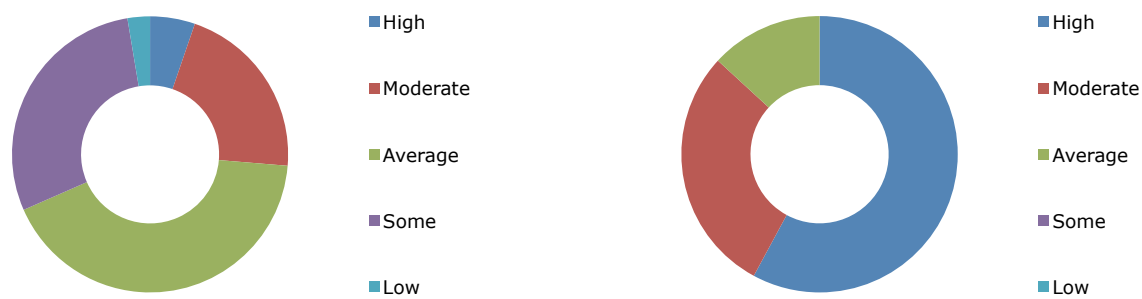
Please rate the following statements using the numerical scale from high (5) to low (1):
(IV) Outline the importance of project "fit" within an organizational context.



Rate you skill before the programme

Rate your skill after the programme

Please rate the following statements using the numerical scale from high (5) to low (1):
(V) Understand the importance of team performance evaluation.



Rate you skill before the programme

Rate your skill after the programme



Workshop Four

17 – 18 MARCH 2014 | KABUL, AFGHANISTAN

Workshop IV, attended by 59 Fellows, 10 Coaches, 5 ARPs and a large number of Kabul-based alumni of the Fellowship programme, took place in Kabul, Afghanistan, between 17 and 18 March 2014, coinciding with the mission to Kabul of the Head of the UNITAR Hiroshima Office, Mihoko Kumamoto.

Workshop IV stands as an opportunity for Fellows to present their completed project documents, incorporating implementation and evaluation information with their sponsors, and gathered graduates of the Fellowship. A presentation was also made, examining the UNITAR community in Afghanistan, and the activities being undertaken by graduates and supporters of the Institute.

The final presentation of the Fellowship, delivered by Mr Bismillah Muhib, 2014 Cycle ARP, and Mr Gul Afghan Saleh, 2014 Mentor, on Social Capital, and its importance to the themes of the programme. The Workshop closed with a graduation ceremony, and the presentation of certificates to all graduates.

Planning is already underway for the 2014 Cycle of the programme, and the UNITAR Hiroshima Office looks forward to another iteration of this unique training programme.



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Annex: Participant Bios

AFGHAN RESOURCE PERSONS

Listed in alphabetical order by surname

Aimal HAKEEM



Aimal Hakim graduated with a BBA from Kardan University in 2010 and currently studying MBA at USQ, Australia. Mr. Hakim has the experience of working with National and International NGOs for the past 6 years. He worked in the field of strategic planning, policy development, HR and Project Management. He is currently working for Office of the Deputy Minister Policy (MoF) as Human Resources Development Cluster Advisor. He is also an Artist and has good calligraphy, painting and designing skills. Mr. Hakim has also participated in many trainings and fellowships abroad (Japan, Denmark and France).



Hamid HAMDARD



Hamid Hamdard is HR and Administration Director at Mutahid – The MFI. He was previously Senior HR Policies Analysis and Development Coordinator and HR Advisor at Ministry of Finance. Mr. Hamdard has a Bachelors Degree in Business Administration from a private university in Kabul.



Bismillah MUHIB



Bismillah Muhib works as institutional capacity development manager in a USAID funded project “Incentives Driving Economic Alternatives – North East and West” (IDEA-NEW). He has experience working with the Asian Development Bank (ADB), United Nations World Food Program (UN-WFP) and United Nations Joint Logistics Center (UNJLC). Bismillah Muhib holds a Masters in Public Policy and Administration (MPPA) from Kabul University and attended the University of Washington study abroad session completing his thesis on Public Administration Reform in Afghanistan.



Mohammad Sediq SAHIBZAI



Mohammad Sediq Sahibzai is Head of Engineering and Technical Services for the Ministry of Rural Rehabilitation and Development. Previously, from 2009 to 2010, he worked as a Design Subcontracts Manager for the International Relief and Development Inc. He received his Bachelor of Science from Kabul University. Also, he has an MBA in Construction Management.



Freshta YOUSUFI



Freshta Yousufi is a Monitoring and Evaluation Deputy Director for the Afghanistan Land Authority. Previously, she worked as an International Training Coordinator / Trainer for the Higher Education Project. She is currently studying a undergraduate program at the American University of Afghanistan. She also holds an International Certificate in Supply Management with The Chartered Institute of Supply Management.



COACHES

Listed in alphabetical order by surname



Rashed DELBARY

Rashed Delbary is acting as a secretary to CEO at DABS. He has studied at the Russian Department / Faculty of Language and Literature, Kabul Education University. He has worked as an Administrative Officer with Peace Dividend Trust (PDT) and a Logistics Officer for the Rule of Law Stabilization Project / USAID in the past.



Sayed Daud FAZIL

Sayed Daud Fazil is Senior Human Resource Coordinator at the Ministry of Finance. He gained a Master's in Public Administration from Indira Gandhi National Open University in 2010. He has participated in various vocational training programs related to Human Resource Management and Development.



Parisa Aqdas KARIMI

Parisa Aqdas Karimi is an Assistant Professor in the Department of Agricultural Economics and Extension in the Agriculture Faculty at Kabul University since 2009. She also works within the Ministry of Rural Rehabilitation and Development. She received her Bachelors of Science from Kabul University.



Ahmad Suliman MEHR

Ahmad Suliman Mehr is a Training and Development Manager with the Training and Development Section of Human Resources at the Ministry of Finance. He has also attended several training workshops on topics such as gender sensitive empowerment, human resources management, entrepreneurship and the promotion of income.



Abdul Hadi NOORZAD

Abdul Hadi Noorzad is Deputy Head, Procurement Department, at the National Solidarity Programme (NSP), Ministry of Rural Rehabilitation and Development (MRRD). He has an M.D. from Kabul Medical University and a post-graduate Diploma in Sustainable Rural Development from the National Institute of Rural Development, University of Hyderabad, India.



Friba QURAISHI

Ms. Friba Quraishi is presently a Director at the Ministry of Rural Rehabilitation and Development (MRRD). She has a good deal of experience in various banking sectors and institutions in the past. She particularly played an active role in the business development policies for the Bank of Al Falah, Ltd. She obtained a BA degree in Literature from Kabul University.



COACHES

Listed in alphabetical order by surname



Mohammad Hussain RAUFI

Mohammad Hussain Raufi is a Senior Training Officer at MRRD. He completed his MD from Kabul Medical University in 2001 and is currently studying for a Masters in Public Administration (MPA) through a distance learning program from Indira Gandhi Open University, India.



Shrin Agha SAQIB

Shrin Agha Saqib is a Finance Officer at the Ministry of Education. He has a BA (Faculty of Languages and Literature) from Kabul University and a Diploma in Business Administration from Kardan University. He has worked with Care International and DACCAR in the past.



Hamidullah SOKOUT

Hamidullah Sokout currently holds the position of Associate Professor at the Kabul Polytechnique University, Kabul. His area of study is Computer Science and he obtained his BCS (Bachelor in Computer Science) from Kabul University in 2008. He remains engaged in the IT sector.



Asifa STANEKZAI

Asifa Stanekzai is presently the Deputy Manager, Project Support Unit (CBR) at the Ministry of Finance. She has studied at the International Islamic University Islamabad (IIUI), Pakistan and received an MBA in Finance. She served as an advisor for financial and operational management in both public and private Sectors, and assisted the Ministry of Finance with reforms related to the budget department.



FELLOWS

Listed in alphabetical order by surname

Group 1



Manzoor Ahmad AMIRI

Manzoor Ahmad Amiri received a BA in English Literature from Kabul Education University in 2008. His employment history includes working as Admin Officer at SAFA (NGO) in Peshawer Pakistan as well as as Foreign Relations Officer in SSDA, Kabul Afghanistan. Currently he works with Ministry of Border and Tribal Affairs.



Nazilla ATAIEE

Nazilla Ataiee is working as Communications Coordinator with the Afghanistan Civil Service Institute (ACSI). Before her appointment with ACSI, from 2007 to 2008 she worked with the Independent Administrative Reform and Civil Service Commission of Afghanistan and United States Agency of International Development (USAID) Projects. She got her M.A in Sociology from Banaras Hindu University of India and also received her Bachelor Degree in Dari Literature from Kabul University.



Mohammad AZIZ

Mohammad Aziz has graduated from (I.R.C) Construction Engineering Program, in 1995. In the past he worked for Afghanistan Homeopathic Medical Foundation as an Accountant and as a Surveyor at the Mine Clearance Planning Agency. Presently he works as a Senior Quality and Training Manager at MCPA.



Brishna FARAHI

Brishna Farahi has received a B.Sc. (Bachelor of Science) from Kabul University, Afghanistan in 2012 and continue her DBA (Diploma in Business Administration) from the Afghanistan Banking and Finance Institute. She worked as an English teacher at a computer center for one year. She works for the Ministry of Finance as book keeping Manager at the Finance Department.



Tamim RASIKH

Tamim Rasikh has a Bachelor degree (BBA) in Business and Administration from Kardan University Kabul, Afghanistan and an advanced Diploma in Business Administration from the Central College of Commerce Glasgow, UK. His working experience includes Administration and Operations Manager at a UNDP Project as well as Administration Manager at Azizi Bank, Kabul, Afghanistan. He works as Budget Performance Senior Officer at the General Budget Directorate Ministry of Finance Kabul, Afghanistan.



Abdul Jabar SUHAIL

Abdul Jabar Suhail has graduated in Dari literature, from the Teachers Training College at Parwan, and received a Diploma from Behzad IT institute. He is working as head of Capacity Building and Development of Human Resources at the Ministry of Border and Tribal affairs. He has worked as a local staff in the Human Resource Office and as an interpreter with the US Army in Kandahar, Helmand and Zabul provinces.

FELLOWS

Listed in alphabetical order by surname

Group 2



Mokhtar Ahmad

Mokhtar Ahmad graduated from the Economics Faculty of Kabul University. He has been working in different organizations in different positions such as Accounting and Finance Officers. After graduation he began his career in the Ministry of Finance as a Training Needs Assessment Manager with the Human Resources Directorate. He has attended important training programs on Financial Management, Human Resources Management, and Project Management.



Noor Aziz AZIZI

Noor Aziz Azizi has a Bachelor Degree in Business Administration (BBA) from Preston University Pakistan. He has an English Language Diploma from Kabul English Language Center, and another Diploma in Accountancy and HRM from Innova Institute Peshawar, Pakistan. Mr. Azizi has experiences in different fields such as Teaching, Supervisory, Admin/Finance, and Procurement in both NGOs and government sector since 2004. Presently he is working with the Procurement Policy Unit (PPU), Ministry of Finance (MoF) as a Procurement Controllers' Coordinator.



Mafadullah MUHTAT

Mafadullah Muhtat received a BBA in Finance from MIHE Maiwand Institute of Higher Education Afghanistan in 2012 and has worked with the Ministry of Finance as an Executive Assistant to the Chief of Staff. Currently he is working as the budget focal point for the Ministry of Urban Development Affairs. His working experience includes Budget Officer in Physical Infrastructure and the Natural Resources Sector, at the General Budget Directorate of Ministry of Finance.



Mirwais NEKMAL

Mirwais Nekmal has two Bachelors Degrees, one in Business Administration and another in Psychology from Kabul University. For the past 8 years he has worked with different organizations at different positions. Currently he is working as Human Resource Specialist for the Human Resources Department at the Ministry of Finance. His previous working experiences include AusAID (Australian Aid for International Development) in the Australian Embassy.



Ahmad Tariq SAMADI

Ahmad Tariq Samadi has received his BBA in finance, from Bakhtar University, Kabul Afghanistan in 2012 and an English Language Diploma from Safi English Language Center Kabul Afghanistan. He worked at DABS (Da Afghanistan Breshna Sharkat) first as Customer Care Manager then being promoted to Customer Care Director.



Amanduddin SAMIM

Amanuddin Samim completed his BBA in Finance in Dunay institute of higher education (DIHE) in 2013 and received DBA from National Institute of Management and Administration (NIMA) in 2011. His working experience includes Finance Manager in Hamid walid construction company located in Kabul as well as finance assistant in the Social Services Health Agricultural Organization (SSHAO). Currently he works as Market risk Manager in the Afghanistan Insurance Authority.

FELLOWS

Listed in alphabetical order by surname

Group 3



Abdul Malik FARAHI

Abdul Malik Farahi earned a Bachelor Degree in Business Administration (BBA) in Finance. Presently he is working as Procurement Assistant in the Ministry of Public Work's, National Emergency Rural Access Project (NERAP) funded by the World Bank. He has attended workshops in areas such as Management, Financial Management, Procurement and Logistics. He has worked with several organizations in the past at different positions.



Sayed Masoud FAZLI

Sayed Masoud Fazli has a Bachelor in Business Administration (BBA) from Bakhtar University, Kabul Afghanistan. He joined the Ministry of Finance as Analysis Officer in the Afghan Customs and Revenue Department, Kabul. He has two years experience in Human Resources Management in the Ministry of Education.



Zulfaqar Khan OMAID

Zulfaqar Khan Omaid has a Bachelor in Sociology from Kabul University and is currently undertaking his Masters degree from Kateb University. After completing his BA, he joined the regional study center as advisor and has been promoted to Director of International Relations Affairs. He previously worked in the United Nations political mission UNAMA. He currently works with OAA.



Mohammad Rafi ORYAKHIL

Mohammad Rafi Oryakhil has a Bachelors Degree in Business Administration (BBA) from Kardan University, and a Diploma in Information Technology from Kardan University Kabul, Afghanistan. He worked in various positions at UNOPS before becoming Assistant. He received training in Procurement Procedures provided by the World Bank in India. He briefly joined the UNITAR Fellowship last year in Abu Dhabi. He currently works with Ministry of Public Works.



Abdul Basir RASA

Abdul Basir works with the Aga Khan Foundation as an Area Office Manager in Samangan province. He has nine years of working experience with the Aga Khan Foundation in positions such as Logistics cum Finance Officer, Social Organizer, Liaison Officer, and Monitoring and Evaluation Officer. He received his diploma from the Teacher Training College and is currently undertaking studies at two Universities: the Faculty of Economics from Mawlana Jalaluddin Mohamad Balkhi University, and distance learning education in Faculty of Science from Payam Noor University.



Abdul Khalid SAFDARI

Abdul Khalid Safdari has a Bachelor (BA) in computer applications from Garden City College, Bangalore University, India. Currently he joined Ministry of Finance as operational intelligence officer in Afghan Customs and Revenue Department. He has four years of experience in management and administration, and worked as General Manager at Jamil Faisal company for a year.

FELLOWS

Listed in alphabetical order by surname

Group 4



Ehsanullah AHMADZAI

Ehsanullah has a Bachelor Degree in Business Administration from IQRA University, Pakistan. He has worked both in private and public sector organizations in different capacities. Now he works with National Reform focusing on individual ministries' financial and non financial performance indicators, provision of technical capacity and development programs introducing a unified M and E mechanism for oversight in all Ministries in Afghanistan.



Mujeeburahman HADAWAL

Mujeeburahman Hadawal holds a Bachelor Degree in Business Administration from Maryam University, Kabul Afghanistan. He worked for the Saudi Relief Committee for Afghanistan as a Secretary in 2000 and as a Deputy District Field Coordinator with the Joint Electoral Management Body in 2005 before joining the Ministry of Counter Narcotics in 2006. He worked with the CPDAP as Fund Manager from 2008 to 2012. Currently he works with the Ministry of Border and Tribal Affairs as Finance General Manager.



Najiba HASHIMI

Najiba Hashimi received her BA in Education and Teaching Methodology at the Teacher Training College in Kandahar, Afghanistan. She currently works at the Capacity Development Department Supervision Unit, Ministry of Rural Rehabilitation and Development.



Sameer Ahmad MASTOOR

Sameer Ahmad Mastoor obtained a Bachelors Degree in Business Administration from Kardan University Kabul, Afghanistan. He received a Diploma in English Language from Azerakhsh English Academy along with CIT (Certificate in Information Technology) from Behzad Institute of Higher Education. He has six years of experience in commercial institutions, NGOs, INGOs, and GOs. Presently he works as Admin/Finance Officer at the Ministry of Finance in the National Rural Access Program-National Coordination Unit.



Ajmal WAZIRI

Ajmal Waziri graduated from the Faculty of Economics, Kabul University in 2006. Since then he has been working with Adam Smith International (DFID funded) in the Ministry of Finance and as a Program Budget Adviser since 2009. His working positions have included Training Officer for Budget Preparation and Execution Tracking Database with a progress consultancy services company and as Program Budget Officer in the Ministry of Finance.



Ajmal Raihan ZAZAI

Ajmal Raihan Zazai Graduated from faculty of Science, Department of Mathematics Kabul University Afghanistan. He has studied taxation at Japan National Tax College Tokyo and is an Accounting Techniques certified. He has 7 years of experience in different fields for example, education, banking, and Taxation affairs. Currently he is working as a Sub- Director revenue forecasting in the Afghanistan Revenue Planning General Directorate Ministry of Finance.

FELLOWS

Listed in alphabetical order by surname

Group 5



Kheyal AFGHANZAI

Kheyal Afghanzai graduated from Kohat University of Science and Technology and earned a BA in political science. He studied DIT from Brains Computer Degree College Peshawar and got a DBA from the Karwan Institute of Higher Education in Kabul. He also got certification in HRM from the Afghan Business Development training consultancy in 2008 and received training in General Management, basic accountancy, gender awareness and human rights. Currently he is involved in the development of National Priority Programs of the Human Resource Development Cluster.



Saifullah PAKTEEN

Saifullah Pakteen has received BA degree in Education and is Oracle Professional Certified in Database Administration. He worked for one year as IT and Inventory Officer of Revenue Department, Ministry of Finance. His current job is Oracle Database Administrator in SIGTAS (Standard Integrated GOVT Tax Administration System) Project Donated by Adam Smith International and DFID in Revenue Department, Ministry of Finance.



Ahmad Farid SAHADAT

Ahmad Farid Sahadat received his BA in Journalism from Balkh University in 2006. He has worked for the last nine years as Database Officer, Regional Communications Officer and currently as Provincial and Regional Admin/IT Officer at the Ministry of Rural Rehabilitation and Development.



Abdul Bashir SAKHIZADA

Abdul Bashir Sakhizada finished his post graduation medical education in Internal Medicine in 2007. He has worked in the medical field including roles as a Medical Translator in AKDN/AKU SON-IHS Kabul, Service Coordinator Lab Specimen Specimen Collection Units, Clinical Laboratory AKUH, Consultant Internal Medicine FMIC, Assistant Manager laboratory FMIC, and Public Relations, Communication and Marketing Manager and Consultant Internal Medicine, FMIC in Kabul. Now he is Manager of Laboratory and Professional Services in FMIC.



Saleh Mohammad SAMIT

Saleh Mohammad Samit has worked in different areas such as management, directing, and development programs in conflict, post-conflict, and transitional environments for 10 years. He is National Programme Manager for Community Development in Aga Khan Foundation, oversees the overall implementation and management of community development programs and gives strategic, technical, managerial and operational support to the field team and other partners for implementation of the programs.



Selaiman Shah ZAHEER

Selaiman Shah ZAHEER received his diploma in, Information Technology from Iqra Institute. He is currently a student at Kabul University. Professionally, he has worked as Gender Focal Point (Master Trainer) and Senior Training Implementation officer at the Ministry of Rural Rehabilitation and Development.

FELLOWS

Listed in alphabetical order by surname

Group 6



Zabiullah AMIN

Zabiullah Amin graduated from the English Language Faculty of Kabul University. He has received Bachelor in Commerce. He worked for a German NGO (AGEF) as Office Manager and with the Ministry of Energy and Water as Senior Administrative Manager and Government Liaison Officer. Currently he works as National Technical Adviser for Private Sector Development Cluster at Ministry of Finance.



Fazl Ahmad HUSSAINI

Fazl Ahmad Hussaini received his BA from Balkh University. He is currently working as Training Supervision and Reporting Officer at the National Solidarity Program, Ministry of Rural Rehabilitation and Development.



Lema KHURAM

Lema Khuram graduated from the Faculty of Science in the field of mathematics from Kabul University in 2011. She has been working in the Ministry of Finance for 9 months based on her field of study.



Mohammad Haroon MUDASER

Mohammad Haroon Mudaser is currently working as Executive Officer at Ministry of Finance, Project Implementation Unit. Prior to this, he served as Customer Service Officer and Administration Officer at Kabulbank. He has a BA in English Literature from Kabul University.



Najibullah

Najibullah has been working for almost 9 years with the National as well as International organizations, NGOs and companies as contracted staff in different positions. He has good experience in the field of MIS and computer packages. He has been working with the NSP/MIS Department, MRRD. since July 2004. He is the focal point for all NSP related Archives (hard copies and digital).



Mohammad NAWID

Mohammad Nawid majored in English Language Literature from Kabul University. After graduation, he started working with the BRAC education program as a Liaison officer in the Ministry of Education for two years. He worked as an English Language Trainer for Afghan pilots in Kabul Air force bases with American Instructors/advisors. Currently he is working as a Project Coordination and Monitoring Manager in the Project Implementation Unit of Ministry of Finance.



Wafiullah SHAROKHI

Wafiullah Sharokhi received his BA in computer applications from the University Hyderabad India. He currently works as Admin/IT Officer at NSP (National Solidarity Program) Ministry of Rural Rehabilitation Development (MRRD).

FELLOWS

Listed in alphabetical order by surname

Group 7



Dilder DOORANDISH

Dilder Doorandish has completed his Bachelor degree in Business Administration through distance Education from Northwestern University and has a diploma in Information Technology. He worked as computer trainer with UNHCR for 3 months in Baghlan. He worked for Aga Khan Foundation in the field of Human Resources, in 2005. Now he works as Human Resource Specialist for Learning in the National Programme Office, Afghanistan.



Mohammad Noor KATAWAZAI

Mohammad Noor Katawazai has been working with Ministry of Borders and Tribal Affairs as HR Director, Independent Directorate of Local Governance as a PAR Specialist at the Administrative Reform and Civil Service Commission (IARCSC) as a Pay and Grading Implementation Team Leader. He also works with the same organization as PRR/PAR Team Leader, Repaid Review Team Coordinator, ADB Counterpart Project Component, Ministry of Commerce, Ministry of Transport, and Assistant Project Manager for pension projects. He has a Masters degree in Public Policy and Administration.



Soman NAWISA

Soman NAWISA has graduated with a BA degree from Faculty of NEMA, from Accounting and management Section in 2011. Currently she is acting as Human Resources officer at the Ministry of finance, Afghanistan. She has a diverse experience and worked in Procurement, Human Resource Management, Pay and Grading, Knowledge of Civil Service HR Database, Local Law Regulation and Planning for the past few years.



Mohammad Azim OMID

Mohammad Azim Omid has a Bachelor in Business Administration (BBA) from Goa University, India. He has more than three years of experience of Monitoring and Evaluation, Training, Management, Report Writing, Monitoring, Project Designing and Translation with the German organization Heinrich Boll Stiftung (HBS). He currently works with Ministry of Finance.



Morsal SAFI

Morsal Safi completed his Bachelor Degree in Business Administration from Preston University Khohatt Campus, Pakistan in 2010. She has worked in different sections in the National Bank of Pakistan as an intern and also as a teacher for about one year in English language academy in Altaqwa High School. Now she is working as Case Manager in Ministry of Finance, Revenue Department.



Mohammad Sediq SARWARY

Mohammad Sediq Sarwary is a University graduate with a degree in National Economics from the Department of Economy, Balkh University. He has five years experience in administration and finance with different organizations like Grand Technology Resource (GTR) and Community Forum Development Organization (CFDO). Now he is working as Admin Manager with the Deputy Ministry of Policy at the Ministry of Finance.

FELLOWS

Listed in alphabetical order by surname

Group 8



Farshid FETRAT

Farshid Fetrat graduated from the Economics Faculty, University of Balkh. He has worked in several Organizations in Afghanistan. Currently he is working as an Auditor in the Internal Audit Department, Ministry of Finance.



Mohammad Reza KATEB

Mohammad Reza Kateb got his Masters degree in the field of Public Policy from the University of Bristol, UK and his Bachelor degree in Social Science (Philosophy and Sociology) from Kabul University, and his B.Sc. in Agriculture from Bamyán University. He has worked with different government and non-government organizations in the past. Currently he is working as a Policy Analyst – Governance in the Ministry of Finance.



Khaliq MAHJOB

Khaliq Mahjob has a Bachelor Degree from the Faculty of Economics, Kabul University in 1996. He worked at the Ministry of Economics for 2 years as Development Budget Officer, and then was working for 7 years in a German NGO: AGEF (Association of Experts in the Field of Migration and Development Cooperation). He has also working experience at the Ministry of Refugees and Repatriation in Income Generation. Now he works at the Ministry of Counter Narcotics as Head of Training and Capacity Building.



Noorullah RASOOLI

Noorullah Rasooli got his Bachelor Degree in Business Administration from Bakhtar, Institute of Higher Education. Currently he is working as a Preparation Officer in the Department of Enterprises, Ministry of Finance, Kabul Afghanistan.



Shakargul REZAIE

Shakargul Rezaie earned her Bachelor Degree in Accounting from Dunya Institute of Higher Education. Currently she is working as a Budget Allotment Manager in the Admin and Finance Department, Ministry of Finance, Kabul Afghanistan.



Sayed Fahim SADAT

Sayed Fahim Sadat received his BA in Political Science and Economics from the University of Pune, India. He is currently working as Sr. Training Standardization Officer, National Solidarity Program, Ministry of Rural Rehabilitation and Development (World Bank contract).



FELLOWS

Listed in alphabetical order by surname

Group 9



Mohammad Moin DAQIQ

Mohammad Moin Daqiq graduated in 2005 from the English Department, Faculty of Languages and Literature, Kabul University. He joined UNDP Afghanistan as a National Consultant in 2007. He was engaged with SWOT analysis, Project Implementation, Need Assessments and Capacity Development of government counterparts. He joined the Ministry of Finance in 2010 as a Technical Advisor for the Governance Cluster Program. Currently, he is working on 6 National Priority Programmes.



Mohammad Daud DOST

Muhammad Dawood Dost graduated from Kabul Medical University in 2007 and received his baccalaureate certificate from Etehad High School in 1995. He has been working in different, administrative programs and capacity development sections.



Mohammad Nasir LOODIN

Mohammad Nasir Loodin is a University graduate and has studied Management, Leadership, HRM, , Conflict Management and the Principles of Finance in ACSI – the Afghanistan Civil Service Institute. He worked as a Data Entry Operator in CSO (Central Statistics Organization), as well as an H.R. Intern in Afghanistan, and now he is working as General H.R. Manager at Kabul Mustofiat, Ministry of Finance, Afghanistan.



Sakhi Ahmad NOORI

Sakhi Ahmad Noori graduated from the Finance and Accounting institute of Kabul in 2010. He has been working with the Ministry of Finance since 1995. His working experience include HR and Customs Officer in different Sections and now he is working as HR General Manager in Customs Affairs for 8 years in the same Ministry.



Mohammad Yosuf OSMAN

Mohammad Yosuf Osman graduated from Kabul University in 1980 and has obtained a B.Sc. after graduation, he has worked in various working fields including state departments, NGOs, Community and private sectors. Currently he is working as Director General of State Owned Enterprises (SOEs) – Ministry of Finance, Afghanistan.



Ziauddin STANIKZAI

Ziauddin Stanikzai received a Bachelor Degree in 2013. He has worked with different private and public sectors from 2010 to 2013. At the moment he is employed as Trust Account officer in Treasury Department, Ministry of Finance, Afghanistan.



FELLOWS

Listed in alphabetical order by surname

Group 10



Hamid FORMULI

Hamid Formuli works as an Audit Manager in the Internal Audit Directorate, Ministry of Finance. He received a diploma in Business Administration (DBA) from the Afghanistan Technical Vocational Institute (ATVI). He is currently studying for a Bachelor of Business Administration at Bakhtar University. He is also a student of ACCA in American University of Afghanistan.



Abdul Karim JALILI

Abdul Karim Jalili has received a Bachelors Degree in Business Administration in Finance in 2006 from Preston University, Islamabad. He worked with several organizations, namely as UNHCR, and UNDP and USAID as a Micro Banking Technical Supporter/Auditor. His working experience includes as Systems Officer, Admin/Finance Manager and as a Trainer. Currently he is working as a Procurement Officer for the UNDP/MBAW Project at Ministry of Finance.



Mohammad Rafi POPAL

Mohammad Rafi graduated from Kabul Medical University (KMU). He is currently working as MandE Manager at the Ministry of Rural Rehabilitation and Development. His past jobs include MandE Advisor, Head of Monitoring Section, Project Supervisor, Admin and Finance Manager, Advocacy and Awareness Coordinator, Community Development/Communication Officer, and Project Coordinator/Gender Focal Point.



Asifa QARIZADA

Asifa Qarizada has a Bachelor degree in Business Administration (BBA) from Kardan University. She is working in Helvetas Afghanistan as Admin in logistic departments as well as Finance Specialist in budget department in Ministry of Finance.



Jamshid SEDIQI

Jamshid Sadeqi has completed his basic education in Shah-e-Du Shamshira High School in Peshawar, Pakistan. He started professional work as AFMIS officer in AFMIS department of Ministry of education. He is working in Ministry of Education of finance department as a finance officer. Also, he is reporting for all directorates of ministry of education as well as internal and external audit.



Zabiullah ZULAL

Zabihullah Zulal graduated from Engineering Faculty of Kabul University. He is working as Budget Reform Specialist in Directorate General Budget (DGB), Ministry of finance Afghanistan. He had worked as Program Budget Advisor with USAID since year 2007, supported line ministries of Government of Afghanistan in terms of implementing program budget reform initiative lead by MoF.



MENTOR PROFILES

Listed in alphabetical order by surname



Ahmad Fawad AKBARI

Ahmad Fawad Akbari, born in 1980, is a public health professional and development practitioner from Afghanistan who works in Aga Khan Foundation, Afghanistan (AKF,A) as Deputy Director for Rural Development Program. He has graduated from Kabul Medical University with specialization in Pediatrics Internal Medicine. Afterwards, he has obtained a Diploma in Business Administration (DBA) from KARDAN Institute of Higher Education in Kabul and then was enrolled in United Nations Institute for Training and Research (UNITAR) Fellowship Program for Afghanistan. Subsequently he has been appointed as volunteer Coach and then Resource Person and Mentor for the next three years in the same fellowship program. He has completed his masters in International Public Health from the University of Liverpool in UK. Before his current position, Fawad has worked in AKF,A in the capacities of Manager of Health Programs, Coordinator of Health Program and Health Program Officer in Kabul. Earlier to that he has also worked at Cure International Hospital (CIH) as Patients Services Manager and with Marie Stopes International (MSI) organization in different managerial capacities in Reproductive Health and Family Planning programs.



John BARTON

John Barton is currently the Communications Officer for the Texas Legislative Budget Board (LBB). Since 1991, Mr. Barton has been a leader in the ongoing development and implementation of Texas state government strategic planning, performance budgeting, performance monitoring, and customer service initiatives. During the past 16 years, Mr. Barton has leveraged his knowledge and experience to provide training and technical assistance to 38 delegations of foreign officials who have visited Texas to learn about Texas government, the state budget, and the legislative appropriations process. In addition to his work at the LBB, Mr. Barton has served as an Adjunct Professor of Social Work at the University of Texas at Austin as well as a City Alderman in Rollingwood, Texas. He received his bachelor's degree from the University of Colorado at Boulder, and a master's degree from the University of Texas at Austin. In addition to his academic experience, Mr. Barton has received formal training in community service development, nonprofit organization management, and executive and outdoor leadership.



Hooi Yen CHIN

Hooi Yen is Adjunct Associate at Republic Polytechnic, where she lectures and facilitates classes for B101 Entrepreneurship, a course on entrepreneurship, business plan writing, fund raising and business principles for start-ups. She headed the Corporate and Commercial Department of Gateway Law Corporation, a boutique practice with associated offices throughout Asia Pacific. Her practice focuses on (a) venture capital, investments and mergers and acquisitions, (b) technology, info-communications and e-commerce, (c) the travel and hospitality industry and (d) intellectual property, media and the arts. She started legal practice with one of Singapore's largest firms after graduating from the National University of Singapore. In 2001, she joined the management team of ZUJI, a start-up that grew into an Asia Pacific wide MNC within 5 years as its Head, Legal and Compliance. She is cited as a leading lawyer under the Corporate/Mergers and Acquisitions category of the 2007-2008 edition of the AsiaPacific Legal 500. Her work is also cited in Asialaw Profiles 2008 in 3 categories- Labour and Employment, Mergers and Acquisitions and Private Equity and Venture Capital. She speaks regularly at seminars and has published articles on legal developments.



MENTOR PROFILES

Listed in alphabetical order by surname



Philip COX

Philip Cox specializes in performance management as it relates to international and Canadian social development. He applies participatory approaches to monitoring and evaluation, and to training on the methods of results based planning, management and reporting. Over the past ten years, Cox and his colleagues at PLAN:NET Limited (www.plannet.ca) have pioneered a training/coaching approach to help managers deal with the new global focus on results achievement. The approach centers on the image of a person dropping a rock into a pond, creating a splash and ripple. The image is used to demystify the vocabulary of performance management and to help people visualize and document their activities and intended results. Cox and colleagues offer hands on training and post training coaching/advice as needed. To date, he has delivered more than 100 such trainings to participants of more than 800 non-profit organizations, university teams, and government departments/agencies. Clients for these performance management services include: UNICEF, WFP, UNDP, UNCHS, International Trade Centre, the Commonwealth Secretariat, several Canadian Government ministries (mostly CIDA and the Department of Canadian Heritage), several Canadian universities and community foundations like the United Way. Clients also include numerous non-governmental/not of profit organizations. He has worked in many different cultural settings in Canada, as well as in Russia, Central and South Asia (including Afghanistan), the South Pacific, the Caribbean, Latin America and Africa.



David J. EATON

David J. Eaton is the Bess Harris Jones Centennial Professor of Natural Resource Policy Studies at the Lyndon B. Johnson School of Public Affairs at The University of Texas at Austin (UT/A) and a UNITAR Senior Special Fellow. During 2013 Eaton is serving as Visiting Professor at the Graduate School for International Development and Economic Cooperation of Hiroshima University in Japan. Professor Eaton received a Ph.D. in geography and environmental engineering from The Johns Hopkins University (1977), masters degrees in public health and public works administration from the University of Pittsburgh (both in 1972), and an A.B. in biology from Oberlin College (1971). Prior to coming to UT/A as Assistant Professor in 1976, Eaton served on the staff of the US Agency for International Development (1975-76), the US President's Science Advisor's Office (1974-1975), and the US President's Council on Environment Quality (1970-72). At the UT/A, Eaton was Assistant Professor (1976-80), Associate Professor (1980-85), Professor (1985-91), and is now Bess Harris Jones Centennial Professor of Natural Resource Policy Studies (1991-).



Athena Elton

Over the past twenty years Ms. Elton has gained advanced skills in managing, coordinating and maintaining community-focused programs for international development organizations including the Canadian International Development Agency (CIDA), the Foundation for International Training (FIT) and the Global Organization of Parliamentarians Against Corruption (GOPAC). Ms. Elton designs programs by engaging key stakeholders to participate in the planning and delivery of their own activities. She has worked on projects focused on gender mainstreaming, institutional capacity building, and anti-corruption. Currently, Ms. Elton is privately consulting for various social justice and international development projects while completing a Master's degree in Organization, Leadership and Equality.



MENTOR PROFILES

Listed in alphabetical order by surname



Roger GALBRAITH

Dr. Roger Galbraith is a Pediatrician practicing in the Emergency Department of the Alberta Children's Hospital in Calgary, Canada. He is an Associate Clinical Professor of Pediatrics at the University of Calgary. He has a keen interest in medical education and has taught in a number of countries in the Middle East, Africa and Asia. Dr. Galbraith has worked in a variety of roles in Leadership and Management - he looks forward to contributing to and learning from the UNITAR fellowship each year to build on this. He also enjoys a wide range of outdoor activities including skiing, snowshoeing, cycling and hiking.



Rahul Vachale Gopalkrishnan

Rahul Gopalkrishnan is currently Senior Associate Director, Intellectual Property Management, Industry Liaison Office at National University of Singapore. He has extensive experience in mentoring students and staff in various capacities he served over the years including at Columbia University in New York, in Strasbourg, France and presently in current position at Singapore. In addition, he has served on grant review panels for public funding agencies in the US and Singapore. His most recent mentoring work includes business school students working on projects involving entrepreneurship and technology commercialization. Rahul has a PhD in molecular biology from the Indian Institute of Science, Bangalore, India; post-doctoral Training at the Institute de Genetique et de Biologie Moleculaire et Cellulaire, Strasbourg, France and had an active research program in Columbia University, New York. He worked for a few years in a New York city law firm in intellectual property, before moving to his current position at National University of Singapore.



Humaira Khan-KAMAL

Humaira Kamal is currently Senior Advisor to the UNITAR Hiroshima Office. Prior to this she has been with UNITAR since 1996, as a UNITAR Special Fellow and then Training Associate. In her first assignment at UNITAR she was directly involved in developing the UNITAR New York office Work Programme when it restarted its operations in 1996. She has been responsible for research, development, planning and coordination of a number of training programmes in specific thematic areas. Her projects included annual intensive courses on international trade, public-private partnerships for sustainable development, and policy issues in information and communication technologies, as well as workshops on basics in technology for senior policy makers and negotiators. With the opening of the UNITAR Hiroshima Office in 2003, Ms. Kamal was involved in the overall design, launch and management of the Fellowship project on post-conflict reconstruction and training in Afghanistan, and served as the Programme Leader till 2011. Ms. Kamal was a Government of Japan scholar to the Lahore University of Management Sciences where she earned her master's in business administration. Her post-graduate work was focused on non-profit management and community empowerment projects.



Sharapiya KAKIMOVA

Sharapiya Kakimova graduated from Kazakh State Polytechnic Institute in 1993 as a system engineer. She obtained a Degree of Master of Arts in the field of international relations and later on her Ph.D. on Peace Studies with specific focus on public administration and its reform in post conflict countries in general and in Afghanistan, in particular, from Hiroshima University. She has worked in various governmental institutions of the Republic of Kazakhstan for six years and was responsible for external aid coordination. Dr. Kakimova has participated in many courses related to the international cooperation. She joined UNITAR twice as an Associate, in 2002 and 2003, and has been a Training

MENTOR PROFILES

Listed in alphabetical order by surname

Assistant with UNITAR Hiroshima Office from January 2004 until January 2009. Currently she gives lecture on International Relations Theory at Los Lagos University, Chile. Her research interests are capacity building and governance.



Rama Kannan

Rama Kannan has over 17 years of Strategy and marketing experience, with much of her career in the corporate sector in different countries in Asia and some in the developmental sector. The most recent corporate work was with British Petroleum (BP) in the Lubricants division for 4 years in Asia regional strategy and marketing roles, based out of Singapore and Bangkok. In her last role, she headed marketing operations in 4 Asian countries – Indonesia, Philippines, Korea and Taiwan. As a management consultant before that with Tecnova, an Indo-French consultancy, Ms. Kannan headed a team providing comprehensive market entry strategy to multinational clients into India; instrumental in organizing the entry and establishment of several companies including Usinor, Tefal, Fromageries BEL, General Signal and Barilla. She also has 8 years of international marketing experience predominantly with PepsiCo in India. Rama Kannan wanted to explore outside the corporate sector and after BP, she consulted (pro bono) with 'Care International' in Bangkok to build a strategy to engage and build partnerships with the private sector in Asia; She identified and recommended focus engagement areas and developed an implementation process to build capacities, after travelling widely into Bangladesh, Sri Lanka and India. In Singapore she co-founded and registered 'The Microfinance Society of Singapore', with an initial mandate to increase awareness in Singapore. To date the Society has organized seminars with prominent professionals in the field. Currently she and her co-funders are exploring partnerships with Microfinance Institutions in the region. Ms. Kannan has an MBA from NUS, Singapore, and two bachelors' degrees in Commerce and Law both from Delhi University, India.



Winifred LOH

Winifred is a Director of LeadForte, a firm providing consulting and coaching services. In the last 25+ years, Winifred has impacted regional and global leadership teams in both Learning and Organization Development, as well as in HR Business Partner roles. Her experience includes internal and external clients in industries as varied as Retail, Tourism, Housing Authority, Information Technology, Telecoms, and Pharmaceuticals. Her areas of expertise lie in Talent Management, Employee Engagement, Organization Design, Leadership Development, Change and Transition Management, and Strategic Workforce Planning. In the Community arena, Winifred has been involved in leadership roles in various organizations including Junior Chamber International, Association of Women for Action and Research (Singapore), People's Association (Singapore) and Caritas Singapore Community Council. Winifred has an MA from George Washington University, and a BA from the National University of Singapore.



Cheryl MACLEOD

Cheryl Macleod is the Lead, School Health and Well Child Nursing practice with Alberta Health Services, Calgary Zone. Her community health nursing career covers over 25 years in both urban and rural contexts and supporting maternal and child health, vaccination programs, and school health promotion. Currently serving a key leadership role in the planning, development and evaluation of School Health and Well Child nursing services. Cheryl has been involved with the UNITAR Fellowship since 2008. Cheryl's educational credentials include a RN, BScN, CCHN(C), MEd in the specialty area of Workplace and Adult Learning.

MENTOR PROFILES

Listed in alphabetical order by surname



Jack C. MASON

Jack C. Mason is a Senior Budget and Policy Analyst at Texas Legislative Budget Board (LBB) - Austin, Texas. Mason has received a Bachelor of Arts in Political Science from Texas State University, San Marcos, Texas, focusing on Minor-Psychology. He also served as a Technical Advisor / International Delegation Participant at World Learning Legislative Fellow Program for Bangladesh in January - February 2012, where he conducted interviews, meetings, and presentation with key Bangladeshi government officials and various Bangladeshi government entities, universities, and non-profit organizations on government and budget related matters. He also has experienced Director of Special Projects at Private Facilities Division (April 2001-July 2002) and Ombusman / Special Assistant to Divisional Director (December 1996 – November 2001) in Texas Department of Criminal Justice – Austin, Texas.



Meredith MELECKI

Meredith Melecki works as an analyst for the Texas Legislative Budget Board where she researches policy issues and conducts performance reviews of state government programs. In her position she primarily focuses on transportation and environmental issues. She obtained a Master of Arts in International Relations from the University of Wollongong, Australia with a focus on peace and conflict resolution. During her Master's her research focused on the role of NGOs on peace efforts in Aceh, Indonesia and Sri Lanka. While at the University of Wollongong she also completed a Graduate Certificate in Multicultural Journalism. She is active in several local organizations with an international focus, including Young Professionals for International Cooperation, the International Hospitality Council of Austin, and Ten Thousand Villages.



Su-chzeng ONG

Su-chzeng Ong, one of Asia's pioneer certified executive coaches since 2002, has over 30 years of global business management experience including customer service, research, product management and quality control. Su-chzeng's extensive and broad-based corporate experience spreads across the banking and finance, publishing, research and education sectors. Some of her senior level leadership roles included being Asia Pacific Director at Jardine Fleming in Tokyo, JPMorgan in Singapore and at Macmillan and Collins in London. Some of her recent coaching assignments across a wide range of industries include executive coaching for C-level leaders, team coaching for senior management teams, integrated talent coaching for high potentials and leadership coaching skills for general managers. Based in Singapore, Su-chzeng coaches in Japan, Thailand, China, Hong Kong, Malaysia, Indonesia, Philippines, India, Switzerland. She enjoys and appreciates the diversity in interacting with leaders in the private, public and non-profit sectors as well as with the executives attending the various global business school programs where she coaches.



Steven POLUNSKY

Steven Polunsky has joined the world-class team at the Texas A&M Transportation Institute (TTI), where he is helping develop infrastructure finance options, working on transportation policy, and providing policy implementation support for transportation topics of legislative interest including the areas of finance, freight, congestion, technology, public engagement and transportation data. TTI works on over 700 research projects with more than 200 sponsors annually at all levels of

MENTOR PROFILES

Listed in alphabetical order by surname

government and the private sector and is recognized as one of the finest higher education-affiliated transportation research agencies anywhere. He previously worked as the Director of the Texas Senate Committee on Business and Commerce, where he and his staff evaluate legislation, conduct policy studies, and perform oversight of state and local agencies. The Committee is responsible for legislation and policy relating to all business and industries regulated by the State of Texas, including all sectors from utilities to banking to construction. Steven's experience includes service as director of the Senate Committee on Transportation and Homeland Security, chief clerk of the House Committee on Transportation, director of the Legislative Study Committee on Private Participation in Toll Projects, director of the Study Commission on Transportation Financing, 13 years at the Texas Department of Transportation in government relations and policy analysis, and four years as Director of Research and Planning for the Texas High-Speed Rail Authority. A public speaker and amateur radio operator (W5SMP), he holds a Master's of Public Affairs from the LBJ School of Public Affairs at the University of Texas at Austin.



Sheila Ann ROBINSON

Ms. Robinson graduated from the University of Calgary with a PhD in Community Health Sciences (International Health Systems) in 1988 and an MA in International Development in 1979. She received her BSc in Nursing from Boston College in 1966. She has twenty-five years' experience in global health and development, spanning field work, research, program planning, management and evaluation. Presently, she is Director and Senior Consultant for Plan:Net Ltd. (Calgary, Canada) and River Run Associates (Cambodia and Calgary, Canada). She is also an Assistant Professor (adjunct) for the Community Health Sciences Department, Faculty of Medicine, University of Calgary.



Gul Afghan SALEH

Gul Afghan Saleh is Projects Manager (Power and Water), OIEE at USAID Afghanistan. He has a Doctorate in Urban Planning and Design and Masters degree in Engineering. Prior to his present position, Mr. Saleh served as Programme Officer with the World Food Programme, and before that as Rural Development Officer with the UN Drug Control Programme for Afghanistan. Mr. Saleh joined UNITAR Hiroshima Fellowship for Afghanistan as a Fellow in 2007 Cycle and became a Coach for the 2008 Cycle.



Emily Rozalija WHEELER

Emily Rozalija Wheeler is the Infrastructure and Operations Manager for the nonprofit organization, "I Live Here, I Give Here," where she leads the review of all company policies and procedures in order to improve the organization's financial management and its evaluation of its impact in Central Texas. Prior to being recruited by I Live Here, I Give Here, Emily was a Senior Policy Analyst (Energy and Finance) and a Policy Analyst (Business and Commerce and Education) at the Texas Senate in Austin, Texas. In this capacity, she advised a state senator on policy issues that included utility regulation, water management, economic development, and insurance, monitoring the three standing Senate Committees of Business and Commerce, Natural Resources, and Senate Finance. She also oversaw public and higher education policy staff, training them on policy issues and legislative strategy. She earned her Master of Business Administration in December 2009 from Brandeis University, Waltham, MA and a Bachelor of Arts in December 2004 from McGill University, Montréal, Canada in Political Science, History, and Economics. She has a range of working experience such as a Graduate Researcher in Organizational Learning at Oxfam America, Boston, MA

MENTOR PROFILES

Listed in alphabetical order by surname

and Project Manager of the Gender, International Law and Justice Project (GILJ) at the Centre for International Sustainable Development Law, Montréal, Canada.



RESOURCE PERSON PROFILES

Listed in alphabetical order by surname



Michael A. FORS

Dr. Fors is Director of Strategy in Microsoft's Mobile Division, where he works with Vice Presidents to set business and engineering strategy. Fors has been leader of a business performance team at Microsoft for 5 years that, at the request of vice presidents, assessed and improved the performance of their divisions, worked with senior product leadership teams to create viable business plans, and partnered with technologists to create business plans for innovative new technologies deemed to have potential by Bill Gates via his ThinkWeek Program. Prior to Microsoft, Fors was at Intel Corporation for 12 years, where he was leader of Intel University. There, his 200 person organization managed a system of 7000 courses, and developed programs that created benchmarked best practice programs in the areas of strategy and performance improvement, leadership/management development, and employee performance. He worked with Intel's executive staff and Andy Grove (CEO) to design and develop Intel's culture and values programs, including programs required by every employee. Fors consulted at the United Nation's New York Headquarters with ambassadors from countries around the world on leadership, strategy, internet governance, cyberterrorism, and security. For five years he has helped to rebuild Afghanistan, by driving a leadership and strategic planning program for new Afghan government, business, and non-profit leaders. He is a lecturer at the University of Washington and serves on the Board of Directors at the iSchool. He is also a Baldrige Examiner, where he judges high performing U.S. organizations. Dr. Fors has extensively worked in Europe, Asia, and the Middle East. He has a Ph.D. from Arizona State University, a Master's from George Washington University, and a Bachelor's from the University of Washington.



Humaira Khan-KAMAL

Humaira Kamal is currently Senior Advisor to the UNITAR Hiroshima Office. Prior to this she has been with UNITAR since 1996, as a UNITAR Special Fellow and then Training Associate. In her first assignment at UNITAR she was directly involved in developing the UNITAR New York office Work Programme when it restarted its operations in 1996. She has been responsible for research, development, planning and coordination of a number of training programmes in specific thematic areas. Her projects included annual intensive courses on international trade, public-private partnerships for sustainable development, and policy issues in information and communication technologies, as well as workshops on basics in technology for senior policy makers and negotiators. With the opening of the UNITAR Hiroshima Office in 2003, Ms. Kamal was involved in the overall design, launch and management of the Fellowship project on post-conflict reconstruction and training in Afghanistan, and served as the Programme Leader till 2011. Ms. Kamal was a Government of Japan scholar to the Lahore University of Management Sciences where she earned her master's in business administration. Her post-graduate work was focused on non-profit management and community empowerment projects.



Musa KAMAWI

Musa Kamawi has a Master in Public Administration from IMS Peshawar University, augmenting his degree in Political Science. He currently acts as Human Resources Director at the Ministry of Finance in Afghanistan. He is the first and only UNITAR Honorary Faculty Member selected from Afghanistan in 2011. Presentations delivered in this role have included those focused on the *Role of Human Resources Management in the Public Sector*, as well as those examining project implementation in Afghanistan, using real-world examples. Mr. Kamawi has delivered numerous training workshops and seminars, as well as mentoring and training professionals from both the private and public sectors. He has received a number of notable awards and certificates in the course of his professional career, including recognition from the Minister of Finance, and the President of the Islamic Republic of Afghanistan. As a graduate of the programme, and having served as Fellow, Coach and Afghan Resource Person, Mr Kamawi has a unique insight into the structure and development of the programme over time. Mr Kamawi has developed several glossaries for the Fellowship programme, and continues to be a strong supporter of UNITAR within the region.



RESOURCE PERSON PROFILES

Listed in alphabetical order by surname



Brandon TURNER

Officer in Charge (Hiroshima Office) / Senior Specialist (Chemicals and Waste Management)
UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR)

Brandon Turner has worked with UNITAR's Chemicals and Waste Management Programme since 2000. He was previously based in Geneva, Switzerland, and Bangkok, Thailand. He manages and conducts research for a number of programme areas and projects in the chemicals and waste management field, addressing both national priorities and multilateral environmental agreements. Brandon has also been appointed as Officer in Charge of the UNITAR Hiroshima Office since August 2012. He has several years of experience working with environmental NGOs in Canada and holds a Master of Science in Environmental Management from Oxford University.



Berin McKENZIE

Specialist
UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR)

Berin McKenzie graduated with a B.A. degree in Japanese from New Zealand's Canterbury University in 1998, and a B.A. (Hons.) and M.A. in International Relations from the Department of Political Studies at Auckland University. His M.A. Thesis examined multilateral initiatives as pursued by Japan in regards to its policy towards the People's Republic of China. Fluent in Japanese, Mr. McKenzie was employed in a Japanese local government role prior to joining UNITAR in August 2008. Berin manages programme development and implementation, as well as monitoring and evaluation at the UNITAR Hiroshima Office and has also acted as a Mentor to participants in the UNITAR Fellowship for Afghanistan programme.



Kazuhiko SERIU

Individual Contractor
UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR)

Kazuhiko has a LL.M. in International Law at the Graduate School of Social Sciences, Hiroshima University, where he also received a B.A. in Socio-cultural Studies. During the 2009–2010 academic year, he studied liberal arts at the University of Minnesota, USA, as an exchange student with the JASSO scholarship for Student Exchange Support Programme. He joined UNITAR in February 2011.



Junko SHIMAZU

Individual Contractor
UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR)

Junko Shimazu has a B.A. Degree in Arts and Science from Temple University, USA and M.A. Degree in Intercultural Communications from the Graduate School for International Development and Cooperation at Hiroshima University. Prior to joining UNITAR, she worked as an interpreter between Japanese and English for 10 years. Junko Shimazu joined the UNITAR Hiroshima Office in September 2012.



RESOURCE PERSON PROFILES

Listed in alphabetical order by surname



Shamsul Hadi SHAMS

Individual Contractor

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR)

Shamsul Hadi Shams has graduated from Hiroshima University in 2012 and received his PhD in Peace and Co-existence, Developing Science Division. He served as research assistance conducting research on “Peacebuilding in Afghanistan” from 2009 to 2011 at Hiroshima University. He received B.Sc. (Bachelor of Science) from the University of Peshawar, Pakistan in 2004 and earned his Master’s degree in Political Science and International Relations from the International University Islamabad (IIUI), Pakistan, in 2006. His research interests include Afghanistan post 9/11 reconstruction strategy, post-conflict governance, nation/state building processes and intrastate conflict. He participated and presented his research in academic conferences in Japan, United States and Canada in the past several years. He joined UNITAR Hiroshima Office in July 2012.



Naoko HASHIHAMA

Expert

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR)

Naoko Hashihama has a B.A. Degree in Modern History from Kyoto University and an M.A. Degree in Modern History from the Graduate School of Art at Kyoto University. In both of them, she majored in the relationship between university students (especially Faculty of Law) and nationalism in Germany during 1920's-1945 (until the end of WW2). After graduation, she started working in Hiroshima Prefectural Office and engaged in advising staff in city and town offices on administrative views, especially about the Residents' Basic Register Law. She has been dispatched to UNITAR since April 2013 to strengthen the partnership between UNITAR and the Prefectural Office.



Sabahuddin SOKOUT

Training Associate

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR)

Sabahuddin Sokout is UNITAR Training Assistant and Focal Point in Afghanistan. Prior to this he was Administration and Finance Officer at the Baz Construction Unit for Rehabilitation of Afghanistan (BCURA) and Liaison Officer of Foreign Affairs in the Academy of Science of Afghanistan. He graduated from the Faculty of Economics of Kabul University in 1997. He has taken part in many training courses on computers, accounting, planning and environmental issues. As a 2005 Cycle Fellow, he worked on the project to develop a Questionnaire for conducting a Benchmark Survey for Irrigation Projects in four provinces for the BCURA. Mr. Sokout joined the UNITAR Hiroshima Fellowship for Afghanistan as a Fellow in 2005, as a Coach in 2006 and 2007, and as an Afghan Resource Person in 2008.





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