

UNITAR Afghanistan Fellowship Programme

2015 Cycle | Project Completion Report

June – November 2015



FOREWORD

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 field of peace and security and in the promotion of economic and social development. UNITAR designs and conducts worldwide some 500 different training activities per year for more than 40,000 beneficiaries, including diplomats and other government officials, non-governmental representatives and local authorities.

The UNITAR Hiroshima Office, by virtue of the significance 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 FELLOWSHIP

About The Fellowship

The *UNITAR Afghanistan Fellowship Programme*, launched in 2003, is an annual six-month long training 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. Sharing Hiroshima's lessons in post-conflict reconstruction, the Fellowship discusses important themes such as organizational development and change, project design and management, as well as human resource development and management.

Objectives

The Fellowship's two long-term objectives are:

- To support an Afghan cadre in the application of their increased knowledge, and confidence in the transformation of their respective departments and ministries
- To build a committed and highly capable Fellowship community in Afghanistan which can serve as a resource base for planning and implementing capacity-building and training activities at the local and national levels

Structure

The Fellowship's substantive topics are, in part, determined by the needs of the Fellows, but in general come from the following themes:

- Organizational development and change;
- Project design and proposal writing;
- Project management and reporting;
- Accounting and budgeting;
- Leading and mentoring teams for development and change;
- Team-building and team work;
- Communication skills;
- Strategic planning;
- Social Capital;
- Social Entrepreneurship.

The structure of the Fellowship is as follows:

Fellows

First-time participants in the programme. Fellows are the main beneficiaries of the Cycle, and are divided into ten teams at the beginning of the Fellowship. Each Fellow is placed in a team depending on their interest and learning orientation. Each team is categorized on the following themes matching the educational background of Mentors engaging with that particular team:

- Education;
- Public Finance;
- Public Policy and Strategy;
- Project Management and Planning;
- Community Development;
- Public Services;
- Management of Public Services;
- Training and Capacity Building;
- Human Resources Management;
- Administration and Financial Affairs.



Coaches

- Coaches, ten per Cycle, are selected from the standout Fellows of previous Cycles and are tasked with providing unity and guidance to the teams.
- Coaches are also responsible for being the main contact point between Mentors and the teams as a whole.



Afghan Resource Persons (ARPs)

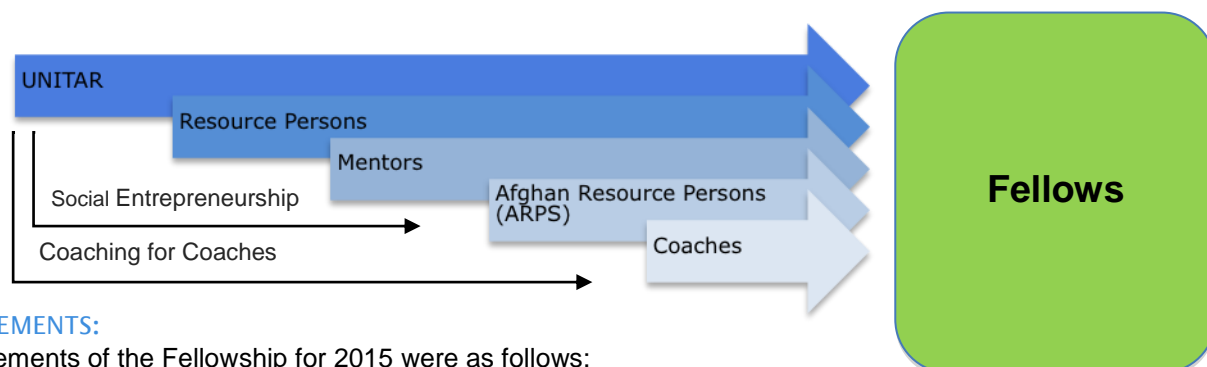
- Selected from the standout Coaches of previous Cycles, five ARPs from each Cycle act as apprentice faculty and work to contextualise the training being offered to the changing realities in Afghanistan.
- ARPs are also offered further training in a module specifically designed for them, examining Social Entrepreneurship.

Mentors

- Mentors are experts, practitioners or academics in various disciplines from around the globe.
- The 30 Mentors in this Cycle come from the following countries:
 - Afghanistan
 - Canada
 - Chile
 - Japan
 - Singapore
 - United States of America
- They are individuals willing to volunteer and share their knowledge and expertise, to guide and advise where requested, and are comfortable in a two-way learning relationship.
- Mentors may also act as Resource Persons.

Resource Persons

- Resource Persons work with UNITAR to develop the overall instructional design, and thematic framework for the Fellowship.
- Resource Persons also provide the main presentations for the programme and attend workshops, either in person or virtually.



KEY ELEMENTS:

Key elements of the Fellowship for 2015 were as follows:

Project Work Sessions (PWS)

Meetings convened by the Coach to discuss with team members the progress of their Fellowship Assignments.

Audio Conferences (ACs)

All teams are connected via Skype to both UNITAR and their Mentors every four weeks, so that process and progress regarding the project and Fellowship in general can be discussed. Standing as milestones in the Fellowship, these Conferences are augmented by ad-hoc discussions between team members, Coaches, ARPs and Mentors.

Video Conferences (VCs)

Video Conferences are half-day to day-long sessions delivered online to all Fellows, Coaches and ARPs, gathered in Kabul. VCs are developed and delivered by Mentors in the programme, who are familiar with the approach, process and objectives of the Fellowship. These Mentors lend international insight and experience to the issues at hand, which are then contextualised for the realities in Afghanistan by the assembled Coaches and ARPs. In addition, the VCs are staggered throughout the six-month long process, and take place at a time deemed relevant to the Fellows' progress through the Cycle.

The VCs for the 2015 Cycle covered the following topics:

- Organisational Needs Assessment;
- Understanding Qualitative Data;
- Gender at Work;
- Risk Mitigation.

Workshops

The Fellowship consists of four Workshops, each standing as a milestone in the programme, and allowing for a review of Assignments, as well as the imparting of knowledge in preparation for the subsequent session. The timetables for 2015 were as follows:

- Workshop One: Kabul – 14 – 16 June 2015
- Workshop Two: Abu-Dhabi – 31 August 5 September 2015
- Workshop Three: Kabul – 13 – 14 October 2015
- Workshop Four: Hiroshima – 16 – 20 November 2015

Assignments

Throughout the Fellowship, Fellows work on individual and team projects.

Assignment One: Each Fellow undertakes a Needs Assessments in her/his workplace to determine capacities required (inclusive of, but not restricted to, training needs) to do the job in his/her organization/department. This is an individual assignment.

Assignment Two: A team assignment to develop a concept paper for the team project. Each team of Fellows is required to select a project, based on the findings of the Needs Assessments conducted in Assignment I.

Assignment Three: Reporting, through a formal presentation involving all team members, on the development of a detailed plan for the team's organizational development or change project. This report is also submitted in written form prior to Workshop Three.



Coaching for Coaches

To guide and support the Coaches in fulfilling their roles, a training module on Coaching for Coaches has been offered since 2007. The careful selection of committed and competent alumni as Coaches and providing them with the appropriate training and preparation to serve in this role plays a key part in ensuring the success and ownership of the Fellowship.

Academic Accreditation

Since 2006 the University of Texas at Austin (UTA) awards three graduate academic credits to each Fellow that meets the Fellowship requirements.

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. It is also important to note that the Fellowship curriculum is "Learner-driven" and based on a "Tool Box" of human resource management and organization development tools, selected and refined for each Cycle.

Combination of Different Training Methods

The Fellowship undertakes a combination of different training methods with a series of skill-building activities, such as on-site workshops and study-trips, Mentor-Coach-Fellow communication, team projects and team work, and distance learning activities.

BENEFICIARIES:

The 41 Fellows of the 2015 Cycle are representatives of many different Ministries and organizations from within the Government of Afghanistan and nongovernmental organizations. These include:

- Aga Khan Foundation (AKF)
- Ministry of Finance
- Ministry of Higher Education
- Ministry of Public Health
- Ministry of Public Works
- Ministry of Rural Rehabilitation and Development
- Ministry of Commerce and Industry
- Ministry of Agriculture and Livestock

- Ministry of Culture
- National Procurement Authority
- Stabilization Program in Northern Afghanistan
- Afghanistan Independent Administration Reforms and Civil Service Commission
- Office of the President
- Organization for Peace and Advocacy
- Pashtani Bank
- Afghanistan OXUS Group
- Tabish University
- American University of Afghanistan
- University Support and Workforce Development Program, Afghanistan
- French Medical Institute for Children
- United Nations Population Fund
- United States Agency for International Development



PROJECTS:

The projects developed for the 2015 Cycle, selected by team members as being key to the sustainable development of their departments, ministries, and Afghanistan itself, were as follows:

Team One: Establishing an Innovation and Entrepreneurship Center (IEC)

Team Two: Apprenticeship and Mentorship for Recent Graduate Engineers

Team Three: Decrease the Mortality and Morbidity Rate in Shakardara District, Kabul

Team Four: Launching a Study Lounge

Team Five: Establishing an emergency trauma center at a main hospital in Kabul

Team Six: Developed Bridges: More Connections and a United Country

Team Seven: Creation of Market Linkage for Persons with Disabilities (PwDs)

Team Eight: Empowering female staff of AKF-Bamyan through increasing the effectiveness of their interaction platform

Team Nine: Developing a Training Evaluation System for the Aga Khan Foundation Afghanistan

Team Ten: Upgrading Procurement Management Information Systems (PMIS)

Workshop One

14 -16 JUNE 2015 | KABUL, AFGHANISTAN

Workshop One, attended by 45 Fellows, and 10 Coaches began at the Ministry of Finance, Kabul, with an outline of the objectives and expectations of the Fellowship. Thanks were offered to the Hiroshima Prefectural Government, and the Hiroshima Municipal Government for their continued support of the programme. Comments were also delivered, via a Skype connection linking Kabul with Hiroshima, by Mr. Berin McKenzie, Specialist, and Dr. Shamsul Hadi Shams, Training Officer at the UNITAR Hiroshima Office, welcoming the Fellows to the programme, and thanking the UNITAR Hiroshima Office's strategic partners in the country; the ACSI, and the Ministry of Finance.



Coaches from previous Cycles then outlined their own Fellowship journey, as well as introducing the methodology of the programme, and the respective roles of Coaches, Resource Persons and Mentors during the Cycle. The first presentation of the programme was delivered by Mohammad Aimal Yarzada, an ARP, who introduced skills and processes focused on The Management of Meetings, including a specific focus on processes to make team-based Fellowship meetings more effective. This presentation, intended to both provide useful information, as well as to outline expected behaviour during the Fellowship, was followed by two more ARPs, Abdul Hadi Noorzad and Najib Rahman Sabory, presenting on Effective Written Communication, including the following areas:

- Identification of personal barriers to effective communication;
- Directional flow of communication;
- Communication channels;
- Report/email/memo/letter writing

Teams then met with their respective Coaches and ARPs so as to be able to discuss expectations and obligations, as well as develop communication plans and meeting timetables. In addition, the Coaches were able to brief the new Fellows on their own Fellowship experiences, as well as the conversation they had undertaken with the Mentors prior to Workshop I.

The first web-seminar of the 2015 Cycle, entitled *Organisational Needs Assessment*, was delivered via web-link by Humaira Kamal, one of the key architects of the Fellowship programme. This overview session clarified links to the first Assignment, complemented by the organisational environmental assessments presentation, examining Operational, Tactical, and Strategic Needs Assessments. Fellows undertook practical exercises regarding the information presented, and, reflecting one of the real strengths of the Fellowship programme, were able to engage with their Coaches and ARPs regarding the opportunities, challenges, and lessons learned from their own experience undertaking such an assessment.

Objectives

In addition to what have been mentioned above, Workshop One served as an Orientation Workshop, familiarizing Fellows with key elements of the Fellowship, including:

- Fellowship Introduction
- Fellowship Project Architecture
- Fellowship Assignments – An Overview
- Requirement for Graduation
- Timeline

Workshop Two

31 AUGUST 5 September 2015 | ABU DHABI, UNITED ARAB EMIRATES

Workshop Two, attended by 45 Fellows, 10 Coaches, 5 ARPs, 2 Mentors and 2 Resource Persons, totalling 62 participants, took place in Abu Dhabi, United Arab Emirates, between 31 August and 5 September 2015. The Workshop allowed Fellows to gain an in-depth understanding of Leadership and Project Management, while working to contextualise the training received for the changing realities of Afghanistan through Assignments TWO and THREE.



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 team 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 team challenges helped Fellows to improve their communication levels and expertise in development.



MODULE TWO: Project Planning, Design and Proposal Writing

These sessions aimed 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 team projects.

Objectives

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

- Describe their personal behaviour patterns utilising the DiSC test;
- Restate ways to facilitate better team work and minimise conflict;
- Describe the processes of team development;
- Report on defining the project need, problem statements, project solution, and scope;
- Recognise effective facilitation skills;
- Outline key elements of project planning;
- Restate relevant proposal writing techniques.

MATERIAL:

Participants were provided with binders at the outset of the programme, which included all the requirement documentations:

- Agenda;
- Logistical information;
- All presentations;
- Practical Exercises;
- Evaluation Forms.

METHODOLOGY:

Interactive Lectures:

Presentations were made by Resource Persons examining the themes of the Workshop from a broad theoretical perspective down to case studies examining real world implementation. These presentations were



augmented by small exercises and frequent discussion from the floor, which served to contextualise the issues being examined.

After-Action Reviews:

Representing a key component of the workshop, and implemented by the Coaches, the after-action review takes place within teams at the start of each morning, discussing the main issues raised in the previous presentations, as well as the specific frames of reference as applied to these by participants.

Small Team Exercises:

Representing a key component, small team exercises allow for interaction and rich discussion on the application of the knowledge to the specific settings of their working situation in Afghanistan.

Description

Outline:

The Workshop began with Fellows presenting the results of Assignment One, presenting the findings of their Individual Needs Assessment to their peers, as well as to attending UNITAR Staff, Mentors and Resource Persons. This was followed by the process of teams deciding which project would be selected as their team project, based on satisfying the criteria of feasibility, relevance, scope, and intended outcome of the project. The adopted project was then pursued jointly by all members of the team, to be focused on both during this workshop and for the duration of the Fellowship.



Resource Person Dr. Michael Fors, of Microsoft Corporation, took the lead, by outlining major elements of Workshop Two:

- Coaching and Facilitation Skills;
- Work Styles;
- Team Development;
- Project Leadership Systems.

The session on coaching and facilitation skills, incorporating the art and science of shaping a high performing team through the following key points:

- The facilitators roles and responsibilities;
- Facilitators as team resources;
- Ensuring a positive learning environment;
- Leadership development for results;
- Objective feedback, guidance and recognition;
- Identifying sources of conflict
- Development of conflict resolution strategies.

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 team. Fellows were tasked with identifying any strengths and potential blindspots that they may possess as individuals and teams.

With participants now focused on their team building and related issues, and the path that lay ahead of them during the Fellowship, Dr. Fors emphasized the four stages in team development, as described by the Tuckman Model:



- Forming;

- Norming;
- Storming;
- Performing.

Each stage of the Tuckman Model was discussed and examined carefully, as were individual roles to support team development, and ways in which to defuse any potential conflict. To exemplify team development and hence the key to a high performing team, a documentary on a performance of Ravel's "Bolero" by the Los Angeles Philharmonic Orchestra, was shown during the session. The session then continued to examine the role of leaders within teams, as well as the importance of communication and collaboration between members. The follow-up discussion was particularly enlightening as teams examined their own role allocation in their Fellowship teams, and their own organization or department where they work in Afghanistan. The key message of the session was that team leaders set the right environment and culture for high performance, with effective teams working as engines that drive performance. Teams then dispersed to five practical exercise "stations" which featured advanced team-building and collaboration/communication activities, which served to reinforce the materials presented.



Professor David Eaton, of the University of Texas at Austin, and another of the key 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:

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

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

The workshop closed with teams 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 practice, as well as insight into the networking opportunities the Fellowship represents.

Conclusions

EVALUATION DATA:

As outlined in below, 83% of respondents agreed or strongly agreed that the information presented in this workshop was new to them, with 88% indicating that the content of workshop was relevant to their jobs. From a total of 26% of participants who felt that they possessed a moderate to high ability to “*Outline key elements of Project Planning*” before the Workshop, 86% of respondents felt that they had gained a high understanding of such in the interim. Similarly, with regards to an “...*Restating relevant proposal writing techniques*”, those indicating that they had a high to moderately high understanding grew from 21% of total respondents to 81% by the end of the Workshop. With regards to the methodology utilised in the Workshop, including interactive lectures, after-action reviews, and practical exercises, 93% 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 93% of respondents.

Overall, the responses received were significantly 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 team work and discussion in future programmes.



2015 Cycle – Workshop II Evaluation

The evaluation method employed for the *UNITAR Afghanistan Fellowship Programme Workshop II* 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.

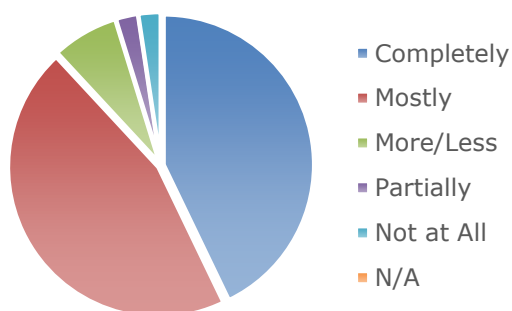
The participant feedback evaluation questionnaire examined the following areas in detail:

- 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

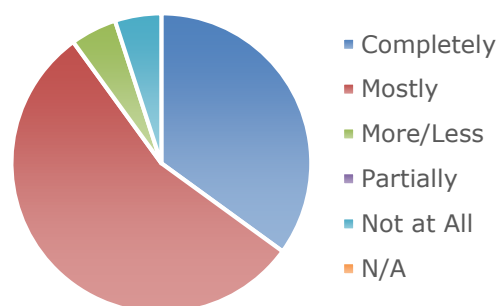
MAJOR FINDINGS AND RECOMMENDATIONS

PRE-EVENT INFORMATION

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



Useful (in terms of making an informed decision)



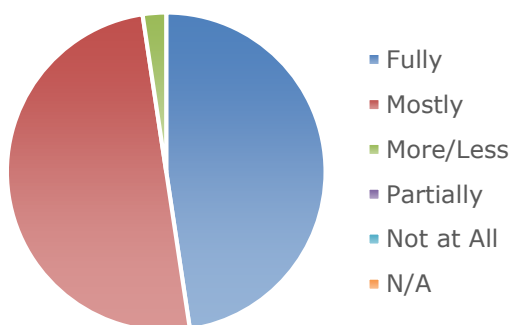
Accurate (in terms of matching what took place)

LEARNING OBJECTIVES

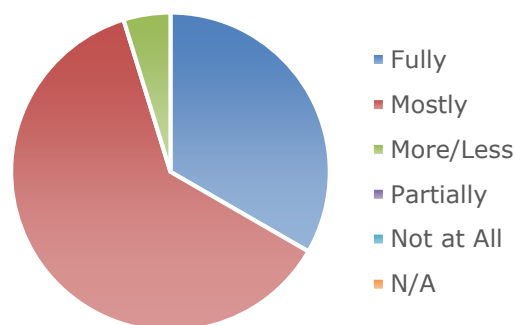
A large majority of participants agreed that they had achieved the learning objectives. Following are a detailed description of participants' reaction to the questions.

LEARNING OBJECTIVE I:

Describe their personal behaviour patterns utilising the DiSC Format.



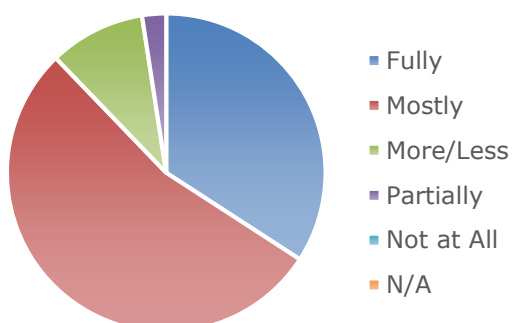
Relevance of objective to your learning needs



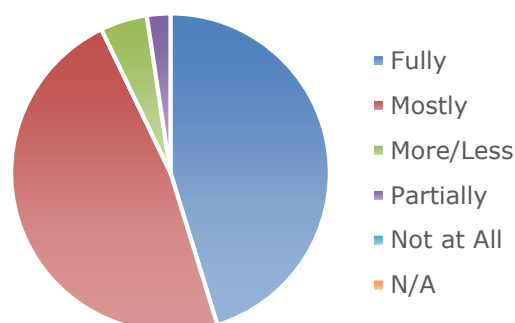
Extent to which you met learning objective

LEARNING OBJECTIVE II:

Restate ways to facilitate better teamwork and minimise conflict.



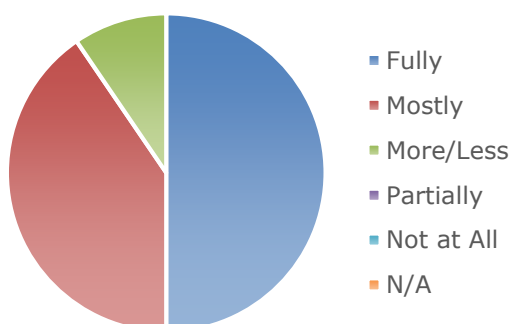
Relevance of objective to your learning needs



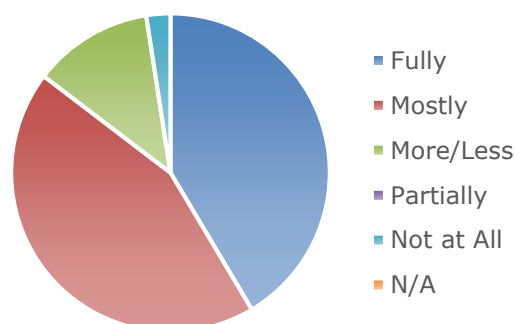
Extent to which you met learning objective

LEARNING OBJECTIVE III:

Describe the processes of team development.



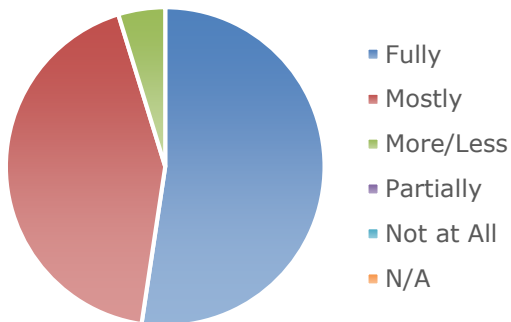
Relevance of objective to your learning needs



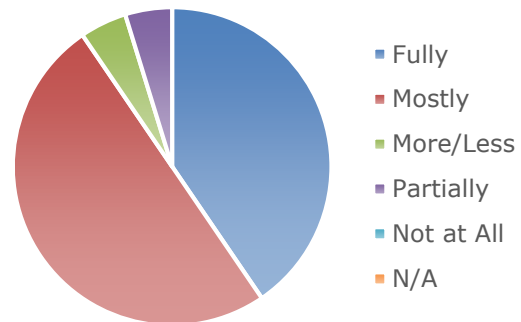
Extent to which you met learning objective

LEARNING OBJECTIVE IV:

Report on the defining of project need, problem statements, project solution, and scope.



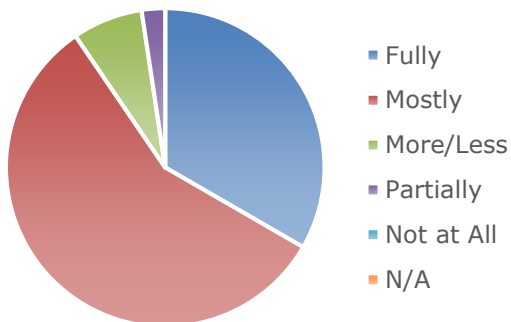
Relevance of objective to your learning needs



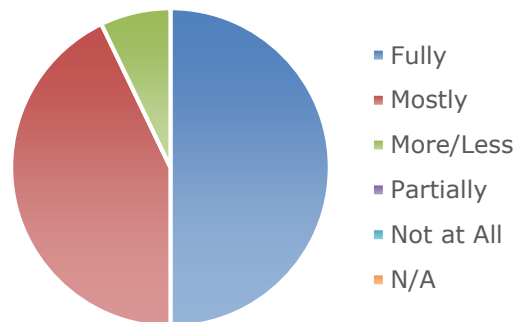
Extent to which you met learning objective

LEARNING OBJECTIVE V:

Recognise effective facilitation skills.



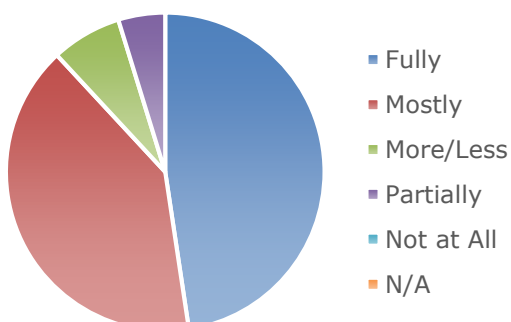
Relevance of objective to your learning needs



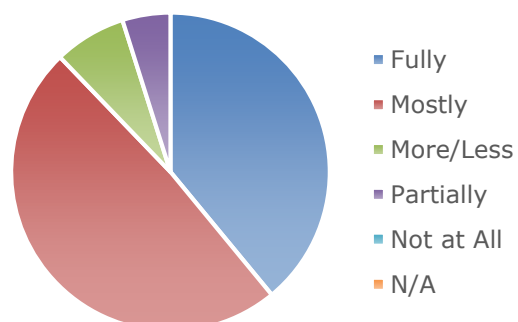
Extent to which you met learning objective

LEARNING OBJECTIVE VI:

Outline key elements of project planning.

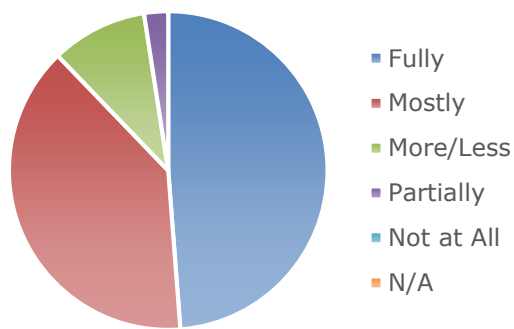


Relevance of objective to your learning needs

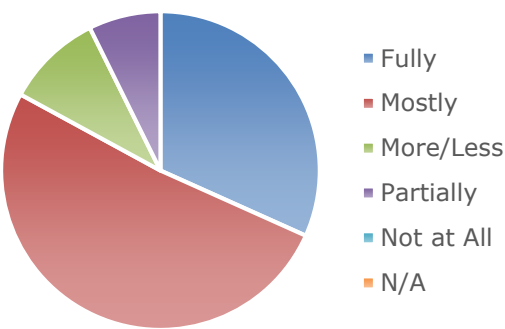


Extent to which you met learning objective

LEARNING OBJECTIVE VII:
Restate relevant proposal writing techniques.



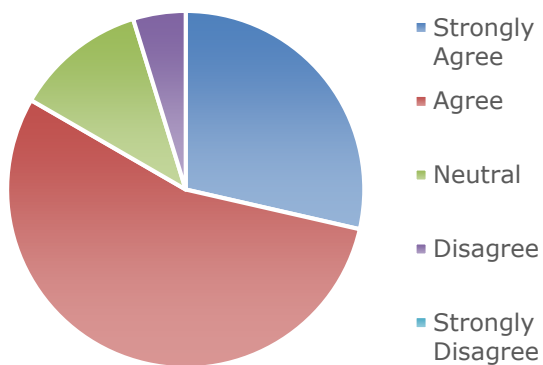
Relevance of objective to your learning needs



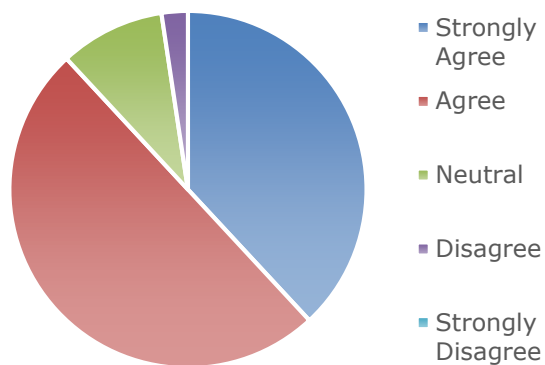
Extent to which you met learning objective

VALUE, RELEVANCE AND INTENT TO USE:

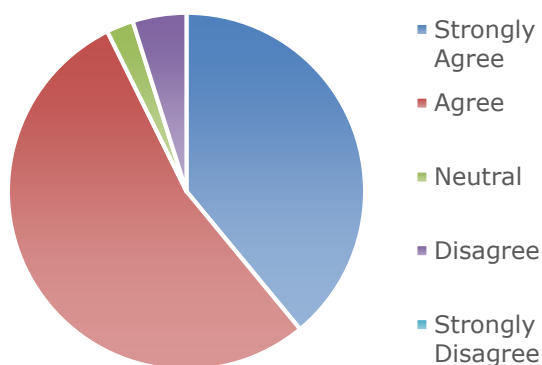
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).



The information presented in this workshop was new to me



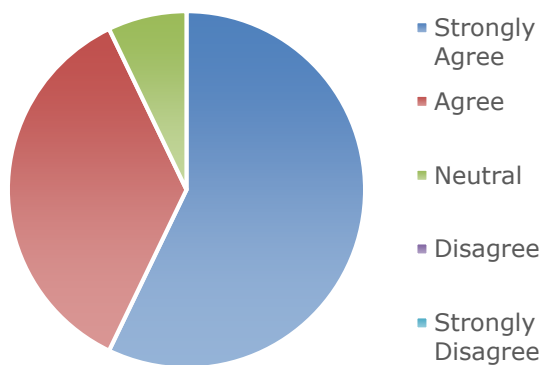
The content of the workshop was relevant to my job



It is likely that I will use the information acquired

METHODOLOGY:

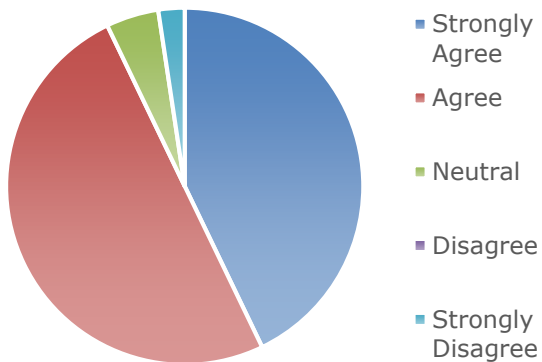
The methodology used in this workshop included lecture, study tours and practical exercises



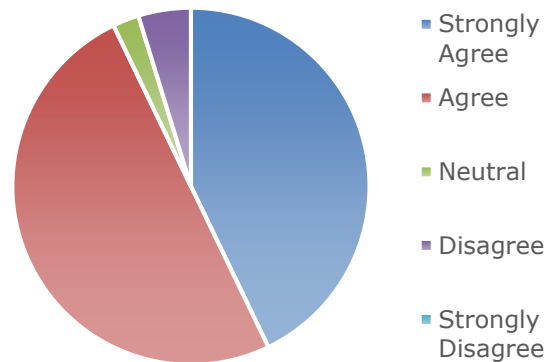
The event's methodology was useful given the learning objectives

OVERALL SATISFACTION OF THE QUALITY OF FACILITATORS:

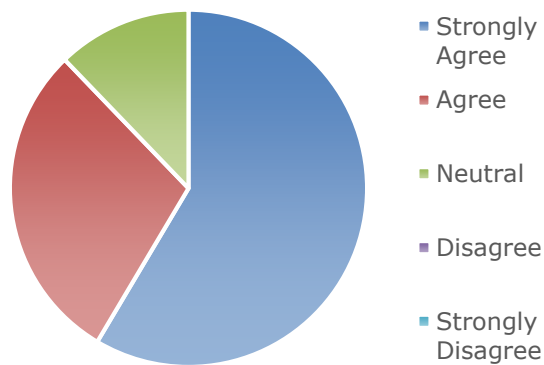
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1). The trainer(s)/facilitator(s) was (were) effective at:



Presenting information



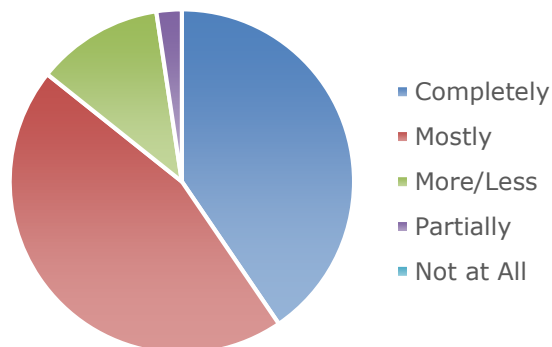
Responding to questions of participations



Stimulating participant involvement

APPLICABILITY OF AFTER ACTION REVIEW AND PRACTIAL EXERCISES:

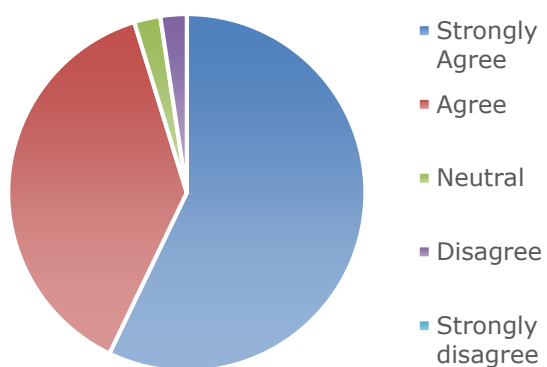
The assessment of learning included After-Action Reviews and Practical Exercises:



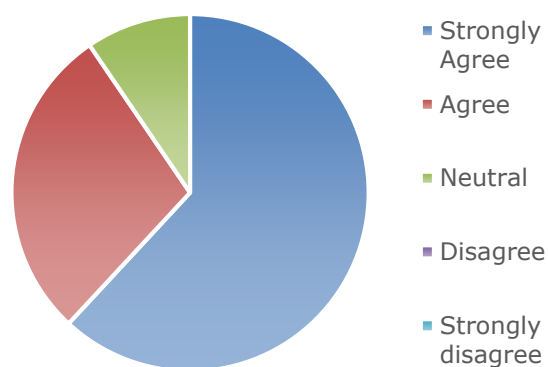
How useful was (were) the method(s) in helping you to achieve the learning objectives?

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

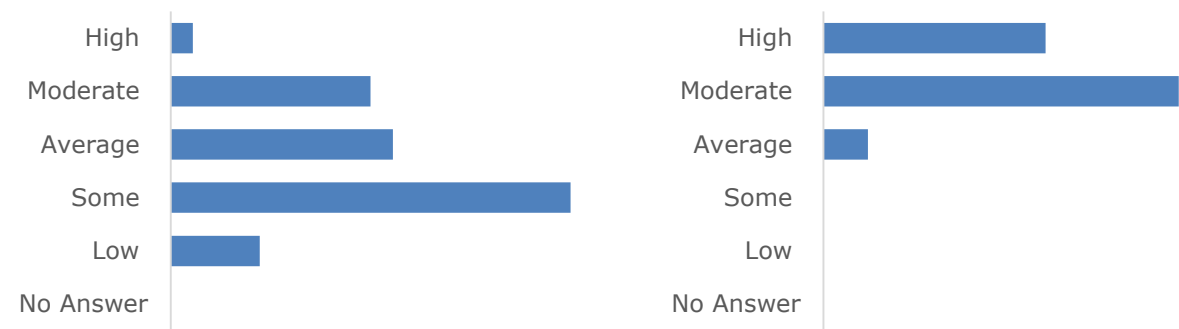


I will recommend this workshop to a colleague

PARTICIPANT SELF-ASSESSMENT QUESTIONNAIRE

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

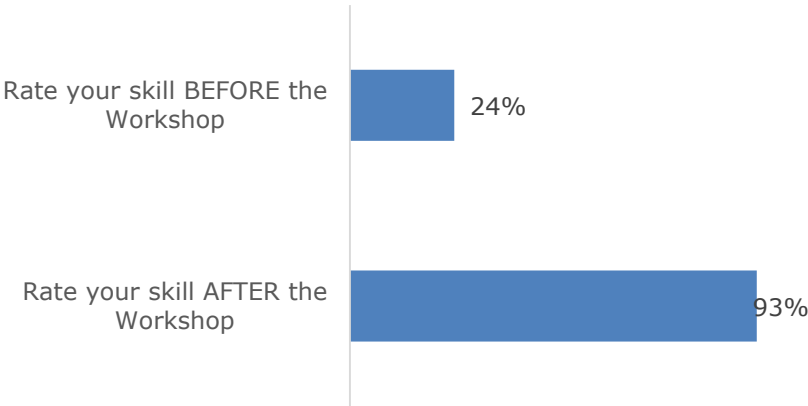
Please rate the following statements using the numerical scale from high (5) to low (1):
(I) Describe their personal behaviour patterns utilising the DiSC Format.



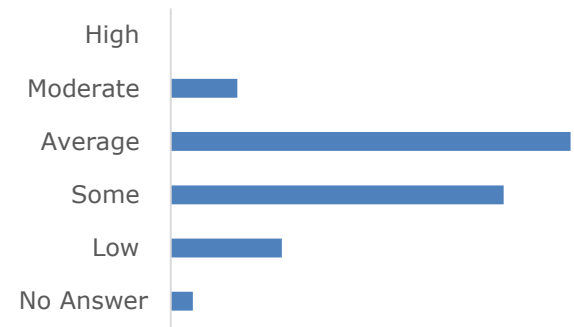
Rate your skill before the programme

Rate your skill after the programme

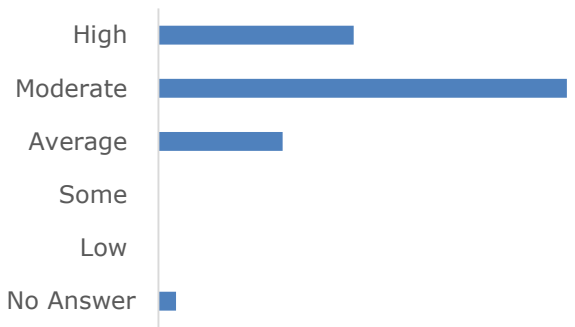
Before-After Difference



Please rate the following statements using the numerical scale from high (5) to low (1):
(II) Restate ways to facilitate better teamwork and minimise conflict.

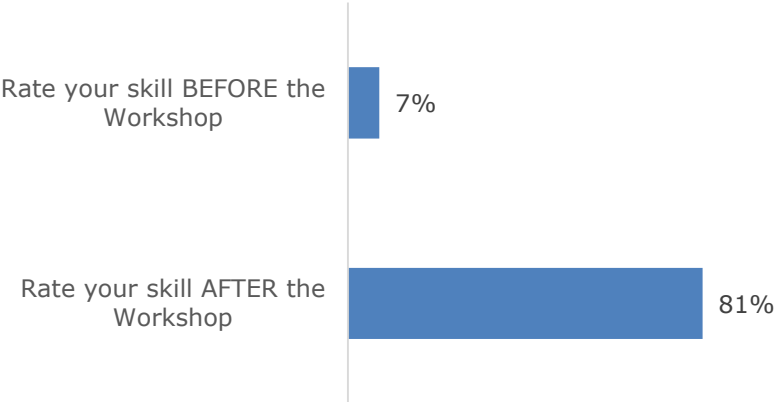


Rate your skill before the programme

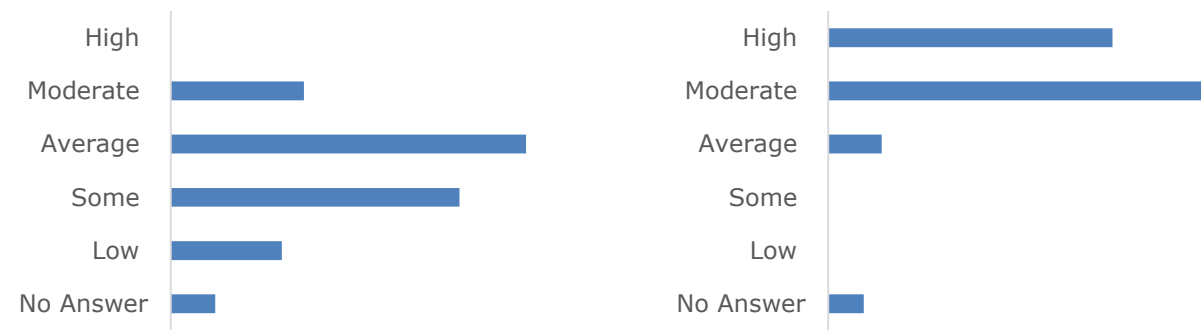


Rate your skill after the programme

Before-After Difference



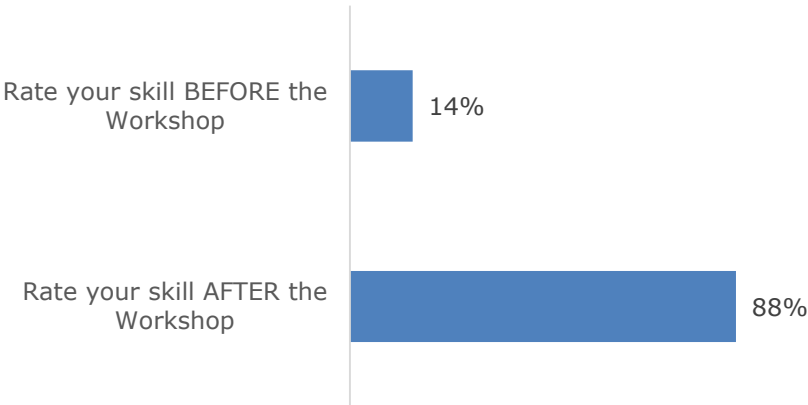
Please rate the following statements using the numerical scale from high (5) to low (1):
(III) Describe the processes of team development.



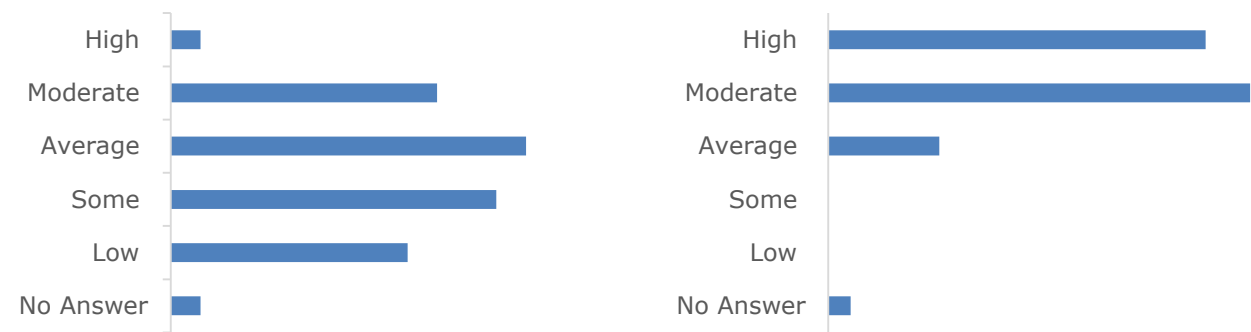
Rate your skill before the programme

Rate your skill after the programme

Before-After Difference



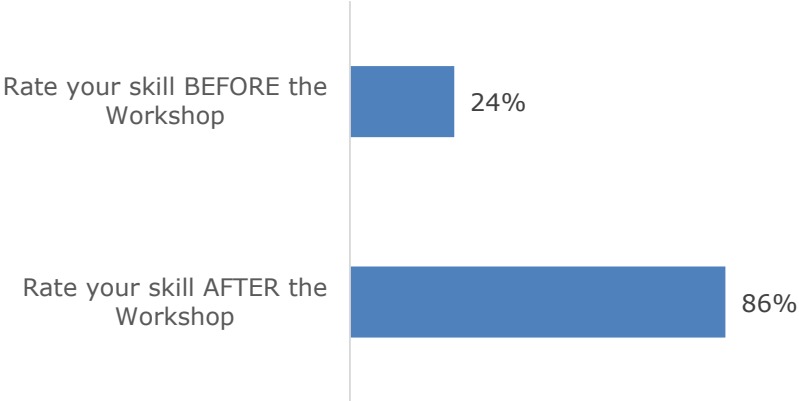
Please rate the following statements using the numerical scale from high (5) to low (1):
(IV) Report on the defining of project need, problem statements, project solution, and scope.



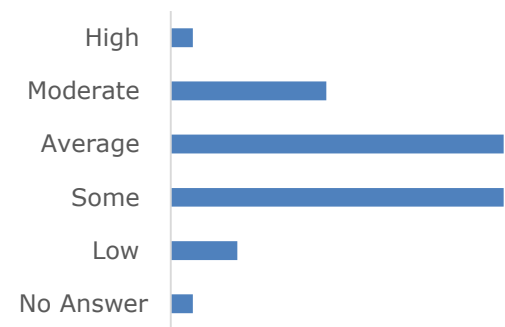
Rate your skill before the programme

Rate your skill after the programme

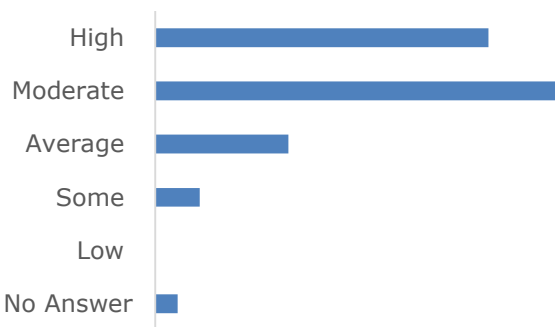
Before-After Difference



Please rate the following statements using the numerical scale from high (5) to low (1):
(V) Recognise effective facilitation skills.

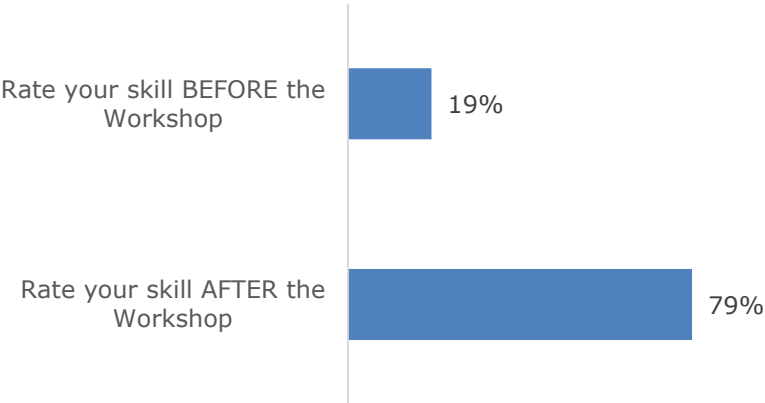


Rate your skill before the programme

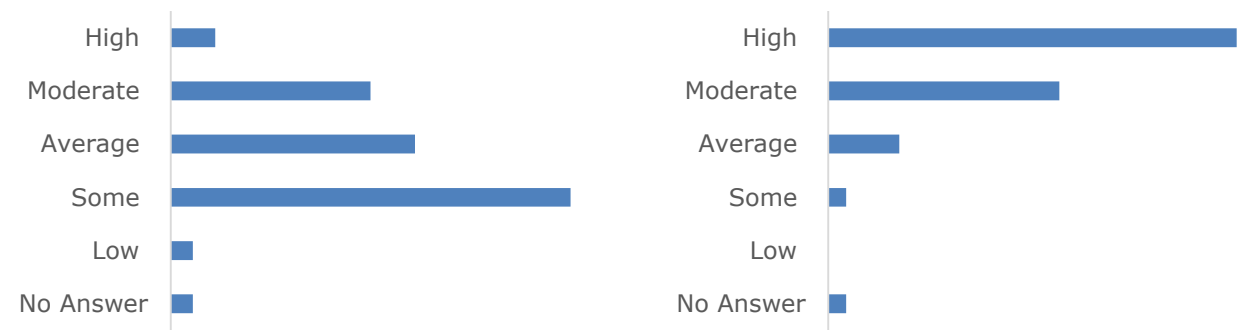


Rate your skill after the programme

Before-After Difference



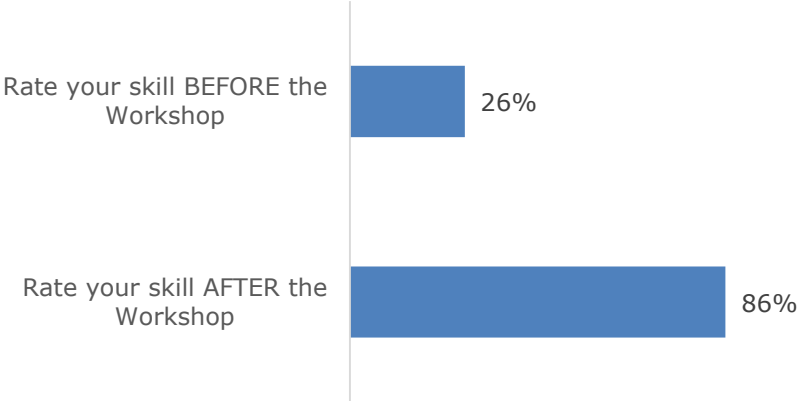
Please rate the following statements using the numerical scale from high (5) to low (1):
(VI) Outline key elements of project planning.



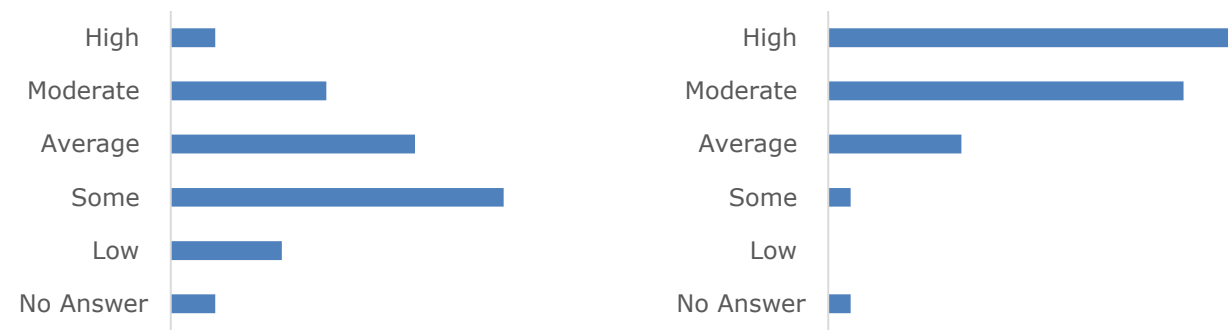
Rate your skill before the programme

Rate your skill after the programme

Before-After Difference



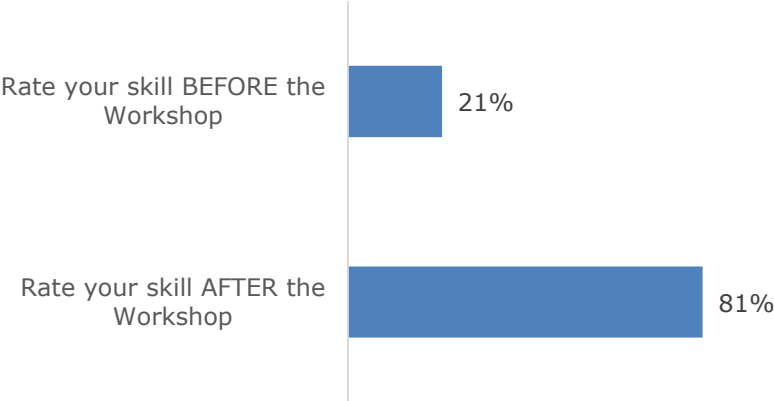
Please rate the following statements using the numerical scale from high (5) to low (1):
(VII) Restate relevant proposal writing techniques.



Rate your skill before the programme

Rate your skill after the programme

Before-After Difference



Workshop Three

13 – 14 October 2015 | KABUL, AFGHANISTAN

Workshop Three was undertaken at the Ministry of Finance in Kabul, between 13 and 14 October 2015. Decision Analysis and Risk Mitigation were covered to enable Fellows to analyse decision making on project design and implementation processes and to anticipate risks and take immediate action to have a smooth project implementation.



Objectives

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

- Describe the importance of Decision Analysis and Risk Mitigation during project design and implementation processes;
- Outline processes to conduct decision analysis while taking into consideration the availability of data (or lack of it);
- Restate rules and expectations of decision analysis and risk mitigation;
- Describe lessons learned and best practices for the better decision making and risk mitigation.



Description

OUTLINE:

Professor David Eaton, University of Texas at Austin, USA delivered the first online session on Decision Making Analysis, using a dynamic matrix to make the concept easier for the Fellows to comprehend. The session continued for four hours with some robust discussion among Fellows, sharing practical examples to contextualize the concept to the local situation in Afghanistan. Mr. Fazil Hadi Fazil, the Coach for the Fellowship 2015 Cycle facilitated the session. He provided some additional examples to augment the session further.

The second theme of the workshop, Risk Mitigation, was covered by Mr. Wes Ven Jonson, a UNITAR Hiroshima affiliated trainer, with the support of Mr. Jawid Hamdard, one of the Coaches for the 2015 Fellowship Cycle. Mr. Ven Johnson started the session by introducing the concept and definition of Risk Mitigation in the workplace. He explained some of the fundamental values in regard to identification and perceiving the urgency of risks at the right time and formulating a robust strategy on how to manage the anticipated risks. Most of the focus of the online session was on the purpose of Risk Mitigation and processes to put in place for achieving the goal outlined. A number of real world examples and good practices in the identification and assessing of risks in order to find solutions based on local knowledge for better mitigation were offered. In risk assessment, he emphasized to focus on risk likelihood and risk impact through which project planners would be able to prioritize the risk and design an effective action plan. The highlight of this session was understanding that risk is a normal occurrence when dealing with project development and implementation and it must not only be expected and planned for, but also, channelled for positive results. The presentations had built-in practical exercise sessions to help Fellows establish relevance to their proposed projects, and theories being covered. Crucially, the processes and models being presented during the session were with particular regard to the context in Afghanistan, as it moves from being dominated by series of conflict related risks and decision making.

Workshop Four

16 – 20 November 2015 | HIROSHIMA, JAPAN

Workshop FOUR, attended by 41 Fellows, 9 Coaches, 3 Mentors, and 2 Resource Persons, totalling 53 participants, took place in Hiroshima, Japan, between 16 and 20 November 2015. The workshop allowed Fellows to gain an in-depth understanding of Project Implementation, and Social Capital.

MODULE ONE: Leading Project Implementation

This module focused on equipping participants with knowledge regarding the project implementation process; how a project “fits” within the implementing organizational structure and vision; and skills to secure sponsorship for the implementation of the project. It is further designed to help participants grow as leaders, examining where Fellows can focus their energies to develop an effective team with the potential to implement projects with larger impact. Towards the end, participants learned skills on how to utilise learning gained through the Fellowship to create better systems within their own organizations and departments inside Afghanistan.



MODULE TWO: Introduction to Social Entrepreneurship

This module sought to enhance participants' knowledge regarding utilising social business leadership skills to solve social issues, such as poverty, environmental degradation, lack of sanitation, and access to education, through innovative and creative ideas, while helping to create jobs and promote rebuilding their own communities and regions within Afghanistan. Participants were encouraged to play an active role in creating a successful climate for social businesses in Afghanistan, as a response to the disparity and lack of jobs that exist so as to reduce helplessness, and ultimately reduce violence.

Objectives

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

- Describe the importance of “selling” a project;
- Explain the process behind assessing the “fit” of a project within an implementing organization;
- Discuss key elements of implementation team selection and management;
- Review strategies for ongoing communication;
- Discuss key elements of a social business;
- Outline the concepts behind Social Capital.

METHODOLOGY:

Interactive Lectures

Presentations were made by Resource Persons examining the themes of the workshop from a broad theoretical perspective down to case studies examining real-world implementation. These presentations were augmented by practical exercises and frequent discussion from the floor, which served to contextualise the issues being examined.

After-Action Reviews

Representing a key component of the workshop, and implemented by the Coaches, the after-action review took place at the start of each morning session, reviewing the major points learned in the previous day of training, as well as the specific frames of reference as applied to these by participants.

Description

OUTLINE:

Mr Berin McKenzie, Specialist at the UNITAR Hiroshima Office, opened the Workshop by thanking all of the Mentors who could not be present at 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, and the Fellowship, as well as the Hiroshima Municipal Government, which also subsidises a portion of the Fellowship.

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

- Japanese Statistics;
- Japanese History;
- 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 team presentations, with the input of the gathered Resource Persons, Mentors, ARPs, Coaches, and UNITAR Staff.

Teams were then invited to present the projects they have been developing and improving since Workshop Two in Abu Dhabi. Teams were given six minutes to present their projects, which was followed up by five minutes of comments and recommendations from the panel of Resource Persons, Mentors, ARPs, and UNITAR staff.

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;
- By and large, good presentation styles and self-confidence;
- Some teams 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;

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 of not only the bombing of Hiroshima, but also 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.

- The incorporation of progress indicators and measurements;
- The need for greater stakeholder analysis;
- A greater focus on communication mechanisms;
- Strengthening the monitoring and evaluation components of the projects.



Prior to a self-directed tour of the Hiroshima Peace Memorial Museum, an outline was delivered by Ms Kahori Wada, Curator of the Hiroshima Peace Memorial Museum, examining the lead-up to, and the context of the bombing of Hiroshima. The presentation also covered the reconstruction of the City, and the ensuing question and answer period allowed for some in-depth discussions regarding similarities and differences between the experiences of Hiroshima, and Afghanistan.



A welcome reception was then graciously hosted by the Prefectural Government of Hiroshima, with a speech delivered by the Chief of International Affairs for the Hiroshima Prefectural Government, Mr Takashi Murakami. Speeches were also delivered by the two UNITAR Youth Ambassadors, representatives of Hiroshima's young generation, who, having won a regional essay writing contest, were appointed for a one-year term. These young leaders are then invited to attend UNITAR events, to liaise with participants, and to deliver speeches on global issues from the perspective of a young person growing up in a city with the global significance of Hiroshima.

The next session began with an After Action Review, led by Coaches of the 2015 Cycle, examining what messages had been garnered from the experiences of the previous day. This was followed by a team exercise to allow Fellows to determine how their teams 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 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. Three out of the ten teams managed to protect the egg, however, many of these had gone over budget. This was discussed, along with team roles and development stages, during the following After-Action Review period, led, once again, by Coaches.

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
- 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.



The following session began with Dr. Lorne Jaques, of the University of Calgary, another key architect of the Fellowship programme, and sought to expose Fellows to the potential of the Fellowship outside of the projects on which they are working. The module examined:

- Critical Thinking;
- “Followship”;
- Self-efficacy;
- Development through Projects;
- Social Capital and Civil Society;
- Agency and Stakeholders;
- Re-thinking Project Planning.

Ms. Shona Welsh, Manager of Corporate Training and Continuing Education University of the North Atlantic delivered a session on Organisational Change Management. 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:

- Bridges Transition Model (2003)
- Prochaska Trans-Theoretical 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.

TEAM PRESENTATIONS:

All Fellows

The final day of the workshop saw Fellows provide team 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 team, 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 team presentations were as follows:

Team One: Establishing an Innovation and Entrepreneurship Center (IEC)

Team Two: Apprenticeship and Mentorship for Recent Graduate Engineers

Team Three: Decrease the Mortality and Morbidity Rate in Shakardara District, Kabul

Team Four: Launching a Study Lounge

Team Five: Establishing an emergency trauma center at a main hospital in Kabul

Team Six: Developed Bridges: More Connections and a United Country

Team Seven: Creation of Market Linkage for Persons with Disabilities (PwDs)

Team Eight: Empowering female staff of AKF-Bamyan through increasing the effectiveness of their interaction platform

Team Nine: Developing a Training Evaluation System for the Aga Khan Foundation Afghanistan

Team Ten: Upgrading Procurement Management Information Systems (PMIS)

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 teams. Overall the panel agreed that the standard and focus of the presentations was one of the strongest on record.

Graduation Ceremony

With the successful completion of the Workshop IV, a graduation ceremony was held in Hiroshima. A number of guests from UNITAR Hiroshima Office supporting institutions were invited to observe the celebration of the day and offer their remarks. Mr. Berin McKenzie, Specialist, UNITAR Hiroshima Office, opened the graduation ceremony with his remarks, congratulating Fellows on their achievement of successfully completing the *UNITAR Afghanistan Fellowship Programme*. Dr. Michael Fors joined Mr. Berin McKenzie to offer Certificates of Completion to the Fellows, as well as Coaches, for their role in working with the *UNITAR Afghanistan Fellowship Programme* for 2015 cycle. The graduation ceremony was completed with Fellows, Coaches, and ARPs performing an Afghan Cultural Show, entertaining participants with an Afghan dance show.



Conclusions

EVALUATION DATA

The responses received from the Fellows were overwhelmingly positive, as outlined below. For example, 94% of respondents agreed or strongly agreed that it is likely that they “will use the information acquired”, with 87% indicating that the content of the Workshop was relevant to their job. From a total of 33% of participants who felt that they possessed a high to moderate “*understanding of the key elements of implementation team selection and team management*” before the workshop, 92% of respondents felt that they had gained a high understanding of such in the interim. Similarly, with regard to “*understanding of the process behind assessing the “fit” of a project within an implementing organization*”, those indicating that they had a high to moderate understanding grew from 47% of total respondents to 85% by the end of the workshop.

With regard to the methodology utilised in the workshop, including interactive lectures, after-action reviews, and practical exercises, 100% 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 100% of respondents.

The UNITAR Hiroshima Office thanks all of those involved in the 2015 Cycle of the Afghanistan Fellowship Programme, and looks forward to incorporating responses and lessons learned into the instructional design phase of the 2016 Cycle.

2015 Cycle – Workshop IV Evaluation

The evaluation method employed for the *UNITAR Afghanistan Fellowship Programme Workshop IV* 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.

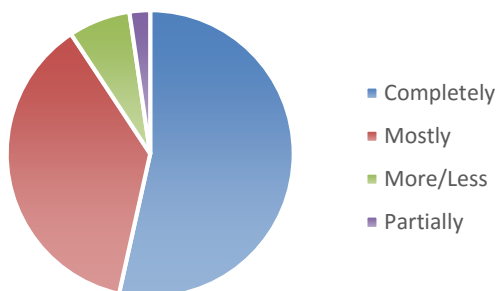
The participant feedback evaluation questionnaire examined the following areas in detail:

- 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

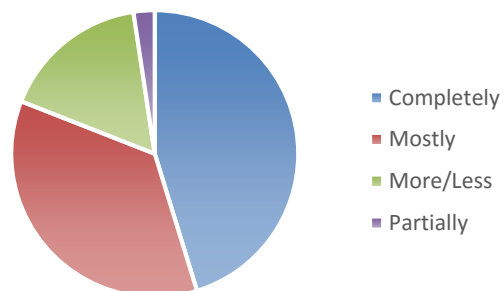
MAJOR FINDINGS AND RECOMMENDATIONS

PRE-EVENT INFORMATION

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



Useful (in terms of making an informed decision)



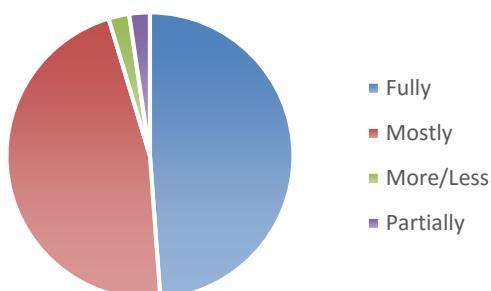
Accurate (in terms of matching what took place)

LEARNING OBJECTIVES

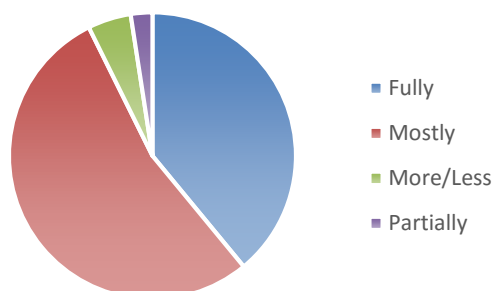
A large majority of participants agreed that they had achieved the learning objectives. Following are a detailed description of participants' reaction to the questions.

LEARNING OBJECTIVE I:

Review key elements in leading project implementation



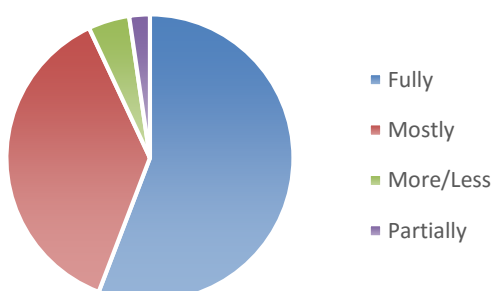
Relevance of objective to your learning needs



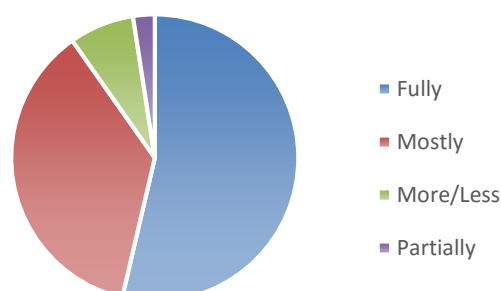
Extent to which you met learning objective

LEARNING OBJECTIVE II:

Restate project implementing in context of organizational performance



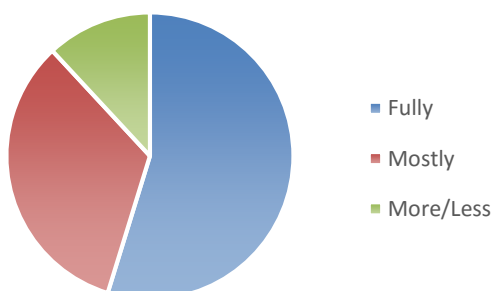
Relevance of objective to your learning needs



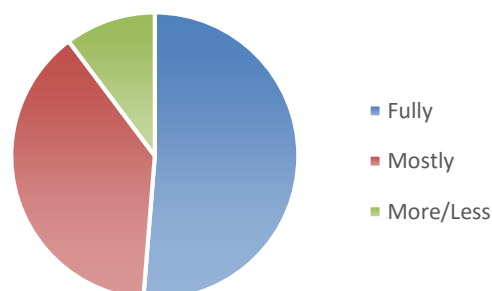
Extent to which you met learning objective

LEARNING OBJECTIVE III:

Describe organisational change management and management:

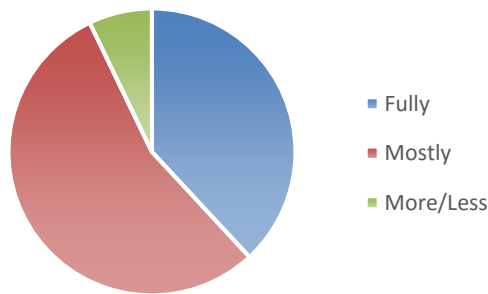


Relevance of objective to your learning needs

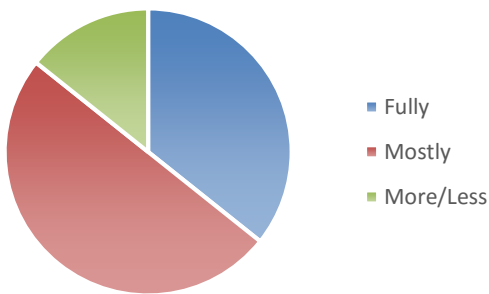


Extent to which you met learning objective

LEARNING OBJECTIVE IV:
Report on importance of project “fit” within the organizational context

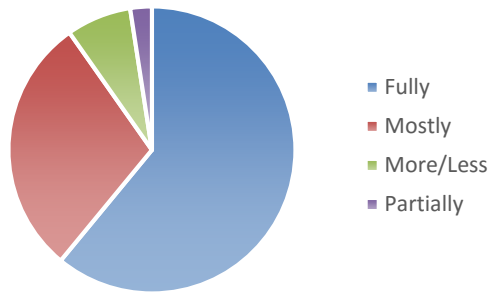


Relevance of objective to your learning needs

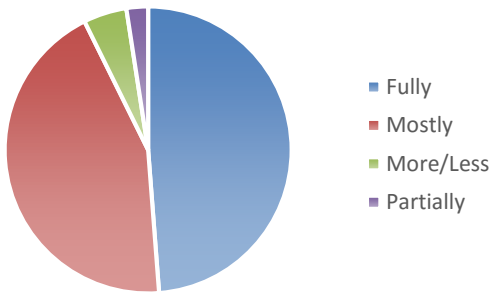


Extent to which you met learning objective

LEARNING OBJECTIVE V:
Restate team performance evaluation:

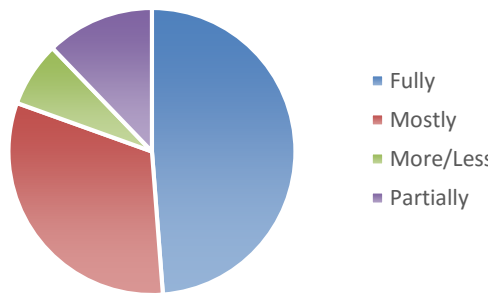


Relevance of objective to your learning needs

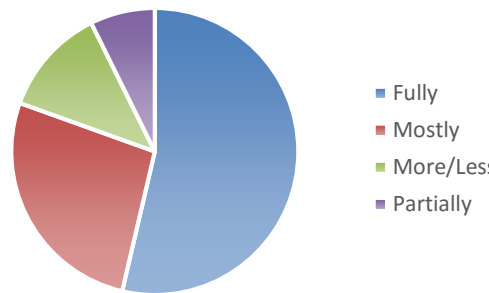


Extent to which you met learning objective

LEARNING OBJECTIVE VI:
Outline key elements of social business leadership

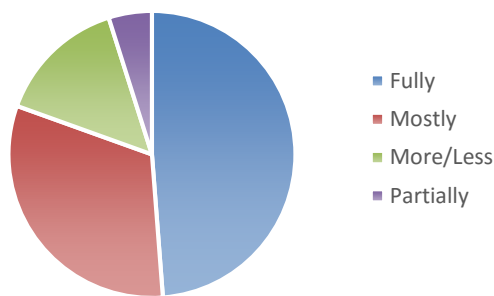


Relevance of objective to your learning needs

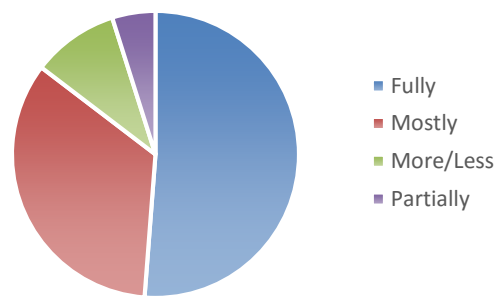


Extent to which you met learning objective

LEARNING OBJECTIVE VII:
Recognise key elements of winning training ingredients



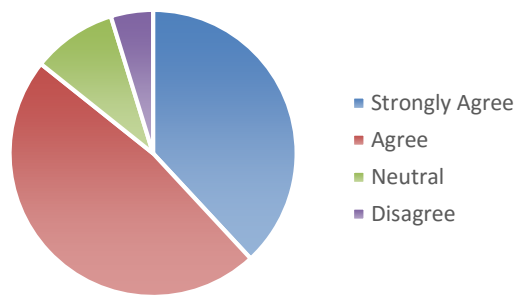
Relevance of objective to your learning needs



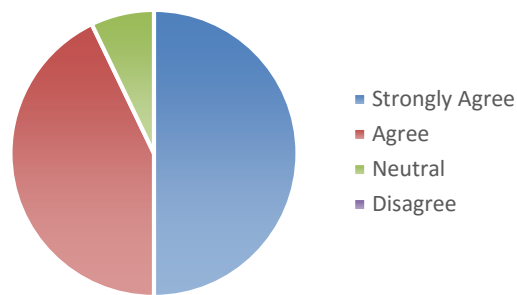
Extent to which you met learning objective

5. VALUES, RELEVANCE AND INTEND TO USE

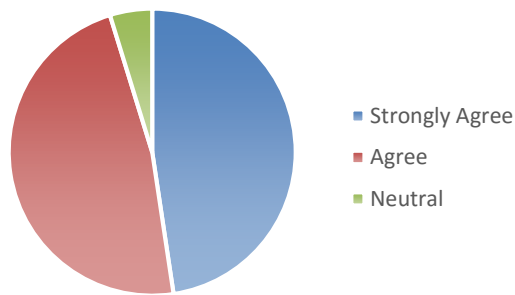
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1):



The information presented in this workshop was new to me



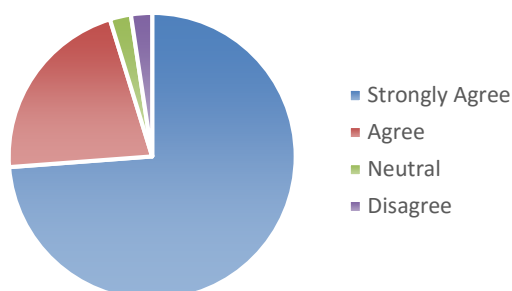
The content of the workshop was relevant to my job



It is likely that I will use the information acquired

6. METHODOLOGY:

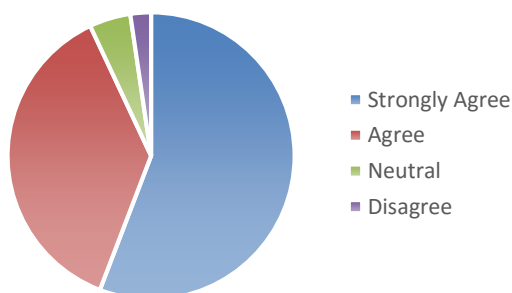
The methodology used in this workshop included lecture, study tours and practical exercises



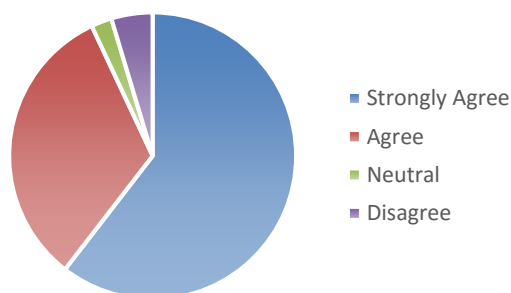
The event's methodology was useful given the learning objectives

7. OVERALL EFFECTIVENESS OF THE TRAINER(S)/FACILITATORS was (WERE)

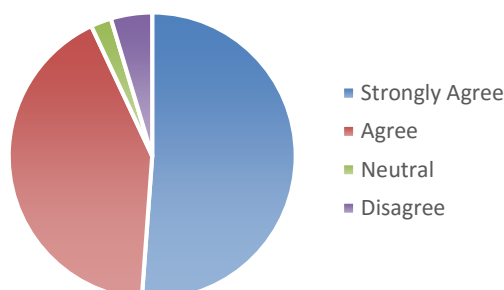
Please rate the following statements using the numerical scale from strongly agree (4) to disagree (1). The trainer(s)/facilitator(s) was (were) effective at:



Presenting information



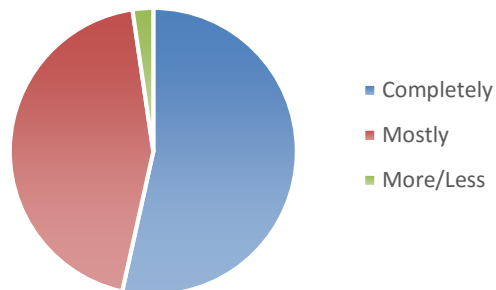
Responding to questions of participations



Stimulating participant involvement

8. APPLICABILITY OF AFTER ACTION REVIEW AND PACTIAL EXERCISES:

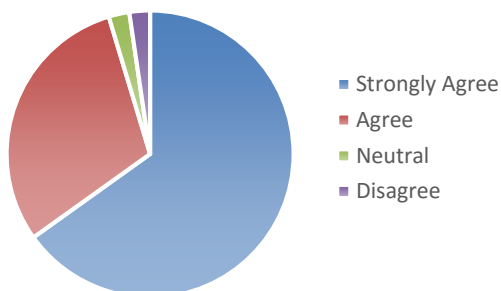
The assessment of learning included After-Action Reviews and Practical Exercises:



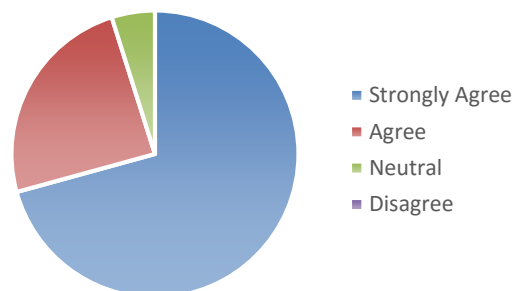
How useful was (were) the method(s) in helping you to achieve the learning objectives?

9. OVERALL SATISFACTION OF THE WORKSHOP:

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



Overall, the workshop was very useful

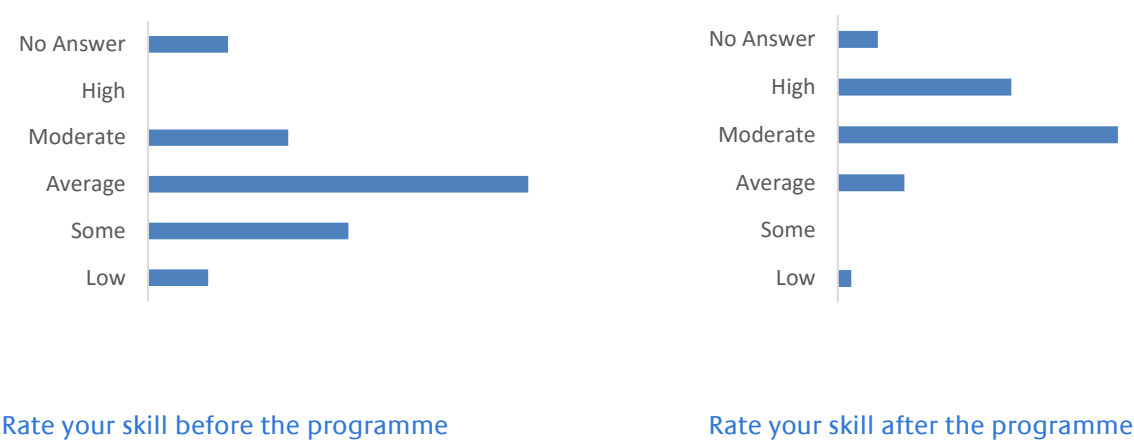


I will recommend this workshop to a colleague

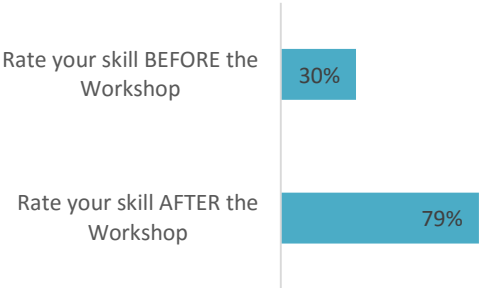
PARTICIPANT SELF-ASSESSMENT QUESTIONNAIRE

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

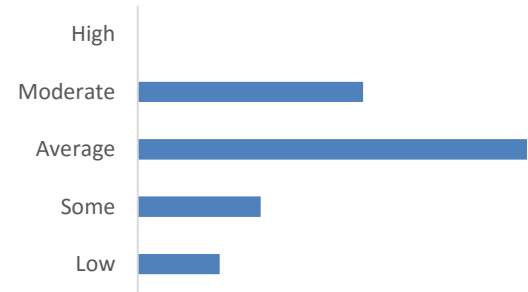
Please rate the following statements using the numerical scale from high (5) to low (1):
(I) Describe the key elements in leading project implementation



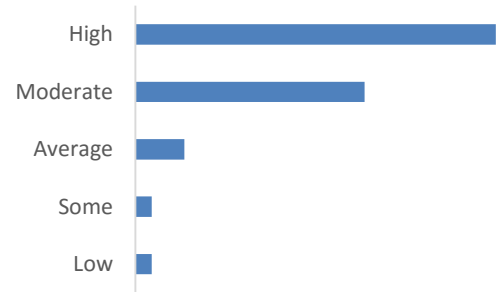
Before –After difference



Please rate the following statements using the numerical scale from high (5) to low (1):
(II) Restate project implementation in context of increasing organizational performance.

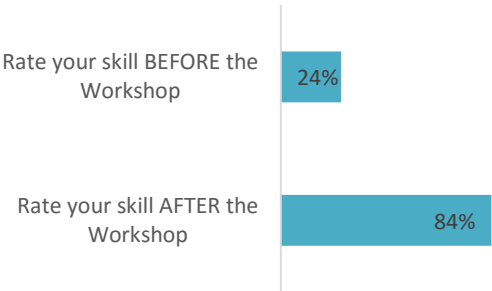


Rate your skill before the programme

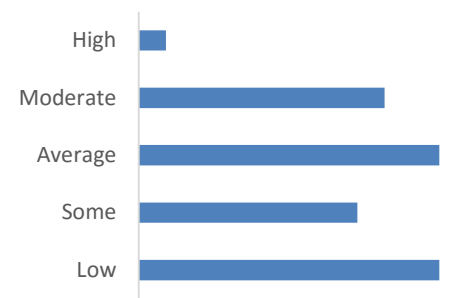


Rate your skill after the programme

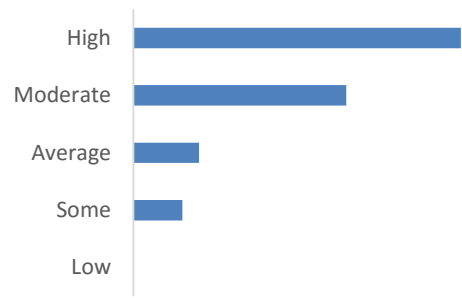
Before –After difference



Please rate the following statements using the numerical scale from high (5) to low (1):
(III) Describe organizational change management.

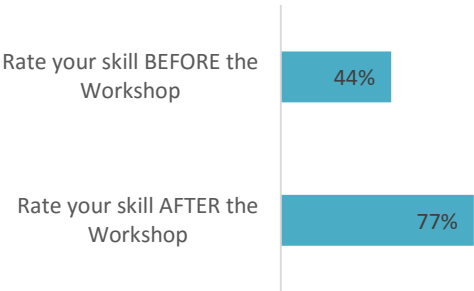


Rate your skill before the programme

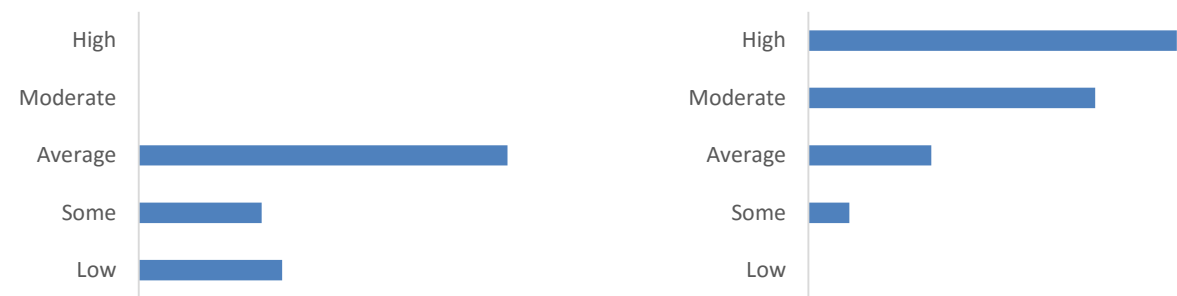


Rate your skill after the programme

Before –After difference



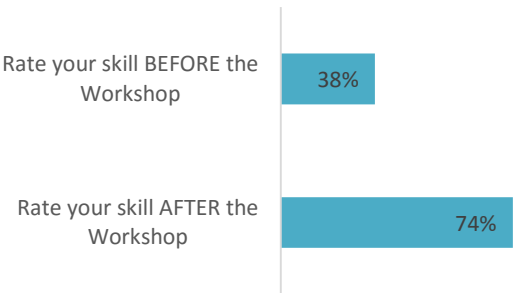
Please rate the following statements using the numerical scale from high (5) to low (1):
(IV) Report on the importance of project “fit” within organizational context



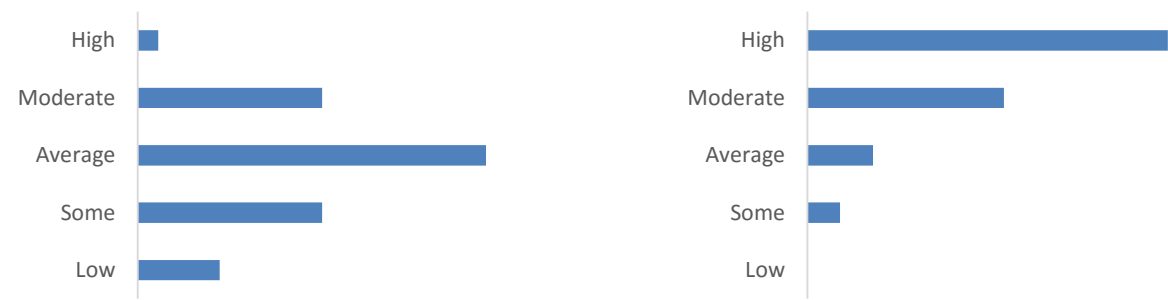
Rate your skill before the programme

Rate your skill after the programme

Before –After difference



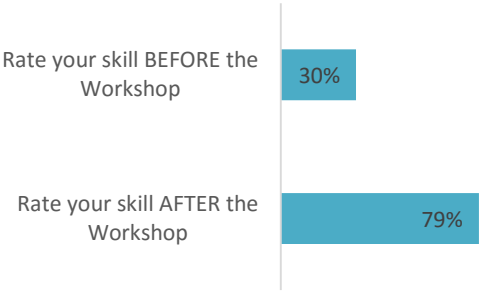
Please rate the following statements using the numerical scale from high (5) to low (1):
(V) Restate team performance evaluation.



Rate your skill before the programme

Rate your skill after the programme

Before –After difference



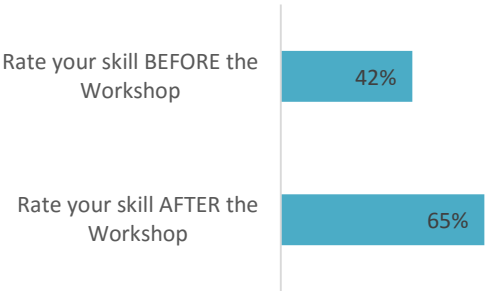
Please rate the following statements using the numerical scale from high (5) to low (1):
(VI) Outline Social business leadership



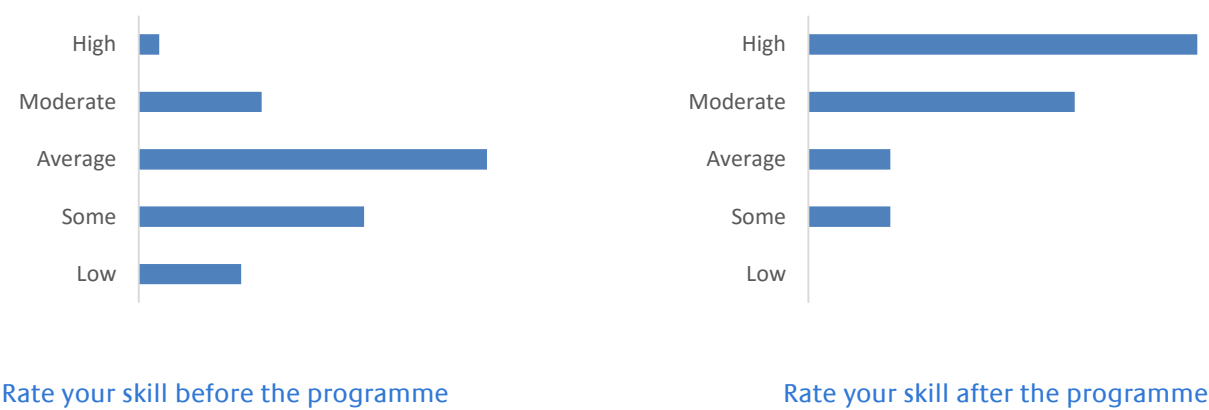
Rate your skill before the programme

Rate your skill after the programme

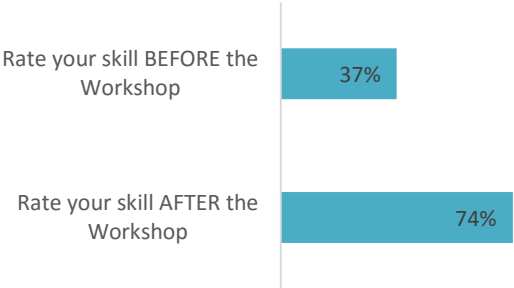
Before –After difference



Please rate the following statements using the numerical scale from high (5) to low (1):
(VII) Recognise key elements of winning training ingredients



Before –After difference



Annex One: Participant Profiles

Group 1**Hekmatullah BARIKZAI**

Hekmatullah Barikzai completed his Diploma in Information Technology, and is currently completing his Bachelor of Business Administration at Kardan University. In 2009, he began work as an Interpreter/Translator with the United States Marine Corps in Helmand, Afghanistan. Mr Barikzai joined the National Rural Access Programme, Ministry of Public Works team as a Procurement Assistant in 2010, and moved to the Programme Implementation Unit Executive Section in 2012, where he is currently working as an Admin Associate.

**Arefa PAIKAR**

Arefa Paikar graduated from the Social Science Faculty at Kabul University in 2011, and with a Master's in Public Policy and Administration in 2014. Ms. Paikar began working with the Ministry of Higher Education as a trainer in 2011 and in 2015 became the Gender Director. During her six years' experience, she has focused on gender equality and education, including projects with the Ministry of Education and the Swedish Committee for Afghanistan. She also participated as a Female Student Leader at the University of Arkansas, USA, and in several national and international conferences.

**Abdul Shakoor QANI**

Abdul Shakoor Qani graduated with a Bachelor of Business Administration from Pune University, India in 2012. He is currently undertaking his Master's in Business Administration at Kardan University, Afghanistan. Fluent in English and Hindi, Mr Qani has been employed by national and international organisations since 2012. He has attended a range of different workshops and training programs, including on Project Management, Export Promotion and Value Chain Analysis, and the Stakeholders Conference on the Afghanistan Natural Ingredients sector.

**Tahmas UZ**

Tahmas Uz has worked more than five years with the Aga Khan Foundation, and is currently the Civil Society Coordinator in the Takhar Regional Office. Mr Uz graduated with a B.Sc. from Takhar University Department of Education Studies in 2012, where his thesis explored the impact of environmental factors on living organisms. He also completed a Diploma in Business Administration at Abraq Institute of Management Sciences Kabul in 2010.



Group 2**Farhad Ahmad MOHAMMADZAI**

Farhad Ahmad Mohammadzai graduated with a bachelor's degree in Finance from the American University of Afghanistan (AUAF) in 2014. In 2012, he worked voluntarily as a work-study assistant at AUAF. In 2013, he started his professional career at the Pashtany Bank and is currently working as a secretary and assistant to the CEO. During his employment, he has provided free trainings supported by USAID projects to the bank's employees. Mr Mohammadzai holds membership of the AUAF Alumni Association Board, AIESEC Global Talent Program, and Rotary Peace Organization. He is currently writing a research paper on Establishing Capital Markets in Afghanistan.

**Ahmad Shuaib SHAHPAR**

Ahmad Shuaib Shahpar graduated from Presto University of Islamabad, specialising in business and marketing. Since 2009, he has worked with AKF as a Regional Market Development Program Coordinator.

**Ahmad Hijrat SHINWARI**

Ahmad Hijrat Shinwari graduated from Kabul University, Engineering faculty in 2005 with a Civil Engineering degree, and received his EMBA from India's Mahatma Ghandi University in 2012. In 2006, he joined the United Nations Office for Project Support (UNOPS) and worked for six years in a variety of positions, focusing on the construction of schools, clinics, custom offices, governmental buildings etc. Since January 2012, Mr Shinwari has worked as a Quality Control Director in the Ministry of Public Works, where he is responsible for ensuring coordination of decisions and functions of the MoPW, with that of the Quality and Control directorate.

**Mohammad Rahim STANIKZAI**

Mohammad Rahim Stanikzai completed his Bachelor in Business Administration from Kardan University in 2011 and his MBA from Bakhtar University. He has held a number of ICT roles in the Ministry of Rural Rehabilitation and Development, and the Ministry of Agriculture, Irrigation and Livestock, where he is currently the ICT Director since 2012.



Group 3**Ahmad Zia ANWARI**

Ahmad Zia Anwari completed his BA in Law from the International Islamic University Islamabad in 2002, and received his EMBA in Human Resources Management in 2006 from Preston University. Mr Anwari currently works as the Human Resources Director at the Ministry of Information and Culture since August 2014. Prior to this, he worked as a Human Resources and Civil Service Reform Advisor with the Afghan Civil Services Support Program at the Afghanistan Independent Civil Service and Reform Commission, and as a Legal and Capacity Building Advisor with the World Bank, Asia Development Bank and UNCTAD joint trade facilitation Project at the Ministry of Commerce and Industry between 2007 and 2009. He can speak English, French, Arabic, Pashto and Persian.

**Mariam GHAZNAVI**

Mariam Ghaznavi holds a bachelor degree in Business Administration and works as a Human Resource Manager at OXUS Group. She has previously assisted OXUS as a Senior Coordinator for Afghanistan Business Development Program. She participated in the 2013 Study of the U.S. Institute Women's Leadership Institute at the University of Kansas, and supports women with literacy and professional development programs. She has competed in debates at the Netherlands Embassy, U.S Embassy, American University and Malaysia Debate Open in 2012 and 2013 and is a co-founder of the Open Debating Society of Afghanistan.

**Sayed Ali HOSSEINI**

Sayed Ali Hosseini graduated from Allama Tabatabaee University, Tehran with a M.A. in International Law. For ten years, he voluntarily managed a NGO, which provided library and cultural services to Afghan refugees in Iran. After returning to Afghanistan, he worked as a consultant in two projects on the rights of men and women workers. In 2010, he joined Kateb University, Law Faculty, as an assistant professor before joining UNAMA as a National Human Rights Officer. He continues to teach Administrative Law and International Law at Kateb University, as an honorary assistant professor.

**Karima JOYAN YOUSOFZAI**

Dr. Karima Joyan Yousofzai graduated with a Medical Doctor degree from Kabul Medical University in 1998, and a diploma in Public Health from Kardan Educational Institute Kabul. Fluent in Dari and conversant in English, Dr. Joyan Yousofzai currently works in the Ministry of Public Health Community Health Based Care Department as a Women Development Officer. Prior to this position, Dr. Joyan Yousofzai worked as a Maternal and New Born Health Care Advisor at URC Health Care Improvement Project Afghanistan, in both private and government hospitals.

**Mukhtarullah MUKHTAR**

Mukhtarullah Mukhtar graduated with a Bachelor of Business Administration from Kardan University, Kabul in 2011. He currently works as a Special Assistant to the President of the Islamic Republic of Afghanistan. Prior to this, he was the Chief of Staff of the Transition Coordination Commission. Mr Mukhtar has work experience in range of programs managed by the Ministry of Rural Rehabilitation and Development. He is also member of the Code of Conduct Commission of the International Cricket Council.



Group 4**Farhad FAREWAR**

Farhad Farewar graduated with a MD at Balkh Medical College, Mazar-e-Sharif and completed his M.Sc. in International Health Policy and Management from Brandeis University, USA in 2012. Dr Farewar has held a variety of clinical, lecturer and policy roles, including at the Balkh Medical College as a dermatology lecturer, the Ariana Clinic as a dermatologist, the Swedish Committee for Afghanistan, as a Health Services Chief Officer and HR Chief Officer, and the Bakhtar Development Network as Managing Director and Lead PCH Project Manager. Dr Farewar has worked for over eight years with the Ministry of Public Health in a number of senior positions. He is currently the Senior Advisor to the Minister of Public Health since 2013.

**Aziz MODABIR**

Aziz Modabir is currently the Chief of Staff at the Ministry of Public Works.

**Merajuddin RASHID**

Merajuddin Rashid received a Bachelor of Business Administration from Pakistan in 2008 and a MBA from India in 2010. He joined the Procurement Policy Unit at the Ministry of Finance as a Senior Contract Management Specialist in 2008. Mr Rashid is currently serving the National Procurement Authority as a Senior Policy Specialist.

**Sayed REZWAN**

Sayed Rezwan graduated from the English Literature Faculty of Balkh University in 2014. Since then, he has been working in the Directorate of Public Works, within the Ministry of Public Works.



Group 5**Mohabbatullah AHMADI**

Mohabbatullah Ahmadi holds a B.A. in Literature from Kabul University and a Master's in Business Administration from the American University of Afghanistan. Mr Ahmadi is currently the Communications Unit Head at the Comprehensive Agriculture and Rural Development Facility, as well as an Adjunct Professor of Business at the American University of Afghanistan.

**Said Habib ARWAL**

Said Habib Arwal graduated with a M.D. degree from Kabul Medical University in 1996 and M.A. degree in Community Change Health and conservation from Future Generation University, America. His M.A. thesis was on Community Based Health Care in Afghanistan. Dr. Arwal was employed in Nangarhar province as a Health Cluster team leader prior to join Ministry of Public Health. He is now National Coordinator of MoPH- CBHC Programme in Afghanistan, and is also an international lecturer on CBHC and public health.

**Nesar Ahmad SEDIQ**

Nesar Ahmad Sediq graduated from the Social Science Faculty of Kabul University in 1996, and received a Diploma of Business Administration from the Kardan Institute in 2006. He has held several positions in the Ministry of Public Health and is currently working as a Cultural Relations Officer in the International Relations Department.

**Mamosai ZIWAR**

Mamosai Zivar graduated with a M.D. degree from Kabul Medical University in 1992, completing her specialization in anaesthesia and ICU (Master, MCPS) from the Postgraduate Institute of Pakistan in 2006. Dr. Zivar completed the MPH program from Jodhpur National University of India in 2013. Fluent in Pashto, Dari and English, Dr. Zivar has worked at the Ministry of Public Health since 2010. She is the Project Manager of the National Intensive Care Unit Project in the Department of General Directorate of Curative Medicine of Ministry of Public Health.



Group 6**M. Masoud FAIZI**

M. Masoud Faizi graduated from the Industrial and Civil Engineering Faculty of Tambov State Technical University in Russia. Mr Faizi currently works as an Engineer of Monitoring and Evaluation of Development Projects at the Planning and Policy Directorate in the Ministry of Higher Education.

**Ahmad Rashid HABIBI**

Ahmad Rashid Habibi graduated with a B.Sc. in Civil Engineering from Kabul Polytechnic University in 2009, after which he worked in various positions as a structural engineer and construction engineer. Mr Habibi has been working since 2011 as a Bridge Design Engineer for the National Rural Access Program (NRAP) in the Ministry of Public Works

**Mahboob RAHMAN**

Mahboob Rahman graduated with a Diploma in Business and Administration in 2009 from Kardan Higher Education Institute, Kabul. He is currently studying Law and Political Science at RANA University, Kabul. Mr Rahman has thirteen years work experience with different projects funded by USAID.

**Khatara SHAIKHANI**

Khatara Shaikani graduated with a Bachelor from the Law Department of Political Sciences at Kateb University in 2011, and is currently studying her Master's in International Relations. She has worked as an Admin Director and Legal Advisor in private companies, as well as a Sub-Director with the Independent Administrative Reform and Civil Service Commission.

**Assadullah ZARMALWAL**

Assadullah Zarmalwal is completing his Bachelor of Business Administration with Khana-e-Noor University. He has worked with several organisations, with his experience being in contract management and procurement. Mr Zarmalwal is currently working as a Senior Procurement Associate with the National Rural Access Program of the Ministry of Public Works.



Group 7

**Ahmad Shafiq KHALIQYAR**

Ahmad Shafiq Khaliqyar has worked with the French Medical Institute for Children, Kabul since 2005 holding a range of positions, and is currently the Materials Management Manager. Mr Khaliqyar completed his Diploma in Business Administration, specialising in Finance at the Kardan Institute of Higher Education, Kabul.

**Noorullah NAIEL**

Noorullah Naiel graduated from the Law and Political Science Faculty of Balkh University of Afghanistan in 2010. Mr Naiel joined the Procurement Policy Unit in the Ministry of Finance as a Procurement Officer in 2012.

**Lutfullah NOORZAI**

Lutfullah Noorzai holds a Bachelor degree in Education from Nangarhar Islamic University, a Diploma in Management from Kardan University, and a Master's in Strategic Management from World Wide Science University. Mr Noorzai has more than 14 years' professional work experience in HR, Administration and Procurement for various international bodies. He is currently working as the Administration Manager for a World Bank-funded project implemented by the Ministry of Rural Development and Rehabilitation.

**Mohammad Naim SABORY**

Mohammad Naim Sabory obtained his B.A. in Economics from Balkh University in 2005. He began working with the Aga Khan Foundation Baghlan Regional Office in 2006 as a Finance Officer with the National Solidarity Program, before becoming an Evaluation, Research and Learning Officer in 2009. Since 2011, he has worked as a Market Development Coordinator.



Group 8**Didar Ali DIDAR**

Didar Ali Didar graduated with a B.A. in Sociology from Kabul University in 2008, and a M.A. in Sociology from the University of Pune, India in 2011. He is the Regional Manager, Monitoring, Evaluation Research and Learning Unit at the Aga Khan Foundation since 2014. Prior to this, he worked as a Research and Advocacy Expert and Manager at the Human Rights Research and Advocacy Consortium. He has worked at a number of organisations, including USAID, the Agency for Social Services and Rehabilitation of Afghanistan, and the Afghan General Consulate in Mumbai.

**Samiullah ELAM**

Samiullah Elam completed his Master's in Business Administration at Preston University in 2007. He has worked as a lecturer in Project and Strategic Management at Kardan University. Mr Elam has translated various books on communication and management into Pashto. He is currently working as a Master Trainer with Rokyan Management Consultancy.

**Noorullah NABIZAI**

Noorullah Nabizai graduated with a B.Sc. in Agriculture from Nangarhar University in 2007, and is currently undertaking his MBA at Kardan University, Kabul. He has worked with national and international NGOs in different positions, including Master Trainer in Nangarhar Afghan Agriculture Training Centre and Monitoring and Evaluation Coordinator in Afghan Women Resource Centre. He gained a certificate in Monitoring and Evaluation from Aga Khan University in 2015. After joining AKF-A as National M&E Coordinator in 2010, he became National Manager Education, Monitoring Evaluation and Research in 2013.

**Omar Fahim SAID KHILLY**

Omar Fahim Said Khilly graduated from the Law department of the National Military Academy of Afghanistan, and a Legal Law Master's in Political Science from the Azad Islamic University, Kabul. Mr Said Khilly has taught in various colleges since 2012 and is currently working as a law lecturer at Tabesh University.

**Sayed Mustafa SAYEDI**

Sayed Mustafa Sayedi graduated with a Bachelor of Literature in 2006, and Master of Dari Language and Literature in 2013 from Kabul University. Between 2007 and 2012, Mr Sayedi worked in the Civil Reform Commission, and since 2012 has worked as the Policy and Planning Director of the Deputy Ministry of Youth Affairs.



Group 9**Jamil ANSARI**

Jamil Ansari graduated with a B.A. from the English Department Literature Faculty in Mazar-e-Sharif University in 2006. Mr Ansari has more than 9 years' experience working with the Ministry of Industry and Commerce in Hairatan. He is currently working with the Astras company in Hairatan as a Senior Manager.

**Said Faizurahman QURAISHI**

This information has not been provided to UNITAR.

**Noorullah SULTANI**

Noorullah Sultani is a graduating student of a Bachelor in Business Administration from the American University of Afghanistan, majoring in Finance and with a minor in Law. Before joining Aga Khan Foundation (AKF), Mr Sultani worked with DynCorp International, which trained the Afghan Police Force. He started working with AKF as a Data Entry clerk and has been developing his academic and professional career within the organization. Having five years of experience in the development sector, Mr Sultani has extensive knowledge about many of the underlying programs, specifically in finance.

**Sorosh WAHAB**

Sorosh Wahab graduated with a Bachelor's in Social Science from Kabul Educational University in 2009, and obtained her Master's in International Relations from Khatme-UI Nabean University in 2014. Ms. Wahab undertook an administrative internship through the Afghanistan Civil Service Institute (ASCI) internship program. She is currently working as the Sub-National Training Coordinator Officer & Acting Director, Training Coordination Directorate with ASCI.

**Haider Jan ZAZAI**

Haider Jan Zazai graduated from the Literature Faculty of Kabul University. Since 2002, Mr Zazai has worked in the Ministry of Higher Education in a range of posts. He is currently working as a technical advisor, responsible for the UMS database, in the Konkori Examination Department in the Ministry.



Group 10**Mir Abdullah BURHANI**

Mir Abdullah Burhani completed his B.Sc. at Kabul University in 2007, and received his post-graduate diploma from Hyderabad University, India. In 2008, he began as a District Program Officer for the National Solidarity Program in the Aga Khan Foundation. In 2012, Mr Burhani joined the Takhar Development Forum as a Coordinator, after which he joined the GIZ-RCDF as a Program Officer in 2013. Mr Burhani currently works as the Deputy Team Leader for the SPNA Monitoring Team of the German Development Bank.

**Abdul Malik FAIZE**

Abdul Malik Faize graduated from Kabul University as a Medical Doctor in 2003. Between 2008 and 2008, Dr. Faize has held different managerial positions in the field of Public Health in Afghanistan, including the Aga Khan Health Service, and Internal Medical Corp. In 2008, he became a UNICEF Provincial Program Officer for the Daikondi province. Dr. Faize currently works as a National Program Officer with UNFPA since 2011, focusing on family planning and reproductive health.

**Patyal GHORZANG**

Patyal Ghorzang graduated with a B.S. in IT from Preston University in 2004, and a MBA from the American University of Afghanistan in 2015. Fluent in English, he has worked with various national and international bodies operating in Afghanistan since 2005. Mr Ghorzang is currently the Director for Contract Implementation Monitoring at the National Procurement Authority.

**Javed HAFIZI**

Javed Hafizi graduated with a Bachelor of Business Administration in Finance from Maryam Institute of Higher Education, Kabul, and a MBA in Operations Management from Indira Gandhi National Open University, India in 2014. He has worked at UNFPA as a Finance Associate (Head of Finance) and Program Finance Associate since 2007. Prior to joining UNFPA, Mr Hafizi worked with TLO (Swisspeace), and the UNDP as a Finance and Accounting Specialist.

**Sayed Mujtaba MASOOD**

Sayed Mujtaba Masood is a technical advisor for USAID advising on ministry level reforms to improve the operation of Afghanistan's road networks. Mr Masood is a Fulbright Scholar, receiving his Master's in Engineering Management from the Rochester Institute of Technology in the USA, and holding a B.Sc. in Civil Engineering from Kabul University. He has previously worked as the Head of Provincial Coordinators of Public Work Corps project at the Ministry of Public Works, and served as a Project Manager in the Ministry of Rural Rehabilitation and Development.



Habibullah AZMAT

Habibullah Azmat has bachelor degree in business administration major in human resource management. He has been working with different organizations in the field of human resources management. Currently Mr Azmat is working as a human resources officer with Procurement Policy Unit, Ministry of Finance. He also has worked with Grand Technology Resources (Afghanistan electronic National ID project) as a Human Resources Officer and with Social Mobilization, Advocacy, Research and Training (SMART) in the field of Human resources. He has also attended various workshops on human resources management, project management and entrepreneurship.

**Fazel Hadi FAZEL**

Fazel Hadi Fazel is serving as a Senior Audit Specialist at Ministry of Finance for the last three years. He started his career life with KPMG Afghanistan and after few years of service with KPMG, he moved to Azizi Bank as Deputy Chief Internal Auditor. But with the intention to serve the government, he left Azizi Bank for Ministry of Finance. He is a Certified Financial Consultant from the Institute of Financial Consultants of Canada and recently completed his Masters of Business Administration at the American University of Afghanistan. He possesses his bachelor's degree major in Economics from Kabul University. He has also attended several short-term courses and workshops on Entrepreneurship, Leadership, Investment, IT and was a fellow in the 2014 UNITAR Fellowship cycle.

**Sahar IHSAN**

Sahar Ihsan completed a Bachelor of Science in Mathematics from the American University of Afghanistan in 2012 and is currently attending for a Master's of Business Administration at the same University. She previously worked at the Ministry of Urban Development Affairs as Directorate of Budget Planning and Implementation in the Department of Human Resources. Ms. Ihsan is currently working as Data Integrity Officer at the Ministry of Finance.

**Ahmad Jawid HAMDARD**

Ahmad Jawid Hamdard has a Bachelor in Business Administration from Preston University, Pakistan. He has over 7 years' experience in the field of Management, HR and IT. He is currently a Program Director of Reform and Capacity Building in the Ministry of Public Works. Mr Hamdard has held a number of positions including Deputy Program Director, HR Consultant and Senior HR Training Officer. He participated in the UNITAR 2011 Fellowship cycle.

**Dr. Roya HUSSAINZADA**

Roya Hussainzada attended Kabul Medical University from 1988-1994, completing her M.Sc. in community eye health at Pakistan Institute of Community Ophthalmology. She is currently the Community Health Director at the Ministry of Public Health. is currently a Community Health Doctor of preventative medicine at the Ministry of Public Health where she has worked since 2013. Prior to her current position, Dr. Hussainzada was Deputy National Coordinator for Eye Care.





Mohammad Sohail KAAKAR

Mohammad Sohail Kaakar earned his Bachelors in Faculty of Social Sciences Department of Sociology and Philosophy at Kabul University. He was a Fellow in UNITAR's 2014 Cycle and recently successfully completed the Foundation Course of PRINCE II (Projects in Controlled Environments). He is currently working as Senior Strategic Adviser to National Procurement Authority of Office of the President of Islamic Republic of Afghanistan. He has 12 years of work experience with numerous government and non-government organizations including international NGOs. Prior to joining the Administrative Office of the President, he used to serve as the Spokesperson of Ministry of Public Works and the Program Director of Public Work Corps. Earlier in his career, he had the opportunities to work with the Ministry of Finance on Afghanistan National Development Strategy (ANDS), with International Relief and Development Inc. on a USAID funded capacity development project, United Nations Office for Project Services (UNOPS) and Afghan Women Resource Centre.



Lema KHURRAM

Lema Khurram 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 based on her field of study.



Ahmad Shah NAQSHBANDI

Ahmad Shah Naqshbandi holds Master's degree in business administration from India. He is currently pursuing a postgraduate diploma in sustainable rural development from the Indian National Institute of Rural Development. Mr Naqshbandi has extensive working experience of operational management and has worked with different government and donors funded programs since 2007 at senior levels. He currently works as the Director of Program Support for Afghanistan Rural Enterprise Development Program, a World Bank funded, multi-million, multi-year, national program of the Ministry of Rural Rehabilitation and Development. Mr Naqshbandi has also worked closely with the Afghan Transition Coordination Commission (TCC) lead by current President Ghani in 2012 to 2013.. Mr Naqshbandi was a fellow in the 2014 cycle.



Mohammad Sharif RASIKH

Mohammad Sharif Rasikh has an MBA in Construction and Human Resources Management via distance learning ISBM India (in progress), 2013 and a BSc in Engineering from Kabul Polytechnic University, Kabul, Afghanistan (2010). He is currently working as the Human Resource Director in Ministry of Public Works and was the Program Director for the technical Support Unit, with Italian Government Programs in the Ministry of Public Works (Herat Bypass Project and Herat – Chisht Sharif project around 203 KM). He was also Technical Advisor and was responsible of survey and design in the Ministry of Public Works, as well as Survey and Road Design Manager at FCEC_UIProjects.



Ahmad Seeiar SERAT

Ahmad Seeiar Serat has completed a Master of Business Administration in 2013 from University College of Commerce and Business Management from Osmania University and a Bachelor of Arts (B.A (EPP)) in 2011 in Public Administration, Political Science and Economics from Nizam College, Osmania University. He has also worked as a computer and English teacher at Maiwand Afghan Computer and English Language Institute in Ghanzi city for 2 years. Mr Serat currently works as Capacity Building Trainer at the Ministry of Higher Education, Human Resources Directorate in Kabul. Besides, He is a part time Economics lecturer at Fanoos Institute of Higher Education in Kabul.



**Mohammad Amir FOLADI**

Mohammad Amir Foladi obtained his Bachelor in Islamic Sciences and Culture in Iran in 1998 and studied Law at Payam-e-Noor University. He has worked as the Cultural Advisor and IT Manager to the Ministry of Women's Affairs, the Director of RAHA Cultural, Educational and Services Institute, and the National Tourism Development Coordinator for the Aga Khan Foundation. He participated in the UNITAR Afghan Fellowship 2007 cycle, and was a coach in the 2008 cycle.

**Friba QURAISHI**

Friba Quraishi graduated with a B.A. in English Literature from Kabul University in 2006. She has more than 11 years' experiences in Gender mainstreaming, awareness, and Gender Empowerment programs. Ms. Quraishi has been working with national and international organizations for many years such as President Protective Service (PPS) at Presidential Palace, University Support and Workforce Development Program USWDP-USAID, Inter News media network, Alfalah Bank Limited, International Rescue Committee (IRC-Afghanistan) World Bank Projects at Ministry of Rural Rehabilitation and Development-MRRD and Ministry of Agriculture Irrigation and Livestock-MAIL such as Afghanistan Rural Enterprise Development Program (AREDP/MRRD), National Horticulture and Livestock Program (NHLP/MAIL) and the National Solidarity Program. She participated in the UNITAR Afghan Fellowship 2012 cycle, and was a coach in the 2013 cycle.

**Abdul Bashir SAKHIZADA**

Abdul Bashir Sakhizada earned his M.D. degree from Kabul Medical University in 1999 and obtained his MBA from the American University of Afghanistan in 2015. He has worked as a consultant in internal medicine in the health sector of Afghanistan, as well as an academic consultant to Ghazanfar Institute of Health Sciences. He joined the French Medical Institute for Children in 2006 and has held several management positions with them. He participated in the UNITAR Afghan Fellowship 2013 cycle, acting as a coach in the 2014 cycle. He is currently the Manager of Laboratory and Professional Services in FMIC.

**Omaid SHARIFI**

Omaid Sharifi graduated with a Bachelor of Business Administration, specialising in Finance, from the University of Pune, India and acquired his Master's in Development of Policies and Practices from the Graduate Institute of Geneva. Mr Sharifi has worked with various international and local organisations over the last eleven years. Fluent in English, Pashto, Dari and Urdu, he is currently working with the Afghan Customs Department as Head of Customs Relations. Mr Sharifi participated in the UNITAR Afghan Fellowship 2012 cycle.

**Sohaila Ziaee WAHEB**

Sohaila Ziaee Waheb has been working with the Ministry of Public Health (MOPH) since December 2003, and is currently the Director of the Safe Motherhood Initiative. Her tasks include developing policy and strategy for the Safe Motherhood Directorate, national technical guidelines, treatment protocols, quality assurance standards, IEC materials, conducting trainings for doctors and midwives on Safe Motherhood, supervising health facilities regarding their reproductive health quality services, coordinating all Safe Motherhood programs with related departments, NGOs, Donors, UN agencies and participating in national and international conferences on Safe Motherhood as a Ministry of Public Health focal point. Previously she was Safe Motherhood Initiative officer from 2003 to 2005, and Reproductive Health Coordinator until 2007. From 2007 to February 2015 she was Reproductive Health Acting Director. She graduated from Kabul Medical University (1998), and has undertaken a postgraduate course in Public Health from the London School of Hygiene and Tropical Medicine (2007). She also recently graduating from the MPH program of OPJS University of India.



**Ahmad Fawad AKBARI**

Ahmad Fawad Akbari is a medical doctor, public health professional and development specialist who was born and raised in Kabul, Afghanistan. He lives in Ottawa, Canada since October 2013. Fawad has specialization in paediatrics from Kabul Medical University in 2006 and obtained a master degree in International Public Health from the University of Liverpool in 2013. Additionally, since 2005 Fawad has attained numerous specialization diplomas and certificates in leadership, management and technical disciplines from United Nations Institute for Training and Research (UNITAR) in Hiroshima Japan, INSEAD Business School in France, MDF in Netherlands, Creative Mater in UK and Coady International Institute at STFX University, Nova Scotia Canada. He was also honored to be a UNITAR Fellow in 2009 cycle and then volunteered in the same program as Coach, Afghan Resource Person and Mentor since 2010. Currently Fawad works as Program Advisor for Aga Khan Foundation (AKF) Canada based in Ottawa and earlier than this he worked for AKF Afghanistan as Deputy Director of a multi-sectoral program, National Manager of Health Programs, National Coordinator of Health Programs and Health Program Support Officer. Before this, Fawad worked for Cure International Hospital as Patient Services Manager and for Marie Stopes International in various managerial and technical capacities in reproductive health and family planning programs. Meanwhile, Fawad is a member of PACT-Ottawa's Board of Governors, a Canadian non-governmental organization that fights against human trafficking through advocacy, education, awareness and networking.

**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, non-profit organization management, and executive and outdoor leadership.

**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), master's 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-). David also acts as a Resource Person for the Fellowship.



**Athena ELTON**

Ms. Elton holds a Master degree in Equality and Organization Leadership. For over fifteen years she has managed 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 focusing on stakeholder's strengths and providing tools so local populations may 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 sits on the Board of Directors of the Calgary Sexual Health Centre and privately consults for social justice and international development projects. Athena also acts as a Resource Person for the Fellowship.

**Jennifer FOX**

Jennifer Fox currently serves as a senior analyst for the Texas Legislative Budget Board (LBB). In this position she has worked with legislators, and chief agency and legislative staff to develop and oversee the budgets of 12 state agencies. Ms. Fox most recently served as a resident budget advisor for two years in the Dominican Republic (DR) through a contract between the LBB and the U.S. Department of the Treasury and the U.S. Agency for International Development. In this capacity Ms. Fox provided technical assistance to the DR's Ministry of Finance Budget Department to improve the national budget formulation process with specific emphasis on strengthening the transparency and effectiveness of the budget and associated monitoring and reporting functions. Prior to this assignment she led numerous trainings for international delegations and agency personnel on performance-based budget development and analysis. Ms. Fox has served on and off as a mentor in UNITAR's *Fellowship for Afghanistan* since 2009. She also served on the boards of GlobalAustin and the United Nations Association of Austin (UNA-USA). She graduated from the University of Texas (UT) at Austin with Master's degrees from the LBJ School of Public Affairs and UT's Center for Russian, East European and Eurasian Studies.

**Roger GALBRAITH**

Dr. Roger Galbraith is a Paediatrician practicing in the Emergency Department of the Alberta Children's Hospital in Calgary, Canada. He is an Associate Clinical Professor of Paediatrics 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 Institut 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.



**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 Assistant with UNITAR Hiroshima Office from January 2004 until January 2009. From March 2011 to August 2013, Dr. Kakimova has been holding full time teaching position at Los Lagos University where she was giving lecture on International Relations Theory and responsible for the process of practice and graduation within the Faculty of Administrative and Political Sciences. Currently, she is Coordinator of International Agreements within Chilean National Commission for Scientific and Technological Research (CONICYT). Dr. Kakimova's research interests are capacity building, international relations and governance.

**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. Ms. Kamal also acts as a Resource Person for the Fellowship.

**Rama KANNAN**

Rama Kannan has over two decades of work experience in Strategy and Marketing in both Corporate and the Developmental sectors in India and Asia Pacific region. Currently she works independently as a Coach and Mentor - She is a Director on the Board of 'Beyond Capital Fund', a U.S. Impact fund that invests in Social Enterprises, and helps with the investments in India and mentors the organizations invested in. She has also been a Mentor since the last 5 years on the UNITAR (United Nations Institute for Training and Research) Fellowship for Afghan civil servants to build capacity and governance in Afghanistan. She is also a Mentor on the programmes for both Dasra (builds capacity of Non-profits in India) and Villgro (Incubator for Social Enterprises in India). As an Executive Coach, she engages with leaders in corporate and developmental sectors. She is also the co-founder of Micro Finance Society Singapore. In her previous corporate avatar, she was with BP (British Petroleum) in the Asia Pacific region in various Strategy and marketing roles; her last role was heading marketing for four countries (Indonesia, Philippines, Korea and Taiwan) in the region. She was a management consultant before that with Tecnova in Market Entry Strategy, helping Multinationals in their entry in India; this included companies like Fromagerie Bel, France, General Signal, U.S., Barilla, Italy. She also worked in International Marketing before that, primarily with PepsiCo in India. She has an MBA from NUS, Singapore and Bachelor degrees in Commerce and Law from Delhi University. She trained as a Coach in Singapore from the Neuro leadership group, accredited by ICF. She has also attended both Basic and Advanced Labs in Human Processes from ISABS.



**Cheryl MACLEOD**

Cheryl MacLeod is the Area Manager of two Community Health centres with Alberta Health Services, Public Health, 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. She has assumed key leadership roles 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.

**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.

**Bismillah MUHIB**

Bismillah Muhib works as the Deputy Project Director with IDEA-NEW project. "Incentives Driving Economic Alternatives - North, East and West", IDEA-NEW is a USAID funded project to support agriculture businesses in Afghanistan in terms of providing technical assistance and small grants. Mr Muhib has been promoted to the current position in January 2014. Mr. Muhib past working experience includes that of, the Asian Development Bank (ADB), United Nations World Food Program (UN-WFP) and United Nations Joint Logistics Center (UNJLC). Mr Muhib holds a Master's 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.

**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 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.





Sayed Gheyasuddin SAADAT

Sayed Gheyasuddin Saadat is currently Protocol & Government Liaison Officer at the Embassy of Canada in Afghanistan and he also serves as Committee Chair- elect for the locally engaged staff working at the Embassy. Mr. Saadat has also worked as part-time Professor at Kardan University for two years where he taught modules related to Business Administration. His previous professional experience includes Program Officer and Logistics Officer for a \$365 Million USAID funded Secondary and District Center Roads Program in five regions of Afghanistan with United Nations Office for Projects and Services (UNOPS) from 2005 to 2008. He holds a MBA, specializing in Management and Leadership, from Kardan University.



Gul Afghan SALEH



Gul Afghan is a civil engineer with a Ph.D. in Urban Planning & Design from Birham International University, Spain. Currently he works as Business Development Advisor with SHELADIA Associates, Inc. based in Rockville, USA. Before this, he has worked for USAID, World Food Program; the United Nations Office on Drugs and Crime, and Pamir Reconstruction Bureau. Additionally, he has served the Afghan Government as a project manager, design and construction engineer for 10 years. Dr. Saleh is a PMI-certified Project Management Professional (PMP) with substantial experience in analyzing, designing, and managing all aspects of sustainable development projects, including technical assistance and capacity building, institutional development and change. During his 11 years work with USAID/Kabul (2003 – 2014) Dr. Saleh served as Activity Manager and Contracting Officer's Representative (COR) for one or more major infrastructure projects or activities with funding levels ranging from \$50M to \$300M. He provided a full range of analytical, technical and management services on large, complex programs in the energy and water sectors. Dr. Saleh has membership of the American Society of Civil Engineers (ASCE) and the U.S.-based Society of Afghan Engineers (SAE). He is also a founding and Board Member of Afghanistan Engineers' Association (AEA). Dr. Saleh joined the UNITAR's Hiroshima Fellowship for Afghanistan Program as a Fellow in 2007 and became a Coach in 2008. He became an Afghan Resource Person in 2011 and promoted as a Mentor since 2012.



James Daniel SHORT

James Daniel Short teaches Peace Studies and English in the Faculty of Law at Toyo University. Following graduating from the University of Cardiff in History and then gaining a teaching license from the same institution in 1996, he came to Japan and has taught English to students of all ages, from kindergarten to retirees, at a variety of educational institutions. After obtaining a Master's degree in Education for International Understanding followed by a PhD in World Political Order at Hiroshima University in 2006, he worked for two years at the United Nations Institute for Training and Research (UNITAR) in Hiroshima as an Associate, before moving to Toyo University in 2008. His current research is focused on personal experiences of conflict and the accompanying psychological trauma, with particular reference to the conflict that is and has taken place in Afghanistan.



Jordan SMITH



Jordan Smith is a budget analyst for the State of Texas Legislative Budget Board. In this capacity he works with state agencies, legislators and legislative staff to develop budget recommendations for multiple state agencies including the Texas Department of Housing and Community Affairs. Prior to working in his current position, Jordan worked for a non-profit organization in Kenya developing agricultural and economic development initiatives for rural farmers. He also has prior experience working in the private sector dealing in the commercial real estate industry specializing in valuation and consulting. He has a passionate interest in international development and poverty alleviation activities. Jordan graduated from Baylor University with a Master's of Science degree in Economics and a Business Finance degree from Texas A&M University.




Asifa STANIKZAI

Asifa Stanikzai holds a MBA in Finance from the International Islamic University. She is an expert with considerable financial and operational management experiences in the public and private sectors. She has been engaged in extensive reform within the Budget Department of the Ministry of Finance, including designing the Afghanistan Reconstruction Trust Fund Incentive Program benchmarks. Ms. Stanikzai has held several senior management positions including Deputy Manager for the Project Support Unit with the Capacity Building for Results Facility Project at the Ministry of Finance.


CP THAM

CP Tham is an experienced regional HR Business Partner specialising in Learning, Talent and Organisation Development (L,T & OD). He has gone to various organisations and assumed key HR roles in Government Service (Ministry and Statutory Board), Multi-National Corporations (IT and Medical) and Banking & Finance Institutions. He has more than 7 years of specialist experience in designing and conducting programs and solutions leveraging on various psychometric profiling tools and assessments. He has also conducted training and facilitated learning and planning sessions for all levels, from employees to teams to middle managers and senior leadership. He is now driving various Organisation Development, Learning & Talent initiatives in Asia as the Regional Practice Leader of a leading global risk advisory and brokerage. CP holds a Master's of Science in Organisational Psychology and is a candidate in the globally renowned OD Certification Program with NTL Institute in the United States. In his available time, he facilitates OD and HR Development related modules in professional learning programs and provides consultancy to companies as well as provide training in areas such as teambuilding, leadership and personal development. Companies that he has provided such services to recently include Havi Logistics, Citibank and Jabra.


Germaeline VAN DER LEE

Germaeline van der Lee graduated from University of Calgary with a Bachelor's degree in Physics in 2003 and later on acquired her Master's degree in Public Health with specific focus on Social Policy from University of Victoria. She has many years of experience in building/maintaining collaborative partnerships and is proficient in strategic and action planning; program development, implementation, and evaluation; policy development and policy analysis; and health promotion. Projects under her belt include the development of a surveillance system for maternal-child health outcomes, which will aid policy development in the province of Alberta; and development of a performance management system for Alberta's cancer screening programs. She's also conducted numerous research and evaluation studies spanning the areas of public health and political decision-making. Additionally, Germaeline has served as a Toastmaster club executive officer (VP Education in 2011 and President in 2012) where she headed projects and mentored club members to succeed in their journey to better communication and stronger leadership skills. Today, she works as a Health Promotion Facilitator II with Alberta Health Services specializing in evaluation and knowledge translation of public health initiatives and health services policies.


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 an undergraduate program at the American University of Afghanistan. She also holds an International Certificate in Supply Management with The Chartered Institute of Supply Management.



**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 centres 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.

**Michael A. FORS**

Michael Fors is a General Manager of Readiness for Microsoft Services, providing all training and readiness for the 21,000 person organization, including leadership and management development, onboarding, strategy and culture, and training in Microsoft's devices and services, technical skills, sales skills, and professional skills. Prior to this role, he was the GM and Worldwide Consulting Practice Manager for Microsoft Enterprise Strategy, a startup consulting organization. He hired, onboarded, and managed the performance of Microsoft's most senior 350 consultants, who are paid by the top 2000 global customers to determine how technology can enable their business strategy. Prior, he was Sr. Director of Strategy at Microsoft, setting strategy, launching new products, driving startup businesses, and working with VPs of divisions to improve their business performance. Before Microsoft, he led Intel University, a top corporate university, driving all consulting, leadership/management development, culture, as well as technical, sales, marketing, and product design/development training and development. He is a Certified Management Consultant through the Institute of Management Consultants, and consults regularly with CEOs of startups, business school professors, and venture capital investors. He has served as a National Performance Excellence Award (Baldrige) Examiner, judging the performance of top U.S. corporations for the annual award, which is presented by the President of the United States. He has served as a Board Member at the University of Washington and for Baldrige, and teaches in the Stanford School of Engineering and the University of Washington MBA Program. Michael's Ph.D. combined business and education. For 15 years he has been a United Nations Fellow, training ambassadors on IT strategy at UN Headquarters in NYC, and leading the UNITAR Fellowship for Afghanistan, the UN Post-Conflict Reconstruction Leadership Program for government officials of Afghanistan.





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.



Shona WELSH

Shona Welsh is an award-winning trainer and writer with 25 years of experience in learning and development as well as organizational communications. The author of five books she holds a Bachelor's degree in English from the University of Alberta in Canada, and a Master's Degree in Adult Education with a specialization in Workplace Learning from the University of Calgary, Canada. Shona has lived or worked in five countries and has a keen interest and conducts research activities in cross-cultural communications, mentoring, and resiliency. Before founding Mementum Learning Inc., an organization providing learning, consulting, and coaching services to various clients, she was a senior executive for learning at an international corporation, led a professional development consortium for educators, and taught at various colleges and universities. Shona currently teaches leadership-related courses at the University of Calgary and University of Alberta and serves as an International Volunteer Advisor for Canadian Executive Services Overseas (CESO), an NGO devoted to providing expert assistance to developing countries.



**Mihoko KUMAMOTO**

Head

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR) Hiroshima Office

Mihoko Kumamoto has over 18 years of professional experience in the development cooperation field and has been with the United Nations for 12 years. Ms. Kumamoto started her career at Kyushu Electric Power Company in Japan where she coordinated training programmes and while there, she discovered that her passion was in helping people to help themselves, specifically through human development and development cooperation. After six years, Ms. Kumamoto left the company and moved to New York to earn her Masters in Economic Development at Columbia University. In 2001, she joined the United Nations Development Programme (UNDP), and served its Vietnam Country Office as Junior Professional Officer. In 2003, she moved to the Bureau for Development Programme of UNDP Headquarters in New York and led various signature programmes that promoted the capacity development of institutions and individuals including the Africa Adaptation Programme. In 2011, Ms. Kumamoto worked for UNDP Multi-Country Office for Samoa, the Cook Islands, Niue and Tokelau as Assistant Resident Representative for Crisis Prevention and Recovery, the Environment and Climate Change. After the assignment, she rejoined UNDP Headquarters, and in 2012, Ms. Kumamoto moved to Jakarta to serve UNDP Indonesia as a Senior Advisor. Ms. Kumamoto holds a Bachelor's Degree in Psychology from West Virginia University and a Master's Degree in International Affairs from Columbia University. She is a PhD candidate at Kyoto University on climate change and sustainable development.

**Berin McKENZIE**

Specialist

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR) Hiroshima Office

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. He is also an Association for Talent Development (ATD) Accredited Master Trainer, and Master Instructional Designer.

**Shamsul Hadi SHAMS**

Training Officer

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR) Hiroshima Office

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 his Bachelor's degree in natural sciences in 2004 from university of Peshawar, and 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 conflict resolution. 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 2012.



**Junko SHIMAZU**

Coordinating Officer

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR) Hiroshima Office

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.

**Sabahuddin SOKOUT**

Training Associate

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR) Hiroshima Office

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.

**Kaori ITO**

Expert

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR) Hiroshima Office

Kaori Ito has studied Japanese law (Constitution, Civil Code and Penal Code), and graduated from Faculty of Law, Kyoto University in 2011. She received her Master's degree in Politics and Government (Municipal level) from the Graduate School of Government, Kyoto University, in 2013. She worked for two years at Fukuyama Iyo High School before joining Hiroshima Board of Education in 2015. Her responsibilities included to manage budget, teachers as well as clerks' affairs, and expenses. Her currently responsibility at the department is to renovate education system for high school students. She is seconded to the UNITAR Hiroshima office starting from this April with a one-year assignment.

**Nobuaki NISHIKAWA**

Expert

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR) Hiroshima Office

Nobuaki Nishikawa has a B.A. Degree in Economics from Soka University. After graduation, he worked as a cram school teacher, teaching English and Maths to high school students for one year, before start working in Hiroshima Prefectural Office in 2012. He worked with Hiroshima Prefectural Centre for Disease Control and Prevention (Hiroshima CDC), with main focus to prevent Tuberculosis in Hiroshima Prefecture. His responsibility included to help patients to apply for the national medical subsidy, compiled statistics on TB, and ran seminars accordingly. He is seconded to the UNITAR Hiroshima Office starting from this April to strengthen the partnership between UNITAR and the Prefectural Offices.



**Midori YAMAKAGE**

Assistant Administrator

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR) Hiroshima Office

Midori Yamakage studied Development Studies with International Relations at the Sussex University, UK and graduated from London School of Economics with MSc in Gender Studies. She has worked with NGOs as well as Japan International Cooperation Agency (JICA) as Expert on various projects related to Southeast Asian countries.

**Nigel GAN**

Assistant Training Officer

UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR) Hiroshima Office

Nigel Gan graduated from the University of Sydney with a Bachelor of Social Sciences in 2009, and completed his Master's in International Cooperation Studies at Hiroshima University in 2015. He worked for several years as a Privacy and Freedom of Information Advisor at the Department of Justice, Victoria, Australia, and taught English in Japan on the JET Programme for one year. Nigel worked at the British Embassy Tokyo in UK Trade and Investment as a Digital Media Consultant prior to undertaking an internship at UNITAR in 2014. Nigel re-joined UNITAR this June.

