

UNITAR Afghanistan Fellowship Programme

Completion
Report

2016 Cycle

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Questions or queries?

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UNITAR Hiroshima would like to thank, in particular, the following organizations for their support:

- Hiroshima Prefectural Government
- Embassy of Japan in Afghanistan
- University of Texas at Austin
- Independent Administrative Reform and Civil Service Commission, Islamic Republic of Afghanistan
- Afghan Civil Service Institute
- Aga Khan Foundation, Afghanistan
- French Medical Institute for Children
- Ministry of Finance, Islamic Republic of Afghanistan
- Ministry of Higher Education, Islamic Republic of Afghanistan
- National Procurement Authority, Islamic Republic of Afghanistan
- Grand Technology Resources

EXECUTIVE SUMMARY



The evolving and changing reality of Afghanistan requires resilient, resourceful people and strong institutions. While the security situation remains challenging, with several severe incidents already in 2017, there are also successes that highlight opportunities and the commitment of those working towards a brighter future for Afghanistan.

Examples include the National Procurement Authority's recent process improvements, which increased the transparency and fairness of the procurement system and have been internationally recognised as a success. The *UNITAR Afghanistan Fellowship Programme* continues to play an important role in building the capabilities of mid- to senior-level officials in government organizations and NGOs around key topics such as good governance, organizational needs assessment, proposal development, and effective leadership through interactive just-in-time on the job training.

The 13th annual cycle of the *UNITAR Afghanistan Fellowship Programme – Inspiring Transformation – 2016 Cycle* was conducted between November 2016 and April 2017. Following a strategic review and restructure, the 2016 Cycle introduced a range of new topics and updated modality to ensure it continues to target the changing needs of the Afghanistan of today.

Based on the restructure, the revised format of the 2016 Cycle included:

- Three face-to-face workshops
 - Two five-day workshops in Kabul, Afghanistan, and a 13-day international workshop in Hiroshima, Japan
- Three Video Conferences
- Six Audio Conferences
- Seven Coaching for Coaches sessions
- Three Training of Trainers sessions for Afghan Resource Persons
- Numerous group-based Project Work Sessions

The Japanese Ambassador to Afghanistan, H.E. Mitsuji Suzuka, visited the Fellows during the Hiroshima workshop and conducted a roundtable discussion with them in Dari. The Ambassador was the keynote speaker at the 90th UNITAR Public Session, co-organized with the Institute for Peace Science at Hiroshima University. The Public Session also included remarks by First Secretary and Consul Mr. Ahmad Bashir Ghafoori from the Afghan Embassy in Tokyo.



2016 Cycle Group Projects

The group projects developed during the 2016 Cycle, selected by group members as being key to the sustainable development of their organizations, ministries, and Afghanistan itself, were as follows:

- Group 1 Agricultural Input Supply Shops
- Group 2 No Child Hunger, Bright Future! Food Shortage Reduction Through Community Philanthropy
- Group 3 Institutionalization of the Online Contracts Monitoring System
- Group 4 AKF-A Regional Finance Staff Capacity Building Project
- Group 5 Changing Youth's Lives through Vocational Training

New Topics Introduced

Based on Afghanistan's evolving needs, the 2016 Cycle saw several new topics introduced, including:

- Introduction to Governance
- Decision Analysis and Decision Making
- Transparency and Accountability in the Workplace
- Ethics and Values
- Project Budgets - the Afghan Context
- Conflict Resolution

Fellows

A total of 27 participants, known as Fellows, successfully completed and graduated from the 2016 Cycle. Only two of the Fellows were women. The Fellows represented a range of government entities and NGOs in Afghanistan, including the:

- Aga Khan Foundation
- French Medical Institute for Children
- Grand Technology Resources
- Ministry of Finance
- Ministry of Higher Education
- National Procurement Authority



“It was an amazing six-month programme, which I have learned a lot from.”

- 2016 Fellow


LESSONS LEARNED

Content and Thematic Focus

New topics meet changing needs


Within Afghanistan, there is an increasing focus on developing accountable and responsive staff and institutions. To support this, a range of new topics were introduced to the programme, including Governance, Conflict Management, and Social Accountability, Ethics, and Values. These were well received by the Fellows. Based on evaluations completed by Fellows, 100% of Fellows found the Conflict Management sessions relevant, while 84% of Fellows found the Introduction to Governance sessions relevant to their workplaces.

Understanding how people work can help avoid and manage conflict




Feedback indicated that conflicts in Afghan teams are often ignored or poorly managed. Addressing this is critical to improve teamwork and ensure that teams are able to effectively work with people with different backgrounds and personalities. The 2016 Cycle deepened its exploration of the work style inventory DiSC Test, examining how people can manage conflict in the workplace through understanding people's work styles, as well as learning how to communicate during conflict. 89% of Fellows found these sessions relevant, with many commenting after the session that they came away with tools that they can use directly in their workplaces.

Organizational Needs Assessments should hold a stronger role in organizations



The importance and role of Organizational Needs Assessments were discussed, as there is an increasing focus on effective budget use in Afghanistan. It was highlighted that in some organizations these are often not undertaken or done in a perfunctory manner, while other organizations have begun to introduce them. Fellows discussed the difference between “needs” and “wants” and the role that needs assessments play in contributing to the successful long-term implementation of projects.

Good Governance requires real buy-in and real, inclusive actions



Good Governance is required to build trust in public institutions. Fellows identified the need to move beyond symbolic participation and agreements in order to see any real governance change effected in Afghanistan. They discussed the importance of recognizing and addressing the differences between equality and equity and the need to implement inclusive policies and programmes, as women, children, and people with disabilities are often overlooked.

“Leadership, Ethics, and Conflict Management were key topics, and it was a chance to learn a lot.”

- 2016 Fellow

The resilience of the trees of Hiroshima resonates with Fellows

As part of the study tour in Hiroshima, Fellows engaged with Green Legacy Hiroshima, a volunteer initiative that works to safeguard and spread the seeds and saplings of Hiroshima's A-bomb survivor trees, sharing their peace message. Some Fellows were so taken by the survivor trees that they were later given seeds to take back to Afghanistan, hopefully to be planted in a garden with other trees native to Afghanistan, symbolizing nature's (and people's) ability to live in harmony.

Many challenges and opportunities exist for gender empowerment

Reflecting some of the gender-based issues Afghanistan currently faces, women were underrepresented in the Fellowship this year, with only two female Fellows. With more than 70 female alumni, there are many opportunities to create formal and informal support networks, increase women's participation in the Fellowship and other capacity-building programmes, and provide specific training to support gender equality and empowerment. UNITAR will also explore ways to strengthen gender equality during the nomination processes.

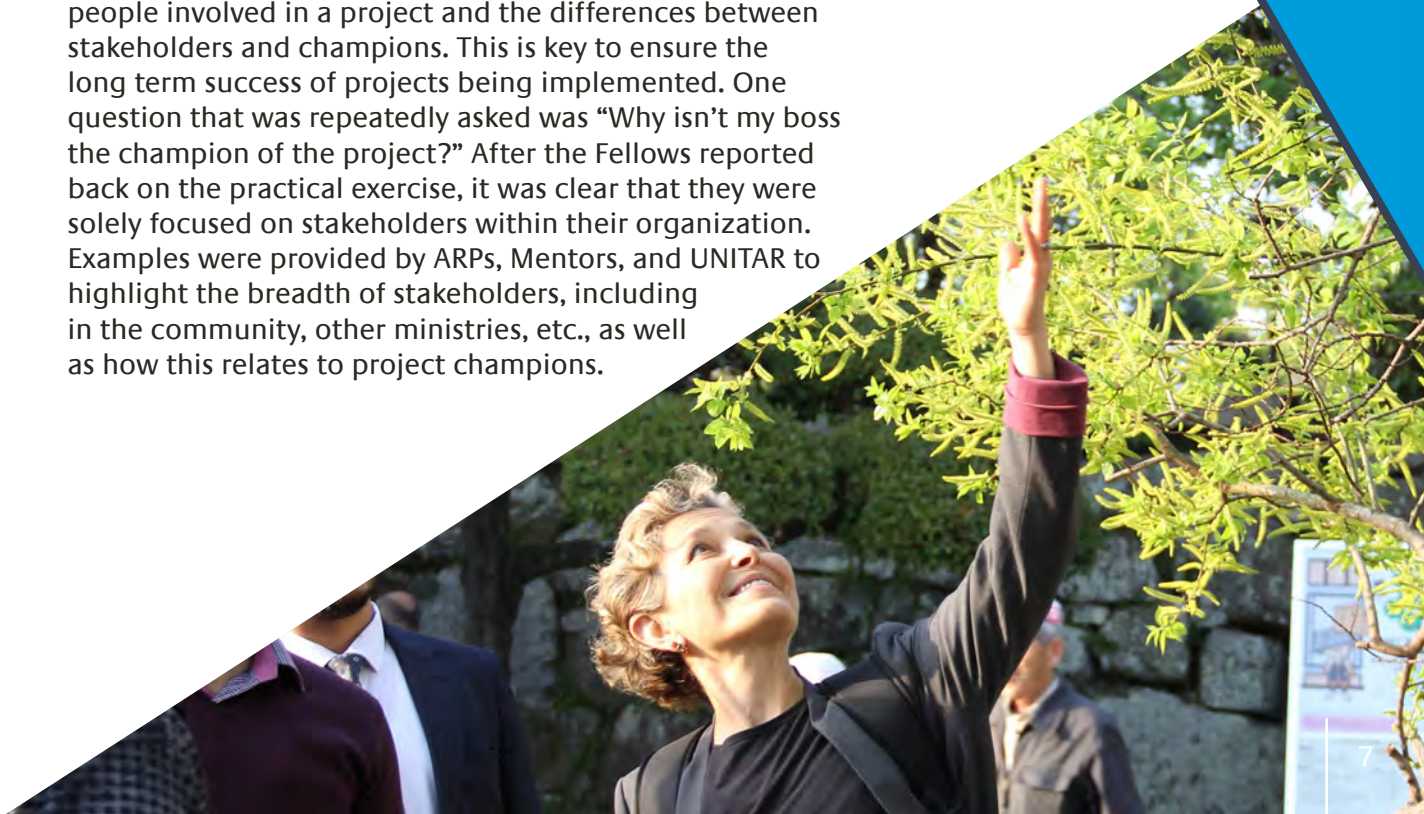
Opportunities to strengthen understanding of key figures in projects

Fellows spent considerable time discussing the roles of people involved in a project and the differences between stakeholders and champions. This is key to ensure the long term success of projects being implemented. One question that was repeatedly asked was "Why isn't my boss the champion of the project?" After the Fellows reported back on the practical exercise, it was clear that they were solely focused on stakeholders within their organization. Examples were provided by ARPs, Mentors, and UNITAR to highlight the breadth of stakeholders, including in the community, other ministries, etc., as well as how this relates to project champions.



"It is not just helping us to develop our projects but also to learn the value of self and others. We learned about the commitment and ethics of Japanese people."

- 2016 Fellow



LESSONS LEARNED

Learning Approaches and Methodologies

Expanding the Organizational Needs Assessment focus

Organizational Needs Assessments (ONA) have been identified by alumni as a key step in developing successful projects in Afghanistan. This cycle saw the first workshop expand from three days to five days, allowing for a deeper and more expansive exploration of the different aspects of ONAs. This year also saw the use of newly revised materials and the addition of a standalone practical exercise session. It was noted that, based on the types of questions being raised, this additional time has allowed the Fellows enough time to grasp the key concepts of ONAs and have a clearer idea of how it would work in their own contexts in Afghanistan.

Streamlining Technology

The move to Skype for Business for online sessions in this cycle improved the experience for Fellows, Mentors, faculty, and staff alike. Fellows located in the provinces and overseas were able to easily join the online sessions, and for the first time Mentors were able to join online and see what was happening during the face-to-face workshops. Occasional technical issues arose, but these were generally resolved quickly. Several improvements to the video and audio quality will be made for the next cycle; however, much is dependent on the internet speed and bandwidth available at venues in Kabul.

Mentoring Sessions

The addition of one-hour mentoring sessions at the end of each day was a successful augmentation to the workshop agenda. The sessions provided time for Fellows to ask questions, as well as for the Coaches, ARPs, and Mentors to provide additional Afghan contextual examples relating to the content covered. This also allowed some flexibility in the timetable, as certain sessions went longer than expected due to good discussions and questions being raised. We will look to make improvements to the materials and structure around the concepts that the Fellows needed more time to fully grasp.

Recording presentations for deeper feedback

This cycle saw the Fellow's presentations during Workshop III recorded and made available online for the Resource Persons and Mentors to review. This was found to be very effective, allowing for deeper review and commentary as necessary, but it also enabled those who were not able to be physically at the workshop to participate and provide feedback.



ABOUT UNITAR

The United Nations Institute for Training and Research (UNITAR) was established in 1965 as an autonomous body within the United Nations and is headquartered in Geneva, Switzerland. The mandate of UNITAR is to enhance the effectiveness of the work of the United Nations and its Member States in the fields of peace and security and in the promotion of economic and social development. UNITAR designs and conducts worldwide some 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 in the symbolic city of Hiroshima, has an inherent strength in the areas of post-conflict reconstruction as well as the broader themes of international peace and security. The UNITAR Hiroshima Office is also able to expose Fellows to the post-conflict reconstruction story of the city, as well as to the policies and processes implemented that today see a citizenry devoted to peace education and the memorialisation of tragedy for the benefit of future generations. The Office conducts training around the world, including in Afghanistan, Iraq, South Sudan, Maghreb Region, Sahel Region, South East Asia, and Pacific Ocean Small Island Developing States, among others.

UNITAR, as the key UN agency specialising in adult learning and instructional design, is all too aware of the shortcomings of traditional face-to-face training workshops: the short period of engagement and a lack of follow-up and knowledge transfer monitoring. Acknowledging this, this programme sees both a longer time frame, incorporating three face-to-face workshops, and is augmented further by online audio conferences, online video conferences, group project work sessions, and Fellow-led projects.

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. The Fellowship has a unique structure that has developed over the past 13 years to provide reinforcing layers of support for the Fellows. Since 2003, 496 Fellows have become beneficiaries of the programme, which provides them with the skills to become agents of change in their organizations in Afghanistan.



THEMATIC FOCUS

The Fellowship covers a range of key topics, focusing on leadership, organizational needs identification, project proposal development and implementation, and social values.

Over the course of the 13 years that the Fellowship has been conducted, the topics and instructional design approach has continually evolved based upon the changing realities in Afghanistan and reflecting the higher level and increasingly complex needs of the Fellowship participants as Afghanistan continues to forge its path in the global community. Following the 2015 Cycle, the Fellowship underwent a strategic review and consultation with stakeholders in Afghanistan.

The topics covered in the 2016 Cycle included:

- Organizational Needs Assessments
- Introduction to Governance
- Developing Project Proposals
- Results Chain
- Leading the Self
- Leading Team Development
- Change Management
- Conflict Management
- Leading Project Implementation
- Decision Analysis and Decision Making
- Transparency and Accountability in the Workplace
- Ethics, Values, and Social Accountability
- Social Entrepreneurship

“Very useful for those people who are engaged in development activities in rural or urban areas.”

- 2016 Fellow

FELLOWSHIP AIM II

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.



ROLES AND LEARNING SUPPORT

The Fellowship uses a unique reinforced learning support network. This allows for the development of a committed, indigenous community that can contextualise the themes of the Fellowship for the changing landscape within Afghanistan.

Fellows

- First-time participants in the programme. Fellows are the main beneficiaries of the Cycle.
- Fellows are divided into groups, with five to six Fellows per group, at the beginning of the Fellowship.

Coaches

- Coaches are selected from the standout Fellows of previous Cycles and are tasked with providing unity and guidance to the groups.
- Coaches act as team facilitators, assisting with team-building in the group.
- Coaches receive additional Coaching for Coaches training so that they may continue their professional development while being equipped with the skills to coach their group.

Afghan Resource Persons

- Selected from the standout Coaches of previous Cycles, several Afghan Resource Persons (ARPs) act as apprentice faculty and work to contextualise the training being offered to the changing realities in Afghanistan.
- ARPs work in close consultation with Resource Persons and UNITAR, providing input and expertise on Afghan-related concerns for the development of the workshop structure and substance
- ARPs are offered further Training of Trainers.

Mentors

- Mentors are experts, practitioners, or academics in various disciplines from around the globe.
- 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 help each Fellow complete the assignments and meet their individual and professional goals through this training.
- 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 provide the main presentations for the programme and attend workshops, either in person or virtually.



LEARNING STRUCTURE

The Fellowship uses a blended learning approach based upon recognized adult-learning methodologies. Over the course of the Fellowship, Fellows undertake a range of just-in-time learning events, both online and face to face, which are designed to allow them to apply knowledge and skills not only in their Fellowship assignments but also contextualise the learning effectively in their daily jobs.

Workshops

The Fellowship consists of three face-to-face workshops, and each focuses on giving the Fellows, through interactive training sessions, the knowledge needed to continue their learning journey and prepare for the next stage of the Fellowship.

The workshop schedule was:

- Workshop I – Kabul, Afghanistan
27 November to 1 December 2016
- Workshop II - Kabul, Afghanistan
22 to 26 January 2017
- Workshop III – Hiroshima, Japan
17 to 29 April 2017

Audio Conferences

All groups are connected via Skype for Business to both UNITAR and their Mentors once a month, so that progress and feedback regarding the project and Fellowship can be discussed. These Conferences are augmented by ad-hoc discussions between group members, Coaches, ARPs, and Mentors.

Video Conferences

Video Conferences are half-day sessions delivered online to all Fellows, Coaches, and ARPs gathered in Kabul. Fellows who are located in the provinces or are travelling are also able to participate.

Video Conferences are developed and delivered by UNITAR Staff and Resource Persons, in consultation with Afghan Resource Persons, with the topics being contextualised for the realities in Afghanistan by the assembled Coaches and Afghan Resource Persons.

The Video Conferences are staggered throughout the six-month Fellowship and take place at times deemed relevant to the Fellows' progress.

The Video Conferences for the 2016 Cycle covered the following topics:

- Data Analysis, Reporting, and Problem Statements
- Identify, Assessing, and Mitigating Project Risk
- Gender@Work – Unconscious Bias

Project Work Sessions

Project Work Sessions are meetings convened by the Coach with group members to discuss the progress and continue work on their Fellowship Assignments. These are usually held at least once a month, depending on the workload.

“The programme has helped me define, develop, and lead a team consisting of people with different ideas and behaviors.”

- 2016 Fellow





MENTORS

The 2016 Cycle Mentors came from:

- Afghanistan
- Canada
- Chile
- Japan
- Singapore
- USA

Assignments

- **Assignment I – Individual Assignment**
Conduct an Environmental Analysis of their organization or entity, followed by an Organizational Needs Assessment that focuses on either a customer group or organizational capacity need. Based on this, develop a problem statement.
- **Assignment II – Individual Assignment**
Submit an essay of a specific example that illustrates how challenging leadership can be within the context of Afghanistan.
- **Assignment III – Group Assignment**
Develop a professional, sustainable, scoped, relevant, and realistic project plan, based around the Results Framework and Results Chain, through deeper engagement with identified stakeholders and data providers.
- **Assignment IIIb – Group Assignment**
Based on Assignment Three, develop a PowerPoint presentation outlining the project proposal. It should include the needs identified, the project proposed, and its impact.

Certification

Fellows who successfully completed the Fellowship requirements were awarded a UNITAR Certificate of Completion, distributed during the final session of Workshop III in Hiroshima.

Academic Accreditation

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

“With the Fellowship, you are constantly learning and growing.”

- 2016 Afghan Resource Person

Leadership and Mentoring Emphasis

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.

Coaching for Coaches

To guide and support the Coaches in fulfilling their roles, they undertake a training module on Coaching for Coaches.

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.

Topics include:

- Coaching and Mentoring
- Team Building
- Gatekeeping for Team Members
- Conflict Resolution and Motivation
- Productive and Effective Meetings

Training of Trainers

To build the skills of the Afghan Resource Persons (ARPs), additional training is provided to support the management of capacity building and Training of Trainers.

Topics include:

- Training as Trainers
- Community Mobilization to Harness Social Capital in Networks
- Leadership and Social Entrepreneurship





SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD



Strategic Alignment

The *UNITAR Afghanistan Fellowship Programme – Inspiring Transformation* supports *Transforming our World: the 2030 Agenda for Sustainable Development*. The Fellowship focuses on supporting a number of the Sustainable Development Goals (SDGs), including, but not limited to, the following goals and targets:

- Goal 4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
 - 4.5 - By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
- Goal 5 - Achieve gender equality and empower all women and girls
 - 5.5 - Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- Goal 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
 - 16.7 - Ensure responsive, inclusive, participatory and representative decision-making at all levels



EMPOWERING WOMEN



Throughout its history, fewer women than men – sometimes drastically so – have participated in the Fellowship. Only 15% of Fellows have been women.

During Workshop III, UNITAR Hiroshima Office Head Mihoko Kumamoto held a discussion with the female Fellows, Coach, and Afghan Resource Person to talk about how UNITAR can increase both the number of women participating in the Fellowship and the extent of their participation during workshops and group assignments. UNITAR staff will look for opportunities to implement the suggestions during the next cycle of the Fellowship.



A Network of Women Leaders

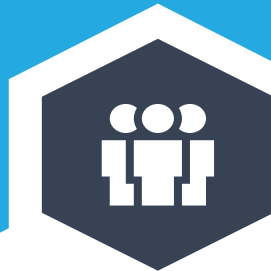
UNITAR wishes to establish an informal network of AFP alumna leaders who can inspire and empower the people they come into contact with. Because of this positive potential, an increased female presence in AFP participants and alumni would in itself provide momentum for greater women's participation.

Sharing Ideas and Planning Action



AFFIRMATIVE ACTION

Affirmative action could include flexibility for female Fellows in terms of travel and family. During the selection process for Fellows, UNITAR staff should keep in mind that women are at an inherent disadvantage and compensate for that; UNITAR could also offer discounted Fellowship fees to women or modify the application requirements.



ENGAGEMENT WITH PARTNERS

Along with tapping into existing women's networks in Afghanistan, UNITAR can encourage partners to introduce more women to the programme. The group also raised the idea of putting positive pressure on Afghan supervisors to nominate women for the Fellowship; some men want the credibility that comes from pushing for gender equality.



CONFIDENCE

UNITAR could hold extra sessions specifically to help boost women's confidence. These sessions could include giving an orientation before the start of the programme specifically for female Fellows, as well as giving extra training for female Coaches and Mentors to boost their leadership skills and confidence. Increasing women's visibility in mentor and leadership positions, as well as introducing successful women as case studies, would also give female Fellows role models and a boost in confidence.



SUCCESSFUL PROJECTS

2015 Cycle

Projects developed for the UNITAR Afghanistan Fellowship Programme aim to be fully implementable, and Fellows are often able to secure funding to do so.

The following are examples of projects from the 2015 Cycle of the Fellowship that have been successfully implemented.

Female Staff Empowerment within AKF-A Offices

Group 8 - 2015 Cycle

This project focused on women's empowerment for staff in Aga Khan Foundation – Afghanistan offices. It was based on a needs assessment of the AKF-A office in Bamyan.

The following activities were implemented through the project:

- A workshop was conducted for all female staff of the AKF office. The workshop focused on leadership and management, including topics such as communication, change management, various management styles, report writing, and proposal development.
- A mock debate was held between male and female staff to help build women's confidence.
- A platform was created for female staff to discuss issues they face and plan action for further improvements.
- Discussion was held with women's managers to ensure that women are supported in the workplace.

Impacts of the project include female staff receiving promotions, feeling comfortable enough to raise their concerns in management meetings, learning leadership and management skills, and being considered for other capacity-building initiatives designed or planned for AKF-A.

The Aga Khan Foundation Afghanistan office in Bamyan originally implemented the project, and it was later extended to other AKF-A offices. The budget for the project was 20,000 USD.

Business Innovation and Entrepreneurship Center

Group 1 - 2015 Cycle

Tabesh University funded this project to establish a Business Innovation and Entrepreneurship Center at the university. The center helps students find jobs, become entrepreneurs, and learn new office skills.

The center held its third Work Skills Development training by inviting professors, businesspeople, and entrepreneurs to give lectures and hold practical sessions. High-ranking officials from the Ministry of Commerce and Industries, the Presidential Office of Procurement, and successful students were also invited to share their experiences.

Additionally, the head of the center and participants from the third training participated for the first time in the 7th Vis Middle East Moot in Kuwait; the Moot is part of the the Annual Willem C. Vis International Commercial Arbitration Moot. The team's performance secured them a position in the best four teams, among 17 teams from 15 countries, and won them the Most Inquisitive Team Award.

Establish Emergency Ward in Wazir Akbar Khan Hospital

Group 5 - 2015 Cycle

After conducting a needs assessment of 14 hospitals in Kabul, Group 5's Fellows determined that none of them had sufficiently trained personnel or adequate equipment to maintain an emergency ward, which resulted in patients getting turned away.

In order to establish an emergency ward, the implementers renovated hospital infrastructure, procured the necessary equipment, and recruited and trained doctors and other professionals required to provide services and run the emergency ward.

The group estimated that the emergency ward would save an average of 2,630 lives per year, as well as provide emergency services to 20,500 people per year.

The Afghanistan Ministry of Finance funded the project, which had a budget of 570,000 USD.

With the first pilot ward successfully completed, the project has already commenced building additional emergency wards in Kabul.





Photo: Fellows at the Atomic-Bomb Dome in Hiroshima

UNITAR Afghanistan Fellowship Programme 2016 Cycle



Photo: Courtesy Call to the Governor of Hiroshima Prefecture



Annex 1 Workshop I

Workshop I

The Fellowship's first workshop took place in Kabul between 27 November and 1 December 2016 at the Ministry of Finance Academy. The UNITAR Hiroshima Office would like to thank the Ministry of Finance of the Islamic Republic of Afghanistan for their continued support to UNITAR Hiroshima and the Fellowship.

Workshop Overview

Learning Objectives

The first workshop focused on exploring the types and processes of undertaking Environmental Analyses and Organizational Needs Assessments (ONA), as well as introducing the characteristics of Good Governance.

The workshop's learning objectives were as follows:

1. Identify the key characteristics of Good Governance
2. Review the key elements of an Organisational Needs Assessment (ONA).
3. Clarify the elements which make Organisations Open Socio-Technical Systems.
4. Classify the three types of Organisational Needs Assessment.
5. Outline the stages of an Organisational Needs Assessment
6. Restate the advantages and disadvantages of five data collection methods.
7. Describe the process of undertaking a gap analysis.
8. Outline key elements of the stakeholder identification, integration, and engagement processes.
9. Recognise effective communication skills.

Resource Persons

The Resource Persons for Workshop I included:

- Mr. Ahmad Masoud Tokhi, General Director, Independent Administrative Reform and Civil Service Commission
- Mr. Musa Kamawi, Human Resources Director, Ministry of Finance
- Mr. Sayed Gheyasuddin Saadat, Trade Commissioner, Embassy of Canada in Afghanistan
- Dr. Nasrullah Orya, Implementation and Operation Manager, Aga Khan Foundation
- Dr. Abdul Bashir Sakhizada, Head of Human Resources and Administration, French Medical Institute for Children
- Mr. Imtiaz Sharifi, Post Clearance Audit Specialist, Ministry of Finance
- Dr. Sohrab, Provincial HR Specialist, Ministry of Finance
- Ms. Humaira Khan-Kamal, Senior Advisor, UNITAR
- Mr. Berin McKenzie, Senior Specialist, UNITAR Hiroshima Office
- Mr. Sabahuddin Sokout, Training Associate, UNITAR Hiroshima Office
- Mr. Nigel Gan, Training Officer, UNITAR Hiroshima Office

Summary of the Workshop

Representing key components of the workshop, each day included After Actions Reviews (AAR) and Mentoring Sessions. Each day of the workshop (from the second day) began with an AAR, which was conducted by the Coaches, exploring and emphasising the main issues and lessons of the previous presentations, as well as the specific frames of reference as applied to these by the Fellows. The end of each day included a Mentoring Session, where Fellows were able to engage with their groups, Coaches, and Resource Persons to raise questions and discuss issues that had arisen during the day.

Day One

Session 1 – Opening and Introduction to the Fellowship

Summary of Opening Ceremony

The 2016 Cycle of the *UNITAR Afghanistan Fellowship Programme – Inspiring Transformation* was officially opened by:

- Mr. Ahmad Masoud Tokhi, General Director, Civil Service Commission Management Department, Independent Administrative Reform and Civil Service Commission (IARCSC);
- Dr. Osman Osmani, Director, Afghan Civil Service Institute (ACSI); and
- Mr. Musa Kawami, Director of Human Resources, Ministry of Finance, who attended on behalf of Mohammad Qahir Haidari, Deputy Minister Administration of the Ministry of Finance.

Mr. Sabahuddin Sokout, UNITAR Training Associate and Focal Point in Afghanistan, began proceedings at the workshop by thanking the Hiroshima Prefectural Government, IARCSC, ACSI, Afghanistan Ministry of Finance, and other committed entities inside Afghanistan for their support and generosity to equip Afghans with the knowledge and skills to lead Afghanistan to a prosperous and bright future.

Mihoko Kumamoto, Head of the UNITAR Hiroshima Office, gave opening remarks through a recorded video, thanking UNITAR's partners in Afghanistan, as well as the Hiroshima Prefectural Government for their support. Ms. Kumamoto congratulated the Fellows for joining the Fellowship community and focused on UNITAR Hiroshima's commitment to Afghanistan, the professional structure of the Fellowship, and how the Fellowship was redesigned this year in order to support the evolving needs of Afghanistan.

Dr. Osman Osmani, Director of ACSI, emphasised the importance of the Fellowship's final workshop in Hiroshima and outlined the important opportunity the Fellows have been given to learn not only through the training topics covered in the workshop but also through the reconstruction story of Japan. He encouraged the Fellows to visit Peace Memorial Park and to read a poem that was written there by an atomic bomb survivor.

Mr. Ahmad Masoud Tokhi, General Director of IARCSC, congratulated the Fellows and focused on the importance of training and capacity building, which has also become a priority for the government. He noted, "We realise that training empowers people to realize their dreams and improve their lives." He also added that "in the current delicate situation of Afghanistan, we are trying to educate people to support them to climb higher to reach the bring the country to the stage we want it to be, and UNITAR is giving you the tools to climb higher and higher to do and be better, so please use UNITAR and its excellent resources around the world."

Mr. Mohammad Musa Kamaw delivered a speech on behalf of the Ministry of Finance, focusing on the uniqueness of the programme. He noted that the MoF is a strong partner of UNITAR and has always been impressed by the services that UNITAR provides in terms of resources and practicality of the training programme.

Mr. Nigel Gan, Training Officer and Programme Officer for Afghanistan, also gave opening remarks and thanks and welcomed the Fellows to the start of the 2016 Cycle of the Fellowship.

Fellow Expectations

Following the official opening, the Coaches for the 2016 Cycle shared best practices lessons learned from their experiences with the Fellowship in the 2015 Cycle, covering the different learning activities, assignments, methodology, and roles within the Fellowship. Mr. Sokout also outlined the schedule for the entire Fellowship and the requirements for graduation, including new requirements introduced for the 2016 Cycle. Questions from the Fellows were answered.

Workshop Objectives

Following an overview of the workshop agenda, Fellows were asked to select the two workshop objectives that they were most interested in. These were the overall top three objectives:

1. Identify the key characteristics of Good Governance.
2. Review the key elements of an Organizational Needs Assessment (ONA).
3. Recognise effective communication skills.

Session 2 and 3 – Introduction to Governance

Facilitators: Mr. Ahmad Masoud Tokhi, IARCSC; Mr. Imtiaz Sharifi, MoF

Good Governance was introduced into the Fellowship in 2016 as part of the strategic redesign based on needs assessments undertaken with key partners and stakeholders in Afghanistan. As the learning objective identified as of the most interest to the Fellows, it reflects the growing awareness and understanding of the critical role that effective governance plays.

The first *Introduction to Governance* session was led by Mr. Tokhi from the IARCSC, who introduced the eight key characteristics of Good Governance, namely that it is:

1. Participatory;
2. Consensus Oriented;
3. Accountable;
4. Transparent;
5. Responsive;
6. Effective and Efficient;
7. Equitable and Inclusive; and
8. Follows the Rule of Law.

To outline these characteristics and make it relatable to the Fellows, Mr. Tokhi made comparisons between case studies in Afghanistan and various countries, and through several group work exercises, encouraged the Fellows to identify issues and opportunities within Afghanistan.

The second *Introduction to Governance* session focused on a case study presented by Mr. Imtiaz Sharifi – the Electronic Filing of Tax Returns project being undertaken by the Afghanistan Revenue Department of the Ministry of Finance. Outlining the details and background of the project, he explained how the new e-governance system in the Ministry would help improve governance within Afghanistan. Fellows, who shared their experiences of waiting months to file and receive their tax returns, were encouraged to learn about this project and undertook a practical exercise to explore how the project fit within the eight characteristics of good governance. They found that the project would improve efficiency, promote compliance, streamline processes, allow for on-time reporting systems, reduce costs, and increase fairness.

Day Two

Session 4 – Organizational Needs Assessment (ONA) & Environmental Analysis

Session 5 – ONA: Organizations as Open Socio-Technical Systems

Session 6 – ONA: Practical Exercises

Facilitator: Ms. Humaira Khan-Kamal (UNITAR) via Skype for Business

Facilitation Support: Mr. Sohail Kaakar (ARP); Mr. Sokout (UNITAR)

Organizational Needs Assessments (ONA) formed a critical component of the first workshop. Session 4 was the first session of the workshop exploring ONAs and aimed at helping Fellows clarify what an ONA is, as well as its purpose. Differing reasons for undertaking an ONA were shared, as well as the key elements of undertaking an Environmental Analysis. The key focus of this session was to have the Fellows analyse the importance of undertaking a robust Organisational Needs Assessment that in return could provide a sound basis for designing a project to address identified needs in an efficient and effective manner.



Session 5 allowed Fellows to clarify the elements that make organizations Open Socio-Technical Systems, examining environmental and stakeholder analysis, as well as the social and technical aspects of organizations. The Fellows were encouraged to ask questions and provide feedback to invite further reflection on the relevance of the sessions to local and individual realities, with further examples provided by the Coaches and ARPs.

The final session of the day built upon the concepts introduced during the day, with Fellows undertaking several individual and group practical exercises. They first discussed examples, opportunities, and challenges that may exist regarding undertaking an ONA at Fellows' organisations and institutions. Individually, they considered the top one or two messages their organisations or institutions are hearing from an important stakeholder. Following this, and now working in pairs, Fellows listed three social elements and three technical elements of their organisations. Fellows then reported back to the larger group. Coaches and ARPs were on hand to answer questions and facilitate discussions within the groups, as well as provide examples from their own experiences in Afghanistan.

Day Three

Session 7 and 8 – ONA: Three Types of Organizational Needs Assessment

Facilitator: Ms. Humaira Khan-Kamal (UNITAR) via Skype for Business

Facilitation Support: Dr. Orya Nasrullah (Mentor)

Session 9 – ONA: Stages and Champions

Facilitators: Mr. Berin McKenzie (UNITAR) via Video

Facilitation Support: Dr. Orya Nasrullah (Mentor)

The first two sessions of the day aimed at helping Fellows to classify the three types of Organisational Needs Assessment: Strategic; Tactical, and Operational. Fellows were presented with cautions to consider while selecting from the three types of assessment, before finalising the structure and type of needs assessment they would be designing and delivering.

The module on Stages and Champions aimed at helping Fellows to analyse the roles of project champions during the ONA and project development stages. In order to do this, Fellows first worked to outline the key steps of developing, delivering, and analysing an ONA, including the pre-assessment, assessment, and post-assessment phases. Understanding the structure and flow of an ONA is as important for its success as finding appropriate champion(s) who are committed to project success and are able to influence key stakeholders and decision makers.

Day Four

Session 10 – ONA: Gathering Data and Asking Good Questions

Facilitator: Mr. Nigel Gan (UNITAR) via Skype for Business

Facilitation Support: Dr. Orya Nasrullah (Mentor)

Session 11 – ONA: Problem and Gap Analysis

Facilitator: Mr. Mohammad Musa Kawami (MoF)

Session 12 – Effective Communication

Facilitators: Mr. Nigel Gan (UNITAR) via Skype for Business; Mr. Sayed Gheyasuddin Saadat (Mentor)

The session on Gathering Data and Asking Good Questions allowed Fellows to discuss the difference between qualitative and quantitative data, iterate the advantages and disadvantages of five data collection methods, and outline the types of questions relevant for Strategic, Tactical, and Operational Needs Assessments. Practical exercises were built in to inform Fellows about the relative advantages and disadvantages of data collection methods, examine the nature of their proposed ONA, and formulate appropriate data collection methods. During pair- and group-based practical exercise sessions, Fellows were asked to compare examples of qualitative and quantitative data they could gather, as well as being tasked with developing good and bad questions related to an assigned case study. The key focus of the session was for Fellows to gain insight into the differences between qualitative or quantitative methods, to comprehend the theoretical and practical benefits of each approach, and to be able to outline the importance of why asking good questions is central to undertaking a robust ONA.

This session on problem and gap analysis took a further look at the important task of identifying issues and was included in the workshop based upon feedback received from previous cycles. Mr. Kawami explored the the concept and definition of problem analysis and problem solving cycle, emphasizing the importance of its use and how it can be used. He introduced problem tree analysis and explained how to conduct such an analysis through a case study example. Fellows were then presented with a practical exercise where they were tasked with undertaking a problem tree analysis themselves.

The final session of day 4 focused on effective communication methods. The session began with a practical exercise, which outlined the importance of proper encoding in communication (see outset box: Encoding Messages). How to give and receive feedback as a team member and as a leader was also covered. During the group exercise session, Fellows were divided into groups to discuss barriers to communication at personal, professional, local, national, and cultural levels.

Day Five

Session 13 and 14 – ONA: Identifying and Integrating Stakeholders

Facilitator: Mr. Berin McKenzie (UNITAR) via Video

Facilitation Support: Mr. Habib Azmat (ARP)

Session 15 – Closing and Team Building Exercise

Facilitator: Mr. Sabahuddin Sokout (UNITAR)

The first session of day 5 explored the importance of proper identification and integration of stakeholders into projects, as well as key elements of the stakeholder engagement process. Fellows then were guided on how to undertake a stakeholder analysis, and they immediately applied this to their project, undertaking a practical exercise to identify stakeholders and then analyze them in terms of the roles and responsibilities, as well as through an interest/power matrix. The session also highlighted important considerations for managing conflict with stakeholders.

The final session of the workshop was an opportunity for any lingering questions that had arisen during the week. The first assignment that the Fellows have to undertake was explained and questions answered about the structure (see inset box). To finish off the week, and to foster team spirit and deepen the bonds between the Fellows, a friendly volleyball match was held between the groups. Congratulations to Group 2, who were the overall champions!

Practical Exercise – Encoding Messages

To showcase the importance of proper encoding in messages, two volunteers are selected and requested to sit back to back at two tables. In front of each volunteer were identical wooden blocks. Volunteer A builds a design of their choosing, while giving Volunteer B verbal instructions on what to do to recreate the design. No verification or input from Volunteer B or the other Fellows is allowed. At the end of the two minutes, the Fellows were invited to view each other's designs. Discussions were encouraged regarding the experience before more volunteers took part.



Workshop I Evaluation

The evaluation method employed for the *UNITAR Afghanistan Fellowship Programme – Inspiring Transformation* 2016 Cycle – Workshop I 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; whilst 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 covers 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 the next programme.

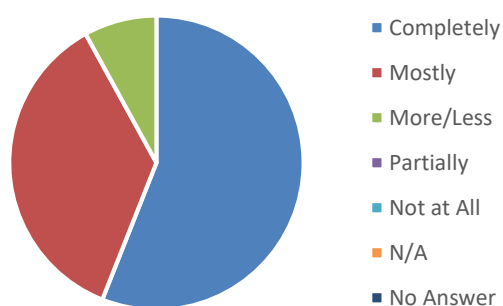
The participant feedback evaluation questionnaire examined the following areas in detail:

- 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

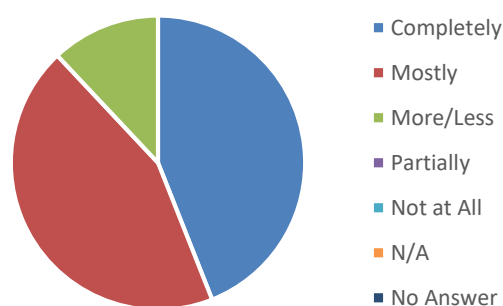
Major Findings and Recommendations

Pre-event Information

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



Useful (in terms of making an informed decision)



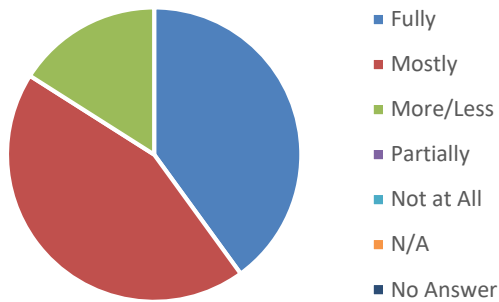
Accurate (in terms of matching what took place)

Learning Objectives

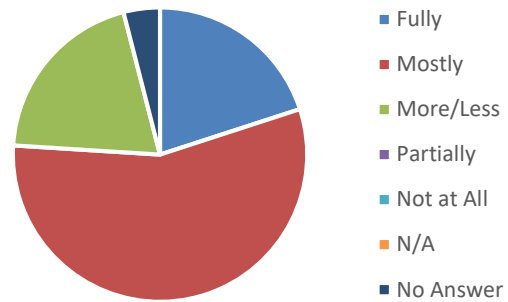
A large majority of participants agreed that they had achieved the learning objectives. Following are a detailed description of participants' reaction to the questions

Learning Objective I

Identify the key characteristics of Good Governance



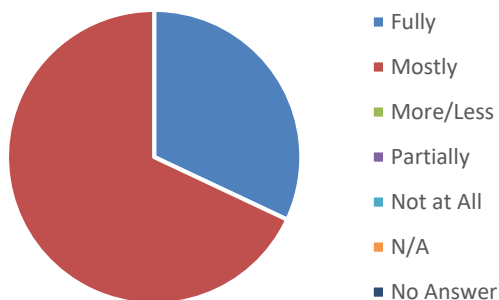
Relevance of objective to your learning needs



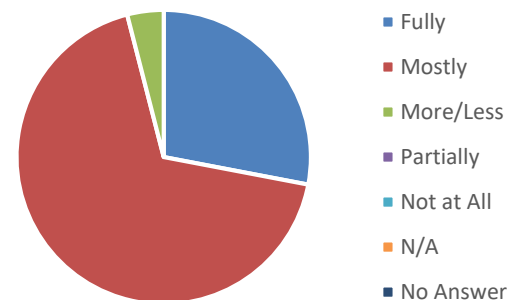
Extent to which you met learning objective

Learning Objective II

Review the key elements of an Organisational Needs Assessment (ONA)



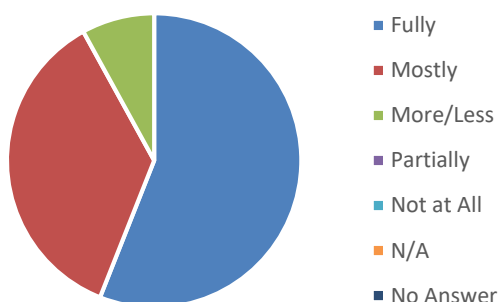
Relevance of objective to your learning needs



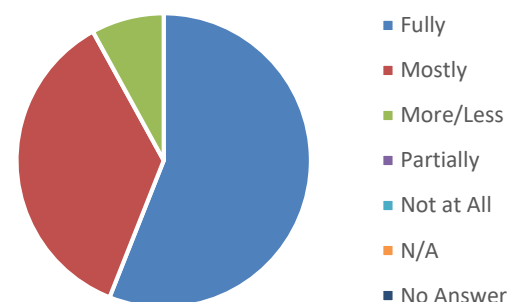
Extent to which you met learning objective

Learning Objective III

Clarify the elements which make Organisations Open Socio-Technical Systems



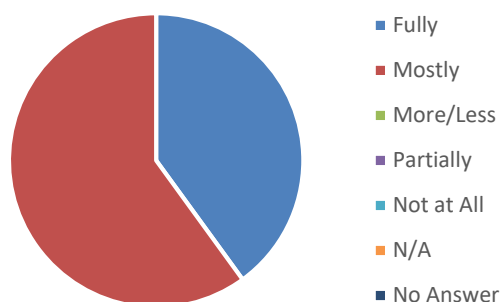
Relevance of objective to your learning needs



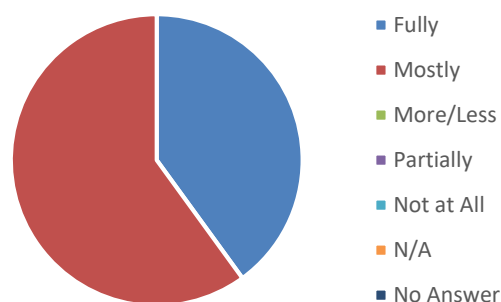
Extent to which you met learning objective

Learning Objective IV

Classify the three types of Organisational Needs Assessment



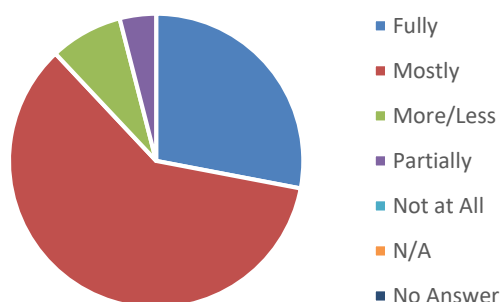
Relevance of objective to your learning needs



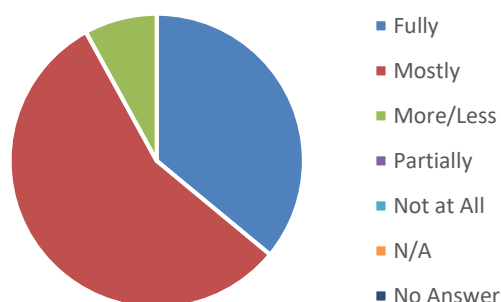
Extent to which you met learning objective

Learning Objective V

Outline the stages of an Organisational Needs Assessment



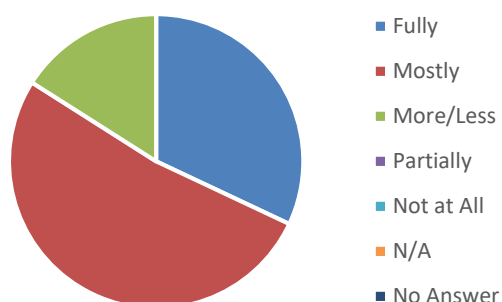
Relevance of objective to your learning needs



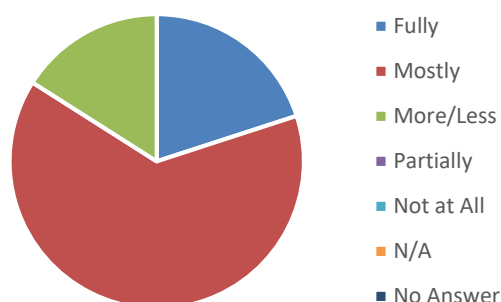
Extent to which you met learning objective

Learning Objective VI

Restate the advantages and disadvantages of five data collection methods



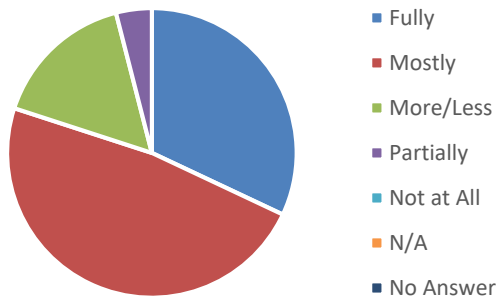
Relevance of objective to your learning needs



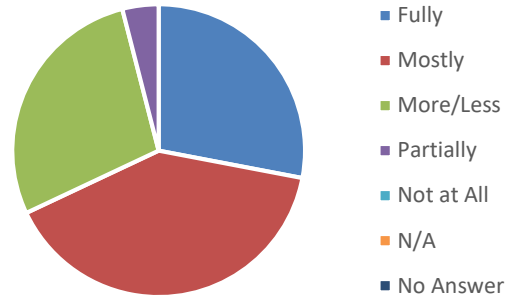
Extent to which you met learning objective

Learning Objective VII

Describe the process of undertaking a gap analysis



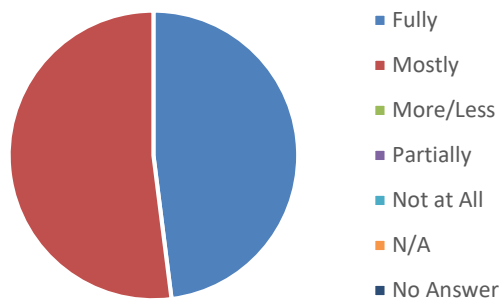
Relevance of objective to your learning needs



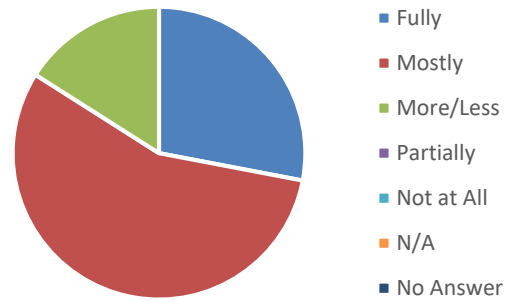
Extent to which you met learning objective

Learning Objective VIII

Outline key elements of the stakeholder identification, integration, and engagement processes



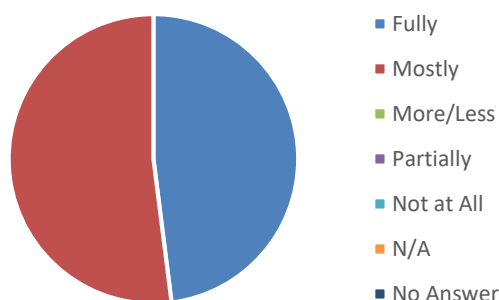
Relevance of objective to your learning needs



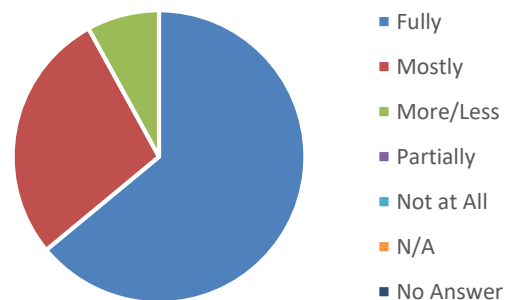
Extent to which you met learning objective

Learning Objective IX

Recognise effective communication skills



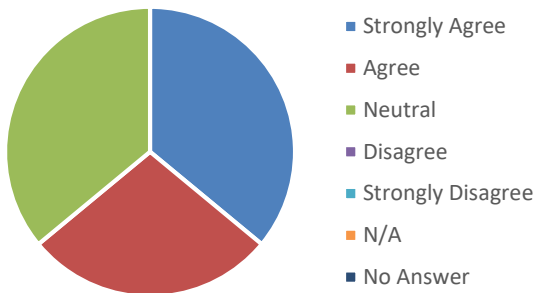
Relevance of objective to your learning needs



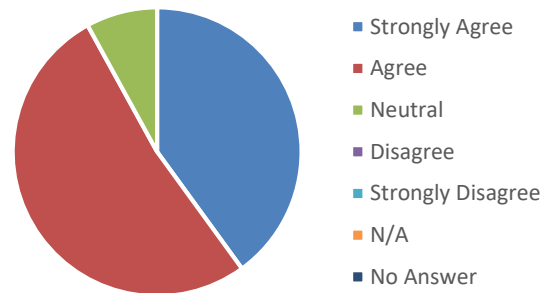
Extent to which you met learning objective

Value, Relevance and Intent to Use

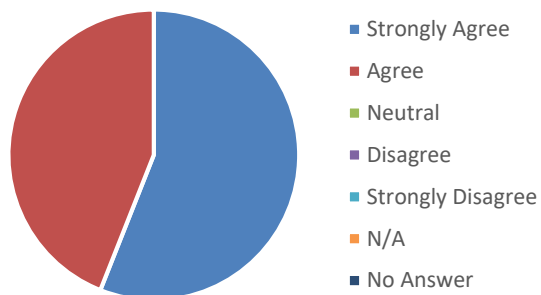
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).



The information presented in this workshop was new to me



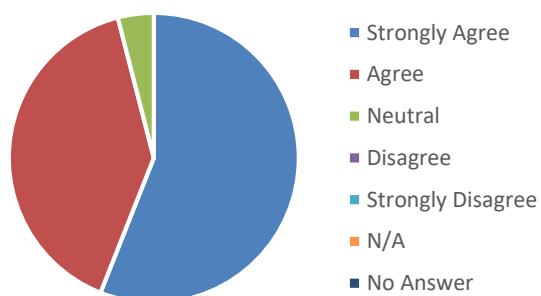
The content of the workshop was relevant to my job



It is likely that I will use the information acquired

Methodology

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

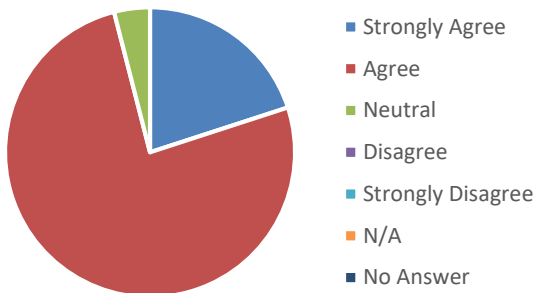


The event's methodology was useful given the learning objectives

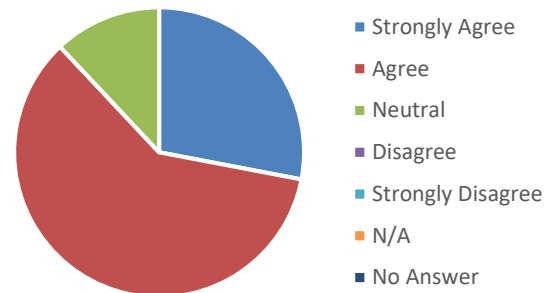
Overall Satisfaction with the Quality of Facilitators

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

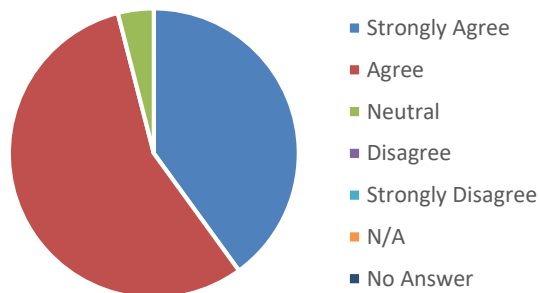
The trainer(s)/facilitator(s) was (were) effective at:



Presenting information



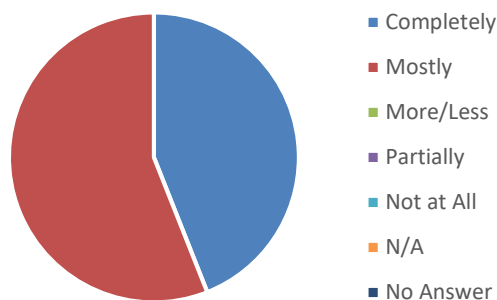
Responding to questions of participants



Stimulating participant involvement

Applicability of After Action Review and Practical Exercises

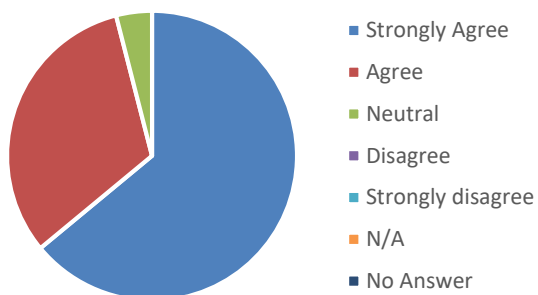
The assessment of learning included After-Action Reviews and Practical Exercises:



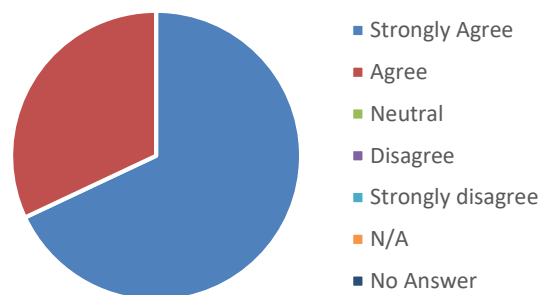
How useful was (were) the method(s) in helping you to achieve the learning objectives?

Overall Satisfaction 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



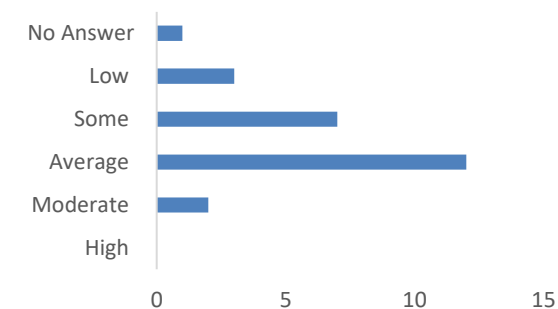
I will recommend this workshop to a colleague

Participant Self-Assessment Questionnaire

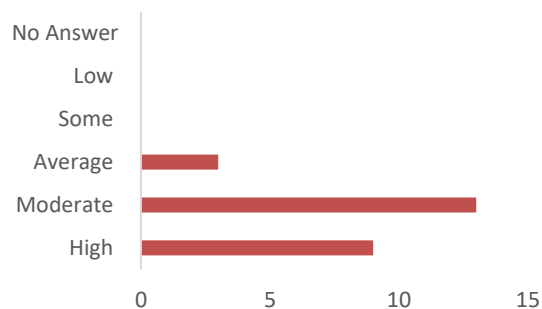
Level of Knowledge, Skill, and Competencies in Relation to Each Learning Objective Before and After the Training

Learning Objective I

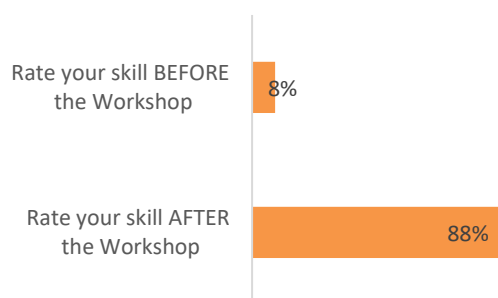
Objective I: Identify the key characteristics of Good Governance



Rate your skill before the programme



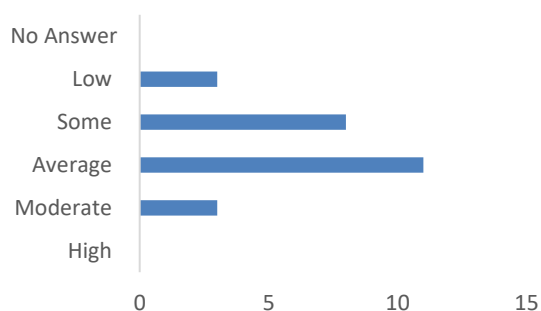
Rate your skill after the programme



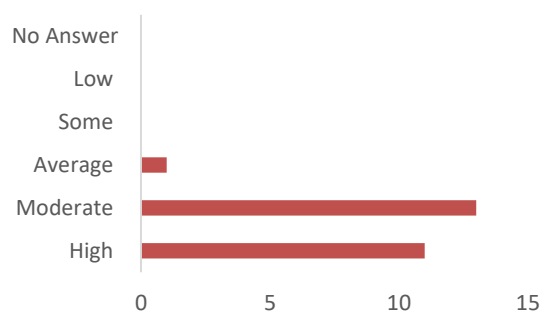
Before-After Difference (Moderate & High Responses)

Learning Objective II

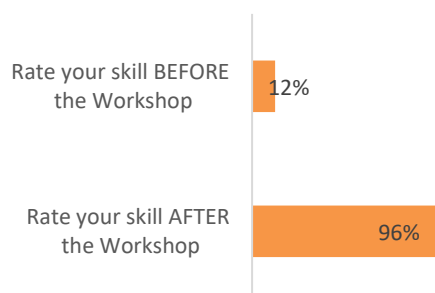
Objective II: Review the key elements of an Organisational Needs Assessment (ONA)



Rate your skill before the programme



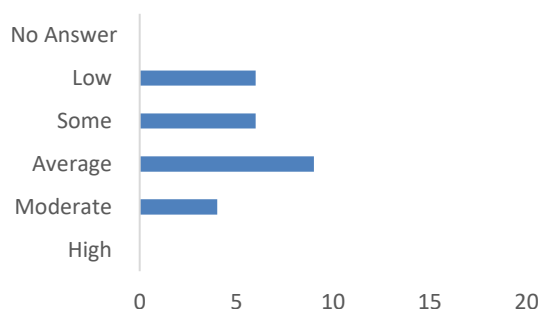
Rate your skill after the programme



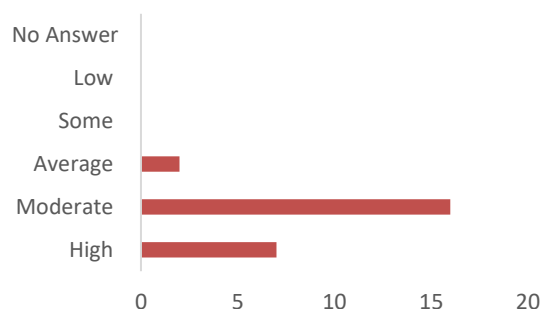
Before-After Difference (Moderate & High Responses)

Learning Objective III

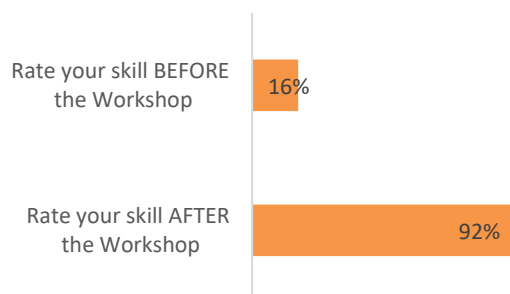
Objective III: Clarify the elements which make Organisations Open Socio-Technical Systems



Rate your skill before the programme



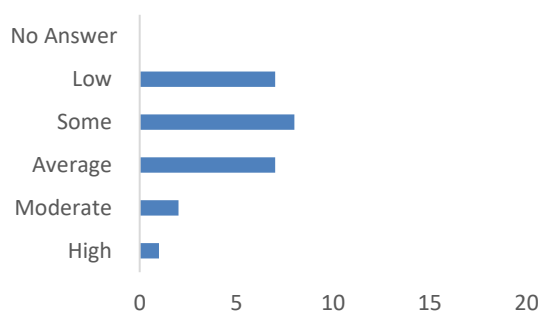
Rate your skill after the programme



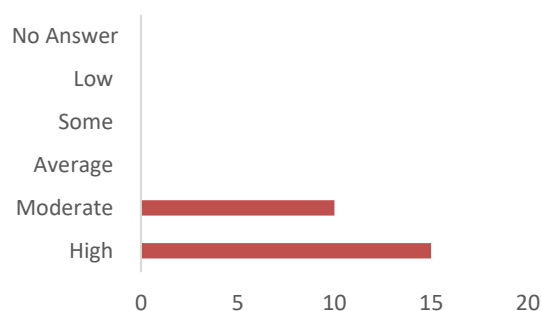
Before-After Difference (Moderate & High Responses)

Learning Objective IV

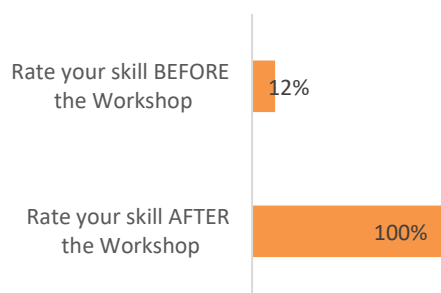
Objective IV: Classify the three types of Organisational Needs Assessment



Rate your skill before the programme



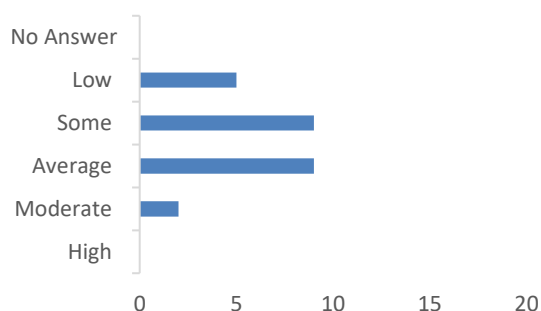
Rate your skill after the programme



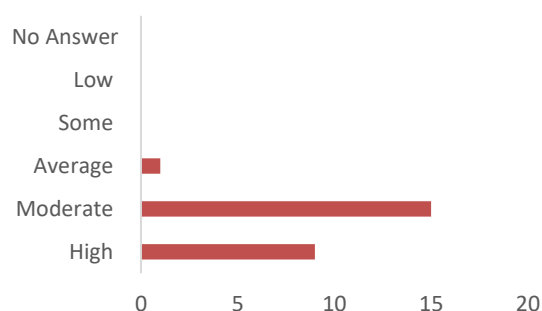
Before-After Difference (Moderate & High Responses)

Learning Objective V

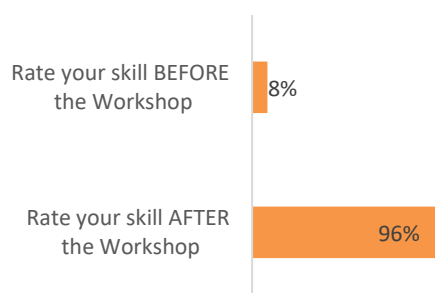
Objective V: Outline the stages of an Organisational Needs Assessment



Rate your skill before the programme



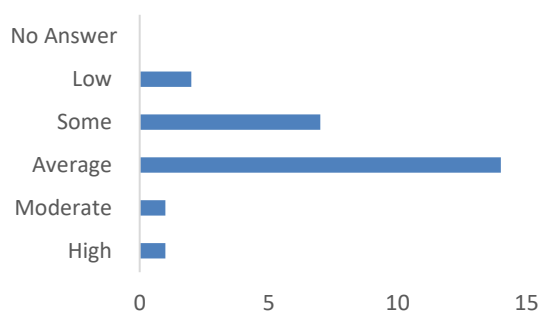
Rate your skill after the programme



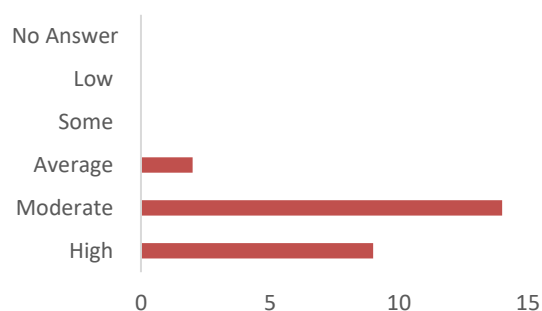
Before-After Difference (Moderate & High Responses)

Learning Objective VI

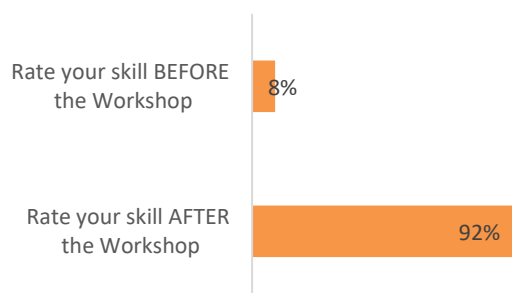
Objective VI: Restate the advantages and disadvantages of five data collection methods



Rate your skill before the programme



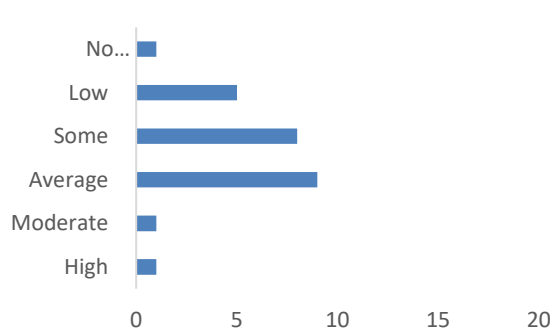
Rate your skill after the programme



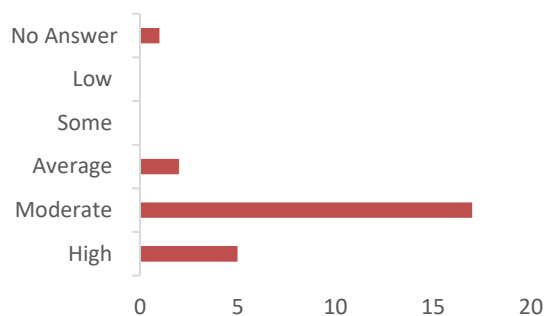
Before-After Difference (Moderate & High Responses)

Learning Objective VII

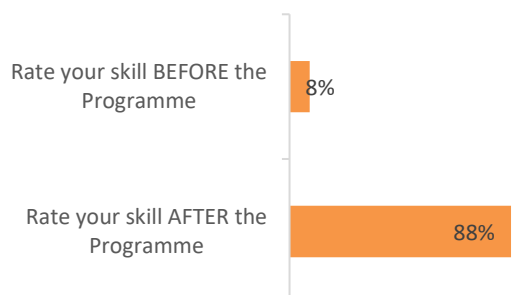
Objective VII: Describe the process of undertaking a gap analysis



Rate your skill before the programme



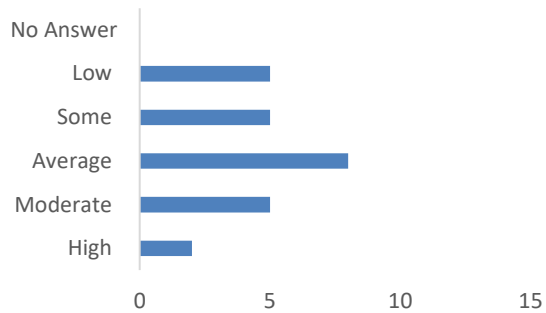
Rate your skill after the programme



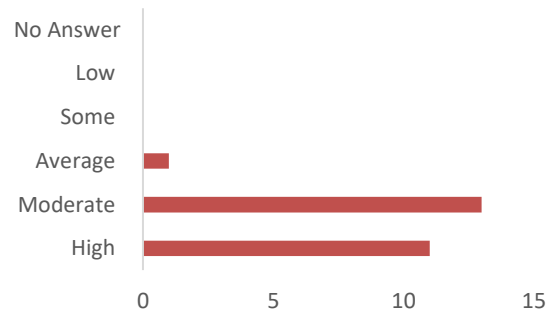
Before-After Difference (Moderate & High Responses)

Learning Objective VIII

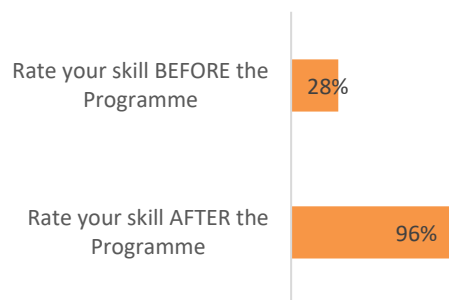
Objective VIII: Outline key elements of the stakeholder identification, integration, and engagement processes



Rate your skill before the programme



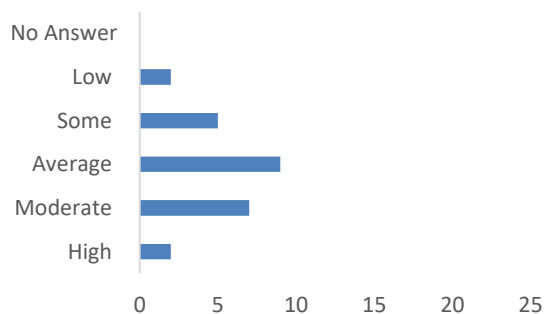
Rate your skill after the programme



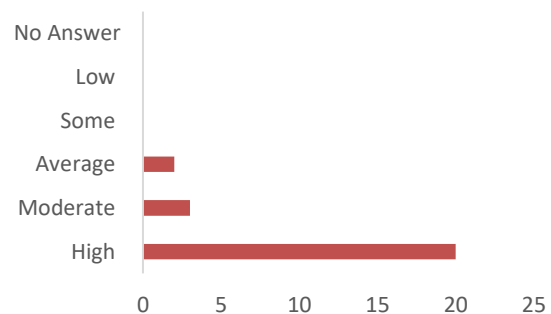
Before-After Difference (Moderate & High Responses)

Learning Objective IX

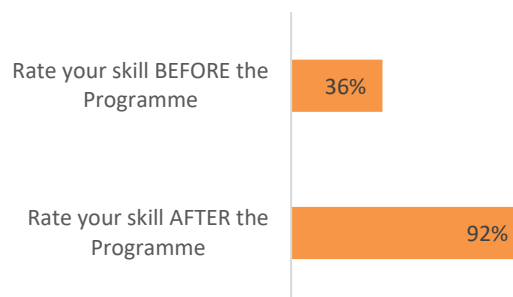
Objective IX: Recognise effective communication skills



Rate your skill before the programme



Rate your skill after the programme



Before-After Difference (Moderate & High Responses)



UNITAR Afghanistan Fellowship Programme - *Inspiring Transformation*
Workshop One | 27 November - 1 December 2016 | Kabul, Afghanistan
AGENDA

	Day One Sunday 27 November	Day Two Monday 28 November	Day Three Tuesday 29 November	Day Four Wednesday 30 November	Day Five Thursday 1 December
08:30 - 09:00		08:30 - 09:00 After Action Review	08:30 - 09:00 After Action Review (HK)	08:30 - 09:00 After Action Review	08:30 - 09:00 After Action Review
09:00 - 09:30	9:00 - 10:30 Introductions Agenda Objectives Setting Expectations Setting Engagement Activities	09:00 - 10:30 Session Four Organisational Needs Assessment and Environmental Analysis (HK)	09:00 - 10:30 Session Seven Organisational Needs Assessment: Three Types of Organisational Needs Assessment (HK)	09:00 - 10:30 Session Ten Organisational Needs Assessment: Identifying and Integrating Stakeholders	09:00 - 10:30 Session Thirteen Communication Skills Written (ARP)
09:30 - 10:00					
10:00 - 10:30					
10:30 - 11:00	10:30 - 11:00 Tea Break	10:30 - 11:00 Tea Break	10:30 - 11:00 Tea Break	10:30 - 11:00 Tea Break	10:30 - 11:00 Tea Break
11:00 - 11:30	11:00 - 12:30 Session Two Introduction to Governance I	11:00 - 12:30 Session Five Organisational Needs Assessment: Organisations as Open Socio- Technical Systems (HK)	11:00 - 12:30 Session Eight Organisational Needs Assessment: Stages and Champions	11:00 - 12:30 Session Eleven Organisational Needs Assessment: Problem and Gap Analysis	11:00 - 12:30 Session Fourteen Communication Skills Oral (ARP)
11:30 - 12:00					
12:00 - 12:30					
12:30 - 13:00	12:30 - 13:30 LUNCH	12:30 - 13:30 LUNCH	12:30 - 13:30 LUNCH	12:30 - 13:30 LUNCH	12:30 - 13:30 LUNCH
13:00 - 13:30					
13:30 - 14:00	13:30 - 15:00 Session Three Introduction to Governance II	13:30 - 15:00 Session Six Organisational Needs Assessment: Practical Exercises (Coaches/ARPs)	13:30 - 15:00 Session Nine Organisational Needs Assessment: Gathering Data and Asking Good Questions	13:30 - 15:00 Session Twelve Organisational Needs Assessment: Effective Communication	13:30 - 15:00 Session Fifteen The Impact of the Fellowship (Alumni Panel)
14:00 - 14:30					
14:30 - 15:00					
15:00 - 15:30	15:00 - 15:30 Mentoring Session I	15:00 - 15:30 Mentoring Session II	15:00 - 15:30 Mentoring Session III	15:00 - 15:30 Mentoring Session IV	15:00 - 15:30 Closing Session



Annex 2 Workshop II

Workshop II

The Fellowship's second workshop took place in Kabul between 22 and 26 January 2017 at the FMIC Conference Centre. The UNITAR Hiroshima Office would like to thank the FMIC for their continued support to the UNITAR Hiroshima Office and the Fellowship.

Workshop Overview

Learning Objectives

This workshop built upon the Organizational Needs Assessment and Assignment I and guided Fellows through the components of the Results Chain, as well as understanding individual and team behaviours through different workstyles using the DiSC Profile.

The workshop's learning objectives were as follows:

1. Describe their personal behaviour patterns utilising the DiSC Format.
2. Describe the processes of team development.
3. Restate the key processes of the Results Chain.
4. Prepare Impact Statements.
5. Illustrate the processes required for developing effective Outcomes.
6. Restate the focus of S.M.A.R.T. Methodologies.
7. Prepare Outcome Statements for project plans.
8. Define Activities within project planning.
9. Discuss Monitoring and Evaluation in the context of project planning.
10. Outline how to prepare a project budget.

Resource Persons

The Resource Persons for Workshop I included:

- Mr. Ahmad Masoud Tokhi, IARCSC
- Dr. Bashir Sakhizada, FMIC
- Mr. Berin McKenzie, Senior Specialist, UNITAR
- Dr. Shamsul Hadi Shams, Training Officer, UNITAR
- Mr. Sabahuddin Sokout, Training Associate, UNITAR
- Mr. Nigel Gan, Training Officer, UNITAR

Summary of the Workshop

Day One

Opening Session

The second workshop was launched at the FMIC conference room with the kind partnership and support of the FMIC Management and Human Resources Department. The session began with greetings by Mr. Sokout and a video message from the UNITAR Hiroshima Office Head Mihoko Kumamoto. Mr. Sokout congratulated the Fellows on tackling their assignments and then spoke about the content of the coming workshop and how it will contribute to Fellows' final presentations in Hiroshima. Ms. Kumamoto connected key ideas in Workshop II to Workshop I topics and elaborated on how they will contribute to the Fellows' knowledge. The video message was followed by welcome remarks from Mr. Mohammad Musa Kamawi, Human Resource Director for the Ministry of Finance, and Dr. Bashir Sakhizada from the FMIC.

Mr. Kamawi emphasized the importance of the topics and how they build upon each other to present a valuable training programme for the improvement of Afghanistan. He encouraged the Fellows to apply their new knowledge in their workplaces to contribute to the improvement of the country. Dr. Bashir echoed Mr. Kamawi's message and emphasized the spirit of teamwork, stating that a country's success only comes from the joint efforts of its people to work and support each other as a team. The opening remarks were concluded with a short speech by Mr. Nigel Gan, in which he encouraged the Fellows to focus on the new topics as they move to the next stage of the Fellowship as a team.

Learning Objectives as Prioritized by Fellows

Following an overview of the workshop agenda, each Fellow was asked to select the two workshop objectives they were most interested in. These were the overall top three objectives:

1. Outline how to prepare a project budget;
2. Prepare Impact Statements;
3. Describe the process of team development.

Session 1 and 2 – Leadership of the Self

Facilitator: Mr. Sabahuddin Sokout (UNITAR)

Facilitation Support: Dr. Orya Nasrullah (Mentor)

Session 3 – Leadership of Teams

Facilitator: Dr. Shamsul Hadi Shams (UNITAR)

The first main topic of Workshop II focused on leadership of both oneself and one's team. The first two sessions, on the DiSC Personality Profile Test, was led by Mr. Sokout with the help of Resource Persons, Mentors, and Coaches. The presentation focused on describing the key elements of various work styles, identifying one's own style, and discussing the strengths and weaknesses of each style. During the presentation, a number of strategies were suggested as to how to use the strength in each style to be a great team member. Key points from the presentation were as follows:

- All styles are positive and contribute to teams in meaningful ways; each style possesses unique strengths and capabilities.
- There is no need to change your work style; the DiSC Test is about understanding the set of potential strengths and challenges in a given team.
- Nobody is just one style, and we are each a combination of all four.
- We each have the capacity to adapt to different situations through style flexibility.

The Fellows were able to identify their own styles, as well as discuss their behaviour and habits through tackling the DiSC exercises.

The third session of the day, on how to lead a team to achieve a desired result, was presented by Dr. Shamsul Hadi Shams. The presentation used the Tuckman stages of group development to illustrate ways teams come together; it also provided Fellows with methods by which teams become stronger. Dr. Shams gave examples from UNITAR's various projects to illustrate each stage. He also spoke about how activities are divided in different stages and how each stage builds upon the others to achieve the desired result.

Day Two

Session 4 – Presentation of Needs Assessment

Session 5 – Project Selection Discussion and Decision

Session 6 – Presentation of Selected Project and Group Work

On the second day of the workshop, Fellows presented the results of their first assignment, an organizational needs assessment of their workplace, to their group members. Coaches and ARPs, as well as Mentors who were in attendance, gave the Fellows fresh feedback and helped prepare them for the selection of group projects.

The Fellows selected their own group projects through criteria that evaluated which project was most likely to practice the various elements of Result Chain Management, which Fellows learned about over the course of Workshop II. While some groups were able to quickly come to a consensus on which project should be chosen, other groups required additional time and mentoring to choose their project. The group projects were continually improved throughout the Fellowship, with the goal of future implementation.

The groups presented their chosen projects and received feedback from a panel of Resource Persons at the end of the day.

Day Three

Session 7 – Reviewing Problem Statements

Facilitator: Dr. Shamsul Hadi Shams (UNITAR)

Session 8 – Results Chain and Indicators

Facilitator: Mr. Berin McKenzie (UNITAR) via Video

Facilitation Support: Mr. Sayed Gheyasuddin Saadat (Mentor)

Session 9 – Impact and Outcomes

Facilitators: Mr. Sohail Kaakar (ARP); Eng. Mujtaba Masood (Coach)

The third day started with an After-Action Review, during which the UNITAR team proposed various teamwork exercises and games. Six different exercises were initiated and all group members were able to practice different aspects and stages of the Tuckman Model. The Fellows presented on various points they learned during the exercises.

The first presentation of the day, Reviewing the Problem Statement, was presented by Dr. Shams. Dr. Shams emphasized how to develop a comprehensive and effective problem statements, as well as the importance of the five Ws (who, what, when, where, and why). The Fellows were presented with a clear definition of the problem statement to help them develop meaningful statements of their own. The groups then developed project problem statements, which they presented and received feedback on.

The second presentation of the day, The Results Chain and Indicators, was presented by Mr. McKenzie through a pre-recorded video. Mr. Sayed Gheyasuddin Saadat acted as an on-site facilitator in order to better connect the ideas to the Afghanistan context and provide Fellows with a more detailed understanding of the topic.

Mr. McKenzie's presentation focused on performance indicators and the development of SMART indicators as part of the result chain process. The result chain, which utilized backward planning, was explained to Fellows as different from the normal project planning process in Afghanistan, which starts from input and moves to impact. The in-depth explanation of how focusing on the impact helps project

planners achieve their desired result made the concept clearer to Fellows. The presentation concluded with a stone exercise, whereby ripples from a stone dropped into water illustrate the expanding impact of a project as it moves through the result chain.

Mr. Kaakar and Eng. Said Mujtaba Masood gave the final presentation of the day, which was on developing Impact Statements, the importance of Outcome statements in result chain, and how to formulate the best SMART outcome for a project to be successful. Both Resource Persons provided examples from the Afghanistan context and encouraged the Fellows to develop their selected projects' Impact and Outcome statements to be more specific to the contexts of their workplace or community. Coaches led a team activity at the end of the day to reinforce the important topics were covered during the workshop so far.

Day Four

Session 10 – Outputs

Facilitator: Mr. Mohammad Musa Kawami (MoF)

Session 11 – Activities and Inputs

Facilitator: Mr. Nigel Gan (UNITAR) via Skype for Business

Facilitation Support: Mr. Abdul Shakoor Qani

Session 12 – Tasks, Timeframes, Milestones and Responsibilities

Facilitators: Ms. Friba Quraishi (Mentor); Ms. Mariam Ghaznavi (Coach)

On the fourth day of the workshop, Fellows had to completely map out the Result Chain for their project proposal and develop their own statements, to be presented during the last day of the workshop. The day once again began with an After-Action Review that connected the coming day's topics with those already covered. Mr. Kamawi presented on Output statements; a good Output Statement is supported by SMART Indicators. He discussed the importance of output in a project as a short-win concept and how it can contribute to produce an effective outcome statement. He led two exercises, through which he discussed an Afghanistan identity card project, as well as the Fellows selected projects. The Fellows were able to discuss the problems that caused the Afghanistan ID card project to fail to be implemented, as well as list Outputs for their own group projects.

Mr. Nigel Gan presented on Outputs, with on-site help facilitating from Mr. Abdul Shakoor Qani. Mr. Gan connected Outputs with the other elements of the Result Chain. He also presented on the next session, Activities and Inputs, which highlighted the importance of activities in project formulations and how they can be better developed; the role of the Inputs in project development was also discussed. The Fellows were able to understand the importance of Activities to produce results in terms of services and products, as well as how inputs produce outcomes.

The final presentation of the day, Tasks, Timeframes, Milestones, and Responsibilities, was presented by Ms. Friba Quraishi and Ms. Mariam Ghaznavi. The engaging presentation focused on the importance of tasks, the allocation of responsibilities, and the process of timeframe and milestones development in project planning. The session gave the Fellows time to develop and present their projects' tasks, responsibilities, timeframe, and milestones. Once again, the day ended with a practical exercise focusing on the elements of the Result Chain that were of the most interest to Fellows.

Day Five

Session 10 – Project Budgets

Facilitator: Ms Jennifer Fox, (Mentor) via Skype for Business

Facilitation Support: Mr. Hamdullah Hamdard (Alumni)

Session 11 – Monitoring and Evaluation

Facilitator: Mr. Didar Ali Didar (Coach)

Session 12 – Introduction to Governance II

Facilitators: Mr. Ahmad Masoud Tokhi, IARCSC

The final day of the workshop contained presentations on Project Budgeting, Monitoring and Evaluation, and Governance. Ms. Jennifer Fox led the first presentation through video conference after the AAR; Mr. Hamdullah Hamdard helped facilitate on-site. Ms. Fox focused on the importance of a project's budget and steps to develop an effective budget. She also illustrated how to tabulate information to be counted as competitive budget for a project. At the end of the session, the Fellows had time to develop their own group project budget and discuss the different elements therein.

Mr. Didar Ali Didar presented the final topic of the Result Chain, Monitoring and Evaluation. The Fellows then had an hour to work on their final presentations, which would be presented at the end of the workshop. Mr. Didar explained the key concepts behind Monitoring and Evaluation, as well as how to draft a Monitoring Planning Matrix, so that the Fellows could better connect the ideas with different elements of the Result Chain. He helped Fellows differentiate between the Monitoring and Evaluation and Project Review, which is a different tool to get key results from monitoring and evaluation.

The last topic of the workshop, Good Governance, Challenges in Post Conflict, was presented by Mr. Masoud Tokhi, General Director of the Afghanistan Civil Service Commission Management Department. Mr. Tokhi began by outlining challenges to good governance, and the rest of his presentation focused on the concept of governance in post conflict countries and key governance indicators to measure positive and negative aspects of governance. Mr. Tokhi's also emphasized the establishment of a governance system that would help made a country stronger to fight against problems such as corruption. The session concluded with a practical exercise, through which the Fellows considered the causes and potential solutions to challenges to good governance in Afghanistan.

During the last hours of the workshop, the groups were able to present their group projects combining all the elements of the Result Chain. They received constructive feedback from the panellists and were encouraged to work on their project and the given assignments to get ready for the final workshop in Hiroshima.

Evaluation

The evaluation method employed for the *UNITAR Afghanistan Fellowship Programme – Inspiring Transformation 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; whilst 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 covers 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 the next programme.

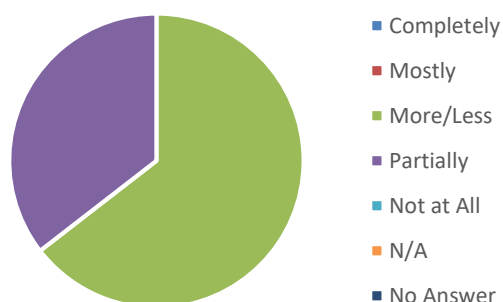
The participant feedback evaluation questionnaire examined the following areas in detail:

- 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

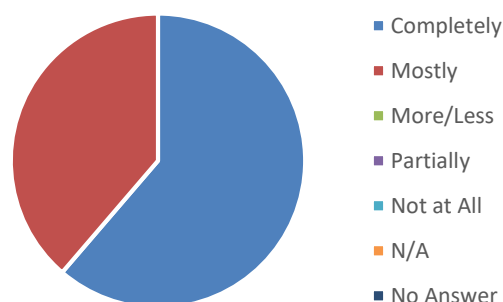
Major Findings and Recommendations

Pre-event Information

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



Useful (in terms of making an informed decision)



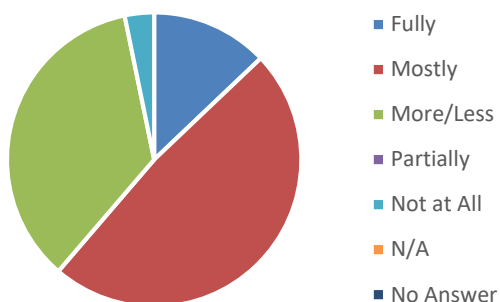
Accurate (in terms of matching what took place)

Learning Objectives

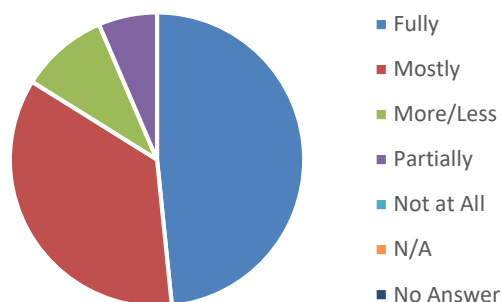
A large majority of participants agreed that they had achieved the learning objectives. Following are a detailed description of participants' reaction to the questions

Learning Objective I

Describe their personal behaviour patterns utilising the DiSC Format



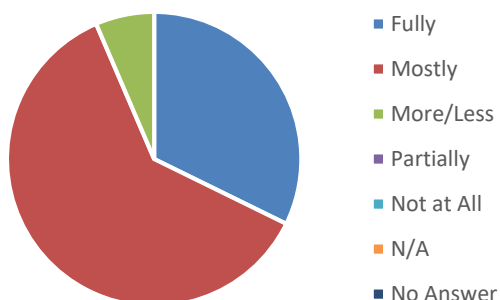
Relevance of objective to your learning needs



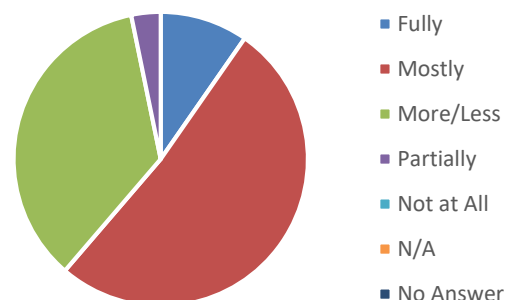
Extent to which you met learning objective

Learning Objective II

Describe the processes of team development



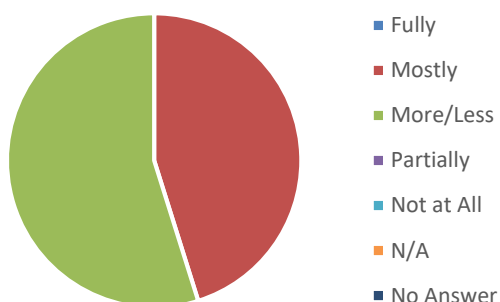
Relevance of objective to your learning needs



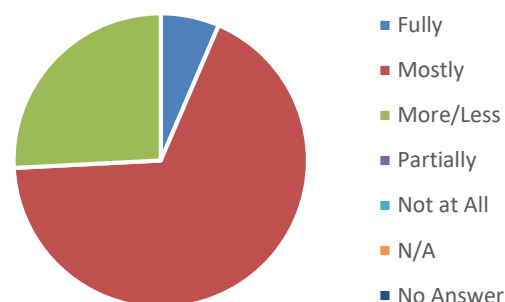
Extent to which you met learning objective

Learning Objective III

Restate the key processes of the Results Chain



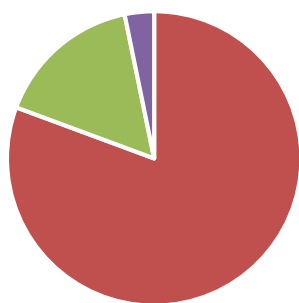
Relevance of objective to your learning needs



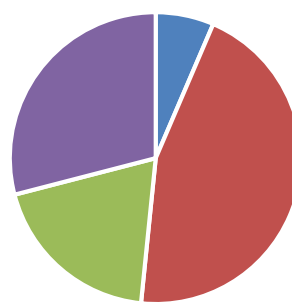
Extent to which you met learning objective

Learning Objective IV

Prepare Impact Statements



Relevance of objective to your learning needs

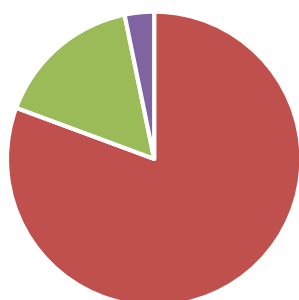


Extent to which you met learning objective

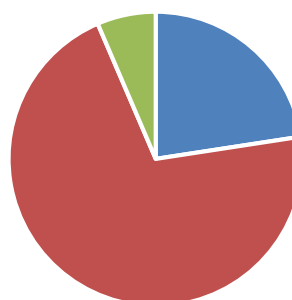


Learning Objective V

Illustrate the processes required for developing effective Outcomes



Relevance of objective to your learning needs

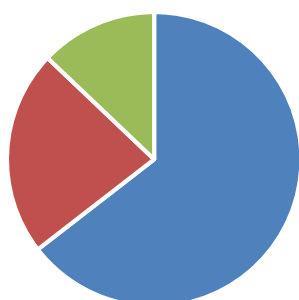


Extent to which you met learning objective

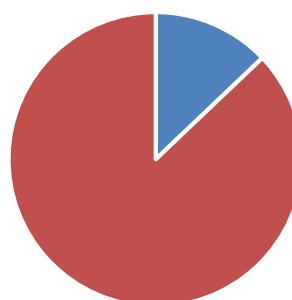


Learning Objective VI

Restate the focus of S.M.A.R.T. Methodologies



Relevance of objective to your learning needs

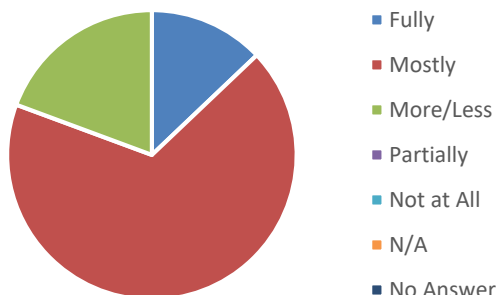


Extent to which you met learning objective

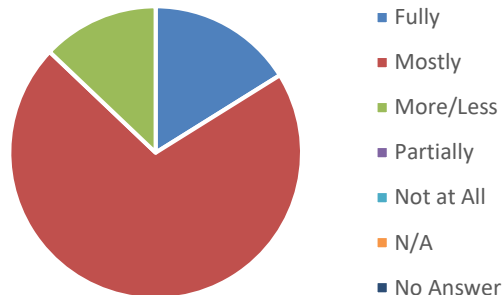


Learning Objective VII

Prepare Outcome Statements for project plan



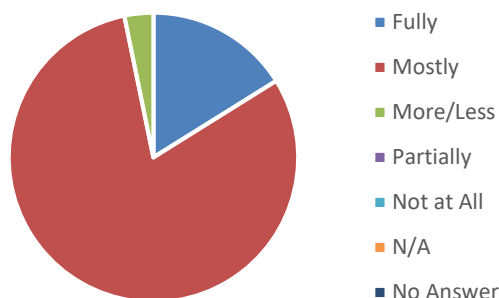
Relevance of objective to your learning needs



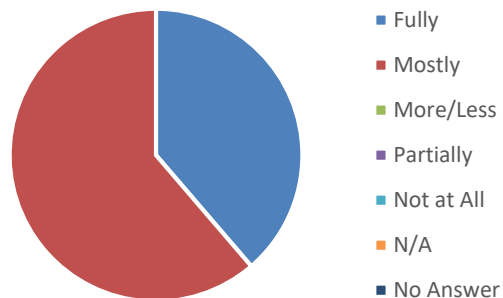
Extent to which you met learning objective

Learning Objective VIII

Define Activities within project planning



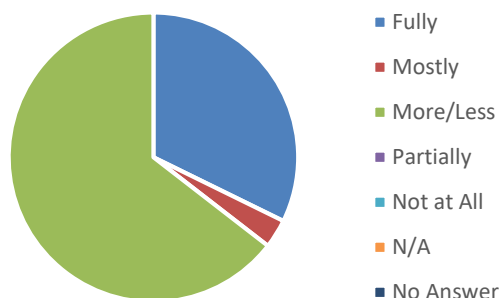
Relevance of objective to your learning needs



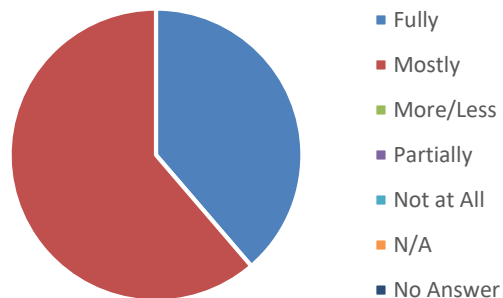
Extent to which you met learning objective

Learning Objective IX

Discuss Monitoring and Evaluation in the context of project planning



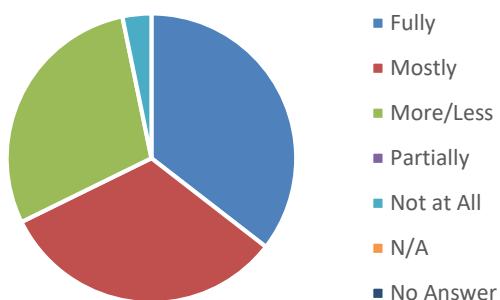
Relevance of objective to your learning needs



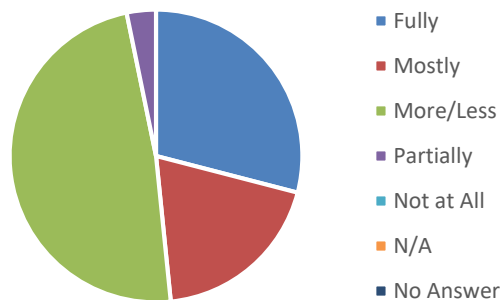
Extent to which you met learning objective

Learning Objective X

Outline how to prepare a project budget



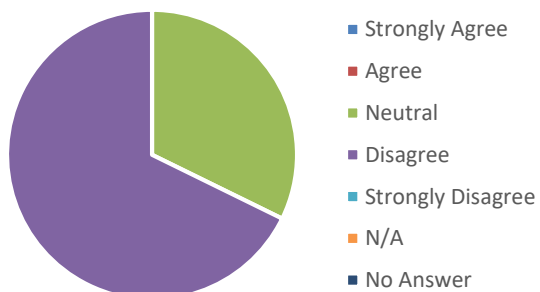
Relevance of objective to your learning needs



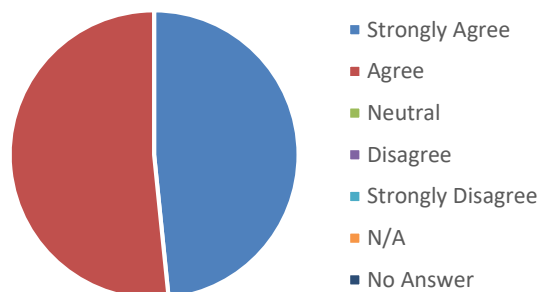
Extent to which you met learning objective

Value, Relevance and Intent to Use

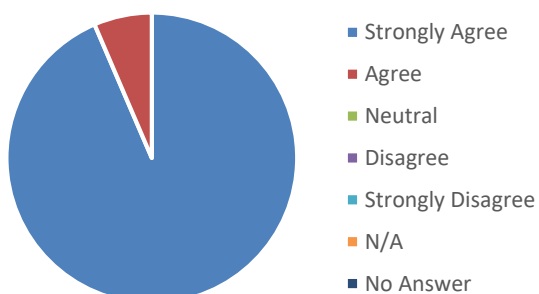
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).



The information presented in this workshop was new to me



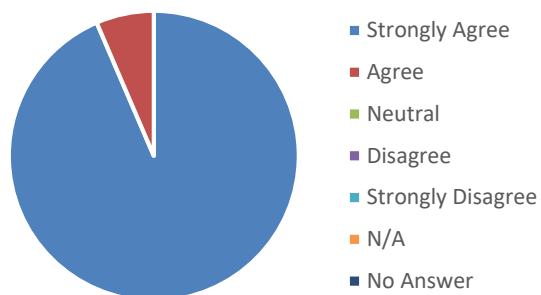
The content of the workshop was relevant to my job



It is likely that I will use the information acquired

Methodology

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

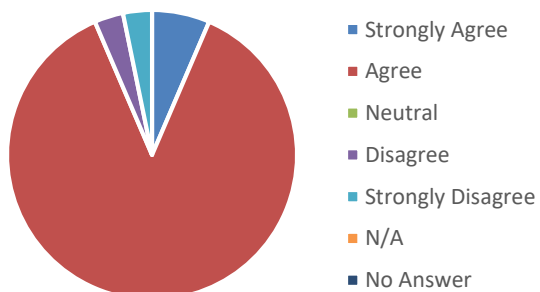


The event's methodology was useful given the learning objectives

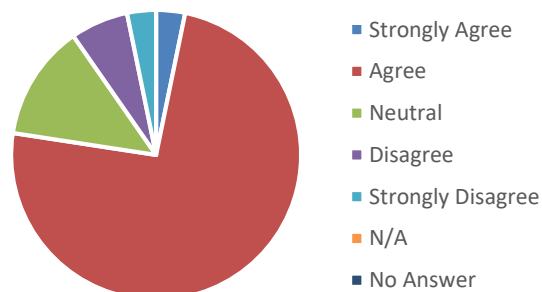
Overall Satisfaction with the Quality of Facilitators

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

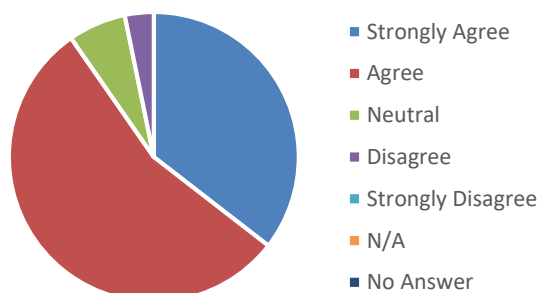
The trainer(s)/facilitator(s) was (were) effective at:



Presenting information



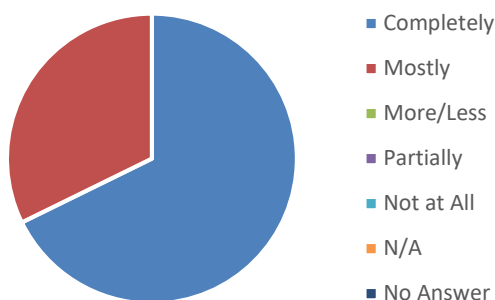
Responding to questions of participants



Stimulating participant involvement

Applicability of After Action Review and Practical Exercises

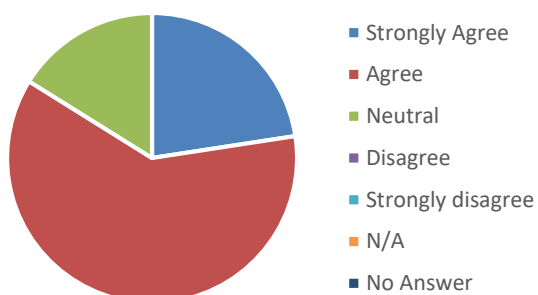
The assessment of learning included After-Action Reviews and Practical Exercises:



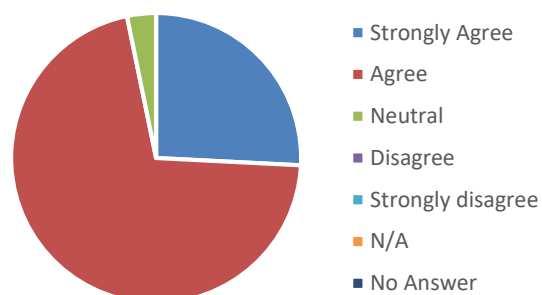
How useful was (were) the method(s) in helping you to achieve the learning objectives?

Overall Satisfaction 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



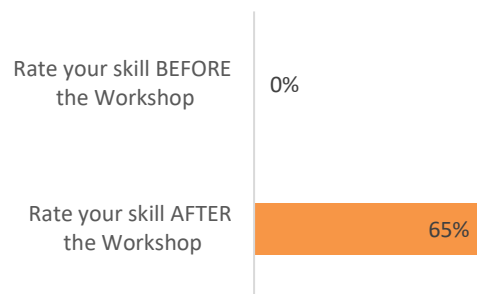
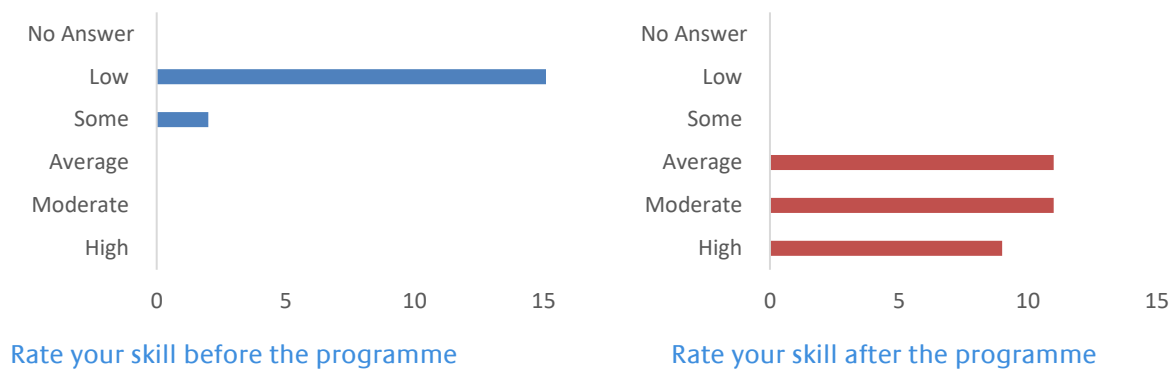
I will recommend this workshop to a colleague

Participant Self-Assessment Questionnaire

Level of Knowledge, Skill, and Competencies in Relation to Each Learning Objective Before and After the Training

Learning Objective I

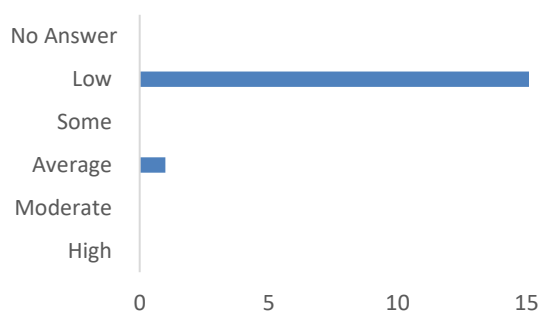
Objective I: Describe their personal behaviour patterns utilising the DiSC Format



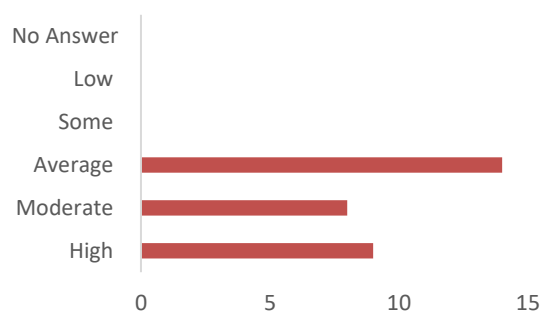
Before-After Difference (Moderate & High Responses)

Learning Objective II

Objective II: Describe the processes of team development



Rate your skill before the programme



Rate your skill after the programme

Rate your skill BEFORE
the Workshop

0%

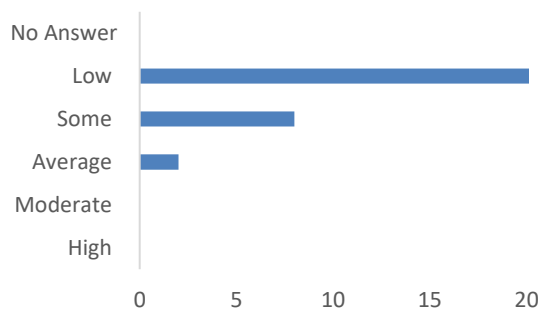
Rate your skill AFTER
the Workshop

55%

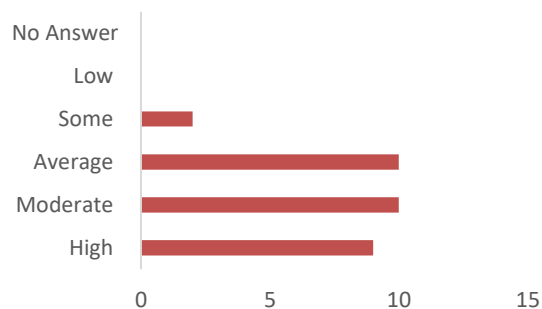
Before-After Difference (Moderate & High Responses)

Learning Objective III

Objective III: Restate the key processes of the Results Chain



Rate your skill before the programme



Rate your skill after the programme

Rate your skill BEFORE
the Workshop

0%

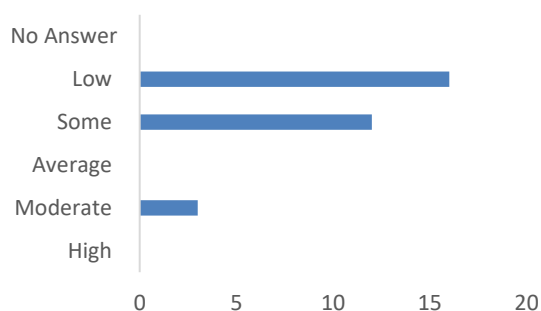
Rate your skill AFTER
the Workshop

61%

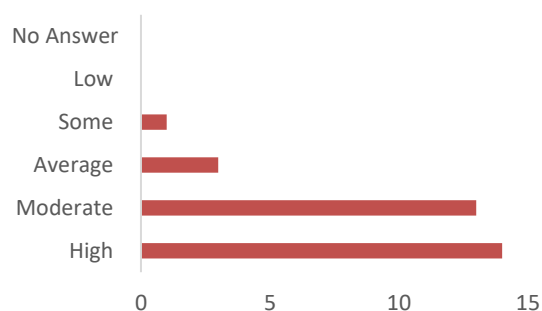
Before-After Difference (Moderate & High Responses)

Learning Objective IV

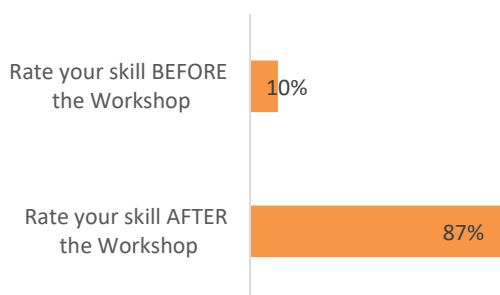
Objective IV: Prepare Impact Statements



Rate your skill before the programme



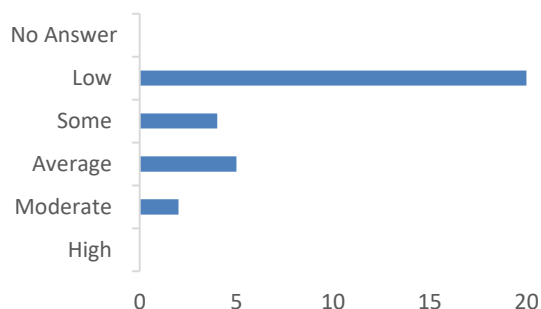
Rate your skill after the programme



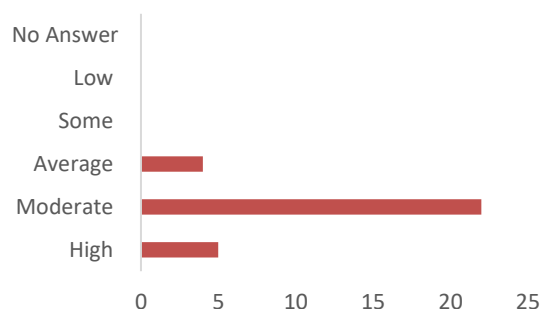
Before-After Difference (Moderate & High Responses)

Learning Objective V

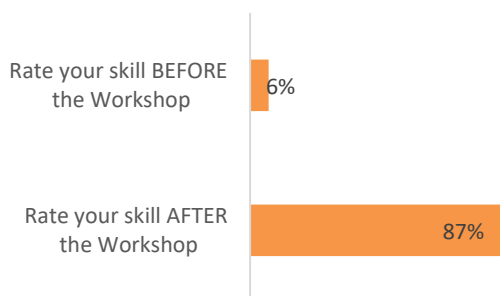
Objective V: Illustrate the processes required for developing effective Outcomes



Rate your skill before the programme



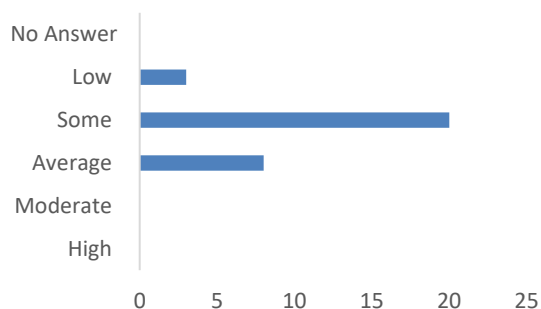
Rate your skill after the programme



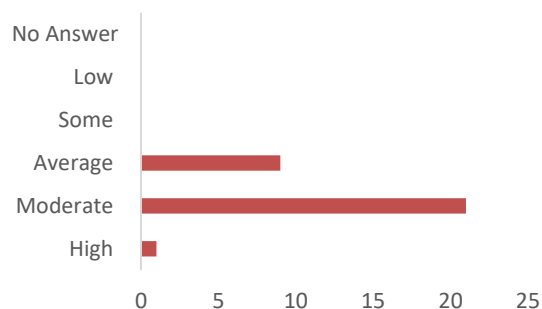
Before-After Difference (Moderate & High Responses)

Learning Objective VI

Objective VI: Restate the focus of S.M.A.R.T. Methodologies



Rate your skill before the programme



Rate your skill after the programme

Rate your skill BEFORE the Workshop

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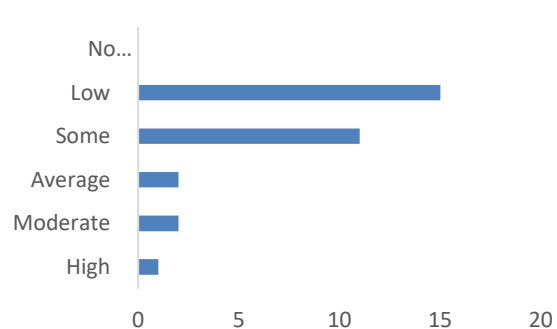
Rate your skill AFTER the Workshop

71%

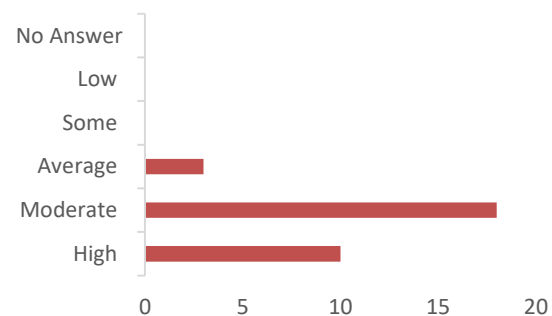
Before-After Difference (Moderate & High Responses)

Learning Objective VII

Objective VII: Prepare Outcome Statements for project plan



Rate your skill before the programme



Rate your skill after the programme

Rate your skill BEFORE the Programme

10%

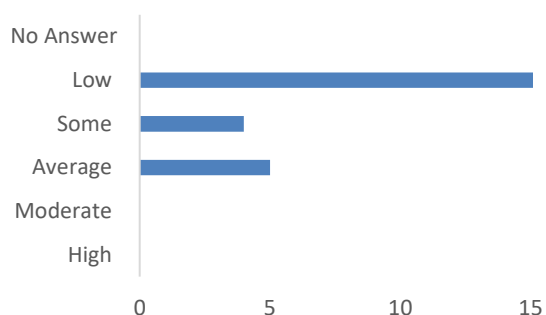
Rate your skill AFTER the Programme

90%

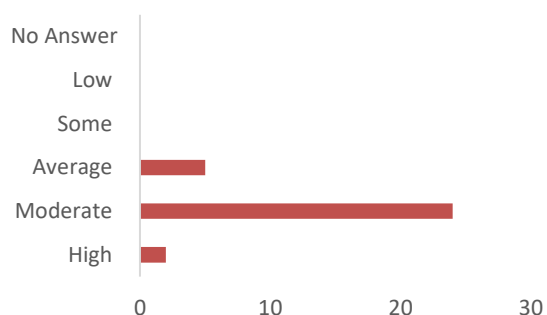
Before-After Difference (Moderate & High Responses)

Learning Objective VIII

Objective VIII: Define Activities within project planning



Rate your skill before the programme



Rate your skill after the programme

Rate your skill BEFORE the Programme

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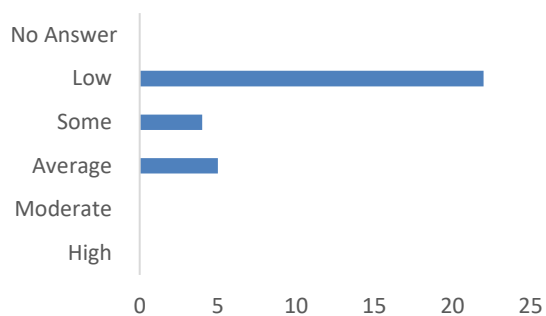
Rate your skill AFTER the Programme

84%

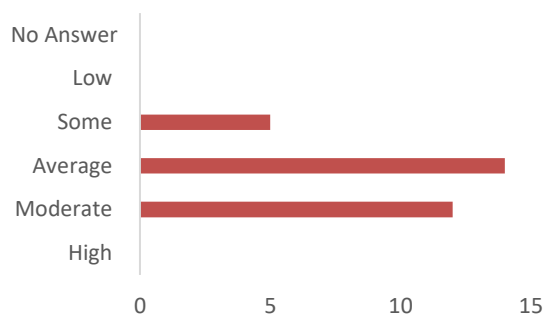
Before-After Difference (Moderate & High Responses)

Learning Objective IX

Objective IX: Discuss Monitoring and Evaluation in the context of project planning



Rate your skill before the programme



Rate your skill after the programme

Rate your skill BEFORE the Programme

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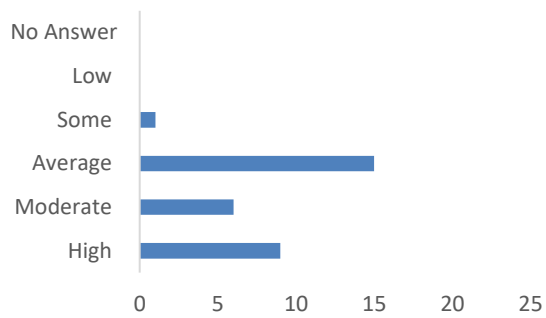
Rate your skill AFTER the Programme

39%

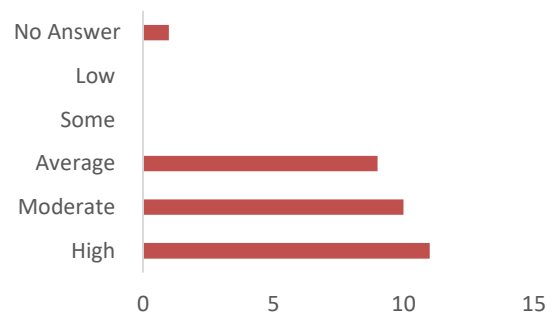
Before-After Difference (Moderate & High Responses)

Learning Objective X

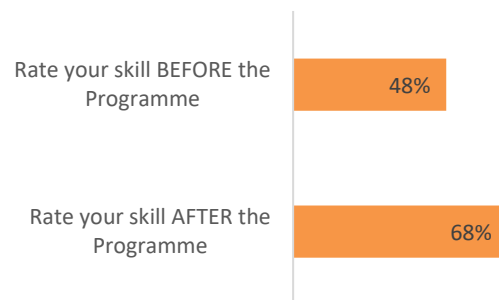
Objective IX: Outline how to prepare a project budget



Rate your skill before the programme



Rate your skill after the programme



Before-After Difference (Moderate & High Responses)



UNITAR Afghanistan Fellowship Programme - *Inspiring Transformation*
Workshop Two | 22 - 26 January 2017 | Kabul, Afghanistan
AGENDA

	Day One Sunday 22 January	Day Two Monday 23 January	Day Three Tuesday 24 January	Day Four Wednesday 25 January	Day Five Thursday 26 January
08:30 - 09:00		08:30 - 09:00 After Action Review	08:30 - 09:00 After Action Review	08:30 - 09:00 After Action Review	08:30 - 09:00 After Action Review
09:00 - 09:30	9:00 - 9:30 Opening	09:00 - 10:30 Session Four Presentations of Needs Assessments	09:00 - 10:30 Session Seven Reviewing Problem Statements	09:00 - 10:30 Session Ten Outputs	09:00 - 10:30 Session Thirteen Project Budgets
09:30 - 10:00	09:30 - 11:00 Session One Leadership of the Self (DiSC Test - I)				
10:00 - 10:30					
10:30 - 11:00					
		10:30 - 11:00 Tea Break	10:30 - 11:00 Tea Break	10:30 - 11:00 Tea Break	10:30 - 11:00 Tea Break
11:00 - 11:30	11:00 - 11:30 Tea Break	11:00 - 12:30 Session Five Project Selection Discussion and Decision	11:00 - 12:30 Session Eight Results Chain and Indicators	11:00 - 12:30 Session Eleven Activities and Inputs	11:00 - 12:30 Session Fourteen Monitoring and Evaluation
11:30 - 12:00	11:30 - 12:30 Session Two				
12:00 - 12:30	Leadership of the Self (DiSC Test - II)				
12:30 - 13:00	12:30 - 13:30 LUNCH	12:30 - 13:30 LUNCH	12:30 - 13:30 LUNCH	12:30 - 13:30 LUNCH	12:30 - 13:30 LUNCH
13:00 - 13:30					
13:30 - 14:00	13:30 - 15:00 Session Three Leadership of Teams	13:30 - 15:00 Session Six Presentation of Selected Project and Group Work	13:30 - 15:00 Session Nine Impact and Outcomes	13:30 - 15:00 Session Twelve Tasks, Timeframes, Milestones and Responsibilities	13:30 - 15:00 Session Fifteen Introduction to Governance II
14:00 - 14:30					
14:30 - 15:00					
15:00 - 15:30	15:00 - 15:30 Mentoring Session I	15:00 - 15:30 Mentoring Session II	15:00 - 15:30 Mentoring Session III	15:00 - 15:30 Mentoring Session IV	15:00 - 15:30 Closing Session



Annex 3 Workshop III

Workshop III

The Fellowship's third and final workshop took place over 13 days in Hiroshima, Japan, between 17 and 29 April 2017.

Workshop Overview

Learning Objectives

The third workshop focused on exploring team development, project implementation, change management, conflict management, decision analysis, social entrepreneurship, social accountability, and ethics and values.

The workshop's learning objectives were as follows:

1. Describe common dysfunctions within teams, as well as means of mitigating such;
2. Describe Bridge's model of change versus transition;
3. Outline and diagnose Kotter's eight errors in effecting change;
4. Apply key communications analysis approaches to projects and in any change situation;
5. Employ key coaching skills when encountering resistance to change;
6. Discuss methodologies for undertaking decision analysis;
7. Outline means for developing and normalising accountability within the workplace;
8. Design a project implementation plan, including a pitch;
9. Apply knowledge of DiSC styles to conflict situations;
10. Illustrate the ABC self-analysis process to aid in conflict resolution;
11. Employ knowledge of silence/violence reactions to diffuse conflict;
12. Demonstrate the STATE approach in managing dialogue during a conflict;
13. Illustrate key elements of the design of a high-level social entrepreneurship plan.

Resource Persons

The Resource Persons for Workshop I included:

- Dr. Michael Fors, Executive Leader, Microsoft Services;
- Dr. David Eaton, Professor, University of Texas at Austin;
- Ms. Shona Welsh, Principal Consultant, Welsh Consulting;
- Mr. CP Tham, HR Director;
- Dr. Bashir Sakhizada, FMIC;
- Ms. Friba Quraishi, USWDP;
- Mr. Berin McKenzie, Senior Specialist, UNITAR;
- Mr. Sabahuddin Sokout, Training Associate, UNITAR;
- Mr. Nigel Gan, Training Officer, UNITAR;

Visit by the Japanese Ambassador to Afghanistan

During Workshop III in Hiroshima, the Japanese Ambassador to Afghanistan, H.E. Mitsuji Suzuka, visited the Fellows and engaged with them in a roundtable discussion in Dari. Furthermore, as part of the workshop in Hiroshima, the 90th UNITAR Public Session, titled "Inspiring Transformation in Afghanistan: The Current and Future Role of Japan's Support," was organised in collaboration with the Institute for Peace Science at Hiroshima University.

H.E. Ambassador Suzuka, gave a keynote speech outlining the role of Japan's support in Afghanistan. The Embassy of Afghanistan in Tokyo's First Secretary and Consul Mr. Ahmad Bashir Ghafoori gave welcome remarks during the Public Session together with Ms. Mihoko Kumamoto, Head of the UNITAR Hiroshima Office, and Dr. Noriyuki Kawano, Director of the Institute for Peace Science at Hiroshima University. The session was attended by around 100 people and covered by local media in newspaper and on TV.

Summary of the Workshop

Day One

Session 1 – Post-Conflict Reconstruction Study Tour

Facilitator: Ms. Nassrine Azimi, Co-Founder and Coordinator, Green Legacy Hiroshima; Senior Advisor, UNITAR

The Hiroshima workshop began with an examination of the story of Hiroshima. Fellows visited the World Heritage Atomic Bomb (Genbaku) Dome and the Hiroshima Peace Memorial Park and Museum. The visit to the museum imparts on Fellows the significance of Hiroshima as a symbolic city and forms an important part of their time in Hiroshima. In their evaluations, Fellows consistently rank the story of not only the bombing of Hiroshima but also its transformation and development since 1945 as one of the key elements of the Hiroshima workshop.

The highlight of the Museum visit was an audience with a *hibakusha* (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. This was coupled with a tour of *hibakujumoku* (trees that survived the atomic bombing), led by Green Legacy Hiroshima Co-Founder and former Head of the UNITAR Hiroshima Office Ms. Nassrine Azimi. Some participants were so taken by *hibakujumoku* that they were later given seeds to take back to Afghanistan, hopefully to be planted in a garden with other trees native to Afghanistan, symbolizing nature's ability to live in harmony.

Day Two

Opening

Day Two began with the official opening of the third workshop in Hiroshima. Ms. Mihoko Kumamoto, Head of the UNITAR Hiroshima Office, opened the Workshop by thanking all the Mentors, including those could not be present at the Workshop, for their selfless sharing of their time and expertise and their devotion to the Fellowship. She also congratulated the Fellows on their journey so far. Special mention was made of the Hiroshima Prefectural Government, which supports the UNITAR Hiroshima Office and the Fellowship.

Workshop Objectives

Following an overview of the workshop agenda by Mr. Nigel Gan, each Fellow was asked to select the two workshop objectives they were most interested in. These were the overall top three objectives:

1. Apply key communications analysis approaches to projects and in any change situation.
2. Design a project implementation plan, including a pitch.
3. Outline and diagnose Kotter's eight errors in effecting change.

Session 2 – Project Presentations

Session 3 – Japanese Culture and Hiroshima's Path to Reconstruction

Facilitators: Mr. Nigel Gan; Dr. Shamsul Hadi Shams (UNITAR)

Session 4 – Team Development I

Facilitator: Mr. CP Tham (Mentor)

Fellows presented their group projects (Assignment 3b), with five minutes for the presentation and 10 minutes for feedback from a panel of Resource Persons, UNITAR staff, Mentors, and ARPs. While the groups had made great progress since Workshop II, the panel made a number of helpful recommendations about both content and delivery. The sessions were recorded and shared online, allowing feedback to be provided by Resource Persons and Mentors who were not able to attend. The recordings also allowed people to track how the groups were improving over the multiple presentations of the workshop.

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

- Statistics about Japan;
- Japanese History;
- Japanese Language;
- Religion in Japan;
- Japanese Society.

The presentation covered the impact of certain societal norms on the development of modern Japan, as well as issues Japan faces today. One of the Fellows noted that for them, living in Afghanistan, Japan means “quality,” and they contextualized their image of Japan with the presentation’s information.

Dr. Shamsul Hadi Shams then presented on Hiroshima’s path to reconstruction, linking with the experiences of the previous day’s study tour. Dr. Shams shared details of the reconstruction planning, challenges that were faced, and the important role that individual citizens played. The group discussed the development of Hiroshima as a “City of Peace” and the strong international peace movement for nuclear disarmament. Many Fellows mentioned that they were inspired by the story of Hiroshima and that it resonated with their own experiences.

Mr. CP Tham facilitated sessions on team development using the *Five Dysfunctions of a Team* model by Patrick Lencioni. The groups rated themselves against the model, with some interesting results – some groups said trust was their strongest point, while one group said trust was their lowest point. The latter group quipped “Who cares about trust if you can get the results?” but a careful deconstruction of said results highlighted that luck, rather than any skill or ability, had been the determining factor. This led to a discussion about motivation and the role it plays in bringing teams together toward a common goal.

Day Three

Session 5-7 – Team Development

Facilitator: Mr. CP Tham (Mentor)

Day Three built upon the previous day’s session by exploring how teams function, with a focus on the practical, with the main focus being on a group exercise to allow Fellows to determine how their teams were functioning. 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; the teams had limited resources and no access to computers.

Each team was provided with a raw egg to simulate a human head, 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.

Only one team was able to successfully protect their egg. The debrief after the exercise was particularly powerful, with some groups realising that while they had thought they were a well-functioning team, they had just been ignoring certain issues that came to the fore during the exercise. Key thoughts from the groups included “Don’t jump into solutioning – question what the goal and aim is”; “With proper planning, we could have built a proper model”; “We couldn’t deal well with external factors like time pressure.”

Day Four

Session 8-10 – Change Management I-III

Facilitator: Ms. Shona Welsh (Resource Person)

Understanding how to effectively implement and manage organizational change is a crucial aspect of the Fellowship. Ms. Shona Welsh examined reasons leaders fail to effect change, as well as common mistakes in the change management process, and outlined key areas of caution for the Fellows as they worked on their project implementation plans. Fellows discussed elements that can help or hinder change efforts in organizations.

Ms. Welsh then examined approaches to develop and deliver change communications, as well as key questions often asked by employees during change processes. Fellows were encouraged to analyse these questions during their project implementation and communication plan development stages. Several Fellows highlighted that their initial expectations for the communication plan would not meet the frequency required to successfully communicate the proposed change with stakeholders.

Finally, the session 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.

Day Five

Session 11-13 – Conflict Management I-III

Facilitator: Ms. Shona Welsh (Resource Person)

Building upon the DiSC test, which was conducted during Workshop II, the sessions on Conflict Management took a deeper look at the importance of understanding work styles and how to use this understanding to manage conflict in the office. After watching an office simulation and sharing their reactions to each character, the Fellows explored how these characters relate to particular work styles. Each group discussed their work styles and explored how they deal with conflict. Broad similarities arose for each work style, and the session identified key points in order to effectively engage with each work style.

Day Six

Session 14-15 – Decision Analysis and Decision Making I and II

Facilitator: Professor David Eaton (Resource Person)

Session 16 – Project Presentations

Professor Eaton introduced the theoretical processes for problem solving and analysing decisions. Outlining several models that could be used to impartially define problems and identify solutions, Fellows were introduced to the benefits and constraints of such approaches, and the group discussed practical tips for implementing such approaches in decision analysis processes. Professor. Eaton also focused on how to differentiate between Problems and Challenges and how both differently impact decisions and decision-making process. The main concept on this issue was how we prioritize solutions and deal with challenges to find a better way to prevent new problems to then occur.

Fellows then presented their group projects for the second time to a panel of Resource Persons, UNITAR staff, Mentors, and ARPs. The panel, acting as potential donors, highlighted potential issues with the content and delivery of the presentations and provided advice on how to address them. The presentations were recorded and made available online for review by those unable to attend.

Days Nine and Ten

Session 17-21 – Leading Project Implementation

Facilitator: Dr. Michael Fors (Resource Person)

Session 22 – Project Budgets: The Afghan Context

Facilitator: Ms. Jennifer Fox (Mentor)

Following the two-day break, Dr. Michael Fors conducted sessions on project implementation and reviewed the Results Chain. Each group re-assessed their projects, focusing on the components of the Results Chain; further feedback was provided to help strengthen the projects. In the context of implementation, the session then explored the importance of selling a project, with tips on what to focus on. The Fellows were then introduced to the “elevator pitch” exercise, which challenges Fellows to convey the importance of their project to a “donor” during a short elevator ride. Many of the Fellows found it challenging to get straight to the point and catch the attention of the donor, but they found the exercise useful in considering how to stand out from the crowd. Following this, the importance of aligning the project with the implementing organization was also highlighted, and Fellows reviewed their projects to see how they fit within their organization.

Other key topics covered included:

- Securing Implementation Sponsorship
- Leading a Project Implementation Team
- Creating a Communications Strategy
- How to Measure Success
- Scaling to Impact More People

The session on Project Budgets focused on the Public Financial Management cycle for Afghanistan, and the key role that it plays as part of good governance. Ms. Jennifer Fox outlined the processes followed in Afghanistan, and the group also discussed future improvements being introduced. Ms. Fox stressed the importance of efficiently and accurately evaluating the cost of current and new activities, along with the steps to undertake such. Fellows undertook a practical costing exercise before discussing how it relates to their experiences within their organizations.

Day Eleven

Session 23 – Decision Analysis and Decision Making III

Facilitator: Professor David Eaton (Resource Person)

Session 24 – Transparency and Accountability in the Workplace

Facilitator: Professor David Eaton (Resource Person)

Session 25 – Conflict Resolution IV

Facilitator: Ms. Shona Welsh (Resource Person)

Professor David Eaton began his presentation with a clear explanation on the decision-making process and what problems people face therein. A key theme of the presentation was what factors influence decisions. Fellows discussed both easy and difficult ways to decisions are made in Afghanistan, as well as the role and stance of younger generations. Mr. Eaton guided Fellows in analysing how decisions will affect people living in a specific environment.

Another key theme of the session was certainty and uncertainty about the results of each decision. Mr. Eaton explained how collaboration between different parties influence a decision and contrasted this with examples of decisions made without collaboration. He also spoke about the importance of communication and properly managing meetings to ensure that the decision-making process goes smoothly, as well as highlighted how people add value to activities in order to influence the results. Fellows again discussed how the session topics play out in the local realities in Afghanistan.

The fourth session on Conflict Resolution explored the importance of how phrasing questions can impact how people react and respond to them through several practical exercises. The Fellows found that it was difficult to avoid creating leading questions. Several tools were introduced to the Fellows to allow them to understand and manage their own approach to conflict, as well as key points on how to communicate with others during conflict.

Day Twelve

Session 26 – Ethics, Values, and Social Accountability

Facilitators: Dr. Michael Fors (Resource Person); Mr. Sabahuddin Sokout (UNITAR)

Session 27-28 – Social Entrepreneurship




Facilitators: Dr. Michael Fors (Resource Person); Mr. Sabahuddin Sokout (UNITAR)

In the Ethics, Values, and Social Accountability session, Dr. Fors and Mr. Sokout began by having the groups discuss to find their own definitions for the above topics, with case studies for reference. Fellows worked together to analyse the case studies to find the lessons on ethics and values therein; one of the cases analysed involved the ethics of gender in ministry hiring practices. The facilitators also introduced international examples of ethical issues, including the U.S. government's travel ban. Finally, Fellows examined their own projects from an ethical standpoint and shared ideas about how best to ethically implement them. The participatory nature of the session raised the Fellows' energy levels, and everyone was eager to share their ideas.











Day Thirteen

Session 29 – Final Presentations

Fellows presented their group projects again on the final day of the workshop. The updated project proposal presentations incorporated feedback and information gained throughout 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 six 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
-  Orange: Conditionally support the project, but would require further information
-  Red: Proposal needs further development

The results of the team presentations were as follows:

-  7  2 **Group 1** Agricultural Input Supply Shops
-  6  3 **Group 2** No child hunger, bright future! Food shortage reduction through community philanthropy
-  5  4 **Group 3** Institutionalization of the Online Contracts Monitoring System
-  7  2 **Group 4** AKF-A Regional Finance Staff Capacity Building Project
-  6  3 **Group 5** Changing youth's lives through vocational training

Graduation Ceremony

With the successful completion of Workshop III, a graduation ceremony was held in Hiroshima. UNITAR Hiroshima Office Head Mihoko Kumamoto opened the graduation ceremony, congratulating Fellows on successfully completing the UNITAR Afghanistan Fellowship Programme. Dr. Michael Fors and Ms. Shona Welsh joined Ms. Mihoko Kumamoto to offer Certificates of Completion to the Fellows, as well as Coaches and ARPs, for their role in working with the UNITAR Afghanistan Fellowship Programme for 2016 Cycle. Special Certificates of Recognition were awarded to key partner organizations in Afghanistan. The graduation ceremony completed with Fellows, Coaches, and ARPs performing an Afghan Cultural Show, entertaining participants with Afghan dance and food.

Evaluation

The evaluation method employed for the *UNITAR Afghanistan Fellowship Programme – Inspiring Transformation Workshop III* was a two-level evaluation questionnaire: A Participant Self-Assessment questionnaire, which allowed participants to evaluate their individual (pre-existing) knowledge, skills and competencies on the subject matter, so as to create awareness about participant learning needs and help enhance their learning levels; whilst 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 covers 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 the next programme.

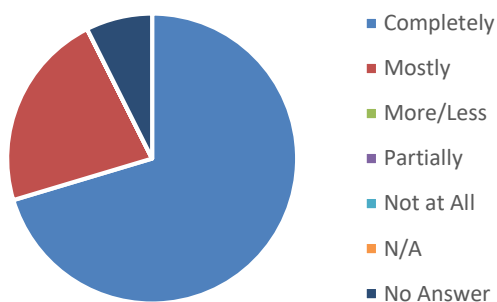
The participant feedback evaluation questionnaire examined the following areas in detail:

- 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

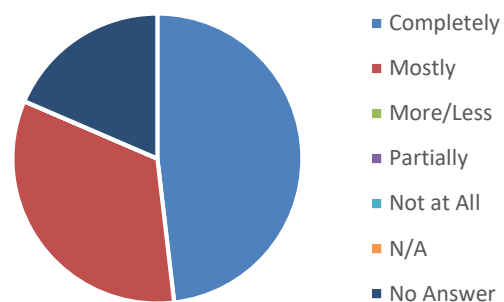
Major Findings and Recommendations

Pre-event Information

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



Useful (in terms of making an informed decision)



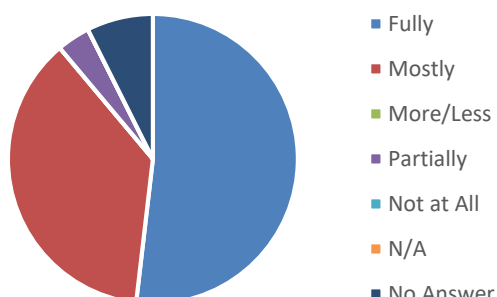
Accurate (in terms of matching what took place)

Learning Objectives

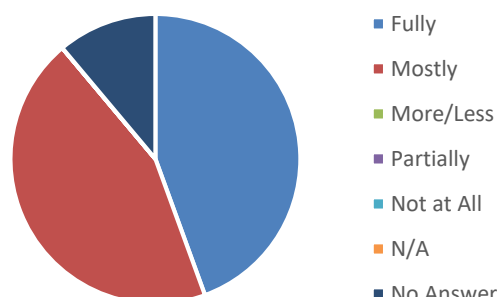
A large majority of participants agreed that they had achieved the learning objectives. Following are a detailed description of participants' reaction to the questions

Learning Objective I

Describe common dysfunctions within teams, as well as means of mitigating such



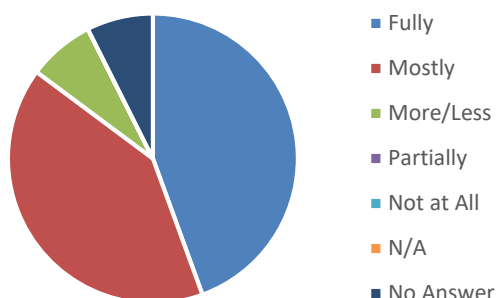
Relevance of objective to your learning needs



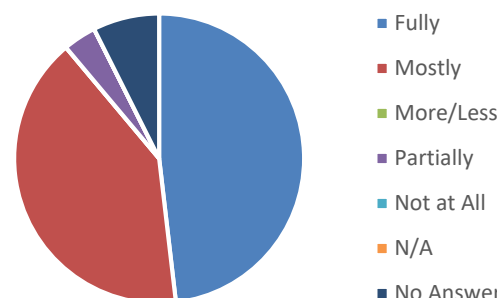
Extent to which you met learning objective

Learning Objective II

Describe Bridge's model of change versus transition



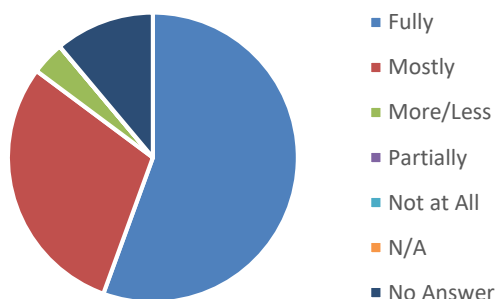
Relevance of objective to your learning needs



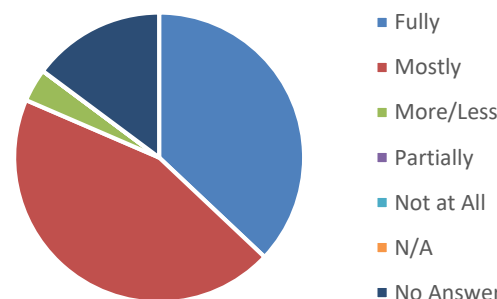
Extent to which you met learning objective

Learning Objective III

Outline and diagnose Kotter's eight errors in effecting change



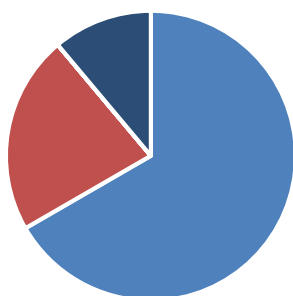
Relevance of objective to your learning needs



Extent to which you met learning objective

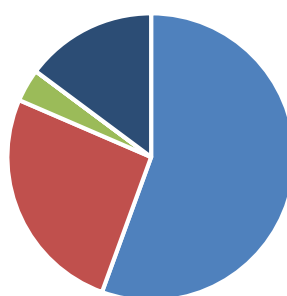
Learning Objective IV

Apply key communications analysis approaches to projects and in any change situation



- Fully
- Mostly
- More/Less
- Partially
- Not at All
- N/A
- No Answer

Relevance of objective to your learning needs

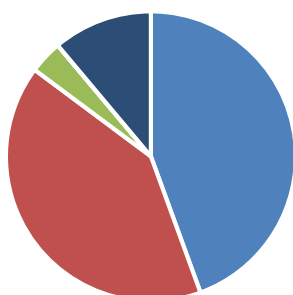


- Fully
- Mostly
- More/Less
- Partially
- Not at All
- N/A
- No Answer

Extent to which you met learning objective

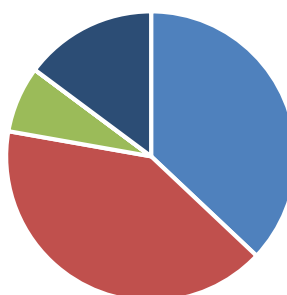
Learning Objective V

Employ key coaching skills when encountering resistance to change



- Fully
- Mostly
- More/Less
- Partially
- Not at All
- N/A
- No Answer

Relevance of objective to your learning needs

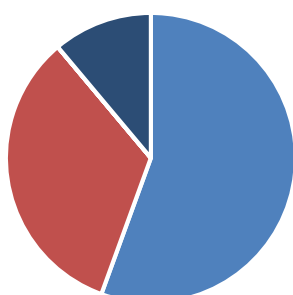


- Fully
- Mostly
- More/Less
- Partially
- Not at All
- N/A
- No Answer

Extent to which you met learning objective

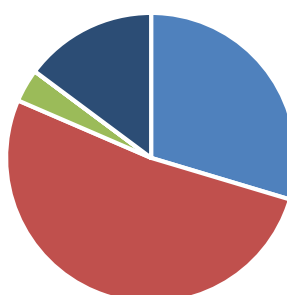
Learning Objective VI

Discuss methodologies for undertaking decision analysis



- Fully
- Mostly
- More/Less
- Partially
- Not at All
- N/A
- No Answer

Relevance of objective to your learning needs

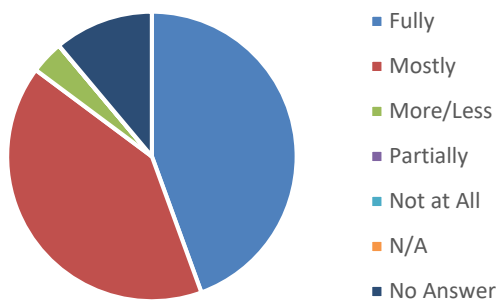


- Fully
- Mostly
- More/Less
- Partially
- Not at All
- N/A
- No Answer

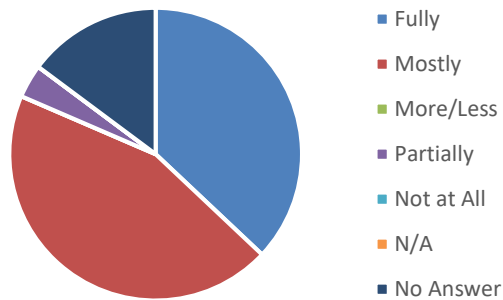
Extent to which you met learning objective

Learning Objective VII

Outline means for developing and normalising accountability within the workplace



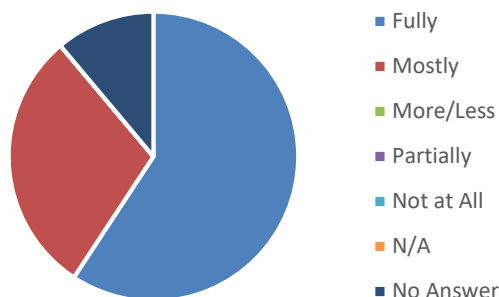
Relevance of objective to your learning needs



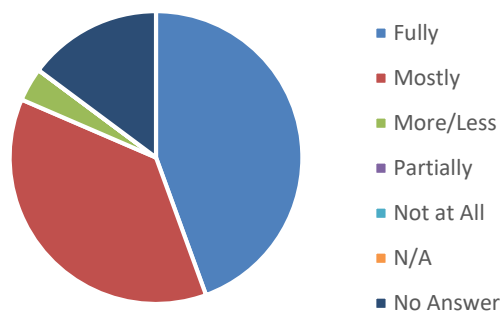
Extent to which you met learning objective

Learning Objective VIII

Design a project implementation plan, including a pitch



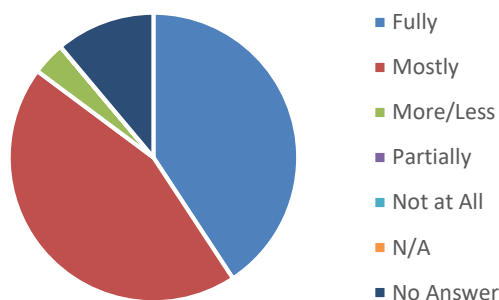
Relevance of objective to your learning needs



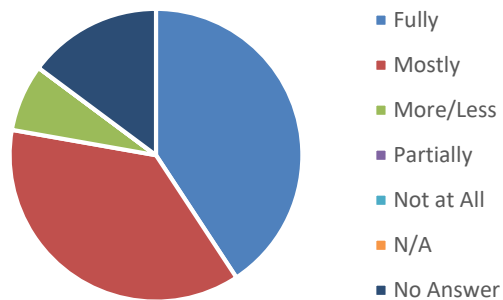
Extent to which you met learning objective

Learning Objective IX

Apply knowledge of DiSC styles to conflict situations



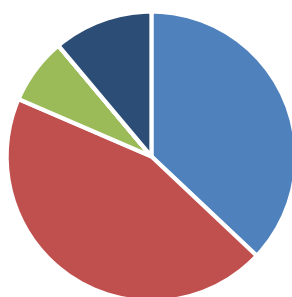
Relevance of objective to your learning needs



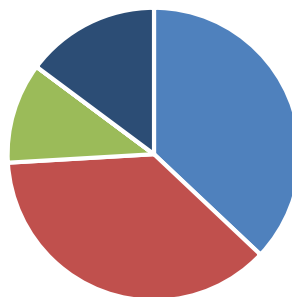
Extent to which you met learning objective

Learning Objective X

Illustrate the ABC self-analysis process to aid in conflict resolution



- Fully
- Mostly
- More/Less
- Partially
- Not at All
- N/A
- No Answer



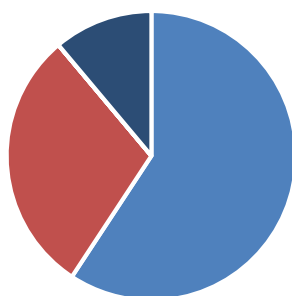
- Fully
- Mostly
- More/Less
- Partially
- Not at All
- N/A
- No Answer

Relevance of objective to your learning needs

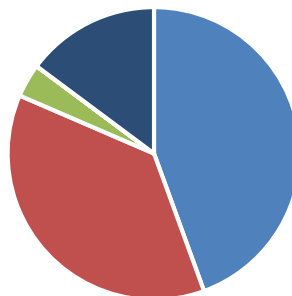
Extent to which you met learning objective

Learning Objective XI

Employ knowledge of silence/violence reactions to diffuse conflict



- Fully
- Mostly
- More/Less
- Partially
- Not at All
- N/A
- No Answer



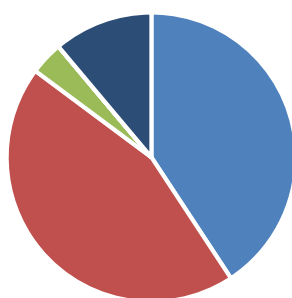
- Fully
- Mostly
- More/Less
- Partially
- Not at All
- N/A
- No Answer

Relevance of objective to your learning needs

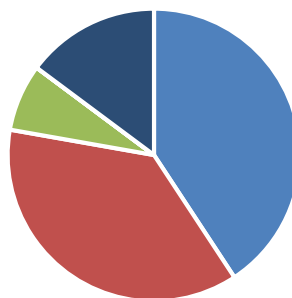
Extent to which you met learning objective

Learning Objective XII

Demonstrate the STATE approach in managing dialogue during a conflict



- Fully
- Mostly
- More/Less
- Partially
- Not at All
- N/A
- No Answer



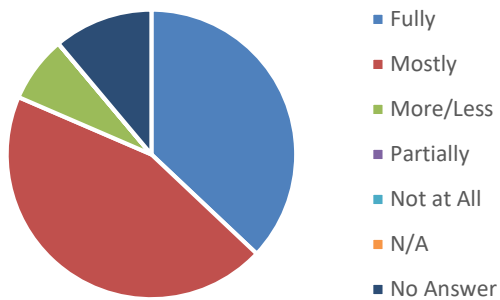
- Fully
- Mostly
- More/Less
- Partially
- Not at All
- N/A
- No Answer

Relevance of objective to your learning needs

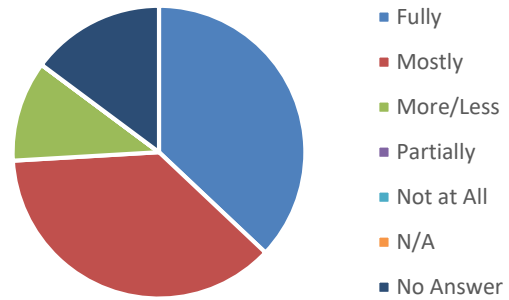
Extent to which you met learning objective

Learning Objective XIII

Illustrate key elements of the design of a high-level social entrepreneurship plan



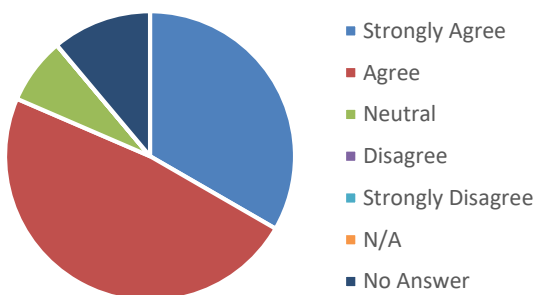
Relevance of objective to your learning needs



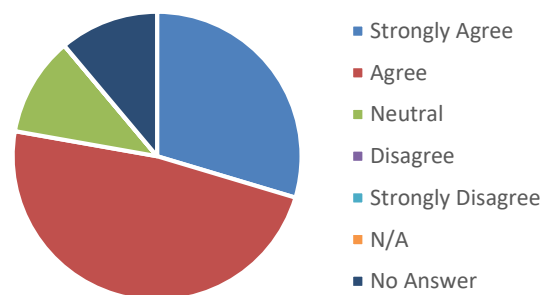
Extent to which you met learning objective

Value, Relevance and Intent to Use

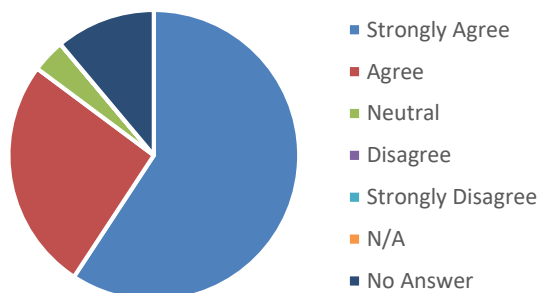
Please rate the following statements using the numerical scale from strongly agree (5) to disagree (1).



The information presented in this workshop was new to me



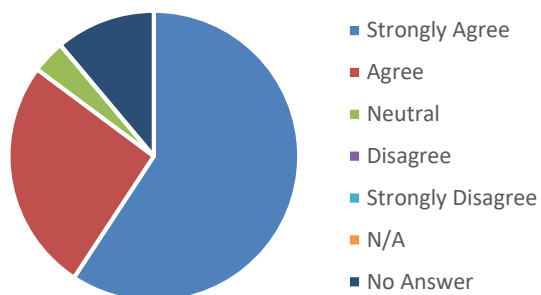
The content of the workshop was relevant to my job



It is likely that I will use the information acquired

Methodology

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

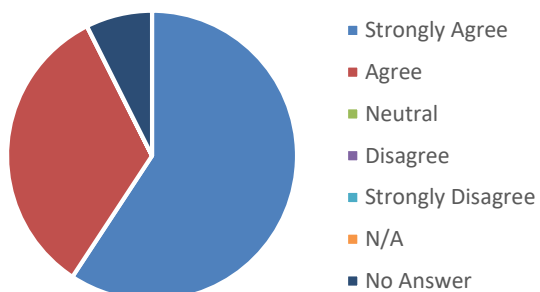


The event's methodology was useful given the learning objectives

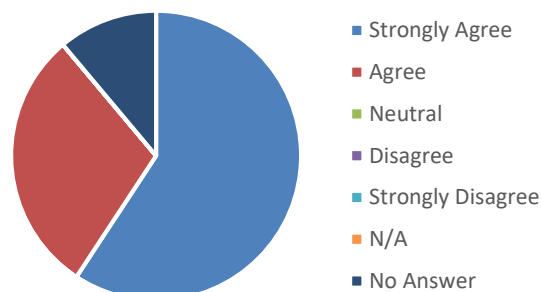
Overall Satisfaction with the Quality of Facilitators

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

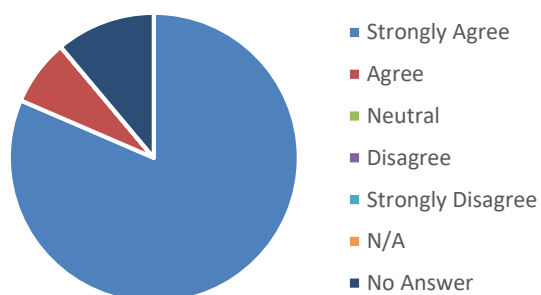
The trainer(s)/facilitator(s) was (were) effective at:



Presenting information



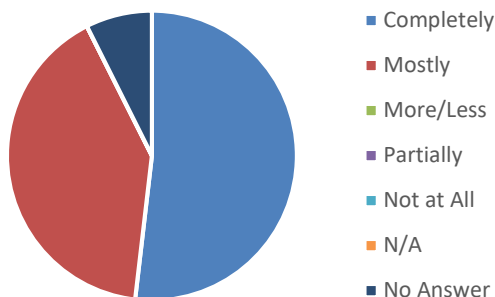
Responding to questions of participants



Stimulating participant involvement

Applicability of After Action Review and Practical Exercises

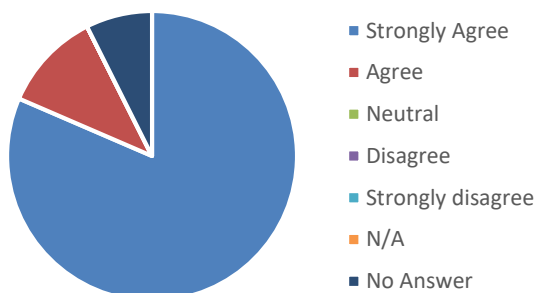
The assessment of learning included After-Action Reviews and Practical Exercises:



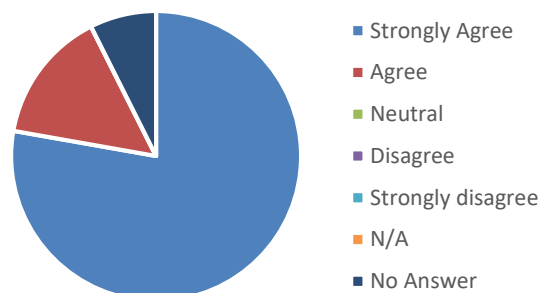
How useful was (were) the method(s) in helping you to achieve the learning objectives?

Overall Satisfaction 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



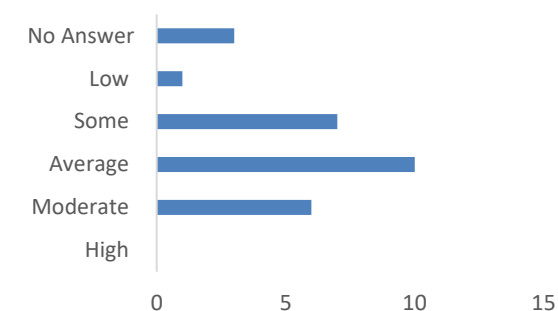
I will recommend this workshop to a colleague

Participant Self-Assessment Questionnaire

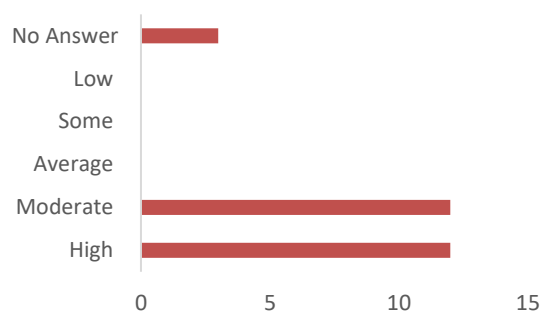
Level of Knowledge, Skill, and Competencies in Relation to Each Learning Objective Before and After the Training

Learning Objective I

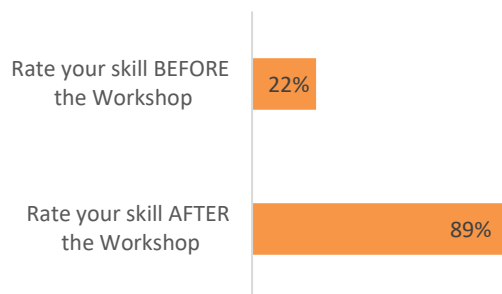
Objective I: Describe common dysfunctions within teams, as well as means of mitigating such



Rate your skill before the programme



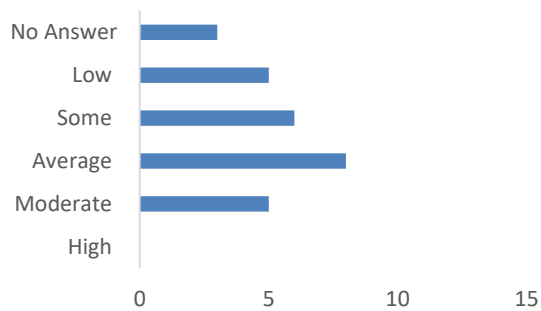
Rate your skill after the programme



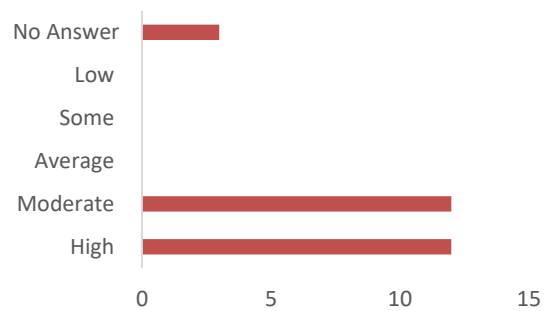
Before-After Difference (Moderate & High Responses)

Learning Objective II

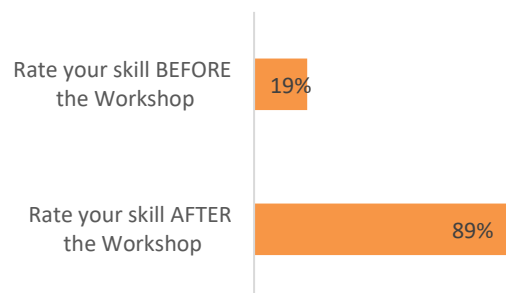
Objective II: Describe Bridge's model of change versus transition



Rate your skill before the programme



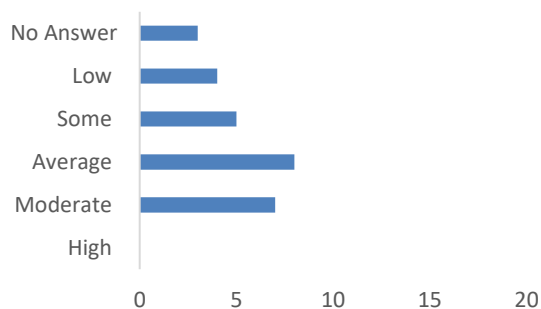
Rate your skill after the programme



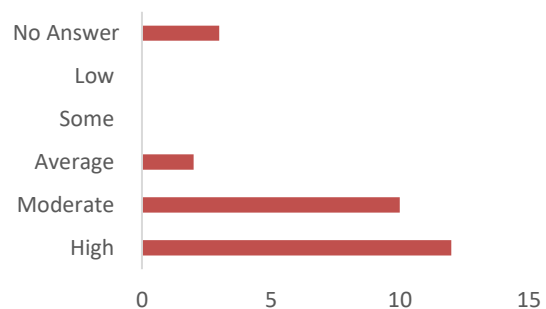
Before-After Difference (Moderate & High Responses)

Learning Objective III

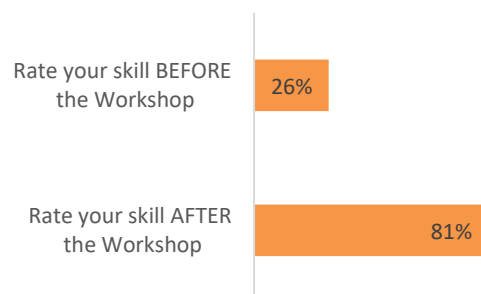
Objective III: Outline and diagnose Kotter's eight errors in effecting change



Rate your skill before the programme



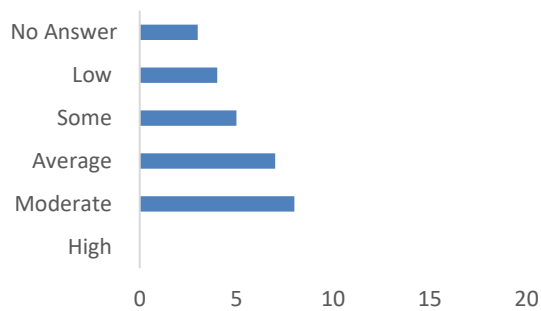
Rate your skill after the programme



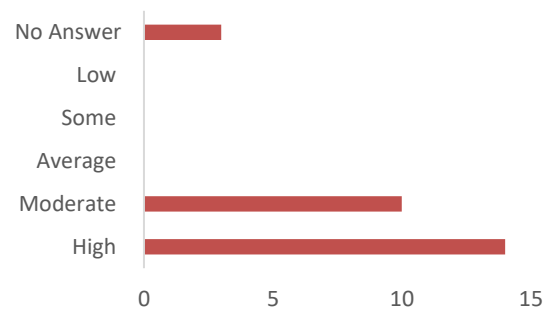
Before-After Difference (Moderate & High Responses)

Learning Objective IV

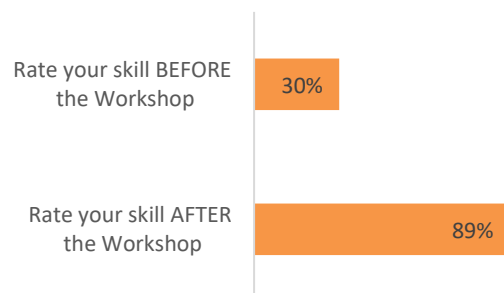
Objective IV: Apply key communications analysis approaches to projects and in any change situation



Rate your skill before the programme



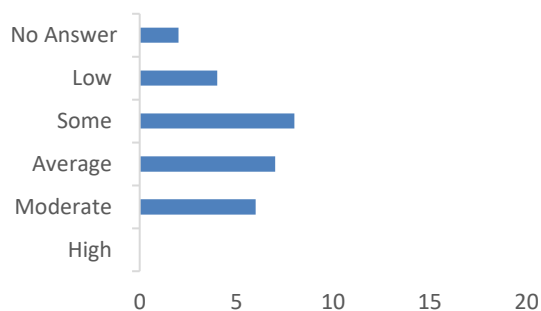
Rate your skill after the programme



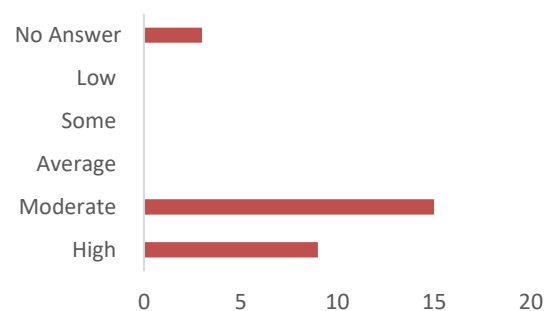
Before-After Difference (Moderate & High Responses)

Learning Objective V

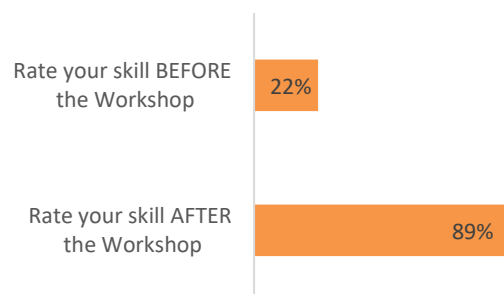
Objective V: Employ key coaching skills when encountering resistance to change



Rate your skill before the programme



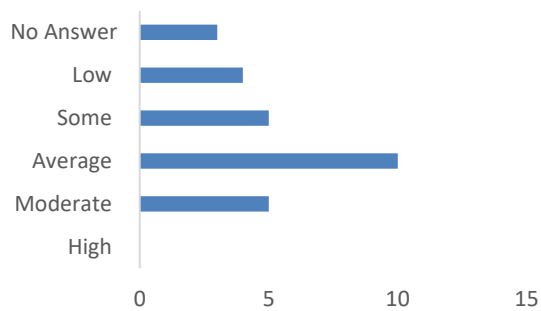
Rate your skill after the programme



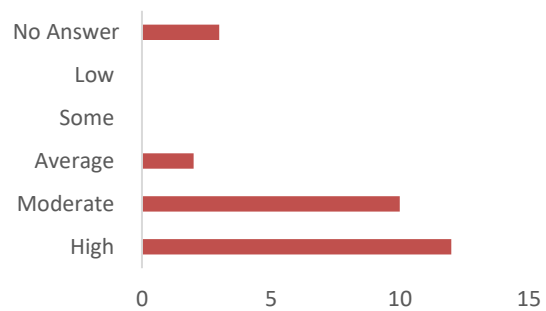
Before-After Difference (Moderate & High Responses)

Learning Objective VI

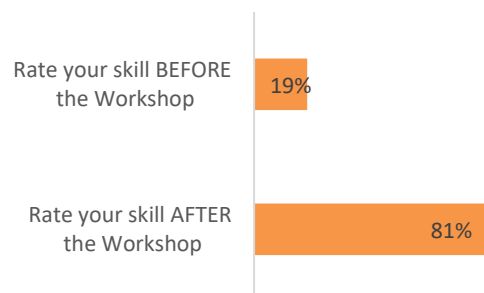
Objective VI: Discuss methodologies for undertaking decision analysis



Rate your skill before the programme



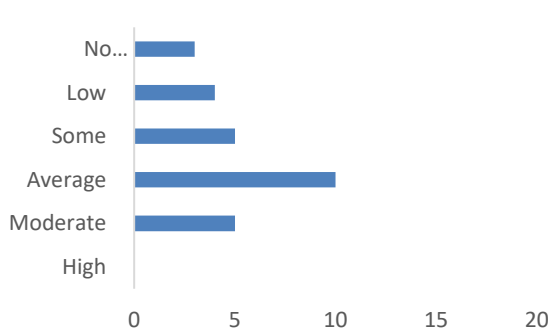
Rate your skill after the programme



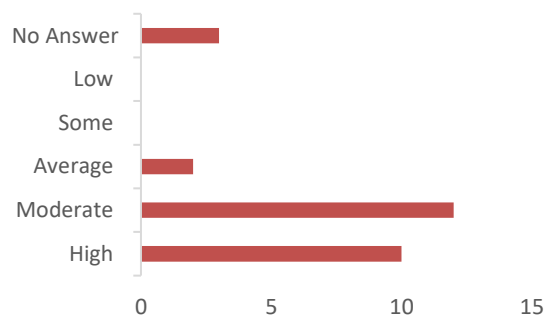
Before-After Difference (Moderate & High Responses)

Learning Objective VII

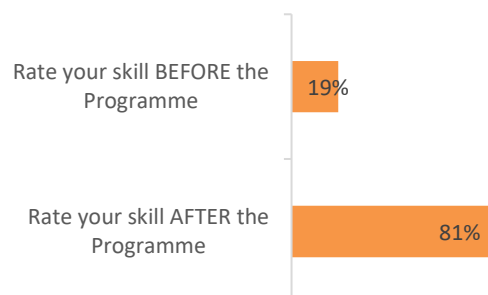
Objective VII: Outline means for developing and normalising accountability within the workplace



Rate your skill before the programme



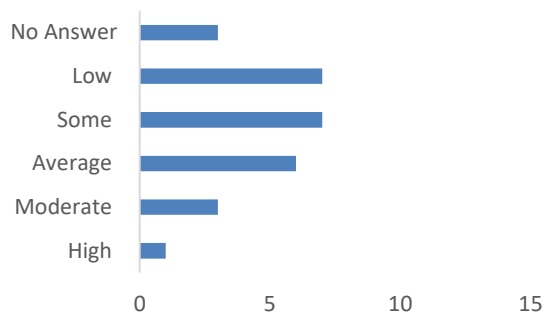
Rate your skill after the programme



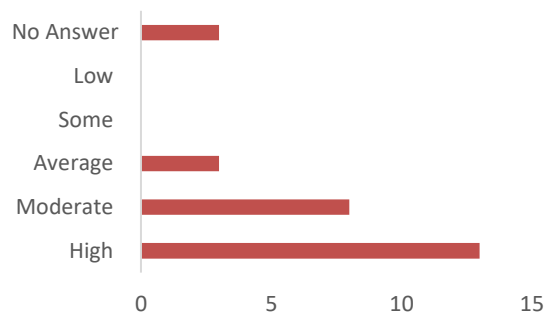
Before-After Difference (Moderate & High Responses)

Learning Objective VIII

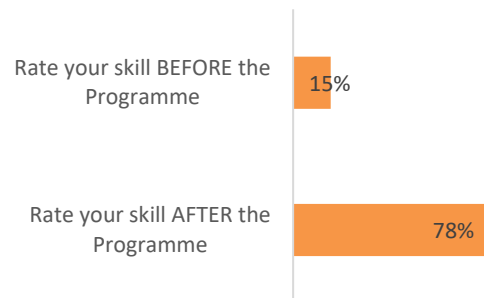
Objective VIII: Design a project implementation plan, including a pitch



Rate your skill before the programme



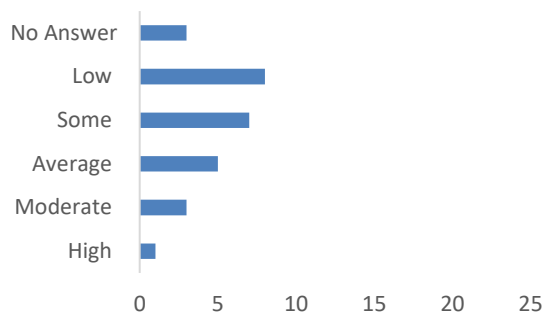
Rate your skill after the programme



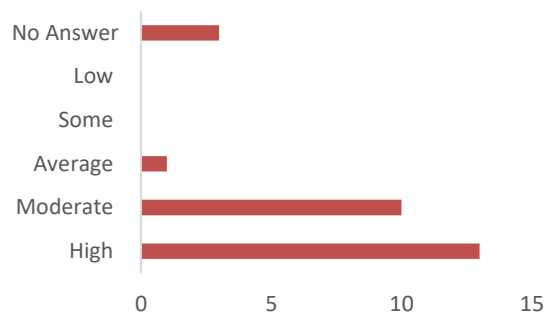
Before-After Difference (Moderate & High Responses)

Learning Objective IX

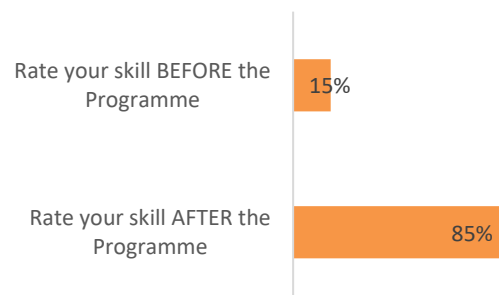
Objective IX: Apply knowledge of DiSC styles to conflict situations



Rate your skill before the programme



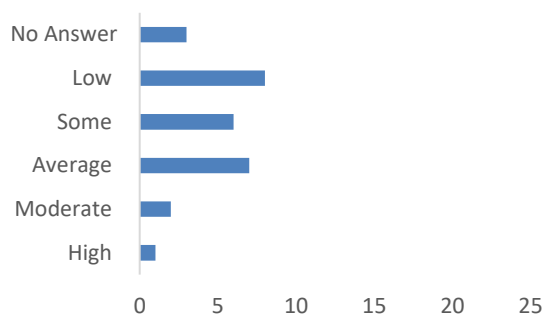
Rate your skill after the programme



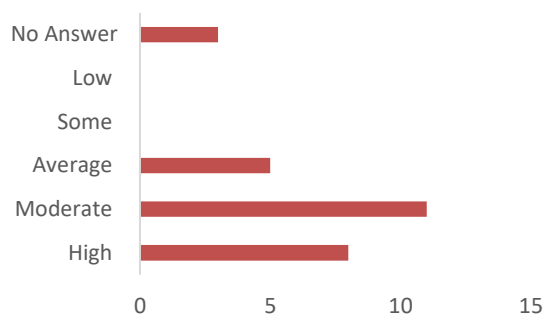
Before-After Difference (Moderate & High Responses)

Learning Objective X

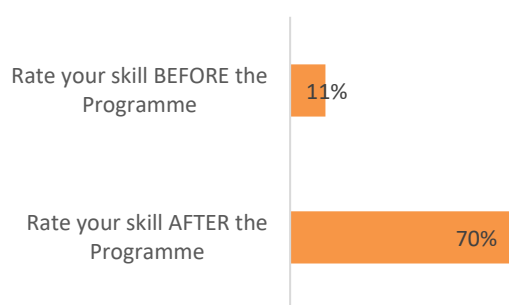
Objective X: Illustrate the ABC self-analysis process to aid in conflict resolution



Rate your skill before the programme



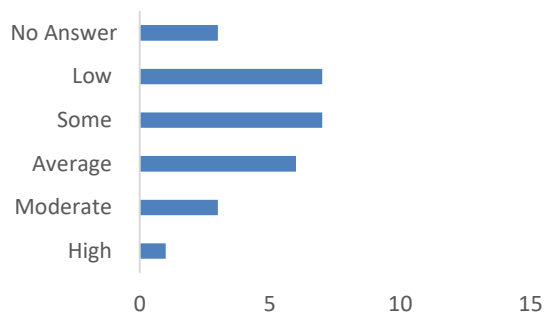
Rate your skill after the programme



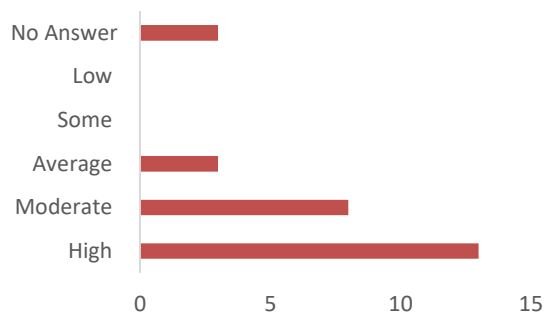
Before-After Difference (Moderate & High Responses)

Learning Objective XI

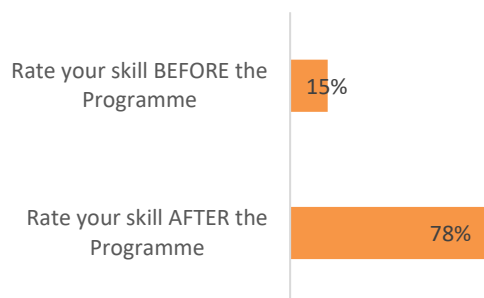
Objective XI: Employ knowledge of silence/violence reactions to diffuse conflict



Rate your skill before the programme



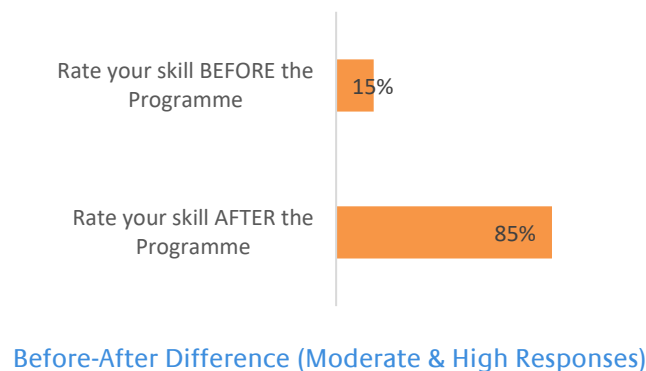
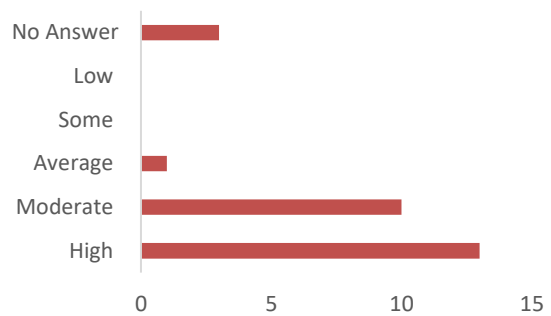
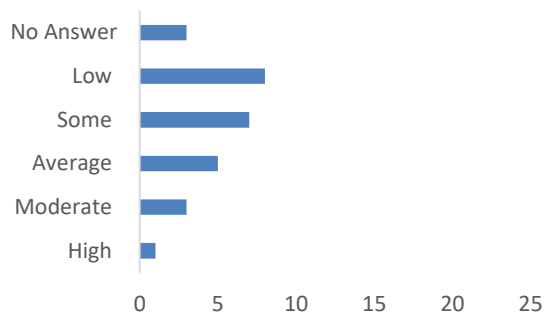
Rate your skill after the programme



Before-After Difference (Moderate & High Responses)

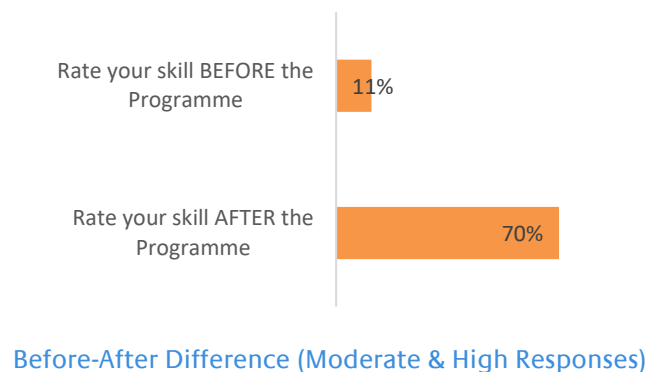
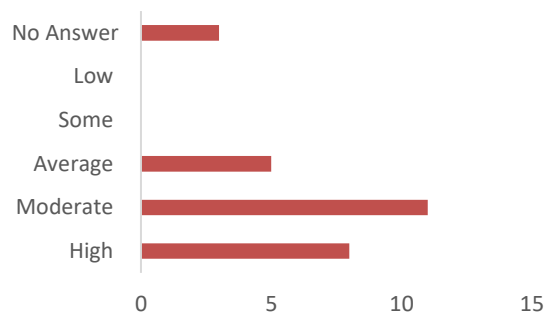
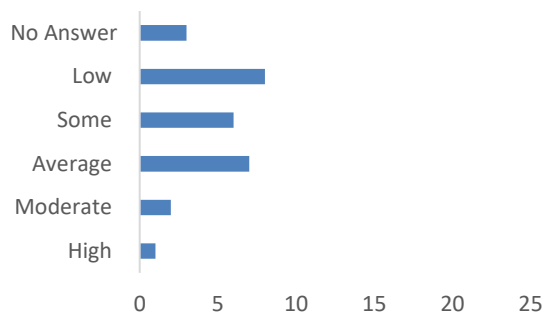
Learning Objective XII

Objective XII: Demonstrate the STATE approach in managing dialogue during a conflict



Learning Objective XIII

Objective XIII: Illustrate key elements of the design of a high-level social entrepreneurship plan





	Sunday 16 April	Day One Monday 17 April	Day Two Tuesday 18 April	Day Three Wednesday 19 April	Day Four Thursday 20 April	Day Five Friday 21 April	Day Six Saturday 22 April	Day Seven Sunday 23 April					
09:00 - 09:30	<div>(15 April)</div> <div>14:45-17:50 KBL-DEL</div> <div>(16 April)</div> <div>02:40-11:20 DEL-PVG</div> <div>17:40 - 20:40 PVG-HIJ</div> <div>21:30 Bus to Hotel</div>		09:00 - 09:30 Opening Session	09:00 - 09:30 After Action Review	09:00 - 09:30 After Action Review	09:00 - 09:30 After Action Review	09:00 - 09:30 After Action Review	REVIEW DAY (Assignment)					
09:30 - 10:00			09:30 - 11:00 Session Two Project Presentations I (5+10+3)	09:30 - 11:00 Session Five Team Development Analysis II (CP)	09:30 - 11:00 Session Eight Change Management I (Shona)	09:30 - 11:00 Session Eleven Conflict Resolution I (Shona)	09:30 - 11:00 Session Fourteen Decision Analysis and Decision Making I (David)						
10:00 - 10:30													
10:30 - 11:00													
11:00 - 11:30									11:00 - 11:30 Tea Break	11:00 - 11:30 Tea Break	11:00 - 11:30 Tea Break	11:00 - 11:30 Tea Break	
11:30 - 12:00									11:30 - 13:00 Session Three Japanese Culture and Hiroshima's Path to Reconstruction (Nigel, Shams)	11:30 - 13:00 Session Six Team Development Analysis III [Egg-Drop] (CP, Nigel)	11:30 - 13:00 Session Nine Change Management II (Shona)	11:30 - 13:00 Session Twelve Conflict Resolution II (Shona)	11:30 - 13:00 Session Fifteen Decision Analysis and Decision Making II (David)
12:00 - 12:30													
12:30 - 13:00													
13:00 - 13:30		13:00 - 14:00 Project Work Session (Groups)	13:00 - 14:30 Lunch	13:00 - 14:30 Lunch	13:00 - 14:30 Lunch	13:00 - 14:30 Lunch	13:00 - 14:30 Lunch						
13:30 - 14:00													
14:00 - 14:30		14:00 - 15:30 Session One (a) Post-Conflict Reconstruction Study Tour Peace Park and GLH	14:30 - 16:00 Session Four Team Development Analysis I [5 Dysfunctions of a Team] (CP)	14:30 - 16:00 Session Seven Team Development Analysis IV [Egg-Drop Review]	14:30 - 16:00 Session Ten Change Management III (Shona)	14:30 - 16:00 Session Thirteen Conflict Resolution III (Shona)	14:30 - 15:30 Presentation Mentoring Session						
14:30 - 15:00							15:30 - 16:30 Session One (b) Hibakusha Presentation		16:00 - 17:00 Green Legacy Hiroshima (GLH)	16:00 - 17:00 Mentoring Session I	16:00 - 17:00 Mentoring Session II	16:00 - 17:00 Mentoring Session III	15:30 - 17:00 Session Sixteen Project Presentations II (6+6+3)
15:00 - 15:30													
15:30 - 16:00		16:30 - 18:00 Session One (c) Post-Conflict Reconstruction Study Tour - Peace Museum											
16:00 - 16:30													
16:30 - 17:00													
17:00 - 17:30													
17:30 - 18:00													
18:00 - 18:30													
18:30 - Late													

UNITAR Afghanistan Fellowship Programme - Inspiring Transformation - 2016 Cycle
Workshop Three | 17 - 29 April 2017 | Hiroshima, Japan
AGENDA

	Day Eight Monday 24 April	Day Nine Tuesday 25 April	Day Ten Wednesday 26 April	Day Eleven Thursday 27 April	Day Twelve Friday 28 April	Day Thirteen Saturday 29 April	Sunday 30 April
09:00 - 09:30	REVIEW DAY (Assignment)	09:00 - 09:30 After Action Review	09:00 - 09:30 After Action Review	09:00 - 09:30 After Action Review	09:00 - 09:30 After Action Review	09:00 - 10:30 Session Twenty Nine Final Presentation (6+6+3) 10:30 - 11:00 Panel Evaluation	(30 April) 05:30 Depart Hotel 13:10-14:55 KIX-PVG 21:00-01:35 PVG-DEL (1 May) 14:25-15:45 DEL-KBL
09:30 - 10:00		09:30 - 11:00 Session Seventeen Leading Project Implementation I (Michael)	09:30 - 11:00 Session Twenty Leading Project Implementation IV (Michael)	09:30 - 11:00 Session Twenty Three Decision Analysis and Decision Making III (David - Skype)	09:30 - 11:00 Session Twenty Six Ethics, Values and Social Entrepreuenurship I (Michael and Sokout)		
10:00 - 10:30							
10:30 - 11:00							
11:00 - 11:30						11:00 - 11:30 Tea Break	
11:30 - 12:00		11:30 - 13:00 Session Eighteen Leading Project Implementation II (Michael)	11:30 - 13:00 Session Twenty One Leading Project Implementation V (Michael)	11:30 - 13:00 Session Twenty Four Transparency and Accountability in the Workplace (David - Skype)	11:30 - 13:00 Session Twenty Seven Ethics, Values and Social Entrepreneurship II (Michael and Sokout)	11:30 - 13:00 Session Thirty Evaluation, Certification and Closing Ceremony	
12:00 - 12:30							
12:30 - 13:00							
13:00 - 13:30							
13:30 - 14:00							
14:00 - 14:30							
14:30 - 15:00		14:30 - 16:00 Session Nineteen Leading Project Implementation III (Michael)	14:30 - 16:00 Session Twenty Two Project Budgets - The Afghan Context (Jennifer)	14:30 - 16:00 Session Twenty Five Conflict Management IV (Shona) 14:40 - 15:00 Governor Visit (Select Group)	14:30 - 16:00 Session Twenty Eight Social Accountability (Michael and Sokout)		
15:00 - 15:30							
15:30 - 16:00							
16:00 - 16:30						16:00 - 17:00 Mentoring Session IV	
16:30 - 17:00							
17:00 - 17:30							
17:30 - 18:00							
18:00 - 18:30							
18:30 - Late						18:30 - 20:00 Public Session	

(30 April)

05:30
Depart Hotel

13:10-14:55
KIX-PVG

21:00-01:35
PVG-DEL

(1 May)

14:25-15:45
DEL-KBL



Annex 4

Participant Profiles

Fellows

Group 1



Abdullah FAHIM

Medical Director

French Medical Institute for Children (FMIC)

Abdullah FAHIM graduated from Kabul Medical University in 1987, specializing in Paediatric Medicine. He also holds a certificate of Primary Health Care from Alexandria University of Public Health, Egypt. He has worked at Ministry of Public Health (MoPH), Afghanistan in different capacities, ranging from being a bedside practitioner to Advisor to the Minister. During his tenure at MoPH, he has attended several policies, management and leadership courses, and conferences and actively took part in new MoPH establishment and development. Dr. Fahim is currently the Medical Director of FMIC. He is also a senior volunteer for the Afghan Family Planning Association.

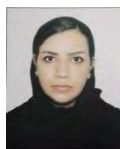


Haroon KHOGYANI

Capacity Building Unit Manager

Ministry of Finance

Haroon KHOGYANI graduated from the Literature faculty of Nangarhar University in 2009, and he is currently employed by the Ministry of Finance's HR directorate as a Training General Manager. He took several training courses such as Training of the Trainers in Bishkek in 2011 and a financial management training program in China in 2013.



Parisa NAIMI

Executive Director

Herat University

Parisa NAIMI graduated with a Bachelor's of Computer Science degree from Herat University, Afghanistan, Faculty of Computer Science on 2011. She is currently an executive director of the computer science faculty of Herat University. She worked at Microcis IT solution company as a contractor and a web base developer. She also worked as a web design and development trainer and lecturer in projects that were supported by the Afghanistan Work Force Development Program at the University of Ghalib.



Behzad SABETI

Secretary; Office Manager

National Procurement Authority

Behzad SABETI graduated with a Bachelor of Arts degree in English literature from Herat University's School of Education in 2010. He worked with national and international NGOs in various positions. He obtained a Master's degree in peacebuilding and conflict resolution in 2015.



Rahman SAEED

Regional Market Development Program Manager

Aga Khan Foundation

Rahman SAEED graduated from Hakim Sanayee University's Economic Department in 2015. He has more than 10 years' experience in the development field under income generation program. Before he became a manager, he worked as a market development program coordinator at Aga Khan Foundation.



Ali Reza TURKMANI

M&E Manager

Aga Khan Foundation

Ali Reza TURKMANI was graduated with a B.A degree in sociology from Kateb University. He worked at International Organization for Migration as Monitoring and Evaluation Assistant, Monitoring and Evaluation Coordinator and Monitoring and Evaluation Senior Assistant, in total 5 years. He also worked at Colombo Plan International as Monitoring and Evaluation Officer for 2 years. He currently works as Monitoring and Evaluation Manager at Aga Khan Foundation.

Group 2



Mohammad Bilal QARIZADA

Acting Director

National Procurement Authority (NPA)

Mohammad Bilal QARIZADA completed his Baccalaureate Certificate in 2001 and a Bachelor Degree in Business Administration in 2014, having served for more than 11 years in the field of procurement with NPA-AoP, USAID IESC/VEGA, PPU MoF, MoE (DANIDA), SCA (NSP), UNOPS, RCU and UMCA. He has delivered numerous seminars and workshops and been a supervisor at several academic institutions. Mr. Qarizada is currently Acting Director of NPC-S at the NPA.



Shafiqullah FAZIL

Regional Coordinator

Aga Khan Foundation

Shafiqullah FAZIL has a Bachelor of Arts in Administration and Diplomacy, Department of Law and Political Science, Kabul University. In September 2013, he joined Aga Khan Foundation as a civil society regional officer and was promoted to civil society regional coordinator in April. His main duty and responsibilities are to promote the development of vibrant, participatory, and non-discriminating NGOs to focus on sustainable development.



Ghulam Abbas KHOSHAL

M&E Specialist, NRM

Aga Khan Foundation

Ghulam Abbas KHOSHAL graduated with a Bachelor of Science degree in Agronomy of Agriculture from Bamyan University, Afghanistan, in 2008. After his graduation in 2008, he joined AKF as Natural Resource Management (NRM) support program officer at the Bamyan Regional Office. He also worked with the Monitoring, Evaluation and Research unit of AKF in Kabul office for over five years. For the last two years, he has been engaged with the NRM Department in AKF in Kabul office as a monitoring and evaluation specialist.



Mohammad Asghar MIHANYAR

General Teaching Manager

Kunduz University

Mohammad Asghar MIHANYAR graduated with B.Sc. from Department of Agronomy of Agriculture Faculty of Kunduz University. He worked as a peace educator in CPAU from 2009 to 2010, as a computer and English language teacher in HTI from 2004 to 2006, and as a researcher in almond pollination in PHDP from 2008 until 2010. He has been working as a general teaching manager in Agriculture Faculty of Kunduz University since 2011.



Ahmad Sohail RAHMANI

General Manager of Employees Relation HR Program Specialist

Ministry of Finance

Ahmad Sohail RAHMANI has a B.A. degree from Kabul University, Department of Sociology, Faculty of Social Science in 2013. He has been working with Ministry of Finance since 2011, in the Employees Relationship Section in capacity of health and safety, as well as management of complaints, discipline of employees, and as a general manager of employees' relationships.



Sayed Mohd. Umar SULTANI

Senior Procurement Specialist

National Procurement Authority

Sayed Mohd. Umar SULTANI graduated with M.D. from Nangarhar Medical University in 2012. He was employed in the administrative office at National Procurement Authority and worked as a procurement assistant, procurement officer, procurement consultant, and as a procurement specialist.

Group 3

**Mohammad Hussain FAQERI**

Network Administrator

Ministry of Higher Education

Mohammad Hussain FAQERI graduated with a B.Sc. degree in Computer Science from Panjab University India in 2013. He is working as Network Administrator at Ministry of Higher Education since 2013. He participated in a system administration training in Germany in 2015.

**Sayed Zia Ahmad FARID**

Rural Development Officer

Aga Khan Foundation

Sayed Zia Ahmad FARID graduated with a Bachelor's degree in Sociology from Shohbit University, India, in 2014. He is currently working at AKF as a HID National Manager. Since 2002, he has been involved in various capacities at the HID (regional and national) and is responsible for directly managing and coordinating the development and progress of various CBSGs, civil society, community development, National Solidarity Program and Sub-National Governance Program.

**Mohammad Yasin HEJRI**

Regional Program Support Officer

Aga Khan Foundation

Mohammad Yasin HEJRI was awarded a scholarship in the field of Computer Science at University of Pune, India. He returned to Afghanistan and was hired by an international non-profit organization. He works at AKF as a regional IT, communication, and media officer in the Thakar regional office. Soon after working there, the organization promoted him to regional program support officer.

**Mina NAIKMAL**

Program Specialist

Ministry of Finance

Mina NAIKMAL graduated with B.A. degree in Science from Kabul University in 2012. She has been working with Ministry of Finance since March 2016 as a program specialist. She has more than five years' work experience in both governmental and non-governmental sectors.

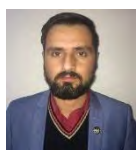
**Mohd.Sharif MUQBEL**

Consultancy Services Contracts Monitoring Specialist

National Procurement Authority

Mohd.Sharif MUQBEL graduated with a B.A. degree in Economics from India's Dehli University in 2011 and a M.A. in Development Economics from Department of Development Economics at South Asian University, India. He has been employed as a regional monitoring and evaluation officer, monitoring and evaluation officer, field researcher, and information technology specialist in different organizations.

Group 4



Abdul Nasir AKRAMI

Procurement Specialist

National Procurement Authority

Abdul Nasir AKRAMI graduated with B.A in Political Science from Pune International University, India, in 2010 and has a one year diploma in National Security and International Relations. He was employed by the Asia Foundation as a procurement and finance officer for two years. He is currently working as procurement specialist and working as acting capacity assessment and certification manager.



Ahmad Walid HOWAIDA

Plan and Monitoring of Development Projects/Director

Ministry of Finance

Ahmad Walid HOWAIDA was graduated from the engineering faculty of Kabul University in 1982 and was employed by Kabul University as a lecturer until 1993. After joining an Afghan NGO as regional manager in 1993, he was nominated for a short management course in Manchester University in 1999. From 2006, he worked several institutions such as MRRD under UNDP contract, AIHRC and a Canadian company.



Aminullah KASHGHARI

Senior Finance Officer

Aga Khan Foundation (AKF)

Aminullah KASHGHARI is currently enrolling Masters in Management Studies at Balkh University. He has been working with Aga Khan Foundation for six years and he is working as a senior finance officer to enhance some strong activities in financial lines. He has also been working as a lecturer at Badakhshan University and being a member of Badakhshan civil society forum.



Ramazan Ali KHIDMAT

National Grants Officer-Finance

Aga Khan Foundation

Ramazan Ali KHIDMAT has a diploma in Business Administration from Capital Institute of IT & Management Science, Peshawar, Pakistan. He is currently pursuing BBA from Ibni E Sina University, Kabul Afghanistan with specialization in Banking and Finance. After starting his professional career in 2007 at SCRC SO Afghanistan (a local NGO), he joined AKF in 2008. Since then, he has been working at different levels at the regional and head office in the Finance Unit.



Jamal Nasir KOHISTANI

Biography & Database Specialist

Ministry of Higher Education

Jamal Nasir KOHISTANI received an M.A. degree in Public Administration from Veer Narmad South Gujarat University in 2015. He has started working as a civil servant in MoHE since 2015. He is also working as an associated key trainer for the Capacity Development Dept.-HR Directorate since he joined MoHE. He is teaching at Afghan Universities and Institutes in fields of Public Administration, Law and Politics.



Hadayatullah NOORI

Finance Coordinator

Aga Khan Foundation

Hadayatullah NOORI is an Association of Chartered Certified Accountant finalist. His major Subjects was Business Analysis, Financial Management, and Audit. He has been worked with AKF-A as National Finance coordinator from last three years for STAGES (Step toward Afghan Girls Education Success, which is funded by DFID-UK. He is responsible for Budgeting, Financial reporting, Donor compliance and coordination with Donors and project partners.

Group 5



Muhammad Raza AHMADZAI

National Coordinator Audit
Aga Khan Foundation

Muhammad Raza AHMADZAI is a professional for business analysis, financial management and audit. He has a certificate as a Certified Accounting Technician (CAT), provided by the U.K. After joining the Aga Khan Foundation-Afghanistan as Senior Finance officer, he has been promoted as National Coordinator Audit.



Sifatullah KHAWRY

Administrative Specialist
National Procurement Authority

Sifatullah KHAWRY graduated with a B.A. degree in English Literature from the University of Nangarhar in 2010. He has worked for several institutions, such as Nangarhar Youth Affairs Directorate, Aryana University, the Ministry of Mines and Petroleum, and the Ministry of Finance.



Md. Karim Shah MOHAMMAD SHAH

Manager of Educational Department
Khost University

Md. Karim Shah MOHAMMAD SHAH received Bachelor of Arts Degree in Journalism from Khost Sheikh Zayed University in 2008. After working for three years as a high school teacher with Sarban High School, he joined Khost Sheikh Zayed University as general manager of educational documents under the supervision of the vice-chancellor of Studies Affairs.



Samiullah MOSAZAI

Human Resource Manager
Grand Technology Resources

Saminullah MOSAZAI was awarded with a M.S. Degree leading to Ph.D. from Abasyn University, Peshawar, Pakistan, in 2013 and B.A. from Al-Khair University, Peshawar, Pakistan, in 2011. He has past working experience as a project and marketing manager with Interhealth Afghanistan in 2012 and as a business and management lecturer with Afghanistan Technical and Vocational Institute USAID in 2011.



Fazel Ahmad RASOOLI

Information Technology Manager
Jowzjan University

Fazel Ahmad RASOOLI graduated with B.Sc. degree in Mathematics from Afghanistan's Jawzjan University in 2010. He received a six-month training (Computer, English, and Management) from the Afghanistan Civil Service Institute in 2008. He has been working at Jowzjan University as IT(VTC) manager from 2013.



Hussain Dad SHARAFI

SPEDA Project Coordinator
Aga Khan Foundation

Hussain Dad SHARAFI graduated with a Bachelor in Management Studies from the Indian School of Business Management in 2016. He was employed in AKF since 2006 in the Market Development Program and started as an assistant to the regional manager. Now he is managing all MOP program in Bamyán Region, and he has recently joined the SPEDA project in Kabul as well.

Coaches



Didar Ali DIDAR
National Manager
Aga Khan Foundation

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 currently the national manager of the Monitoring, Evaluation Research, and Learning Unit at the Aga Khan Foundation, having served as a regional manager between 2014 and 2016. 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.



Mariam GHAZNAVI
Human Resource Consultant
Afghan Customs Department, Ministry of Finance

Mariam GHAZNAVI holds a bachelor degree in Business Administration and works as a Human Resource Consultant at Afghan Customs Department, Ministry of Finance. She previously worked with OXUS Consulting Group and Investone Corps, Inc. in different capacities, including HR Consultant for Ministry of Interior, HR Manager and Senior Coordinator for Advisory and Business Development Programs. 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.



Javed HAFIZI
Finance Director
UNFPA Afghanistan

Javed HAFIZI holds a Masters in Operations Management from Indira Gandhi National University, New Delhi. Currently heading the Finance Department in UNFPA Afghanistan, he has extensive experience in operations management and served UNFPA since 2007 in Kabul, Asia and the Pacific Regional Office and Lesotho Country Office for South and East Africa Regional Office in the capacity of Operations Manager..



Sayed Mujtaba MASOOD
Project Manager / Engineer
USAID

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.



Abdul Shakoor QANI
Associate Specialist
National Procurement Authority

Abdul Shakoor QANI graduated with a Bachelor's 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. Currently he is working as an associate specialist at the Contract Implementation Monitoring Directorate of National Procurement Authority.

Afghan Resource Persons (ARPs)



Habibullah AZMAT

Senior Human Resources Specialist
 National Procurement Authority

Habibullah AZMAT holds a Master's degree in Development Policies and Practices (DPP) from the Graduate Institute of Development Studies in Geneva, Switzerland, and has done his B.S. (honours) from BUITEMS Pakistan. He started his tenure with the UNITAR Fellowship Program in the 2014 Cycle as a Fellow and was selected as Coach for the 2015 Cycle. Mr. Azmat has been working over eight years with different private and public sector organizations in various capacities. Currently, Mr. Azmat is working as a senior human resources specialist with National Procurement Authority. He has worked with the Ministry of Finance's Procurement Policy Unit as a human resources officer. Prior to that he worked with Grand Technology Resources (Afghanistan electronic National ID project) and Social Mobilization, Advocacy, Research and Training (SMART) organization. He has also attended various workshops on human resources management, project management, and entrepreneurship.



Mohammad Sohail KAAKAR

Senior Strategic Adviser
 National Procurement Authority

Mohammad Sohail KAAKAR earned his Bachelors in Kabul University's Social Sciences Department of Sociology and Philosophy. 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 a senior strategic adviser to the 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.



Ahmad Shah NAQSHBANDI

Advisor
 Administrative Office of the President

Ahmad Shah NAQSHBANDI holds Master's degree in Business Administration and a post graduate diploma in Sustainable Rural Development. He is currently pursuing a Master's degree in Public Procurement Management for Sustainable Development from ITCILO-University of Turin. Mr. Naqshbandi has extensive working experience of operational management with government and donors funded programs, he has worked as a deputy program director with Ministry of Rural Rehabilitation and Development and the Afghanistan Rural Enterprise Development Program as assistant to the president of Afghanistan. He currently works as an advisor in the Administrative Office of the President. Mr. Naqshbandi was a Fellow in the 2014 Cycle and a Coach in the 2015 Cycle.



Zakia NOURI

Zakia NOURI is an M.A. candidate in International Development Studies at George Washington University, with a focus on Monitoring and Evaluation. She also holds a Master's degree in International Conflict Resolution from the University of Notre Dame, Indiana. Her main interest and expertise lies in design, measurement, and assessment of performance in order to allow the Afghan government and international development organizations to more effectively verify outputs and establish development results. Most recently, Zakia worked with the World Bank's Social Inclusion Cluster based in Washington, D.C., where she provided technical advice on assessment and action plans, extracting data related to gender-disaggregated land tenure and labor outcomes of energy infrastructure projects within the organization's database. Furthermore, she served in two Afghan government offices for a period of six years, namely the Independent Administrative Reform and Civil Service Commission (IARCSC) and the Afghanistan's Office of President in 2007 and 2010 respectively. Zakia was a UNITAR Fellow in 2010.

Mentors

Please note that Mentors volunteer in a personal capacity and do not necessarily represent the organizations they work for in an official capacity.

**Jennifer FOX****Budget Advisor****U.S. Department of the Treasury, Office of Technical Assistance**

Jennifer FOX serves as a budget advisor with the U.S. Department of the Treasury's Office of Technical Assistance (OTA) currently providing assistance to the Honduran National Congress and Ministry of Finance to strengthen their roles in the budget process. She is also providing intermittent technical assistance to the Ministry of Finance (MoF) of Afghanistan to enhance the costing of existing and proposed government policies over time. Previously she served as a resident budget advisor for two years in the Dominican Republic (DR) as part of a joint OTA and U.S. Agency for International Development (USAID) project. She also worked with USAID to implement the first Public Financial Management (PFM) Fellowship providing on-the-job training in the U.S. to Angolan MoF officials and follow up training in Angola. Prior to this position Ms. Fox served as a senior analyst with the Texas Legislative Budget Board (LBB) working with legislators, and chief agency and legislative staff to develop and oversee the budgets of 12 state agencies. In this assignment she led numerous trainings for international delegations and agency personnel on program and performance-based budget development and analysis in partnership with OTA, the World Bank, and the U.S. Department of State. Ms. Fox has served as a mentor with the Fellowship since 2009. Ms. Fox also acts as a Resource Person for the Fellowship.

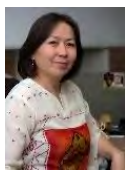
**Roger GALBRAITH****Associate Clinical Professor of Paediatrics****University of Calgary**

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 several countries in the Middle East, Africa and Asia. Dr. Galbraith has worked in a variety of roles in Leadership and Management, and 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****Senior Associate Director****National University of Singapore**

Rahul Vachale GOPALKRISHNAN is currently a senior associate director of the Intellectual Property Management Industry Liaison Office at the 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 U.S. and Singapore. His most recent mentoring work includes business school students working on projects involving entrepreneurship and technology commercialization. Rahul has a Ph.D. in molecular biology from the Indian Institute of Science, Bangalore, India; post-doctoral Training at the Institute de Genetique et de Biologie Moleculaire et Cellulaire, Strasbourg, France, and had an active research program in Columbia University, New York. He worked for a few years in a New York city law firm in intellectual property, before moving to his current position at National University of Singapore.

MENTOR PROFILES

**Sharapiya KAKIMOVA**

Coordinator of International Agreements

Chilean National Commission for Scientific and Technological Research

Sharapiya KAKIMOVA graduated from Kazakh State Polytechnic Institute in 1993 as a system engineer. She obtained a Master of Arts degree in the field of international relations and later her Ph.D. on Peace Studies with specific focus on public administration and its reform in post conflict countries in general and in Afghanistan 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.

**Rama KANNAN**

Director

Beyond Capital Fund

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, helps with the investments in India, and mentors the organizations invested in. She has also been a Mentor for more than five years in the UNITAR Afghanistan Fellowship Programme. 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 M.B.A. from NUS, Singapore, and a Bachelor's 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.

**Bismillah MUHIB**

Deputy Project Director

IDEA-NEW

Bismillah MUHIB works as the deputy project director with the 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's past working experience includes positions at 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.

MENTOR PROFILES

**Orya NASRULLAH**

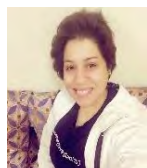
Implementation and Operation Manager
Aga Khan Foundation

Orya NASRULLAH graduated from Kabul Medical University's curative medicine faculty in 2003. In 2004, he joined MSI and took the responsibility of the health program. In 2010, he joined Aga Khan Foundation as Health Program support officer and was promoted as national coordinator of the Health Program in 2011. He attended the UNITAR Afghanistan Fellowship Programme in Dubai and Japan in 2011 and was appointed as Coach for the Programme for 2012. Currently he is working with Aga Khan Foundation, Afghanistan, in the capacity of implementation and operation manager. He also obtained Master's degree in Public Health in 2013.

**Steven POLUNSKY**

Research Scientist
Texas A&M University

A UNITAR mentor since 2009, Steven POLUNSKY is a research scientist with 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 evaluated legislation, conducted policy studies, and performed 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. Mr. Polunsky'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 and a Master's in Security Studies from the Naval Postgraduate School.

**Friba QURAISHI**

Gender Adviser
Afghanistan University Support Workforce Development Program (USWDP)

Friba QURAISHI is currently working with USAID Afghanistan for University Support and Workforce Development Program USWDP/FHI360. She holds a B.A. from the Faculty of Languages and Literature Department of English, Kabul University, Afghanistan. She has 13 years of work experience in diverse fields mostly focused on gender and women's empowerment with various national and international institutions such as: USAID, World Bank, IRC, InterNews, Ministries of Rural Development and Agriculture, President Protective Service (PPS) at the Palace. She has been mainly involved in developing two training modules on women economic empowerment for enhancing women role in agriculture and livestock sector at the Ministry of Agriculture. Besides she has also developed a Gender Strategy and a Non-discrimination & Anti-Harassment Policy for Higher Education and its institutions, which was lately approved. She has also been associated with UNITAR and has contributed with the program as Fellow, Coach, ARP, and Mentor (2012-2016).

MENTOR PROFILES

**Sayed Gheyasuddin SAADAT**

Trade Commissioner

Embassy of Canada in Afghanistan

Sayed Gheyasuddin SAADAT is currently the trade commissioner at the Embassy of Canada in Afghanistan, and he also serves as committee chair-elect for the locally engaged staff working at the Embassy. Prior to this he was Protocol & Government liaison officer at the Embassy. Mr. Saadat has also worked as a 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 M.B.A., specializing in Management and Leadership, from Kardan University.

**Abdul Bashir SAKHIZADA**

Head of Human Resources and Administration

French Medical Institute for Children (FMIC)

Abdul Bashir SAKHIZADA earned his M.D. degree from Kabul Medical University in 1999 and obtained his M.B.A. 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 Aga Khan University Project in Afghanistan for Ghazanfar Institute of Health Sciences. He joined the French Medical Institute for Children in 2006 and has held several management and leadership positions with them. He participated in the UNITAR Afghan Fellowship 2013 Cycle, becoming a Coach in the 2014 Cycle, and an Afghan Resource Person for the 2015 Cycle. He is currently the head of Human Resources and Administration of FMIC.

**James Daniel SHORT**

Associate Professor

Toyo University

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 Ph.D. in World Political Order at Hiroshima University in 2006, he worked for two years at the UNITAR Hiroshima Office 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, regarding the conflict that is and has taken place in Afghanistan.

**Jordan SMITH**

Budget Analyst

State of Texas Legislative Budget Board

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, Mr. Smith 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. Mr. Smith graduated from Baylor University with a Master's of Science degree in Economics and a Business Finance degree from Texas A&M University.

MENTOR PROFILES

**CP THAM**

Senior HR Business Partner

Boehringer Ingelheim

CP THAM is senior HR Business Partner specialising in Learning, Talent, and Organisation Development. 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 eight 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. In his current corporate role, he is leading the Talent and Performance Management, Learning and Organisation Development of a leading German Pharmaceutical MNC for the Asia region. A graduate of the Masters of Science in Industrial and Organisation Psychology from Baruch College, City University of New York, CP is currently finishing his OD Certification Program with the renowned NTL Institute based in the States and is also a current MBA candidate with the Strathclyde Business School. Apart from his corporate role, CP is also a senior adjunct lecturer and associate consultant of the Singapore HR Institute, facilitating in the post-graduate HR programs as well and providing consultancy and training services to local Singapore companies and government agencies as and when he is available. CP also acts as a Resource Person for the Fellowship.

**Germaeline VAN DER LEE**

Health Promotion Facilitator/Evaluator

Alberta Health Services

Germaeline VAN DER LEE graduated from University of Calgary with a Bachelor's degree in Physics in 2003 and later 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 and 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 (vice president of 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.

Resource Persons

**Nassrine AZIMI**

Co-Founder/Coordinator, The Green Legacy Hiroshima Initiative
Senior Advisor, United Nations Institute for Training and Research (UNITAR)

As a young journalist and urban planner, Nassrine graduated from the Graduate Institute of International and Development Studies, Geneva, and the University of Lausanne. She joined UNITAR in 1986 as the coordinator of the environmental training programmes and served as deputy to the executive director, opening a range of programmes, including the use of satellite imagery for environmental purposes, and management of toxic chemicals. After establishing and serving as the first chief of the UNITAR New York Office for five years, Nassrine established the UNITAR Hiroshima Office in 2003 and was its first head until she stepped down in 2009. Nassrine has directed and edited a publication series in peacekeeping and peacebuilding. She is a co-founder and coordinator of Green Legacy Hiroshima, a project to that manages and sends seeds and saplings from trees that survived the atomic bombing around the world.

**David J. EATON**

Bess Harris Jones Centennial Professor of Natural Resource Policy Studies
The University of Texas at Austin

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 U.S. Agency for International Development (1975-76), the U.S. President's Science Advisor's Office (1974-1975), and the U.S. 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-).

**Michael A. FORS**

Executive Leader
Microsoft Services

Michael FORS is an executive leader of Microsoft Learning and Development, providing all training and readiness for the 65,000-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 start-up 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 senior 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 M.B.A. Program. Michael's Ph.D. combined business and education. For more than 15 years, he has been a United Nations Fellow, training ambassadors on IT strategy at UN Headquarters in New York City, and assisting the

RESOURCE PERSON PROFILES

UNITAR Afghanistan Fellowship Programme, the UN Post-Conflict Reconstruction Leadership Program for government officials and professionals of Afghanistan.

**Musa KAMAWI**

Human Resources Director

Ministry of Finance

Musa KAMAWI has a Master's 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 several notable awards and certificates while 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.

**Humaira Khan KAMAL**

Senior Advisor

United Nations Institute for Training and Research (UNITAR)

Humaira Khan-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 several 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 until 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.

**Winifred LOH**

Managing Director

Centre for Non-Profit Leadership

Winifred LOH's involvement with UNITAR's Afghanistan Fellowship Program as Mentor and Facilitator began in 2011. She is AWARE's Immediate Past President, having served two terms as President. In her professional capacity, she is Director for the Centre for Non-Profit Leadership (CNPL). Her role involves working with Boards, CEO/Executive Directors and senior management teams of local non-profit organisations (NPOs) to deepen their leadership bench strength, identify governance challenges and facilitate organisational transformations for greater social impact. Winifred has spent over 20 years in public-listed companies, holding key executive roles in human resources with track records in talent management, leadership development, strategic planning, change/transition management and employee engagement. She is on the Boards of Singapore Council of Women's Organisations and Temple Garden Foundation (Cambodia). Winifred is an alumnus of the Strategic Perspectives in Non-Profit Management from Harvard Business School in 2016, and of the Social Leadership Singapore Programme from Harvard Kennedy School of Government in 2014. She holds a Masters of Arts in Education and Human Development from George Washington University and a Bachelor of Arts in English Literature, Sociology and Philosophy from National University of Singapore.



Imtiaz SHARIFI

Post Clearance Audit Specialist
Ministry of Finance

Imtiaz SHARIFI graduated with a Bachelor's of Business Studies and Management from Middlesex University in the United Kingdom in 2007. He also holds a Master's degree in Developing policies and practices from Graduate Institute of Geneva in 2014. He worked for several institutions and companies starting from Safi Airways as an airport station manager in 2007, Alokozay General Trading as a sales and marketing manager from 2007 to 2008, Kam Air as an airport station manager from 2008 to 2010, Ministry of Finance as a Head of Non-Tax revenue department from 2010 to 2011, New Century Consulting as an Accredited Culture Advisor from 2011 to 2012, Ministry of Finance as an Aid Coordination Specialist from 2012 to 2013, Kam Air as a Planning Director, Ministry of Finance as Head of Value added tax department and now he is working as a Post Clearance Audit Specialist at the Ministry of Finance.



Ahmad Masoud TOKHI

General Director
Independent Administrative Reform and Civil Service Commission

Ahmad Masoud TOKHI graduated with a Bachelor's of Economics from Kabul University in 2001. He also holds a Master's degree in Development Policy Practice from the Graduate Institute, Geneva in 2016. He has started to work as a general director of Civil Service Management Department at Independent Administrative Reform and Civil Service Commission from 2013. Before joining that, he worked for several institutions such as Independent Administrative Reforms and Civil Service Commission as a director from 2010 to 2012 and as a head of program from 2008 to 2009, Ministry of Rural Rehabilitation and Development (Under DFID Contract) as an advisor in 2005 and Action Aid International – Afghanistan as a program manager from 2004 to 2005, as a coordinator from 2003 to 2004 and as a program officer from 2002 to 2003.



Shona WELSH

Consultant
Welsh Consulting

Ask Shona about her career and she'll tell you she used to be a corporate change agent – but she's okay now. An award-winning speaker and author of five books and numerous articles on training, leadership, and communications, Shona has been fortunate to have had a varied career in politics, government, corporations and non-profits. She has held senior executive positions responsible for training and leadership development in numerous organizations in Canada, the United States, Qatar, and a number of other countries. Now a consultant to a wide variety of sectors along with holding teaching roles at various colleges and universities, her latest research and training interests centre on developing organizational innovation. She has also recently branched out into the world of stand-up comedy, training and performing at the world-renowned Second City Theatre in Toronto. Shona has been involved with the UNITAR Afghanistan Fellowship Programme since 2010 and is thrilled to be back again for this cycle. She and her husband live in Canada, have five children, one dog, and an occasional stray mouse. Shona cannot be left alone in the house with chocolate.

UNITAR Staff Profiles

**Mihoko KUMAMOTO**

Head

[United Nations Institute for Training and Research \(UNITAR\) Hiroshima Office](#)

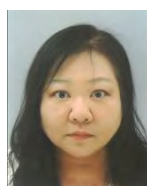
Mihoko KUMAMOTO has over 18 years of professional experience in the development cooperation field and has been with the United Nations for 13 years. Ms. Kumamoto started her career at Kyushu Electric Power Company in Japan where she coordinated training programmes and while there, she discovered that 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 re-joined 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**

Senior 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.

**Junko SHIMAZU**

Training Associate

[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. Ms. Shimazu joined the UNITAR Hiroshima Office in September 2012.

**Nigel GAN**

Training Officer

[United Nations Institute for Training and Research \(UNITAR\) Hiroshima Office](#)

Nigel GAN graduated with a Bachelor of Social Sciences from the University of Sydney in 2009, and a Master's in International Cooperation Studies from Hiroshima University. He worked for several years as an Information Management Advisor in Executive Services Branch at the Department of Justice, Victoria, Australia, focusing on privacy and freedom of information policy development, implementation and training. Prior to joining UNITAR in 2014, he worked as a Digital Media Consultant at the British Embassy, Tokyo; and for the Fukuyama City Board of Education as part of the JET Programme.

UNITAR STAFF PROFILES

**Sabahuddin SOKOUT**

Training Associate

United Nations Institute for Training and Research (UNITAR) Hiroshima Office

Sabahuddin SOKOUT is the UNITAR Training Associate 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.

**Shamsul Hadi SHAMS**

Training Officer

United Nations Institute for Training and Research (UNITAR) Hiroshima Office

Shamsul Hadi SHAMS graduated from Hiroshima University in 2012 with a PhD in International Development and Cooperation (Development Science Division). He received his M.A. in Political Science and International Relations from the International University Islamabad in 2006 and a B.A. in Natural Sciences in 2004 from the University of Peshawar, Pakistan. His doctoral dissertation focused on the impacts of reconstruction strategy on the viability of intra-Afghan conflict settlement, in Afghanistan. His research interests include Afghanistan post-conflict reconstruction and recovery, governance reforms, capacity development, state building processes and conflict resolution. He presented his research in academic conferences in Japan, United States and Canada in the past several years. He joined UNITAR Hiroshima Office in 2012.

**Chihiro MITSUDA**

Assistant Administrator

United Nations Institute for Training and Research (UNITAR) Hiroshima Office

Chihiro MITSUDA graduated from Kochi University with a B.A. in Humanities and Economics for International Studies, including a High School Teacher's English Teaching License in 2013. She also studied International Trade at Duksung Women's University, South Korea, during her undergraduate. Chihiro completed a Graduate Diploma in Social Science in 2015, and received her Master's degree in Conflict, Governance and International Development from the University of East Anglia in 2016. During her Master's, she completed an internship at the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) Kobe Office. She joined the UNITAR Hiroshima Office in March 2016.

**Kenta MATSUOKA**

Expert

United Nations Institute for Training and Research (UNITAR) Hiroshima Office

Kenta MATSUOKA has a B.A. Degree in Arts from Kyoto University of Foreign Studies. After graduation, he worked as a cram school teacher, teaching English to high school students for two years, before starting working at the Hiroshima Prefectural Government in 2014. Working in the Art and Culture Division, his main responsibilities were to manage the Kenbiten, the Annual Competition of Art in Hiroshima Prefecture, and to supervise the Hiroshima Culture Promotion Foundation. He has been seconded to the UNITAR Hiroshima Office since April 2017 to strengthen the partnership between UNITAR and the Prefectural Government.

**Ireneo BARTOLOME**

Consultant

[United Nations Institute for Training and Research \(UNITAR\) Hiroshima Office](#)

Ireneo BARTOLOME holds a Bachelor of Arts (B.A.) in American Ethnic Studies and a Bachelor of Arts (B.A.), with Distinction, in Sociology from the University of Washington in Seattle, Washington, United States, and a Juris Doctor (J.D.) from Rutgers University Law School in Newark, New Jersey, United States, where he was a member of the Rutgers University Law Review. An attorney, Mr. Bartolome has served as an Assistant Defender with the Defender Association of Philadelphia, and as Counsel, Litigation with the Philadelphia Housing Authority. Prior to joining the UNITAR Hiroshima Office in March 2017, Mr. Bartolome served as a Volunteer Legal Advocate with Asylum Access in Kuala Lumpur, Malaysia, where he provided legal advice and representation to refugees and asylum seekers before the United Nations High Commissioner for Refugees (UNHCR), Representation in Malaysia.

**Annelise GISEBURT**

Fellow

[United Nations Institute for Training and Research \(UNITAR\) Hiroshima Office](#)

Annelise GISEBURT received a Bachelor of Arts and Science degree from Oberlin College in 2016; she majored in English and East Asia Studies. While in college, Annelise interned with the Japan-America Society of the State of Washington. She joined the UNITAR Hiroshima Office in September 2016 as the first Fellow sent through the partnership between UNITAR and Oberlin Shansi.

**Nozomi YAMAMOTO**

Trainee

[United Nations Institute for Training and Research \(UNITAR\) Hiroshima Office](#)

Nozomi YAMAMOTO received an M.Sc. in International Relations from the University of Bristol in 2016. Her research was about how development strategies of international institutions have captured global poverty and how the macroeconomic policies have affected the life of the people living in poverty. She also obtained a bachelor's degree in International Relations from Kobe City University of Foreign Studies. She volunteered in Tohoku in the devastated area after the 2011 earthquake, from which she learned the difficulties and importance of the effective reconstruction after disaster.



Photo: Workshop I in Kabul

UNITAR Afghanistan Fellowship Programme 2016 Cycle



Photo: Meeting with an Atomic-Bomb survivor in Hiroshima



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