*UNITAR Fellowship for Afghanistan*

*2015 Cycle | Application Form*

Capacity Building for a Brighter Future

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HO/2015/AFJune – November 2015

# Introduction

Greetings from the United Nations Institute for Training and Research (UNITAR), and thank you for your interest in the UNITAR Fellowship for Afghanistan Programme.

This Programme is considered by many to be the premier international training programme on post-conflict reconstruction for the best and brightest Afghan public officials and civil society leaders. Since 2003, more than 400 Fellows have become beneficiaries of the programme, which provides them with the skills to become agents of change in their organizations. UNITAR Fellows are recognized as being empowered to have a crucial role in the reconstruction of Afghanistan.

The Fellowship is an annual six-month long programme building the capacity and enhancing the leadership, management, and professional skills of a core group of senior government officials, academics, and practitioners from Afghanistan. UNITAR thanks the Civil Service Commission of the Islamic Republic of Afghanistan, as well as the Ministry of Finance of the Islamic Republic of Afghanistan for their partnership in delivering this unique programme.

The Fellowship’s two long-term objectives are:

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

Four workshops are held during each Fellowship cycle:

* Workshop I: Kabul, Afghanistan
* Workshop II: Abu Dhabi, United Arab Emirates
* Workshop III: Kabul Afghanistan
* Workshop IV: Hiroshima, Japan, where Fellows are introduced to the post-conflict reconstruction process in Japan and the tangible and intangible processes that can lead to effective growth and development

In addition, web-seminars are offered as part of a module on Human Resource Development and Management. The Fellowship’s substantive topics are, in part, determined by the needs of the Fellows, but in general address the following themes:

* Organization Development and Change
* Project Design and Proposal Writing
* Project Management and Reporting
* Accounting and Budgeting
* Leading and Mentoring Teams for Development and Change
* Team-Building and Teamwork
* Communication Skills
* Strategic Planning

The UNITAR Hiroshima Office strongly encourages female candidates, and looks forward to receiving a number of diverse applications.

**Eligibility Criteria**

INCLUSIVE AND TRANSPARENT PROCESS

* The UNITAR Fellowship for Afghanistan is open to all qualified members of the professional community within Afghanistan. To provide equal opportunity, and wider participation in the Fellowship, UNITAR encourages a transparent process that is gender-inclusive and culturally-diverse.
* All applicants must undergo a selection process at a designated location and time, to be announced following receipt of application forms. The selection process, incorporating an examination and interview, will be conducted by a selection-committee approved by UNITAR and the Afghanistan Civil Service Institute (ACSI).
* A transparent, merit based selection process is mandatory in order to receive accreditation (3 graduate credits) from the University of Texas at Austin (UTA).

SUPERVISOR’S COMMITMENT

* Fellows must secure supervisors’ continued support for involvement in the Fellowship, with the understanding that if there is a candidate's cancellation of participation in an event after the specified registration deadline, the employer organization will be required to cover all non-refundable expenses.
* Supervisors/Organisational representatives will receive written feedback regarding the performance of nominated Fellows at regular intervals for the duration of the Fellowship process.

EDUCATIONAL BACKGROUND

* At minimum a Bachelor’s degree.

PROFESSIONAL BACKGROUND

* Members of the professional community within Afghanistan
* Members of the civil service; governmental organizations; international organizations, and private institutions/nongovernmental organizations are invited to apply.

LANGUAGE AND COMPUTER SKILLS

* Good working knowledge of spoken and written English.
* Proficient in the use of basic computer programmes.

AGE REQUIREMENT AND CAREER DEVELOPMENT

* Within the 25-50 age group and with high potential to become decision-makers.

TIME AVAILABILITY

* Able to commit up to 20 hours per month, from June to November 2015, and up to 15 days for on-site training, all scheduled Fellowship events, and to complete assignments.

AVAILABILITY

* Participants are required to attend and actively participate in all workshops, complete assignments and interact with Resource Persons, complete pre-seminar readings/ assignments, and come with prepared questions.
* Attendance at all sessions is mandatory, even if web seminars happen to occur on national holidays.

# Activities

TEAM PROJECTS

Based on their professional background, or specialized area of interest, Fellows are divided into groups, and are assigned to a Coach (or Coach team) and a Mentor (or Mentor team). Throughout the Fellowship, each group of Fellows develops and works on an organization development or change project, which may include training to transfer specific skills and knowledge to members of their ministry/ organizations.

The team projects include three major Assignments

* ASSIGNMENT I: This is an individual assignment. Each Fellow undertakes a Needs Assessment in the workplace to determine:
  + Capacities required to do the job effectively in his/her organization/ department;
  + Problems his/her organization/department currently face;
  + Identifying gaps his/her organization/department can address etc.

* ASSIGNMENT II: This is a team assignment. Each Fellow will be grouped into different teams where each team will develop a concept paper as their team project. Each team will choose only one project involving all team members based on how feasible, and relevant, the findings of the Needs Assessments conducted in Assignment I.
* ASSIGNMENT III: The third step is to develop a detailed plan for the team’s project including design, implementation, and evaluation phases. A written report is prepared and submitted prior to Workshop III, which involves a formal presentation by all team members at the Workshop.
  + Fellows work on the team project throughout the Fellowship under the guidance of their Mentor(s) and Coach(es).

DISTANCE LEARNING TRAINING REQUIREMENTS

* Audio-Conferences (AC) with Mentors: Participants should submit completed assignments and updates to their Coaches at least three days prior to the AC to their Mentor(s), and come with prepared questions.
* E-mails to Mentor, Coach, and UNITAR: Fellows are required to email their Mentor, Coach, and UNITAR at a minimum, once a month to report on progress made in team-projects or given assignments.
* Project Work Sessions (PWS): Attendance is required to work with team members on team-projects and Fellowship assignments. Project Work Sessions can be re-scheduled by group decision only.

CERTIFICATION AND ACCREDITATION

* UNITAR will provide a certificate to participants upon completion of the full programme.
* Fellows who complete the programme are awarded three (3) graduate credits from UTA.

# Structure

FELLOWS

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

COACHES

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

During the Fellowship, the Coaches’ role is to:

* + Assist the Fellows in understanding the Fellowship Terms of Reference, project requirements, and opportunities available through the Fellowship;
  + Act as team facilitators as well as assist with team-building in the group;
  + Plan group management and group activities jointly with the Mentor(s);
  + Be available to answer questions from the Fellows;
  + Facilitate communication between Fellows, Mentors, and UNITAR;
  + Respond to Fellows who ask for advice, or connect them to someone who is able to assist;
  + Provide UNITAR and Mentors with regular feedback on the progress of Fellows and the challenges they face.

AFGHAN RESOURCE PERSONS (ARPS)

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

MENTORS

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

During the Fellowship, the Mentors’ role is to:

* Help each Fellow complete the individual and team project assignments and meet his/her individual and professional goals through this training;
* Explain syllabus requirements for university credits (if available);
* Attend Web-seminars and Workshops (where possible), work with the Fellows and their projects, respond to their questions, offer feedback on work submitted, and provide advice where needed.

RESOURCE PERSONS

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

UNITAR

* UNITAR will establish and support the Mentor/Coach/Fellow network.
* UNITAR will make arrangements for all Workshops, Video-Conferences and Audio-Conferences.

# Logistics

TRAVEL AND ACCOMODATION

* UNITAR and its partners will provide for travel, accommodation, and meals (or cost thereof) when participants need to attend workshops away from Kabul.

FELLOWSHIP TUITION

* All organisations sponsoring a Fellow are required to pay USD 4,000 to partially cover the costs of the Fellowship.
* This payment is required before the beginning of Workshop I in Kabul.
* UNITAR will subsidise the remaining difference to completely cover the cost of:
  + Tuition and international faculty travel costs
  + Training materials and methodology
  + International study trips
    - Accommodation and meals
    - Air tickets
    - Ground transportation
    - Insurance
  + Miscellaneous expenses

# Application Form

INSTRUCTIONS

Application forms and attachments should be scanned and submitted by e-mail, to the UNITAR Hiroshima Office at [hiroshima@unitar.org](mailto:hiroshima@unitar.org), with copy to the UNITAR Focal point in Afghanistan, Mr Sabahuddin Sokout, at [sabahuddin.sokout@unitar.org](mailto:sabahuddin.sokout@unitar.org).

* Please ensure that the subject line of your e-mail reads “AF 2015 Application”
* All scanned documents must be named in the following manner:

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| --- | --- |
| DOCUMENT NAME | REQUIRED FILENAME |
| I. Letter of Nomination (LON): | AF15-LON-SURNAME |
| II. Personal Application Dossier (PAD): | AF15-PAD-SURNAME |
| III. Bio (BIO): | AF15-BIO-SURNAME |
| IV. Confirmation of Completeness (CoC): | AF15-COC-SURNAME |
| V. Scanned passport copy: | AF15-PASSPORT-SURNAME  - Valid for at least one year |
| VI. Documents certifying:  - English language skills | AF15-OTHER-SURNAME |

NOTE:

* Applications must be received by Wednesday 29 April 2015.
* Applications without the above documents and not named in the correct manner will not be examined.

DISCLAIMER

* Between 50 and 60 Fellows will be selected by UNITAR to participate in the Fellowship cycle, dependant upon the results of the examination and interview stages of the application process.
* Participants are selected based on specific criteria established by UNITAR and its partners, including professional background, motivation, and ”Human Resource Development role” in specific areas of professional responsibility within government or civil society.
* UNITAR reserves the right to terminate a Fellowship if a Fellow does not fulfil the requirements of the Fellowship. There is no right-of-replacement for terminated Fellows.

**I. LETTER OF NOMINATION (LON)**

(Please type or print)

The Government / Institution of

Nominates (name)

To participate in the 2015 Cycle of the UNITAR Fellowship for Afghanistan, and certifies that:

* All information supplied by the nominee is complete and correct;
* The nominee has adequate knowledge, appropriately tested, of the working language of the training programme (English) and basic computer skills;
* The absence of the nominee during his/her participation in Fellowship events   
  (Web-seminars and onsite training) would not have any adverse effect on his/her status, seniority, salary, pension, and similar rights. Moreover, the Fellow is authorised to attend all UNITAR workshops and other training sessions during the year (up to 20 hours per month from June to December 2015);
* If the Fellow is asked to withdraw from any of the Fellowship events after the specified registration deadline, the organization will be held responsible for covering all related non-refundable costs; and
* The nominee enjoys the status of the representative of his/her government/ institution and as such will behave in accordance with the law, rules, and regulations of UNITAR or any foreign country hosting workshops.

Responsible Government/Institution Official (Nominees Immediate Supervisor):

Name:

Telephone #:

Fax #:

E-mail Address:

Signature:

Place and Date:

**II. PERSONAL APPLICATION DOSSIER (PAD)**

(please type or print)

SURNAME (Family name):

First Name:

Name as it appears in passport:

Date of Birth:

Age:

Gender (please circle):

Cell phone #:

Work Telephone #:

Personal E-mail Address:

Work E-mail Address:

Ministry/Organisation:

Current Professional Position:

Name and Title of Immediate Supervisor:

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| **English Language Skills:** check one for each question | | | |
| a) Ability to understand: | Good | Fair | Poor |
| b) Ability to speak fluently: | Good | Fair | Poor |
| c) Ability to read: | Good | Fair | Poor |
| d) Ability to write: | Good | Fair | Poor |

You may be asked to take a test verifying your English language

**III. BIO (BIO)**

(please type or print)

* *10 lines maximum*
* *Formal education*
* *Current affiliation*
* *Relevant Experience*

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| *EXAMPLE:*  ***Berin McKENZIE***  *Specialist*  *UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH (UNITAR)*  *Berin McKenzie graduated with a B.A. degree in Japanese from New Zealand's Canterbury University in 1998, and a B.A. (Hons.) and M.A. in International Relations from the Department of Political Studies at Auckland University. His M.A. Thesis examined multilateral initiatives as pursued by Japan in regards to its policy towards the People's Republic of China. Fluent in Japanese, Mr. McKenzie was employed in a Japanese local government role prior to joining UNITAR in August 2008. Berin manages programme development and implementation, as well as monitoring and evaluation at the UNITAR Hiroshima Office and has also acted as a Mentor to participants in the UNITAR Fellowship for Afghanistan programme. He is also an Association for Talent Development (ATD) Accredited Master Trainer, and Master Instructional Designer.* |
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**IV. CONFIRMATION OF COMPLETENESS (COC)**

(please type or print)

**COMPLETION CHECKLIST**

(please type or print)

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| I, | , | | | | |  |
| certify that all parts of the above application form are true and verifiable. If I am selected to participate in the UNITAR Fellowship for Afghanistan, I commit to attending all of its training activities, keeping in regular communication with UNITAR staff, Mentors and Coaches, actively pursuing my project objectives, and completing any assignments given. I am aware this will require a time commitment of approximately 20 hours per month in addition to attending workshops. I am willing and able to dedicate the appropriate amount of time and attention to the Fellowship, as well as work within the rules and regulations of UNITAR. | | | | | | |
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| Signature: | |  | | Date: |  | |
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| Typed or printed name: | | |  | | | |

Please ensure you have the following, signed where necessary. Please scan and send, via   
e-mail, to [hiroshima@unitar.org](mailto:hiroshima@unitar.org), with cc to [sabahuddin.sokout@unitar.org](mailto:sabahuddin.sokout@unitar.org):

All scanned documents must be named in the following manner:

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| V. Scanned passport copy: | AF15-PASSPORT-SURNAME  - Valid for at least one year |  |

NOTE:

* Applications without the above attachments will not be examined
* Applications must be received by Wednesday 29 April 2015.
* No applications will be examined after the closing date
* Candidates may be requested to submit additional information during the selection process.