



**unitar**

United Nations Institute for Training and Research

# UNITAR Afghanistan Fellowship Programme

*Inspiring Transformation*

2016 Cycle Application Form

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HO/2016/AFP

November 2016 – April 2017

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## Introduction

Greetings from the United Nations Institute for Training and Research (UNITAR) Hiroshima Office, and thank you for your interest in the 2016 Cycle of the *UNITAR Afghanistan Fellowship Programme – Inspiring Transformation*.

The Fellowship 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 580 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. The Fellowship examines important themes such as needs assessment and analysis; organizational development and change; project design and management; human resource development and management; and social accountability. UNITAR thanks the Civil Service Commission 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

## The 2016 Cycle

Following the end of the 2015 Cycle, and based upon feedback from the strong graduate Community of Practice, made up of alumni and stakeholders in Afghanistan, and around the world, it became clear that amendments were required in the instructional design of the programme. This is purely based upon the changing realities in Afghanistan, and reflects the higher level and increasingly complex needs of the Fellowship participants, as Afghanistan continues to forge its path in the global community. As a result, the 2016 Cycle of the Fellowship has undergone a strategic review and restructure to ensure that the programme is targeting the needs of the Afghanistan of today.

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;
- Governance;
- Project Design and Proposal Writing;
- Project Management and Reporting;
- Budgeting and Grant Management;
- Leading and Mentoring Teams for Development and Change;
- Team-Building and Teamwork;
- Communication Skills;
- Strategic Planning;
- Risk Management and Conflict Resolution;
- Social Capital and Social Accountability;
- Ethics, Values and Social Entrepreneurship.

Three workshops will be held in the 2016 Cycle of the Fellowship:

- Workshop I: Kabul, Afghanistan (5 days)
- Workshop II: Kabul, Afghanistan (5 days)
- Workshop III: Hiroshima, Japan (2 weeks)

The Workshop in Hiroshima will also introduce Fellows to the post-conflict reconstruction process in Japan and the tangible and intangible processes that can lead to effective growth and development.

In addition, a range of web-seminar and asynchronous sessions complete the blended learning methodology, addressing topics including:

- Qualitative Data Analysis and Reporting
- Gender at Work: Citizen Engagement
- Identifying, Assessing and Mitigating Project Risk

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 Afghanistan Fellowship Programme: Inspiring Transformation* 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 also gender-inclusive.
- All applicants must undergo a selection process at a designated location and time, to be announced following receipt of application forms. The selection process 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 cancellation of a Fellow's ability to participate 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 March 2016 to May 2017, to participate in web seminars, project work sessions and to complete assignments; and up to 4 full weeks for on-site workshops.

## Availability

- Participants are required to attend and actively participate in all workshops, complete assignments and interact with Resource Persons and Mentors, complete pre-seminar readings/ assignments, and come with prepared questions.
- An attendance rate of at least 85% for all workshops and online sessions is required. If a Fellow's attendance falls below 85%, they will be ineligible for graduation.
- 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 comprise a number of assignments.

### 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.
- Attendance of at least 85% to all events (both online and in-person) is required for certification.

## 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 and web seminars (Video-Conferences and Audio-Conferences).

# Logistics

## Travel and Accommodation

- UNITAR and its partners will provide for economy class 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 5,500 per Fellow to partially cover the costs of the Fellowship.
- This payment is required by 11 U&#x2013;2016, 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
  - Accreditation and Certification

# Application Form

## Instructions

Application forms can be filled out on your computer using Adobe PDF Reader. Pages requiring signatures (LNSS and FC) should be printed, signed and scanned. Application forms and attachments should be submitted by e-mail to the UNITAR Afghanistan Fellowship Focal point, Mr. Nigel Gan, at [nigel.gan@unitar.org](mailto:nigel.gan@unitar.org), with copy to the UNITAR Focal point in Afghanistan, Mr. Sabahuddin Sokout, at [sabahuddin.sokout@unitar.org](mailto:sabahuddin.sokout@unitar.org).

Additional copies of this application form are available at: [www.unitar.org/hiroshima](http://www.unitar.org/hiroshima).

- Please ensure that the subject line of your e-mail reads “AFP 2016 Application”
- All documents must be named in the following manner:

DOCUMENT NAME	REQUIRED FILENAME
1. Letter of Nomination and Supervisor Support (LNSS):	AF16-LNSS- <i>SURNAME</i>
2. Personal Application Form (PAF):	AF16-PAF- <i>SURNAME</i>
3. Bio (BIO):	AF16-BIO- <i>SURNAME</i>
4. Fellowship Commitment (FC):	AF16-FC- <i>SURNAME</i>
5. Scanned passport copy: - Passport must be valid for at least one year (July 2017)	AF16-PASSPORT- <i>SURNAME</i>
6. Colour Passport-style Photograph	AF16-PHOTO- <i>SURNAME</i>

## Note:

- Applications must be received by Y ^â} ^•âæ Å1 Œ \* ~ •c 2016.
- Applications without the above documents, received after the application deadline, or not named in the correct manner will not be examined.

## Disclaimer

- Up to 30 Fellows will be selected by UNITAR to participate in the Fellowship cycle, dependent upon the results of the selection stage of the application process.
- Participants are selected based on specific criteria established by UNITAR and its partners, including professional background, and motivation, 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.

**APPLICATION DEADLINE: 31 AUGUST 2016**

# 1. Letter of Nomination and Supervisor Support (LNSS)

(Please type or print) – *To be completed by the responsible government/institution official*

The Ministry / Institution of \_\_\_\_\_

nominates (name) \_\_\_\_\_

to participate in the 2016 Cycle of the *UNITAR Afghanistan Fellowship Programme* and certifies that:

- All information supplied by the nominee is complete and correct;
- The Ministry/Organization sponsoring the Fellow agrees to pay the programme cost of USD 5,500 to UNITAR by 31 August 2016;
- 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 all other training sessions during the year (up to 20 hours per month from 1 October 2016 to 30 September 2017, in addition to 4 weeks for on-site workshops);
- The nominee enjoys the status of the representative of his/her government and as such will behave in accordance with the law, rules, and regulations of UNITAR or Japan;

## Responsible Government/Institution Official (Nominees Immediate Supervisor):

Name: \_\_\_\_\_

Title/Position: \_\_\_\_\_

Telephone #: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Signature: \_\_\_\_\_ Place and Date: \_\_\_\_\_

## 2. Personal Application Form (PAF)

(please type) - *To be completed by the nominee*

Title (Mr/Mrs/Ms/Dr/etc): \_\_\_\_\_

Surname/Family Name (as shown on passport): \_\_\_\_\_

Given Names (as shown on passport): \_\_\_\_\_

Mobile #: \_\_\_\_\_ Work #: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Mailing/Street Address: \_\_\_\_\_

Education Level (please select one):      Bachelor or equivalent      Masters or equivalent      Doctorate or equivalent      Other \_\_\_\_\_

Employer: \_\_\_\_\_

Current Professional Position/Job Title: \_\_\_\_\_

Name and Title of Immediate Supervisor: \_\_\_\_\_

### ***Passport Information***

Passport Number: \_\_\_\_\_ Nationality: \_\_\_\_\_

Date of Birth: \_\_\_\_\_ Age: \_\_\_\_\_

Gender (please select one):      Male      Female

Place of Birth (as shown on passport): \_\_\_\_\_

Place of Issue/Issuing Authority: \_\_\_\_\_

Date of Issue: \_\_\_\_\_ Date of Expiry: \_\_\_\_\_

Your passport must be valid for at least one year (beyond July 2017)

English Language Skills: check one for each question			
a) Ability to understand:	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
b) Ability to speak fluently:	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
c) Ability to read:	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
d) Ability to write:	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor

You may be asked to take a test to verify your English language ability

### 3. Biography (BIO)

(please type) – *To be completed by the nominee*

Using full sentences and in no more than 10 lines, please include the following information about yourself:

- *Formal education*
- *Current affiliation*
- *Relevant Experience*

**EXAMPLE:**

*Name: Berin McKENZIE*

*Title: Specialist*

*Organization: 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.*

## 4. Fellowship Commitment (FC)

I, \_\_\_\_\_,

certify that all parts of the above application form are true and verifiable. If I am selected to participate in the *UNITAR Afghanistan Fellowship Programme*, 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 all assignments given. I am aware this will require a time commitment of approximately 20 hours per month, in addition to attending workshops. I understand that I must attend at least 85% of all Fellowship events (both online and in-person) in order to be eligible for graduation and certification. 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.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Typed or printed name: \_\_\_\_\_

(please type or print) – *To be completed by the nominee*

## 5. Completion Checklist

(please tick) – *To be completed by the nominee*

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

All scanned documents must be named in the following manner:

DOCUMENT NAME	REQUIRED FILENAME	COMPLETED
1. Letter of Nomination & Supervisor Support (LNSS):	AF16-LNSS-SURNAME - Ensure this is signed	
2. Personal Application Form (PAF):	AF16-PAF-SURNAME	
3. Bio (BIO):	AF16-BIO-SURNAME	
4. Fellowship Commitment (FC):	AF16-FC-SURNAME	
5. Scanned passport copy:	AF16-PASSPORT-SURNAME - Valid for at least one year	
6. Colour Passport-Style Photo:	AF16-PHOTO-SURNAME	

### NOTE:

- Applications without the above attachments will not be examined.
- Applications must be received by Wednesday 31 August 2016.
- No applications will be examined after the closing date.
- Candidates may be requested to submit additional information during the selection process.