



unitar

United Nations Institute for Training and Research

UNITAR Afghanistan Fellowship Programme

Inspiring Transformation

2017-18 Cycle Application Form

HO/2018/AFP

January – July 2018



Introduction

Greetings from the United Nations Institute for Training and Research (UNITAR) Hiroshima Office, and thank you for your interest in the 2017-18 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 490 Fellows have become beneficiaries of the programme, which provides them with the skills to become change agents 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 that builds the capacity and enhances the leadership, management, and professional skills of a core group of mid- to senior-level 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 and organizations;
- To build a committed and highly capable Fellowship community in Afghanistan that can serve as a resource for planning and implementing capacity-building and training activities at the local and national levels.

The 2017-18 Cycle

Beginning with the 2016 Cycle, many new amendments were introduced to the instructional design of the programme. This was based on 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 programme underwent a strategic review and restructure to ensure that the programme is targeting the needs of the Afghanistan of today. Those change will again be reflected in the 2017-18 programme and fine-tuned based on experiences with the 2016 Cycle.

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 and Values;
- Social Entrepreneurship.

Three workshops will be held in the 2018 Cycle of the programme:

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

Note: The workshop dates and locations are subject to change.

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 Ministries and organizations to nominate female candidates and looks forward to receiving 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 in 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 Independent Administrative Reform and Civil Service Commission.
- A transparent, merit-based selection process is mandatory in order to receive accreditation (three graduate credits) from the University of Texas at Austin (UTA).

Supervisor's Commitment

- Fellows must secure their supervisors' continued support for involvement in the programme, 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 programme.

Educational Background

- At minimum a Bachelor's degree.

Professional Background

- Mid- to senior-level members of the professional community in Afghanistan.
- Members of the civil service, governmental organizations, international organizations, private institutions, and 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 25-50 years of age and with high potential to become decision-makers.

Time Availability

- Fellows must be able to commit up to 20 hours per month, from January to July 2018, to participate in web seminars, project work sessions, and to complete assignments. In addition, they must be able to commit up to four full weeks for on-site workshops.

Availability

- Fellows are required to attend and actively participate in all workshops, complete assignments, interact with Resource Persons and Mentors, complete pre-seminar readings and 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 events 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 or organizations. The team projects comprise of 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 with their Mentor(s) and come with prepared questions.
- Emails to Mentor, Coach, and UNITAR: Fellows are required to email their Mentor, Coach, and UNITAR at a minimum of 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 assignments. PWS 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 graduate credits from UTA.
- Attendance of at least 85% to all events (both online and in-person) is required for certification.

Structure

Fellows

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

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 programme;
- 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 that examines 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 Mentor teams, together with the Coaches, will be asked to commit to overseeing at least one group of five to six Fellows 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 their individual and professional goals through this training;
- Explain syllabus requirements for university credits (if available);
- Attend web seminars and workshops (when possible), work with 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 programme.
- This payment is required by 31 December 2017.
- 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

Applications to the programme are to be filled out online. Documents that require a signature must be printed out, signed, scanned, and uploaded to the online form.

- The application submission deadline is **31 October 2017**. Applications received after this date will not be examined.
- Only complete applications will be examined.
- The following documents must be uploaded at the time of application. We recommend you prepare these documents prior to completing the online form. Only PDF and JPEG files less than 5MB are accepted.

Online Form

- Applications are to be submitted via the online form.
- The online form can be accessed from: www.unitar.org/hiroshima/portfolio-projects/3172

NOMINATION DOSSIER DOCUMENTS:
1. Letter of Nomination and Supervisor Support (LNSS)
2. Colour Passport-style Photograph
3. Scanned passport copy:

- Please use the template included in this Call for Applications.

- Passport must be valid until at least January 2019.

- There are also two short response questions. We recommend you write your responses in Microsoft Word (or similar) and copy and paste it into the box in the online form.
 - Profile: In no more than five lines and using full sentences, include the following information about yourself:
 - Formal Education
 - Current Affiliation/Role
 - Relevant Experience
 - Please outline the practical use you intend to make of the training offered upon completion of the programme.

Disclaimer

- Up to 30 Fellows (TBC) will be selected by UNITAR to participate in the programme 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, motivation, and 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 programme. There is no right of replacement for terminated Fellows.

APPLICATION DEADLINE: 31 OCTOBER 2017

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 2018 Cycle of the *UNITAR Afghanistan Fellowship Programme* and certifies that:

- All information supplied by the nominee is complete and correct;
- The ministry or organization sponsoring the Fellow agrees to pay the programme cost of USD 5,500 to UNITAR by 31 December 2017;
- 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 their participation in Fellowship events (web seminars and onsite training) will not have any adverse effect on their 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 January to July 2018, in addition to four weeks for onsite workshops);
- The nominee enjoys the status of a representative of their government and as such will behave in accordance with the laws, rules, and regulations of UNITAR and Japan.

Responsible Government/Institution Official (Nominee's Immediate Supervisor):

Name: _____

Title/Position: _____

Telephone #: _____

Email Address: _____

Signature: _____ Place and Date: _____