



Hiroshima Office for Asia and the Pacific (HOAP)

UNITAR Hiroshima Fellowship for Afghanistan
2003-2004 Cycle

Workshop III: Basics of Project Management in Public Service

Kabul Mission Report and Executive Summary
17-24 November 2004

UNITAR would like to express its thanks to the Hiroshima Prefectural Government and the people of Hiroshima for their support. Deep thanks to the resource persons, Prof. Iqbal Khan, Dr. Howard Lamb and Ms. Sue Ries Lamb, for their dedication and excellence. Great appreciation is also extended to the United Nations Development Programme in Afghanistan (UNDP), the Independent Administrative Reform and Civil Service Commission, the Afghanistan Distance Learning Centre and the Embassy of Japan in Kabul for their ongoing contributions to the Fellowship and their help in the realization of this mission.

Special thanks to our Fellows who contributed time and experience throughout the year and who made it to the final point of the Fellowship.



*Kabul city from the
airplane*

Introduction

Workshop III of the Hiroshima Fellowship for Afghanistan was the final event in the first cycle of this long-term programme which aims at building training and leadership skills and providing technical and institutional support to a core group of Afghan government officials, educators, practitioners, and professional trainers. The UNITAR Hiroshima team arrived to Kabul on 17 November 2004 to conduct the workshop on the *Basics of Project Management in Public Service* and also to lay the foundations and start planning for the next Fellowship cycle (2005).



*Presentation by Samia
Nader, IARCSC*

Interviews with and presentations by Fellows

On 18 November, prior to the workshop itself, Fellows were asked to make presentations on projects they have been working on throughout the year. Each Fellow was requested to prepare a one-page report which addressed five points, namely - goals of the project, action undertaken, problems faced, results achieved and, plans for the future. Fellows had presentations for 3-5 minutes based on their reports, followed by questions from the UNITAR team. Those projects which focused on computer literacy were tested practically. UNITAR panel was impressed with the presentations and noted the progress made by a majority of the Fellowship participants. Some Fellows had simply improved computer and English skills whereas others had succeeded in actually writing and implementing projects in their professional areas.

Workshop III: Basics of Project Management in Public Service

Workshop III aimed at improving the specific management skills identified by the Fellows themselves as being critical for meeting their professional goals. It was led by Prof. Iqbal Khan, President of the SURE Institute, Dr. Howard Lamb and Ms. Sue Ries Lamb, Co-Founders and Partners of Lamb & Lamb. *Eighteen*¹ of the twenty three Fellows who initially composed UNITAR's 2003-04 Fellowship for Afghanistan made presentations and attended the workshop².

¹ Two Fellows could not attend the workshop as they were attending training programmes abroad.



Prof. Iqbal Khan during the workshop

The workshop consisted of eighteen sessions and aimed at introducing:

- project management, i.e. –
- management of resources and time;
- accounting and managing of project finances;
- organizational behaviour and ethics in Public service;
- enhancing project report-writing skills.



Session 1: Introduction to Project Management

What is project management? What are the characteristics of a project? The life cycle of a project, and the difference between conventional work and project management.



Session 2: Project Leader and Effectiveness

The qualities of a project leader/manager; leadership skills; and managing the performance.



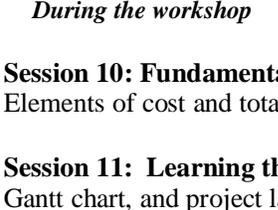
Session 3: Goal Orientation and Team Management

Goal orientation; team selection; and team management.



Session 4: Importance of Analysis in Project Management

Project planning; project analysis; stake holder analysis; problem analysis; objective analysis; and alternative analysis.



Session 5: Introduction to Tools of Project Management

How to identify the critical path of the project through the Critical Path Method

Session 6: Resources Management

Milestones; operations plan; resources; responsibility; and time management.

Session 7: Taboos in Writing

Letter writing and certain taboos of language in writing.

Session 8: Project Report Writing

The format of a report, the parts of a report, prefatory, main body, and appended parts, and how to utilize report writing in reporting to various stake holders.

Session 9: Discussion on projects within the Report Writing Format

Session 10: Fundamental Principles of Costing and Project Finance Guidelines

Elements of cost and total cost and project finance budgeting guidelines.

Session 11: Learning the Tools of Project Management

Gantt chart, and project launch and execution.

Session 12: Project Control and Monitoring

Project control system; closing the project or project evaluation; post project appraisal; and monitoring or tracking the project.

Session 13: Establishing Effective Work Systems

Understanding and improvement of work processes by using the “SIPOC” Model; and understanding and applying “system thinking”

² The time of the workshop ending was changed from 5.00 p.m. to 4.00 p.m. according to the recommendations of UNDP staff



*Dr. Howard Lamb and
Ms. Sue Ries Lamb*

Session 14: Listening Skills for Managing People

Good listener; assessing your strengths and areas for development as a listener; and learning to listen for understanding

Session 15: Discussing Performance Expectations and Giving Performance

Tools to understand what your colleagues expect from you; and guidelines for giving and receiving performance feedback

Session 16: Managing Meetings

Preparing for meetings; using meeting time effectively; and encouraging participation in meetings

Session 17: Dispute Prevention and Resolution

The perspective of the “GRPI” (Goals-Roles-Procedures-Interpersonal Relationships) Model; understanding the differences between task-related and interpersonal conflicts; managing task-related disputes; managing interpersonal conflicts

Session 18: Ethics for Public Service

Principles of public service ethics; examples of governmental and university ethics statements; individual actions for resolving ethical issues at work; the larger context for public service and university ethical issues.



*Abdul Rashid Janbaz
while doing AAR*

Teaching materials and methodology

Teaching materials were prepared by the resource persons and will be available on-line as UNITAR’s basic curriculum for the Project Management in Public Service. The sessions were conducted in traditional format with lectures followed by question and answers by Fellows. At the end of each day two Fellows were appointed to present the After-Action-Review (AAR) to the class the next morning. During the AAR they presented a personal interpretation in summary of the subjects learned including direct experiences. The AAR demonstrated the increased interest of the Fellows’ in the subject learned, and consolidated their understanding.

Involving first cycle’s Fellows in the next cycle.

During the workshop UNITAR had discussions with the first cycle Fellows who had shown outstanding performance throughout the year on how they could continue to be a part of the Fellowship’s network in Afghanistan. These Fellows have now been invited to serve as coaches for the next cycle. The coaches will act as mediators between UNITAR and the next group of Fellows to help the programme to move smoothly and to improve its outcomes.

In addition UNITAR is preparing its plans to keep all 2003-2004 Fellows within the UNITAR network in Afghanistan. The plans will be announced in the overall 2003-2004 Fellowship evaluation report.



*Sediqa Ars receiving the
certificate*

Closing Ceremony

On 22 November the closing ceremony of the first cycle of the Fellowship took place. Mr. Wali Hamidzada, Director of the Civil Service Training and Development of the IARCSC, Mr. Moto Kato, Minister-Counsellor, and Mr. Hideo Shinozuka, First Secretary of the Japanese Embassy in Afghanistan participated in the certificate-giving ceremony.

As UNITAR had committed in November 2003, Fellows were provided with laptops as a recognition for the completion of the Fellowship and, in particular, to enable them to continue their work and participate in future Fellowship activities.

Meetings

UNITAR was able to have meetings in Kabul with national and international institutions, in particular the Independent Administrative Reforms and Civil Service Commission (IARCSC), Afghan Reconstruction Development Services (ARDS), Afghanistan Distance Learning Center (ADLC), International Committee on Red Cross (ICRC), the World Bank (WB), the United Nations Development Programme (UNDP) to discuss present situation in Afghanistan, the priority for the Fellowship and to lay the foundations for the 2005 cycle.

During these meetings the Fellowship, clearly considered by national and international partners to be a well-thought, low cost, high impact programme, was discussed in depth and many interesting ideas provided. In particular, UNITAR was pleased to start its partnership with the IARCSC, which has already made an input by initiating a call for applications for the next Fellowship cycle. UNITAR and the IARCSC have agreed to develop this partnership for the long-term.

Conclusions

Workshop III brought the Fellowship's 2003-2004 cycle to an end. The graduating Fellows received the certificates of completion and laptops from UNITAR. Supporting the Fellows to keep them within its network in Afghanistan will remain, however, a high-priority for UNITAR in the years to come.

In summary during this mission:

- Ø Workshop III was successfully completed;
- Ø Foundations for the second cycle of the Fellowship were laid;
- Ø Coaches for the next cycle were selected from among the first year Fellows;
- Ø The partnership with IARCSC was established;
- Ø Continuation of the partnership with KDLC was confirmed;
- Ø The decision was made to develop a plan to involve all 2003-2004 Fellows in the future Fellowship cycles.



After the Closing Ceremony

Hiroshima, December 2004