

## 16051 - Consultant: Capacity Building Specialist - Kabul, AFGHANISTAN

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**Job ID/Title :** 16051 - Consultant: Capacity Building Specialist

**Brand :** UNIFEM

**Application Deadline :** 28-Apr-10

**Type of Contract :** SSA

**Post Type and Level :** International Consultant

**Duty Station :** Kabul, AFGHANISTAN

**Languages Required :** English

**Duration of Initial Contract :** 10 months

### **Background:**

#### UNIFEM Mission Statement

UNIFEM is the women's development fund at the United Nations. Established in 1976, it provides financial and technical assistance to innovative approaches aimed at fostering women's empowerment and gender equality. Today the organization's work touches the lives of women and girls in more than 100 countries. UNIFEM also helps make the voices of women heard at the United Nations — to highlight critical issues and advocate for the implementation of existing commitments made to women.

#### Organizational Context

UNIFEM is dedicated to advancing gender equality and women's empowerment in Afghanistan. Staff and consultants of UNIFEM Afghanistan Country Office (ACO) are expected to contribute to a professional working environment in which the strengthening of national capacities and human potential is prioritized. Respect for diversity and human dignity is required, as is the active pursuit of a collaborative and inclusive approach to both internal and external stakeholders, including colleagues and partners.

UNIFEM has been actively involved in working to institutionalize gender equity in Afghanistan. Placing the advancement of women at the centre of all of its efforts, UNIFEM ACO's approach to this objective has been through an integrated program of institutional capacity building and technical support to ministries, gender mainstreaming across government and in the justice sector, supporting economic empowerment initiatives for women, promoting women's engagement in peace building, advocating for elimination of violence against women, and legal and justice reform.

In line with the ACO's nationalization strategy, the CBS will be contracted to fast track the development of capacities of ACO staff, particularly national staff, towards a vision of leading the management and administration of the ACO programs and operations in the immediate future. The ACO has undertaken initial activities in this regard. However, pursuing the staff capacity development on a sustained basis had been made difficult by competing demands on the time of the HR staff. The capacity building efforts in the recent past had been palliative and largely dependent on emerging opportunities.

Under the direct supervision of the UNIFEM ACO's Institutional Capacity Building Specialist (ICBS) and in close coordination with the Human Resources (HR) Unit of ACO, the CBS will lead in the development and initial implementation of the comprehensive capacity building strategy/program of the ACO. The CBS will

conduct a comprehensive training needs assessment of national staff in the ACO, develop short and long term capacity building strategy/program in response to identified needs and facilitate the implementation of such program in the initial stage. The implementation of the capacity building program/strategy will be done through the HR unit of the ACO. Based on the approved program and strategy, an implementation work plan will be developed which will also guide the Specialist in developing the capacity of the HR for administering its implementation. The implementation strategy will be based on priorities, in line with the TORs and expected deliverables of the staff to be trained, and responsive to the critical and extreme programming situation.

#### **Description of Responsibilities :**

1. Conduct of Training Needs Assessment – The purpose of this activity is to determine, from a holistic perspective, the capacities needed for the national staff to exercise effective leadership and high level of competence in the management, administration and operation of the ACO and its programs. Toward this end, the CBS will:

- Gather and analyze information to generate a common baseline knowledge on the past and current capacity building interventions of the ACO and provide recommendations on how their results could be used as basis for the development of holistic, comprehensive, in-house capacity building strategy/program
- Conduct meetings with the ACO management and synthesize their perspectives on the nature of interventions needed to accelerate staff development as well as their vision of an ideal capacity development strategy for the ACO staff;
- Design a training needs assessment plan, including processes, tools and analytical framework;
- Implement the training needs assessment, analyze data and prepare a report; and
- Discuss the training needs assessment findings and recommendations with the management of ACO and generate agreement on the succeeding steps to implement the recommendations.

Outputs – Baseline information on past and current capacity development interventions, minutes of meetings highlighting agreements, training needs assessment plan, and training needs assessment report

Timeline: First three months of consultancy

2. Development of Capacity Building Strategy/Program for the ACO - The objective of this activity is to ensure that the ACO will have a comprehensive and systematically- designed capacity building program that could accelerate the acquisition of capacities among ACO staff to increasingly manage the ACO affairs and programs. This component of the TOR will involve the following specific activities:

- Based on the result of the training needs assessment, identify various capacity building approaches that the ACO need to pursue in the short and long term periods addressing capacity gaps;
- Carry out multi-level consultations with ACO staff and officials to generate shared ownership of the strategy/program, train the appropriate unit or personnel of the ACO to take over the management of its implementation, and enrich the interventions that are recommended to reflect the realities of the situation in the ACO and address culturally- related concerns that may impede its implementation. The training to be conducted by the Specialist for the HR staff will consist of briefings and guidance on how to manage and administer the implementation of the strategy/program for the internal capacity building of the ACO staff which will include development of implementation plan, monitoring application of learned knowledge and skills, and identifying the needed follow up interventions to further strengthen the staff capacities.
- Based on the consultations, identify the cluster of short and long term interventions and suggest means of starting with the implementation of the short term priority capacity building measures and at the same time show the link of these measures with the performance evaluation of the staff.

Outputs – Strategy/program on capacity development of the ACO, identifying the short and long term priority interventions, report on multi-level consultations with ACO official and staff, training/coaching plan for the HR staff

Timeline: Fourth to sixth month of the consultancy

3. Initial implementation of the short term capacity building measures – The aim of this activity is to demonstrate how the implementation of the capacity development strategy/program could be efficiently administered by the HR Unit of the ACO and create opportunities to start and accelerate the momentum for implementation. Here, the CBS is required to:

- Engage the concerned HR Unit of ACO in the process of designing, planning, implementing, documenting and assessing the results of the initial capacity building interventions;
- Conduct at least five (5) of the capacity building interventions on a pilot basis;
- Design a tracking system to monitor the capacity building measures given to and those that are still needed by the staff;
- Document and evaluate the results and provide recommendations on how related interventions could be pursued using the learning derived from the piloting exercise

Outputs – Design of five priority capacity building measures, coaching plan for the HR unit of the ACO

Timeline: Seventh to ninth month

4. Wrap up and preparation of hand over report – This part of the TOR will ensure that the basic steps taken to develop the capacity building strategy/program of the ACO has been properly documented for continuing use by the HR Unit. The main tasks involved here are:

- Consultation with the staff to review the entire process;
- Documentation of approaches that worked and lessons learned; and
- Writing, validation, finalization and submission of the report to the ACO OIC.

Outputs – Full report on the development of the ACO capacity building strategy/program (tenth month of the consultancy)

5. Performance of other related tasks. The CBS will perform other related tasks as may be assigned throughout the consultancy.

### **Competencies :**

Core Values and Ethics

- Demonstrate cultural sensitivity and able to work in a multi-national environment
- Support the Organization's corporate goal
- Comply with UNIFEM rules, regulations and code of conduct
- Demonstrate integrity

Teamwork

- Build effective client relationships and partnerships
- Interact with all levels of staff in the organization
- Excellent interpersonal skills
- Build and share knowledge
- Provide guidance and support to others
- Apply existing knowledge to work
- Make valuable practice contributions

Communication

- Excellent oral and written skills

- Listen actively and respond effectively

#### Task Management

- Plan, prioritize and deliver a variety of tasks on time
- Exercise sound judgment/analysis
- Develop creative solutions

#### Learning

- Promote learning environment in the office
- Provide constructive coaching and feedback for others

#### Technical/Functional

- In-depth knowledge of program management and implementation
- Knowledge of UNIFEM business, operations and programming cycle (preferred)

#### **Qualifications :**

- Master's Degree or equivalent degree in human resource development or any behavioral science fields.
- Minimum of 5 years of progressive relevant professional work experience in capacity development in an institutional setting, preferably of an international development organization.
- A proven ability to work productively in a multi-cultural setting in an extreme and critical programming environment.
- Demonstrated sensitivity, discretion, tact, and courtesy in relation to gender equality and women's rights, development principles, implementing partners, and national and international personnel of varied nationalities and backgrounds.
- Commitment to upholding the organizational values and principles of UNIFEM.
- Excellent written and oral communication skills, especially in professional English.
- Preferably with an understanding of the social, cultural, and political context of Afghanistan and its relation to gender.

#### Language Requirements:

- Fluent in English language. Strong, confident command of both written and oral English.
- Knowledge of local languages, Dari and Pashto, an asset.

#### Computer Skills:

- High level of proficiency in computer systems, internet navigation and various office applications.

#### Submission Guideline

Interested and qualified national Afghan candidates should apply on-line through the UNDP Jobs site at <http://www.undp.org.af/Jobs/index.htm> and please ensure that to fill up and upload Personal History Form-P.11 which is available at <http://www.undp.org.af/Jobs/index.htm> in the relevant field of the on-line application

Incomplete applications or applications received after the closing date (28 April 2010) will not be given consideration. Please note that only applications who are short-listed will be contacted.

The vacancy announcement is open only for Afghan female national(s) applicants