

## CONSULTANCY JOB OPENING

*Issued on: 2 November 2016*

<b>ORGANIZATIONAL LOCATION:</b>	UN-Habitat Regional Office for Asia and the Pacific (ROAP)
<b>DUTY STATION:</b>	Kabul, Afghanistan with mission to provinces (Herat, Balkh, Kandahar and Parwan) – the number and Provinces may be changed. Mission to provinces is planned for 7-10 days.
<b>FUNCTIONAL TITLE:</b>	Programme Analysis Specialist
<b>DURATION:</b>	Expect Starting date: 1 December 2016 Finish date: approx. 15 January 2017 Work 1 month over 1.5 months (approx. as it is a Output basis/lump sum pay type contract)
<b>SUPERVISOR</b>	Programme Managers of National Solidarity Programme, UN-Habitat/Afghanistan
<b>CLOSING DATE:</b>	15 November 2016

### **BACKGROUND**

**National Solidarity Programme (NSP)** The NSP has the goal of building peace and solidarity amongst the people and to empower them to be responsible for local level governance and development. This flagship programme of the Government covers all the provinces of the country reaching over 21,000 villages. UN-Habitat's has played a key role in assisting the Government in the design of the programme and has been responsible for implementation of the programme in 3,283 villages across Afghanistan, many in remote and insecure districts. As part of the NSP Community Development Councils (CDC's) were formed in each village through a transparent election process. The CDC's were empowered through a process of experiential learning to plan and undertake their own development work with the goal that they would be responsible for local level governance. NSP has been hailed by development practitioners and the World Bank as one of the best development programmes implemented on a national scale. At the same time questions are now being asked about the sustainability of the NSP model as donors reconsider their funding levels for Afghanistan. Recent attacks on NSP personnel have also underlined the fragility of the hard-won achievements over the past decade. The next 12 months in Afghanistan's future will be an especially crucial and challenging period for all NSP implementing partners, including UN-Habitat.

The consultant is expected to support the Programme to write the analytical completion report that focuses on;

- Achievement of NSP
- Significance of UN-Habitat role in NSP
- Lesson learned.

### **RESPONSIBILITIES**

Under the supervision of Programme Managers of NSP, the consultant will produce the analytical completion report of NSP which include;

- History of NSP;
- Overview of NSP and role of UN-Habitat;
- Role of UN-Habitat and its achievements of NSP at community level and government level
- Lesson learned, impacts, challenges of NSP.

Consultant will;

- Review and analyse relevant reports and documents;
- Conduct interview and focus group discussion (various stakeholders including Minister and staff of MRRD, NSP Programme Management Unit, Beneficiaries (Community Development Council (CDC) members) and managers and staff of UN-Habitat) and field mission;
- Compile key findings, and conceptualize the success and good practices (with some success story) of the Programme
- Organize the key lessons learned of the Programme including technical, institutional, social, environmental and financial aspects,
- Present findings and report outline to NSP Programme Managers for feedback.
- Write, edit and finalize the report (Report outline is attached)

**Outputs / deliverables:**

- Work Plan (by early December 2016)
- Report outline (by mid-December 2016)
- Draft Final report (by early January 2017)
- Final report (by mid-January 2017)

**COMPETENCIES**

**Professionalism:**

Ability to apply judgment in the context of assignments given, plan own work and manage conflicting priorities. Ability to identify issues, analyse and participate in the resolution of issues. Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

**Communication:**

Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience; demonstrates openness in sharing information and keeping people informed.

**Teamwork:**

Works collaboratively to achieve goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position.

**Planning and Organizing:**

Develops clear goals that are consistent with agreed results; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

**Client Orientation:**

Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; identifies clients' needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients' environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.

**EDUCATION**

At least a Master's Degree in international development, social sciences, public policy or other relevant fields. A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

**WORK EXPERIENCE**

- At least five years of relevant professional experience in writing reports of development programmes by international organization
- Experience in conflict or post-conflict contexts. Previous work in Afghanistan would be an advantage.
- Experience in community development, gender in development projects.

**KNOWLEDGE AND SKILLS**

- Ability to think and write logically and analytically.
- Ability to plan work, set priorities and complete it under pressure or when faced with competing demands.
- Excellent communication skills (verbal and written) in English.

**PERSONAL QUALITIES**

- Consultative and empowering working style and willingness to learn from others.
- Ability to work with multi-disciplinary team
- Willingness to travel as required

**LANGUAGE SKILLS**

Fluency in written and spoken English. Dari and/or Pashto an advantage.

**REMUNERATION**

#	Outputs	Tentative Timing	Amount in %
1	Submission of Work plan (including timeline with implementation methodology and approach)	Early December 2016	20%
2	Submission of Draft Report	Early January 2017	40%
3	100% completion of work and submission of Final Report	Mid-January 2017	40%

**International Travel (Home-Kabul):**

The cost of a return air-ticket from the place of recruitment on least-cost economy will be reimbursed upon submission of travel claim together with the supporting documents including copy of e-ticket, receipts and used boarding passes. Three quotations from the reputable travel agents shall be submitted for UN-Habitat's clearance prior to purchase of tickets.

**Local Transportation:**

Such as vehicle and flight arrangements to provinces will be covered by UN-Habitat.

**Travel Advice/ Requirements:**

The consultant shall abide by all UN security instructions. Upon arrival in Kabul security briefing will be provided by UN-Habitat while the Department of Safety and Security (UNDSS) will arrange security briefings in other cities.

**Reporting Arrangements:**

The Consultant shall report to Programme Managers of National Solidarity Programme (NSP).

The application should comprise:

- Completed UN Personal History Form (P11). Please download the form (MS-Word) from UN-Habitat/ROAP-vacancy website: [www.fukuoka.unhabitat.org](http://www.fukuoka.unhabitat.org)
- Cover memo or motivation letter (maximum 1 page)
- Summary CV (maximum 2 pages), indicating the following information:
  1. Educational Background (incl. dates)
  2. Professional Experience (assignments, tasks, achievements, duration by years/ months)

**All applications should be submitted to:**

UN-Habitat Regional Office for Asia and the Pacific  
ACROS Fukuoka, 8th Floor  
1-1-1 Tenjin Chuo-ku, Fukuoka, 810-0001 Japan  
[habitat.fukuoka@unhabitat.org](mailto:habitat.fukuoka@unhabitat.org)

Please indicate the Post Title: “**AFG-Programme Analysis**” in your e-mail subject.

Please note that applications received after the closing date stated below, will not be given consideration. Only short-listed candidates whose applications respond to the above criteria will be contacted for an interview. The fee will be determined according to the qualifications, skills and relevant experience of the selected candidate. In line with UN-Habitat policy on gender equity, applications from female candidates will be particularly welcome.

For additional questions, please contact Mr. Najib Amiri at [najib.amiri@unhabitat-afg.org](mailto:najib.amiri@unhabitat-afg.org)

**Deadline for applications: 15 November 2016**

## Attachment

### **UN-Habitat National Solidarity Program NSP Comprehensive book/NSP Completion Report Table of Contents (draft)**

Foreword (Minister of MRRD, UN-Habitat ED or Director of ROAP)

Executive Summary

- History of NSP (NSP I to III), purpose, brief info on beneficiary
- Achievement of NSP as a whole
  - o enhanced trust in government
  - o enhanced democracy in Afghan
  - o improved life of people (rehabilitation of after conflict community) with enhanced ownership (sustainability)
  - o re-creation of social capital (solidarity, mutual help in community)
- Significant Role played by UN-Habitat
  - o Design NSP based on UN-H experience
  - o Only int'l org partner and led the NSP such as development of manuals
  - o Coverage (relatively large coverage)
  - o Successful completion of activities
- Lesson learned and way forward
  - o Effectiveness of People's Process
  - o Evolved to Urban Solidarity Programmes
  - o People's Charter

Acronyms

Glossary

Acknowledgement

Table of contents

Chap 1: History of NSP

- UN-Habitat involvement in designing of NSP
- Evolve of NSP I to III

Chap 2: Overview of NSP

- Purpose of NSP
- Overview of NSP (including other FP's coverage)
  - o geographic coverage
  - o number of CDCs and etc.
  - o mechanism of NSP (People's process (15 steps), committees under CDCs, and etc)

Chap 3: Programme Implementation and Achievements

- Role of UN-Habitat and UN-Habitat implementation structure
- Achievement in the communities
  - o CDC projects (categories (roads/irrigations),
  - o Capacity development of communities
  - o Gender consideration
  - o Others

- Achievement in central government level
  - o Other outputs (yearly renewed training manuals, etc.)
  - o National NSP conference
  - o Others

#### Chap 4: Lesson Learnt

- What led to the success
  - o Importance of engagement of UN entity (UN-Habitat contribution, impacts UN-Habitat made to whole NSP)
  - o Others
- Impact of NSP
  - o contributed improving people's life, build trust to government, enhancing social capital, enhancing democracy
  - o how People's process worked
    - reinforced solidarity (social capital)
    - ownership hence sustainability
    - enhanced transparency and fairness
  - o Others
- Challenges that NSP encountered & the corrective actions taken towards solving the challenges

#### Chap 5: Conclusion

- Significant Role played by UN-Habitat
- Evolution of NSP to Urban Solidarity Programmes (All UN-Habitat Urban Programmes)
- Way forward (Citizen Charter and its expected outcome)

\* Success stories in Communities to be put in each Chapter as Box Column

End