

**Mr SYLLA, Papa Kysma**

**INDEX:** 449632  
**EMPLOYEE ID:** 10005064  
 Snr Programme Officer  
 Location: Kampala, Uganda  
 APA Location: Kampala, Uganda

UN PURPOSE NATIONALITY	D.O.B.	E.O.D.-UN	E.O.D.-HCR	APPT.	SM GRADE	POSITION GRADE
Senegal	25-NOV-1964	10-DEC-1994	10-DEC-1994	IND	P4	P4

2nd NATIONALITY

**SECTION I - LANGUAGES AND ACADEMIC BACKGROUND**

<u>Language</u>	<u>Language Rating</u>	<u>Source of Information</u>
French	Mother Tongue	
English	Excellent	P11 Self-assessed

**Academic Background**

BEGIN YEAR	YEAR ACQUIRED	INSTITUTION, COUNTRY / FIELD OF STUDY / ACTUAL DEGREE
1990	1991	Universite du Quebec, Canada Marketing des Services Certificat en Marketing
1991	1992	Universite du Quebec, Canada Marketing des Services Certificat en Administration
1990	1993	Universite du Quebec, Canada Valeurs Mobilieres Bachelier en Administration des Affaires (B.A.A)
1992	1993	Universite du Quebec, Canada Valeurs Mobilieres Certificat en Analyse Financiere

**SECTION II - EMPLOYMENT RECORDS**

**Professional Experience Outside UN**

PERIOD	POSITION - TITLE / EMPLOYER, CITY, COUNTRY
Aug 1989 - Dec 1989	Gerant Tour Entreprise Dakar, Senegal
Aug 1990 - Dec 1991	Agent de Promootion TELEMONDIAL Inc. Montreal, Canada
Jan 1992 - Jun 1993	Agent de Liaison Fondation UQUAM Montreal, Canada
Dec 1993 - Dec 1994	Administrateur de Projete Paget Mining LTD Dakar, Senegal

**U.N.H.C.R. Experience**

PERIOD	ACTION TAKEN / TITLE / UNIT	PER. GRADE	GRADE	JPO	D.S. CAT	M.S. CAT
Dec 1994	Short-Term Appointment Associate Programme Officer (STA) Butare, Rwanda	P-2	P-2		C	

**Mr SYLLA, Papa Kysma**

PERIOD	ACTION TAKEN / TITLE / UNIT	PER. GRADE	JPO	D.S. CAT	M.S. CAT
Nov 1995	Conv. to 200 series of S/R/ITA for 1yr/Change of duty station/title/on mission Programme Officer (on mission in Kigali, Rwanda) Kigali, Rwanda Nairobi, Kenya	L-2	L-2	B	E
	Entitl. to SPA to L-3 level Programme Officer (on mission in Kigali, Rwanda) Kigali, Rwanda Nairobi, Kenya	L-2	L-3	B	E
Nov 1996	Extension of ITA for 2 years Programme Officer (on mission in Kigali, Rwanda) Kigali, Rwanda Nairobi, Kenya	L-2	L-3	B	E
Aug 1998	End of mission to Kigali Programme Officer (Great Lakes Ops) Nairobi, Kenya	L-2	L-3	B	
	Mission at Ouagadougou, Burkina Faso Programme Officer (on mission in Ouagadougou, Burkina Faso) Ouagadougou, Burkina Faso Nairobi, Kenya	L-2	L-3	B	C
Nov 1998	Ext. of ITA for 2 months Programme Officer (on mission in Ouagadougou, Burkina Faso) Ouagadougou, Burkina Faso Nairobi, Kenya	L-2	L-3	B	C
Jan 1999	Ext. of ITA for 6 months Programme Officer (on mission in Ouagadougou, Burkina Faso) Ouagadougou, Burkina Faso Nairobi, Kenya	L-2	L-3	B	C
Mar 1999	Change of mission duty station Programme Officer (on mission in Gambella, Ethiopia) Gambella, Eth-Fed Democ Rep Of Nairobi, Kenya	L-2	L-3	B	E
Apr 1999	Change of mission duty station Programme Officer (on mission in Arua, Uganda) Arua, Uganda Nairobi, Kenya	L-2	L-3	B	E
	End of mission to Arua Programme Officer (Great Lakes Operation) Nairobi, Kenya	L-2	L-3	B	
May 1999	Reassignment (L-3)/Change of duty station/Mission to Aru/ Confirmation on post Programme Officer (on mission in Aru, D.R. of Congo) Aru, Congo-Democratic Rep Of Kampala, Uganda	L-2	L-3	C	-
Jul 1999	Promotion (APPB 1999 A/S)/Discontinuation of SPA Programme Officer (on mission in Aru, D.R. of Congo) Aru, Congo-Democratic Rep Of Kampala, Uganda	L-3	L-3	C	E
	Extension of ITA for 2 years Programme Officer (on mission in Aru, D.R. of Congo) Aru, Congo-Democratic Rep Of Kampala, Uganda	L-3	L-3	C	E
Dec 1999	Conversion from ITA to long term status Appt. Programme Officer (on mission in Aru, D.R. of Congo) Aru, Congo-Democratic Rep Of Kampala, Uganda	L-3	L-3	C	E

PERIOD	ACTION TAKEN / TITLE / UNIT	PER. GRADE	GRADE	JPO	D.S. CAT	M.S. CAT
Jan 2000	Conversion from 200 to 100 series of Staff Rules and Indefinite appointment. Programme Officer (on mission in Aru, D.R. of Congo) Aru, Congo-Democratic Rep Of Kampala, Uganda	P-3	P-3		C	E
Oct 2000	Change of mission duty station & post no. to 666071(L-3) Programme Officer (on mission in Kinshasa, D.R. of Congo) Kinshasa, Congo-Democratic Rep Kampala, Uganda	P-3	P-3		C	D
Jul 2002	Reassignment and change of duty station Programme Officer Dakar, Senegal	P-3	P-3		A	
	End of mission to Kinshasa, Congo Democratic Rep Programme Officer Dakar, Senegal	P-3	P-3		A	
Jul 2007	Data Change/Temporary Functions <b>Job Title</b> Second Officer <b>Position Title</b> Snr Liaison Officer <b>Location</b> Dakar, Senegal <b>APA Location</b> Dakar, Senegal <b>Department</b> SENEGAL, DAKAR	P3	P3		A	A
Nov 2007	Promotion/Promotion Within Category <b>Job Title</b> Second Officer <b>Position Title</b> Snr Liaison Officer <b>Location</b> Dakar, Senegal <b>APA Location</b> Dakar, Senegal <b>Department</b> SENEGAL, DAKAR	P4	P4		A	A
Jan 2008	Paid Leave of Absence/Pending Posting <b>Job Title</b> Temporary Assistance P <b>Position Title</b> Temporary Assistance P <b>Location</b> Dakar, Senegal <b>APA Location</b> Dakar, Senegal <b>Department</b> DHRM - NON WORKING SIBA COSTS	P4	P4		A	A
Feb 2008	Data Change/Mission <b>Job Title</b> Programme Officer(Reporting) <b>Position Title</b> Programme Off(Reporting) <b>Location</b> Bujumbura, Burundi <b>APA Location</b> Dakar, Senegal <b>Department</b> BURUNDI, BUJUMBURA	P4	P4		A	D
Jul 2008	Data Change/Return from Mission <b>Job Title</b> Programme Officer(Reporting) <b>Position Title</b> Snr Programme Officer <b>Location</b> Bujumbura, Burundi <b>APA Location</b> Dakar, Senegal <b>Department</b> BURUNDI, BUJUMBURA	P4	P4		A	D
Jul 2008	Transfer/APPB selection <b>Job Title</b> Snr Programme Officer <b>Position Title</b> Snr Programme Officer <b>Location</b> Kampala, Uganda <b>APA Location</b> Kampala, Uganda <b>Department</b> UGANDA, KAMPALA	P4	P4		C	C

**SECTION III - PERFORMANCE EVALUATION**

PERIOD	NAME OF SUPERVISOR / EVALUATION SUMMARY
Nov 1995 - Aug 1997	Asare <b>Competencies - Code and Rating:</b> SI: A (3). B (1,2,12). R: B (4,5,6,10). C (9,11); A (7,8). A(F)W, A(F)O; B(E)W, C(E)O  <b>Supervisor's Comments:</b> Très bon comportement professionnel. Papa Kysma Sylla learnt very quickly and

PERIOD	NAME OF SUPERVISOR / EVALUATION SUMMARY
Sep 1997 - Aug 1998	<p>Abraham</p> <p><b>Competencies - Code and Rating:</b> CC01 3 CC02 3 CC03 3 CC04 3 CC05 3 CC06 3 MC05 3 MC06 3 PG01 3 PG04 3 PG05 3 PG06 3 PG07 3 PG12 3</p> <p><b>Supervisor's Comments:</b> For detailed performance information, please refer to completed PAR on PER/IND file.</p>
Mar 2000 - Dec 2000	<p>CHEIKH TIDIANE POUYE</p> <p><b>Competencies - Code and Rating:</b> CC01 FD CC02 FD CC03 FD CC04 FD CC05 FD CC06 FD MC01 FD MC02 FD MC04 FD MC05 FD MC06 FD PG02 FD PG06 FD PG09 FD PG10 FD PG12 FD PG14 FD</p> <p><b>Summary Rating:</b> Superior</p> <p><b>Core Competency Remarks:</b> Le fonctionnaire est très dévoué et toujours disponible pour répondre aux exigences du travail. Très bon comportement professionnel et personnel.</p> <p><b>Functional Competency Remarks:</b> Le fonctionnaire est un Administrateur de Programme très expérimenté qui maîtrise à merveille l'évaluation des besoins des réfugiés et l'élaboration des budgets destinés à les assister.</p> <p><b>Management Competency Remarks:</b> Excellent Leadership. M. Papa Kysma SYLLA a un sens élevé de la gestion des ressources mises à sa disposition pour la gestion des programmes.</p> <p><b>Supervisor's Comments:</b> M. SYLLA est un excellent Administrateur de Programme doté d'un sens aigu de travail bien fait. Il a assuré avec conviction et compétence le suivi et la gestion de tous les projets mis en République du Congo.</p>
Jan 2001 - Dec 2001	<p>CHEIKH TIDIANE POUYE</p> <p><b>Competencies - Code and Rating:</b> CC01 FD CC02 FD CC03 FD CC04 FD CC05 FD CC06 FD MC01 FD MC02 FD MC04 FD MC05 FD MC06 FD PG01 FD PG04 FD PG06 FD PG08 FD PG12 FD PG14 FD</p> <p><b>Summary Rating:</b> Superior</p> <p><b>Core Competency Remarks:</b> Le fonctionnaire est loyal et entièrement acquis à la cause du HCR. Très bon comportement professionnel et personnel. Il est toujours disponible pour répondre aux exigences du travail.</p> <p><b>Functional Competency Remarks:</b> Le fonctionnaire est doté d'une grande expérience dans l'élaboration, la gestion et le suivi des projets du HCR. Il a apporté une contribution très appréciable dans la mise en œuvre des projets de la délégation.</p> <p><b>Management Competency Remarks:</b> Excellent leadership avec une gestion rigoureuse des ressources mises à sa disposition.</p> <p><b>Supervisor's Comments:</b> Le fonctionnaire est un excellent Administrateur de Programme qui ne recule pas devant les difficultés et les exigences du programme de la Délégation Régionale.</p>
Jan 2002 - Jul 2002	<p>CHEIKH TIDIANE POUYE</p> <p><b>Competencies - Code and Rating:</b> CC01 FD CC02 FD CC03 FD CC04 FD CC05 FD CC06 FD MC01 FD MC02 FD MC04 FD MC05 FD MC06 FD PG01 FD PG04 FD PG06 FD PG08 FD PG12 FD PG14 FD</p> <p><b>Summary Rating:</b> Superior</p> <p><b>Core Competency Remarks:</b> Le fonctionnaire est loyal et entièrement acquis à la cause du HCR. Très bon comportement professionnel et personnel. Il est toujours disponible pour répondre aux exigences du travail.</p> <p><b>Functional Competency Remarks:</b> Le fonctionnaire est doté d'une grande expérience et expertise dans l'élaboration, la gestion et le suivi des programmes. Il a apporté une contribution très appréciable dans la mise en œuvre des projets de la délégation régionale.</p> <p><b>Management Competency Remarks:</b> Excellent leadership avec une gestion intelligente des ressources mises à sa disposition.</p> <p><b>Supervisor's Comments:</b> Le fonctionnaire est un excellent Administrateur de Programme qui ne recule pas devant les difficultés et les exigences du programme de la Délégation Régionale.</p>

PERIOD	NAME OF SUPERVISOR / EVALUATION SUMMARY
Jul 2002 - Dec 2002	<p>DILLAH DOUMAYE</p> <p><b>Competencies - Code and Rating:</b> CC01 FD CC02 FD CC03 FD CC04 FD CC05 FD CC06 FD MC03 FD MC04 FD MC05 FD PG01 FD PG04 FD PG06 FD PG08 FD PG12 FD PG14 FD</p> <p><b>Summary Rating:</b> Fully Effective</p> <p><b>Core Competency Remarks:</b> M Sylla est un fonctionnaire très dévoué. Il a su s'adapter très rapidement au programme de la délégation. Respectueux des règles il entretient d'excellents rapports avec tous les collaborateurs.</p> <p><b>Functional Competency Remarks:</b> M Sylla a des compétences certaines en matière de programme et il n'a eu aucune difficulté à prendre le train en marche.</p> <p><b>Management Competency Remarks:</b> Fonctionnaire soucieux de répondre aux échéances dans le respect des règles et procédures.</p> <p><b>Supervisor's Comments:</b> Le fonctionnaire a fait montre de qualités certaines en matière de gestion du programme.</p>
Jan 2003 - Dec 2003	<p>DILLAH DOUMAYE</p> <p><b>Competencies - Code and Rating:</b> CC01 FD CC02 FD CC03 FD CC04 FD CC05 FD CC06 FD MC03 FD MC04 FD MC05 FD PG01 FD PG04 FD PG06 FD PG08 FD PG12 FD PG14 FD</p> <p><b>Summary Rating:</b> Fully Effective</p> <p><b>Core Competency Remarks:</b> Travailleur, fiable, loyal et coopératif</p> <p><b>Functional Competency Remarks:</b> M. Sylla a la maîtrise parfaite du programme</p> <p><b>Management Competency Remarks:</b> Le fonctionnaire sait anticiper sur les problèmes et souvent propose des solutions de rechange en cas de besoin.</p> <p><b>Supervisor's Comments:</b> Très bon fonctionnaire qui domine tout à fait son sujet. M. Sylla a le sens du devoir</p>
Jan 2004 - Dec 2004	<p>DILLAH DOUMAYE</p> <p><b>Competencies - Code and Rating:</b> CC01 FD CC02 FD CC03 FD CC04 FD CC05 FD CC06 FD MC01 FD MC02 FD MC03 FD MC04 FD MC05 FD PG01 FD PG04 FD PG05 FD PG06 FD PG09 FD PG10 FD</p> <p><b>Summary Rating:</b> Superior</p> <p><b>Core Competency Remarks:</b> Résolument engagé au service de l'Organisation, le fonctionnaire travaille en symbiose avec les collègues et partenaires. Son comportement professionnel et personnel est irréprochable.</p> <p><b>Functional Competency Remarks:</b> Fait montre de beaucoup d'initiatives et contribue largement au succès du programme.</p> <p><b>Management Competency Remarks:</b> Très scrupuleux dans le suivi des règles et procédures, mais également flexible selon les circonstances de l'enjeu.</p> <p><b>Supervisor's Comments:</b> Excellent fonctionnaire, Monsieur Sylla domine son sujet et mérite amplement une responsabilisation accrue.</p> <p><b>Staff Member's Comments:</b> Sans commentaires particuliers</p>
Jan 2005 - Oct 2005	<p>DILLAH DOUMAYE</p> <p><b>Competencies - Code and Rating:</b> CC01 FD CC02 FD CC03 FD CC04 FD CC05 FD CC06 FD MC01 FD MC02 FD MC03 FD MC04 FD MC05 FD MC06 FD PG01 FD PG04 FD PG06 FD PG08 FD PG12 FD PG14 FD</p> <p><b>Summary Rating:</b> Fully Effective</p> <p><b>Core Competency Remarks:</b> Fonctionnaire très dévoué, répondant aux compétences sus-mentionnées.</p> <p><b>Functional Competency Remarks:</b> Très bon Programme Officer. Élément pouvant prendre des initiatives.</p> <p><b>Management Competency Remarks:</b> Organise bien son unité et fait des propositions allant dans le sens de la recherche des solutions.</p> <p><b>Supervisor's Comments:</b> La contribution de M. Sylla a été essentielle dans les préparatifs relatifs aux urgences. Son appui très apprécié dans les bureaux couverts par Dakar. Le</p>

PERIOD	NAME OF SUPERVISOR / EVALUATION SUMMARY
Jan 2006 - Dec 2006	<p>séminaire sur l'urgence qu'il a suivi au Ghana ne pourra qu'améliorer ses capacités.</p> <p><b>Staff Member's Comments:</b> Au cours des années à venir je donnerai plus de temps aux formations intra HCR.</p> <p>ROSELINE IDOWU</p> <p><b>Competencies - Code and Rating:</b> CC01 FD CC02 FD CC03 FD CC04 FD CC05 FD CC06 FD MC01 FD MC02 FD MC04 FD MC05 FD MC06 FD PG01 FD PG04 FD PG06 FD PG08 FD PG12 FD PG14 FD</p> <p><b>Summary Rating:</b> Superior</p> <p><b>Core Competency Remarks:</b> Le fonctionnaire est totalement engagé à organisation. C'est un élément central en travail d'équipe.</p> <p><b>Functional Competency Remarks:</b> Le fonctionnaire est une excellent chargé de programme. Il a démontré ces compétences à gérer plusieurs type de programme en même temps.</p> <p><b>Management Competency Remarks:</b> Le fonctionnaire est un bon gestionnaire. Toutefois, il gagnerai à renforcer ces aptitudes écrites en Anglais.</p> <p><b>Supervisor's Comments:</b> Le fonctionnaire est un excellent élément pour l'organisation. Il a démontré ses capacités à occuper d'autres fonctions plus élevées que celles de son grade. Je lui recommande une formation en "effective writing course" en Anglais pour parfaire ses aptitudes.</p> <p><b>Staff Member's Comments:</b> Au cours des années à venir je donnerai plus de temps aux formations pour les partenaires et le personnel du HCR sur le sujet de la gestion des standards et Indicateurs, comme outils de gestion des programmes.</p>
Jan 2007 - Dec 2007	<p>ROSELINE IDOWU</p> <p><b>Competencies - Code and Rating:</b> CC01 FD CC02 FD CC03 FD CC04 FD CC05 FD CC06 FD MC01 FD MC02 FD MC04 FD MC05 FD MC06 FD PG01 FD PG04 FD PG06 FD PG08 FD PG12 FD PG14 FD</p> <p><b>Summary Rating:</b> Superior</p> <p><b>Core Competency Remarks:</b> Mr. Sylla is a very committed staff and a good team player. He is always willing to improve on his work and to acquire new knowledge on expected results .</p> <p><b>Functional Competency Remarks:</b> Mr. Sylla is very good at preparing budget proposals. He supervised on timely intervals the work of the partners.</p> <p><b>Management Competency Remarks:</b> Mr. Sylla showed good leadership qualities throughout the year. He is a good teacher as well and demonstrated this quality in his coaching staff in the programme section.</p> <p><b>Supervisor's Comments:</b> Mr. Sylla is a very hard working and dedicated staff member. He has good inter-personal skills and patience even in difficult situations. He led in a mature way the programme team ensuring that reports and assessments are prepared and shared with Headquarters in record time.</p> <p><b>Staff Member's Comments:</b> Au cours des années à venir je donnerai plus de temps aux formations pour les partenaires et le personnel du HCR sur le sujet de la gestion des standards et Indicateurs, comme outils de gestion des programmes.</p>
Jul 2008 - Dec 2008	<p>STEFANO SEVERE</p> <p><b>Competencies - Code and Rating:</b> CC01 FD CC02 FD CC03 FD CC04 FD CC05 FD CC06 FD MC01 FD MC02 FD MC03 FD MC04 FD MC05 FD MC06 FD PG01 FD PG04 FD PG08 FD PG11 FD PG12 FD PG14 FD</p> <p><b>Summary Rating:</b> Outstanding</p> <p><b>Core Competency Remarks:</b> Mr. Sylla has fully demonstrated the required core competencies and is very dedicated and fully committed toward the UNHCR mandate. He has shown strong institutional commitment to the work of the UN. Mr. Sylla has managed to develop a balanced and a well integrated team. He works well with all his staff . Mr. Sylla communicates well with all his interlocutors. His professional and personal behaviour is excellent.</p> <p><b>Functional Competency Remarks:</b> Mr. Sylla has effectively executed his functional responsibilities. The quality of work output achieved was outstanding. He managed to clear and reorient many long outstanding and complex programme issues. At a complex juncture in our operations, Mr. Sylla spearheaded and designed and strategy</p>

**PERIOD**

**NAME OF SUPERVISOR / EVALUATION SUMMARY**

proposals leading to the effective centralization and better management of programme implementation in Uganda. Mr. Sylla initiated regular consultative programme meetings in order to streamline programme strategies among field offices. Overall Mr. Sylla is very competent and has no problem in meeting schedules and deadlines. He is also very responsible and dependable.

**Management Competency Remarks:**

Mr. Sylla has demonstrated excellent managerial and leadership qualities. Mr. Sylla displayed sound knowledge of programming and project control, with excellent analytical skills, committed to defend what he believes is right. Mr. Sylla played a key role to help the office streamlining procedures to increase efficiency, resulting in effective resources management. He coaches and supports his staff in their work. He has successfully managed to have his team focus on priority objectives and achieve the required results. Mr. Sylla demonstrated a sensible degree of political and organizational awareness, and managed to develop excellent relations with Government and NGO counterparts. This was a crucial step towards regaining credibility, particularly with donors.

**Supervisor's Comments:**

Mr. Sylla has effectively executed his functional responsibilities. The quality of work output achieved was outstanding. He managed to clear and reorient many long outstanding and complex programme issues. At a complex juncture in our operations, Mr. Sylla spearheaded and designed and strategy proposals leading to the effective centralization and better management of programme implementation in Uganda. Mr. Sylla initiated regular consultative programme meetings in order to streamline programme strategies among field offices. Overall Mr. Sylla is very competent and has no problem in meeting schedules and deadlines. He is also very responsible and dependable. Mr. Sylla has demonstrated excellent managerial and leadership qualities. Mr. Sylla displayed sound knowledge of programming and project control, with excellent analytical skills, committed to defend what he believes is right. Mr. Sylla played a key role to help the office streamlining procedures to increase efficiency, resulting in effective resources management. He coaches and supports his staff in their work. He has successfully managed to have his team focus on priority objectives and achieve the required results. Mr. Sylla demonstrated a sensible degree of political and organizational awareness, and managed to develop excellent relations with Government and NGO counterparts. This was a crucial step towards regaining credibility, particularly with donors.

**Staff Member's Comments:**

I have been assigned in the operation in July 2009, This first 6 months period was mainly devoted to understand the Uganda operation and planned for 2009 programme. Upon my arrival, I have faced a challenge, due to the fact that the Senior Programme Post was vacant for a long period of time, I had to redefine responsibilities and duties of this position within the Uganda operation, with the full support of my supervisor

**SECTION IV - DEVELOPMENT/LEARNING EVENTS**

**Courses Undertaken**

<b>FROM</b>	<b>TO</b>	<b>COURSE NAME / ORGANISER / VENUE</b>
Oct 1991	Oct 1991	Resettlement Workshop UNHCR UNHCR
Nov 1995	Nov 1995	People Oriented Planning UNHCR UNHCR
Nov 1995	Nov 1995	FMIS field version 3.0 UNHCR UNHCR
Apr 1996	Apr 1996	Security Training UNHCR UNHCR

FROM	TO	COURSE NAME / ORGANISER / VENUE
Jul 1996	Jul 1996	Refugees and the Environment BO TAN BO TAN
Oct 1997	Oct 1997	Program Management Training UNHCR UNHCR
Sep 2000	Sep 2000	Exp Wkshp Gender Mainstreaming UNHCR Regional Planning Meeting & Training Workshop on UNHCR Regional Planning Meeting & Training Workshop on
Feb 2004	Feb 2004	Eff Writing Donor's Reports UNHCR UNHCR
Nov 2004	Dec 2004	Financial Management Training UNHCR UNHCR
May 2007	Jun 2007	Use of Central Emerg Resp Fund

**Appendix - Competency Codes**

CCnn are core competencies, MCnn are managerial competencies, the rest are functional competencies

CC01 Organizational Commitment  
CC02 Flexibility And Adaptability  
CC03 Team Working  
CC04 Performance Orientation  
CC05 Communication  
CC06 Prof And Personal Behaviour  
MC01 Strategic Planning  
MC02 Leadership  
MC03 Managing Performance  
MC04 Coaching And Developing Staff  
MC05 Managing Resources  
MC06 Political & Org Awareness  
PG01 Dvlpg Progr Framwork At Contry  
PG02 Dvlpg&Manting Syst,Polces&Proc  
PG04 Asesg Bnficiary Needs&Avlablty  
PG05 Assessg&Dev Partner Capability  
PG06 Developing Proposal & Budgets  
PG07 Montorg&Evaluatg Progr/Project  
PG08 Ensurg Efectv Proj Fin Control  
PG09 Project & Budget Coordination  
PG10 Reviewg Proposal, Progr&Budget  
PG11 Incorprtg Tech Expert/Special P  
PG12 Faciltatg Progr Dlivry By Impl  
PG14 Providing Progr Supp&Adivce