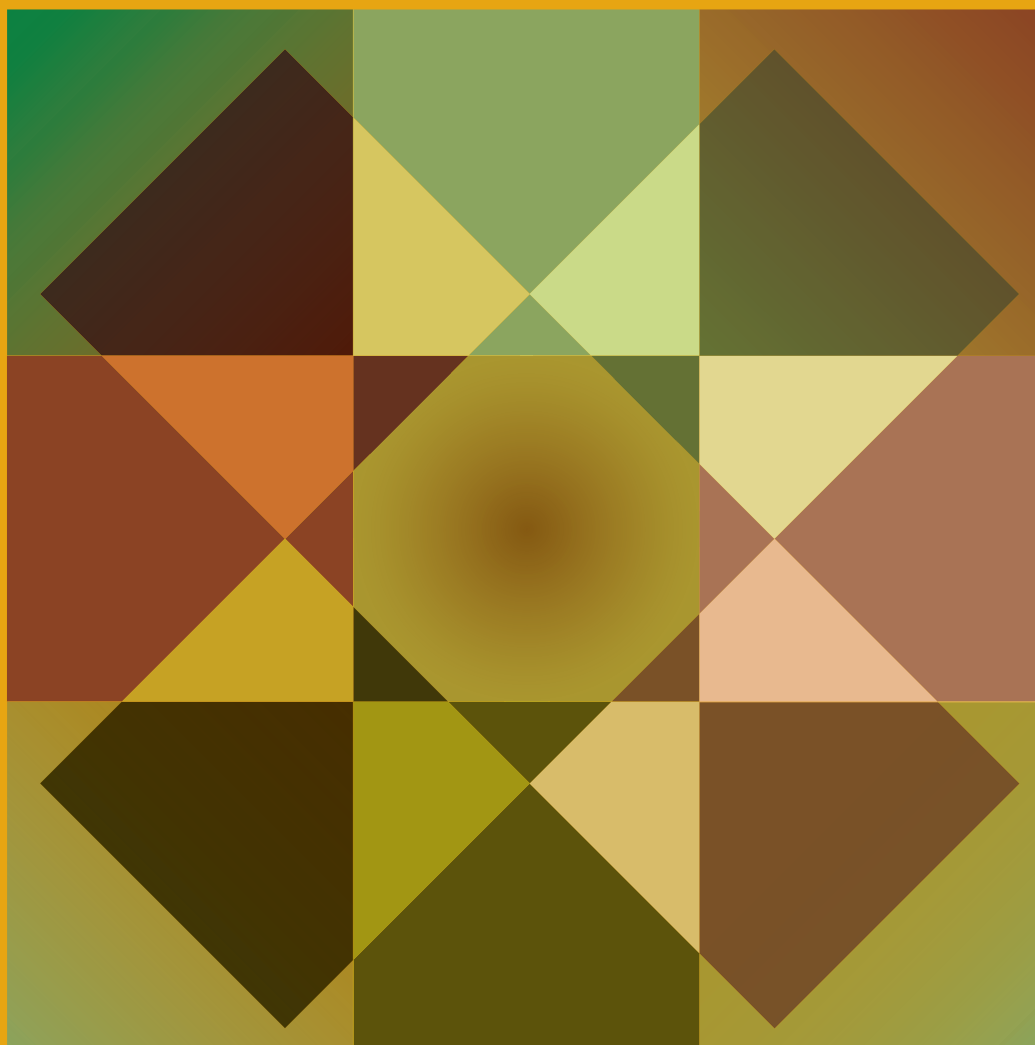


# 16th Meeting of Senior Fellowships Officers of the United Nations System and Host Country Agencies

Paris, 6-8 November 2006

## Final Report



United Nations

Department of Economic and Social Affairs

**16th Meeting of Senior Fellowships Officers  
of the United Nations System and  
Host Country Agencies**

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United Nations  
New York, 2007

## DESA

The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social and environmental spheres and national action. The Department works in three main interlinked areas: (i) it compiles, generates and analyses a wide range of economic, social and environmental data and information on which States Members of the United Nations draw to review common problems and to take stock of policy options; (ii) it facilitates the negotiations of Member States in many intergovernmental bodies on joint course of action to address ongoing or emerging global challenges; and (iii) it advises interested Governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programmes at the country level and, through technical assistance, helps build national capacities.

### Note

The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations.

## Contents

<b>1. Introduction</b>	1
<b>2. Opening Statements</b>	3
A. Opening Address by Mr. James Michael Kulikowski, Deputy Assistant Director-General for External Relations and Cooperation of UNESCO	3
B. Opening Address by Honourable Dr Theo-Ben Gurirab, Speaker of Parliament of the Republic of Namibia and President of the 54th Session of the General Assembly of the United Nations	3
C. General Introduction by Mr. Furio De Tomassi, Chief of Personnel Service, UN/DESA, and Secretary for Inter-Agency Fellowship Coordination	7
<b>3. Operational Issues</b>	11
D. The Concept “One United Nations” and How It Can be Applied in Inter-Agency Training and Fellowships, by Mr. Alexander Thern-Svanberg, Senior HR Management Specialist, United Nations Chief Executives Board for Co-ordination (CEB)	11
E. Report on the Implementation of the Recommendations of the 15th Meeting of Senior Fellowships Officers, by Mr. Tom Rudi, Fellowships Officer, UN/DESA	13
F. Presentation on South-South Cooperation: the Case of Fellowship Placements in Africa, by Dr. Akpa R. Gbary, Regional Adviser, Human Resource for Health, WHO/AFRO	23
G. WHO Inter-Country Cooperation on Fellowships – Experiences at Regional Level (1984-2005), by Dr. Ali Hassanabadi, Regional Adviser, Human Resource Development and Fellowships, WHO/EMRO	25
H. Presentation on UNESCO Experience in Fellowships, by Mr. Ali Zaid, Chief of Fellowships Section, UNESCO	27
I. Best Practices in Training, prepared by Mr Cesar M. Mercado, Founding President/ CEO of Development Center for Asia Africa Pacific (DCAAP)	32
J. Presentation on Scaling Up To Strengthen Knowledge-Sharing and Nurture Capacity-Building, by Mr. Tsutomu Shibata, Senior Adviser, the World Bank Institute on Joint Japan/World Bank Graduate Scholarship Programme (JJ/WBGSP)	34
K. Partnerships with Academic Institutions, Foundations and NGOs, by Mr. Kamel Braham, Scholarship Administrator, the Joint Japan/World Bank Programme	37
L. Partnerships with Various Organizations, prepared by Mr. Cesar M. Mercado, DCAAP	39
<b>4. Administrative Issues</b>	41
M. Implementation of Fellowships–The Role of National Placement and Supervising Agencies	41
• Intervention by Mr. Beer Schroder, the Netherlands Organization for International Co-operation in Higher Education and Research (NUFFIC)	41
• Intervention by Mr Kevin Drury, Business Manager, Training Management Group, Governance and Development, on behalf of the British Council	44

• Intervention by Mr Thierry Coppin, Belgium Technical Cooperation (BTC)	45
• Intervention by Mr Bertrand Sulpice, Development Director, Centre français pour l'accueil et les échanges internationaux (EGIDE).	45
• Intervention by Ms Marina Neuendorff, Project Manager, Internationale Weiterbildung und Entwicklung GGMBH (InWEnt)	47
• Intervention by Ms Lesley Zark, Chief of Scholarships Unit, Organization of American States (OAS).	47
• Intervention by Mr Maurice Lelievre, Programme Manager, Canadian Bureau for International Education (CBIE)	48
N. Presentation on the Implementation of Fellowships/Scientific Visits under the New Technical Cooperation Structure, by Ms. Nathalie Delhommeau, Programme Management Assistant, Division for Africa, International Atomic Energy Agency (IAEA).	48
O. Presentation on IAEA Fellowship Survey and TCDC, by Ms. Nathalie Colinet, Department of Technical Cooperation, International Atomic Energy Agency (IAEA).	49
P. Presentation on Fellowships Programme Survey, by Ms. Chisato Aoki, International Tropical Timber Organization (ITTO)	51
Q. Fellowship Evaluation Mechanisms of Training Institutions, prepared by Mr. Cesar Mercado, DCAAP.	54
R. Presentation on Monitoring and Evaluation, by Mr. Beer Schroder, the Netherlands Organization for International Co-operation in Higher Education and Research (NUFFIC)	56
S. General Discussion on Fellowships Evaluation	57
T. Presentation on the 2004 Global Review of Stipend Rates, by Ms. Lulu Del Rosario, UN Conditions of Service Section.	60
U. Contribution of UNDP on the Global Review of Stipends, presented by Ms. Lulu Del Rosario, UN Conditions of Service Section.	62
V. Presentation on the New DESA Fellowship Website and Newsletter, by Christian Engler, Personnel Service, UN/DESA.	64
W. Presentation on Medical Insurance of Fellows, by Mr. Benedikt Butaye, Account Manager, Vanbreda International (Fellowships Ins.) and Mr. Paul Debrabandere, Account Manager, Vanbreda International (UN, UNDP, UNOPS)	65
<b>5. Discussion on the Draft Conclusions and Recommendations</b>	69
<b>6. Closing Statements</b>	71
<b>7. Annexes</b>	73
Annex I: Conclusions and Recommendations of the 16th Meeting of Senior Fellowships Officers of the United Nations System and Host Country Agencies.	73
Annex II: Programme of Work.	77
Annex III: List of Participants.	81

## 1 Introduction

1. The Senior Fellowships Officers of the United Nations system and some major national placement and supervising agencies convened their 16th Meeting at the Headquarters of the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Paris, France, from 6 to 8 November 2006. The Meeting was organized by the United Nations Department of Economic and Social Affairs (UN/DESA), as Focal Point for inter-agency fellowships coordination, with the invaluable support of UNESCO as the host.
2. Participants unanimously elected Dr. Alexandre Goubarev, Scientist, the Leadership, Management and Fellowships Team, World Health Organization (WHO) as Chairman of the Meeting. Mr. Christian Engler, UN/DESA, was elected as Rapporteur. Mr. Furio De Tomassi, Chief, Personnel Service, UN/DESA, acted as Secretary of the Meeting.
3. UN/DESA extended invitations to all UN Agencies, Funds, Programmes and Secretariat Departments which ran training and fellowships programmes. Invitations were also sent to several major national placement and supervising agencies of developed and developing countries as well as to some regional training and fellowships agencies. As many as thirty nine representatives from fifteen UN entities and nine leading national placement and supervising agencies attended.
4. The Meeting was honoured by the presence of Mr. James Michael Kulikowski, Deputy Assistant Director-General for External Relations and Cooperation, UNESCO, as well as by the presence of Honourable Dr. Theo-Ben Gurirab, Speaker of the National Assembly of the Republic of Namibia, President of the 54th Session of the United Nations General Assembly and former UN Fellow. The complete list of participants is reproduced in Annex III.
5. The Meeting had an ambitious agenda which stimulated productive discussions on various items ranging from administrative to substantive and operational issues. South-South cooperation and evaluation processes of fellowships programmes were the main topics. The agenda, as adopted by the Meeting, is reproduced in Annex II.
6. Participants made a series of recommendations which are reflected in Annex I. Most prominently, the Meeting recommended the creation of a Task Force on Impact Assessment of Fellowships and outlined its terms of reference.



## 2 Opening Statements

### A. Opening Address by Mr. James Michael Kulikowski, Deputy Assistant Director-General for External Relations and Cooperation of UNESCO

7. Mr. James Kulikowski welcomed all participants and expressed his appreciation to the Senior Fellowships Officers for having honoured UNESCO with the recommendation to host the 16th Meeting at its Headquarters in Paris.
8. He underlined that, by definition, UNESCO's mission focused on knowledge and skills acquisition, sharing and transfer as well as on intellectual solidarity among humankind in the fields of education, science, culture, information and communication. To UNESCO, intellectual solidarity was its *raison d'être*. As early as in 1951, a programme to promote and develop youth exchange for educational purposes was established. It awarded stipends to youth in cooperation with international organizations concerned with a view to preparing young people to play an active role in the development of their countries.
9. Citing from the Director-General's address in the 175th Session of the UNESCO Executive Board in October 2005 which valued "knowledge as the key to achieving peace and sustainable development", Mr. Kulikowski underlined that fellows were a valuable pool of knowledge acquisition, transfer and sharing. People were the real wealth of all nations and the capacity-building of human resources for sustainable development was the principal priority of the international community. Therefore, knowledge acquisition was in the center of UNESCO's mandate in all fields of its competence.
10. To attain the objective of knowledge transfer and to avoid brain drain, UNESCO required from fellows studying abroad to bring back to their countries an added value and thus contribute to attaining UNESCO's strategic objectives at national level.
11. Cooperation and coordination with the United Nations system agencies, both at headquarters and in the field, had always been at the heart of UNESCO's work. In this context, he emphasized that the Meeting of Senior Fellowships Officers came at an auspicious time to permit more inter-agency harmonization and coordination.
12. In closing, Mr. Kulikowski called upon the participants to enhance harmonization among all UN agencies in the field of Training and Fellowships in order to make sustainable development efforts of the whole United Nations system more efficient and more human-centered.

### B. Opening Address by Honourable Dr. Theo-Ben Gurirab, Speaker of Parliament of the Republic of Namibia and President of the 54th Session of the General Assembly of the United Nations

13. Dr. Theo-Ben Gurirab opened his discourse by evoking the memories that UNESCO Headquarters brought back to him as the place where he had participated in many conferences on the illegal occupation of his country, Namibia, and the UN-supervised road to its independence.



14. As such, he was on familiar territory of mutual affirmation and common search for a just international economic system which would enable the integration of workable ideas and programmes through harmonization of policies, legal framework, gender mainstreaming, regulatory infrastructure and environmental protection. He noted that faces and positions of actors might have changed but constructive collaboration for a new beginning, for a peaceful, productive and prosperous world, was continuing in all fronts.
15. Dr. Gurirab affirmed that he had been looking forward to the reunion on United Nations fellowships at the UNESCO Headquarters in Paris. He took the opportunity to convey to all the warm greetings and best wishes from his compatriots and fellow Parliamentarians. From his youthful days he had met in power corridors of world's assemblies and negotiation retreats inspiring people who had been so generous with their time, instructive with their wisdom and helpful in getting him to better understand world politics, multilateralism and human security.
16. Dr. Gurirab recounted his own experience when Namibia's independence on 21 March 1990 placed him on an ever moving and changing trajectory of duties as Foreign Minister, Prime Minister and currently Speaker, with intervals attached to it for a year-long Presidency of the 54th Session of the UN General Assembly and simultaneously Presidency of the UN Security Council during Namibia's turn. He had had many heroes, heroines and guardian angels in this process whom he thanked for enlightenment, opportunity and privilege.
17. Turning to the agenda item South-South Cooperation and its Impact on Training and Fellowships, he recalled that another name for South used to be the Third World or alternatively Developing Countries. That included a part of the world where he was born, namely, Africa and particularly Namibia.
18. Referring to his past, he revealed that between 1962 and 1989 he had been legally unable to set foot on the soil of his motherland, Namibia, because of illegality and persecution by the apartheid oppressor. Those years, his youth, studies and exposure as freedom fighter made him a global citizen. It was truly a rewarding journey which broadened his perspectives on his own life and times, belonging to all and excluding none. He affirmed that he was a Southerner but equally a Northerner by training and experience.
19. That journey beyond Namibia, which began in 1962, assumed a special meaning for him in Tanzania. His first encounter with the idea of South-South cooperation took place at the Afro-Asian People's Solidarity Conference (AAPSO) which brought together delegates from the South in the small northeastern town of Moshi, Tanzania, in May 1963. He met there statesmen, revolutionaries and catalysts for change and reconstruction who spoke in unison about decolonization, mutual support and self-determination.
20. Within a couple of weeks after that extraordinary experience at Moshi and on the very eve of the creation of the Organization of African Unity (OAU), now African Union, he

left Tanzania for the United States of America in June 1963 as a United Nations fellow. Going back to those days and subsequent years he spent in the USA and around the United Nations in many different capacities, he recalled many good, bad and ugly events. He found President John F. Kennedy in the White House and witnessed his assassination in the same year. His legacy combined the Cuban Missile Crisis, the Alliance for Progress Policy and the beginning of the Vietnam War. The testing of the Chinese nuclear bomb in 1964 was followed by fireworks and protests. Dr. Gurirab asserted that he had not forgotten the intensification and broadening of the civil rights struggle, student demonstrations and mobilization for women's rights across the USA. Such movements had reverberations inside the corridors of the UN. The Afro-Asian Bloc and the progressive spirit of Tri-Continental networking had been spreading the message of unity and solidarity. Welcoming of new UN member states, mostly from Africa, but also from the Caribbean and the Pacific Islands, brought about much excitement. Those developments gave the impression of a unifying yet antagonistic world in which countries and peoples of the South had been placed at the receiving end of the Cold War.

21. His point on that past—good, bad and ugly—was the birth and purpose of unity of shared ideals and solidarity in action by leaders of independence movements in the South. Most of them had become founders of their respective countries and statesmen in their own right. His exposure to their fighting, talk and steadfast commitment to champion liberation, peace and development at the AAPSO Conference in Tanzania in 1963 taught him lifelong lessons and instilled in him self-confidence.
22. Those men and women of vision, daring and frontrunners of today, had moved on from their respective countries to the United Nations. There, the focus became total decolonization in Africa, Asia, Latin-America and the Caribbean, as well as the Pacific Island Territories. Linked to the decolonization agenda was mobilization for socio-economic empowerment at home, as well as thorough dealings in international and inter-governmental trade and financial institutions.
23. The Afro-Asian Bloc at the United Nations had to be complemented with ideas and actions in order to access knowledge, capital and technology for development, growth and transformation with a view to putting an end to poverty and reducing income disparities. Particularly in 1970s, South-South cooperation concentrated on two major strategic projects of global dimensions. One had to do with a high-spirited advocacy for a New International Economic Order and the other with a New International Information Order. That initiative had been launched long before the current jargon of globalization and the internet came into vogue.
24. The mobilizing and negotiating mechanisms used in those worldwide campaigns were the Movement of Non-Aligned Countries and its economic and trade arm G-77, now G-77 and China. Coupled with those activist arrangements was an urgent realization to promoting regional cooperation and integration with a view to counter-penetrating ever widening global gaps (today's digital divide) between industrialized and developing countries. The perennial debating issues on unfair trade rules, inadequate foreign

direct investments, scarcity of technology transfer, stringent conditions on debt servicing and other complaints intensified in multilateral and no less in South-North talks.

25. Thus, there had been a longstanding and noble history of South-South interaction from the 1955 Bandung Conference through many subsequent gatherings, linking up the three continents. Experiences were shared and new strategies were hatched in pursuit of a better and peaceful world and prosperity that all could share. Indeed, victories had been won during the last four decades of the 20th century. Independence had been achieved virtually in all former colonies. Demonstrable economic success stories in Asia and Latin America, but also in the Middle East, Africa and the Caribbean, kept hope alive.
26. Dr. Gurirab expressed concern that progress was far from confirming full realization of global consensus, social justice and prosperity that all ought to enjoy commonly in the South and in the North. More than 5 years after the adoption of the Millennium Development Goals and accompanying promises made in connection with financing for development, the world was still beset by regional wars, gender inequity and confrontational trade talks. He used a metaphor to emphasize that in the current condition of the real world, South-South cooperation had become, as a matter of reality, a wounded cow in the state of affairs which itself yearned for survival.
27. Giving his own assessment of the current situation in South-South cooperation, Dr. Gurirab referred to the make-up of the South itself: There were OPEC and other oil and gas producing countries with a huge financial clout; there were advanced middle income developing countries with big markets and influence; others were resource-rich or strategically situated countries in terms of geo-politics and strategic considerations. Added to those impressive constellations of common interest was the resourceful space occupied by intellectuals, writers, researchers and technocrats in various fields who were on a ready stand-by to take up any worthy causes in the context of South-South cooperation. But, there appeared to be a major disconnect for the most part due to political reasons at home and regional priorities.
28. The reality was that the earlier dynamic configuration of camaraderie underpinned by political solidarity was progressively dissipating in the face of forceful impact of globalization and new alignments of special interest of key countries of the South, as exemplified at WTO conferences. While G-77 and China was the official negotiating framework, certain preferences might not always follow the same track, in dealings by some, with industrialized countries. Given the raging wars in the Middle East, nuclear proliferation efforts, war on terror since September 2001 and failed Doha rounds, unanimity or a solid consensus were no longer predictable when South conferences took place.
29. To illustrate his point, Dr. Gurirab referred to the Meeting of the International Parliamentary Union in Geneva in late October 2006. He noted that there were surprising divisions among countries of the South. One draft resolution on Lebanon

had been sponsored by a group of Arab States. The other resolution on North Korea nuclear testin had been sponsored by Japan. Whereas the African delegations felt that the situation in Darfur, Sudan, did not enjoy the urgency it deserved. Therefore, they did not sign upon the Lebanon draft resolution. Voting patterns on those draft resolutions had shown a wide area of misunderstandings and distrust. The issue of enlargement of the UN Security Council membership and expansion of the new permanent members was no rose garden either among developing countries.

30. Dr. Gurirab judged that South-South cooperation stood in front of the door to the intensive care unit of a fictional hospital. He hoped that the diagnosis would not be life-threatening. As trade unionists had put it, *“united we stand, divided we fall.”* South-South cooperation was a vital kernel for the socio-economic advancement and the far-reaching technological breakthroughs in the 21st century.
31. Talking about globalization, Dr. Gurirab quoted the Millennium Declaration: “For, while globalization offers great opportunities, at present its benefits are very unevenly shared, while costs are unevenly distributed.”<sup>1</sup> He stressed that the problem of failing to getting it right ought not to be left solely in the hands of the South because dreams deferred for too long would explode and everybody would suffer. Therefore, the dream of more than two billions of human beings was too big a powder keg to neglect. Conscience, compassion and cooperation were sacred virtues of human society.

### **C. General Introduction by Mr. Furio De Tomassi, Chief of Personnel Service, UN/DESA, and Secretary for Inter-Agency Fellowship Coordination**

32. Mr. De Tomassi congratulated Mr. Alexandre Goubarev on his election as Chairman of the 16th Meeting of Senior Fellowships Officers and paid tribute to his predecessor, Dr. Abdul Al-Mashat, Chairman of the 15th Meeting, who had in the meantime resigned from the World Bank and had returned to the academic career in his home country, Egypt.
33. He expressed his deep appreciation to UNESCO for the generous acceptance to host the 16th Meeting of Senior Fellowships Officers of the United Nations system and major national placement and supervising agencies and underlined UNESCO’s role to enhance human resource capacities in the developing world through the initiative Education for All.
34. He recalled that United Nations had undergone a remarkable operational expansion in a wide range of fields covered by its specialized agencies and programmes. In 2004 the United Nations system technical cooperation expenditures reached the record figure of 10 billion dollars, with WFP, UNDP, UNICEF and UNFPA topping the

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<sup>1</sup> Document A/55/L.2, GA Resolution on MDG, I Values and Principles, Par. 5

list, followed by WHO with 941 million dollars, FAO with 337 million, UNESCO with 237 million and ILO with 136 million. The sectors that had received the most, according to DP/2005/34, had been humanitarian assistance with 2.7 billion and health with 2 billion.

35. Mr. De Tomassi noted that, despite the upward trend, increasing the volume of financial contributions for development assistance remained a priority of the United Nations system agencies. In that regard, the 2005 report of the Secretary-General on “*Funding Options and Modalities for Financing Operational Activities for Development of the United Nations System*”<sup>2</sup> and resolution 59/250 of the General Assembly on the “*Triennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System*”<sup>3</sup> provided system-wide policy orientation for development cooperation and country-level modalities. A key issue therein was how to finance the three basic categories of expenditures: programme expenses, programme support costs and administrative expenses. To cover such expenditures some agencies resorted to core (regular) and non-core (extra-budgetary) resources whereas others relied solely on non-core resources.
36. Mr. De Tomassi elaborated on the efforts made throughout the United Nations system to harmonize its functioning. Of particular importance were: a) The 2005 World Summit which called for a stronger system-wide coherence and, in particular, across development-related organizations, agencies, funds and programmes of the United Nations system; b) The report “*One United Nations: Catalyst for Progress and Change*”<sup>4</sup>; issued by the United Nations System Chief Executives Board for Coordination (CEB) and c) The most recent management report of the UN Secretary-General entitled “*Investing in the United Nations: For a Stronger Organization Worldwide*”<sup>5</sup>. To Senior Fellowships Officers of the UN system, these documents offered inspiring ideas on how to enhance capacity-building in all fields.
37. The needs of developing countries were moving from capacity-building to capacity enhancement. This required the redesign of programmes to meet the local situations and needs of beneficiaries. The more streamlined the services of the different fellowships programmes in areas such as health, nutrition, education training, skills development, capacity-building, research and development are, the higher would be the impact on the development of human resources at country and regional levels for sustained economic growth. Data on economic development revealed that while investment flows affected economic profitability in the short run, human resources development affected economic growth in the long run.
38. Following these considerations, Mr. De Tomassi drew a picture of the next steps that were to be taken to integrate the different programmes of actions at country level with-

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<sup>2</sup> Document A/60/83

<sup>3</sup> Document A/59/85

<sup>4</sup> <http://unsystemceb.org/oneun/downloads>

<sup>5</sup> Document A/60/692

in the United Nations Development Assistance Framework (UNDAF) whose main goal was to increase effectiveness and efficiency of UN operations by bringing about greater synergy.

39. Turning to the main item of the agenda, South-South Cooperation, he recalled that in 2003 the General Assembly formally opted to use the term South-South Cooperation instead of Technical Cooperation among Developing Countries to reflect the new trend in technical cooperation among the countries of the South. While South – South cooperation did not replace North – South cooperation, it added a new dimension – the triangular cooperation—which was South-South collaboration supported by development partners in the North. UN reports indicated that all UN agencies were involved, in one way or another, in South-South cooperation. Based on this, he suggested that the efforts of the Fellowships Services should lead to the preparation of a database of training institutions in the South which could be used as reference by all agencies in their training activities.
40. An important place on the agenda was accorded to the traditional relationship between the United Nations system agencies and the National Placement and Supervising Agencies (NPSA). The very fact that NPSAs from both North and South were invited to the Meeting in line with the Joint Inspection Unit recommendation was testimony to the significant role they had played and the valuable services they had provided to the UN agencies in the placement and supervision of UN fellows. Mr. De Tomassi underlined that their role was not diminished at all in the framework of South-South cooperation. Rather, it was expanded to encompass training through triangular cooperation. NPSAs could serve as liaisons among training institutions both in the North and in the South. It had become common practice for many educational and training institutions in the North to organize tailor-made training courses in the South. UN entities such as the United Nations System Staff College (UNSSC) or the International Labor Organization (ILO) were moving some of their training courses to the South. Those programmes had been very successful and should be encouraged. In order to maximize mutual profitability, NPSAs might make available to the UN agencies relevant databases of their national training institutions. A unified inter-agency database would be very helpful.
41. In the framework of South-South cooperation, Mr. De Tomassi laid emphasis on the need to build partnerships in training and fellowships among United Nations system agencies as well as between UN agencies, on the one hand, and national and private training institutions on the other. Partnerships had become an integral part of the work of much of the United Nations system. They were voluntary relationships between various parties to work together to achieve a common purpose, to transfer knowledge, to share tasks, responsibilities, resources and benefits. It was a give-and-take relationship. In the Training and Fellowships sectors partnerships were built with the aim of sharing and coordinating resources and expertise. Agencies could benefit from the complemen-



tary resources of one another and many of them had already developed such partnerships. There were no one-size-fits-all solutions. Each Agency, Fund or Programme had to develop its own approaches.

42. Another issue of constant relevance to Senior Fellowships Officers was the Evaluation of Fellowships. Mr. De Tomassi pointed out that the issue had been on the agenda of previous meetings, as well. Not infrequently, evaluation was wrongly perceived as auditing or inspection. Evaluation was: “*Understanding why and to which extent some intended or unintended results are achieved and their impact on the stakeholders*”. To maximize the efforts of the Fellowships Services toward a common fellowships evaluation, it should be ensured that training and fellowships programmes responded to the development needs of recipient countries as identified in the Poverty Reduction Strategy Paper (PRSP) which stated as the overarching principle the national ownership and leadership of the process, of its products and results.
43. Referring to the item on the Global Review of Fellowships Stipend Rates, Mr. De Tomassi took the opportunity to welcome the representative of the Conditions of Service Section of the United Nations. This Section was the sole authority in the UN to make decisions on stipend rates for each country and had been instrumental in the resolution of many financial problems which trainees had encountered in host countries.
44. Mr. De Tomassi closed his general introduction with a quotation: “Coming together is a beginning. Keeping together is progress. Working together is success”.

### 3 Operational Issues

#### **D. The Concept “One United Nations” and How It Can be Applied in Inter-Agency Training and Fellowships, by Mr. Alexander Thern-Svanberg, Senior HR Management Specialist, United Nations Chief Executives Board for Co-ordination (CEB)**

45. Mr. Thern-Svanberg expressed his thankfulness for having the opportunity to attend the 16th, or as he put it, the 32nd anniversary of the Meeting of Senior Fellowships Officers of the United Nations system and host country agencies. The Meeting was a unique forum which promoted harmonization, encouraged discussions among agencies on issues of mutual interest and enhanced the sharing of information and exchange of ideas in a remarkable manner.
46. Mr. Thern-Svanberg went through some important milestones in the history of the fellowships programme. In 1973 the Subcommittee on Education and Training noted that the growing share of UNDP financial operations identified the existence of common problems concerning Fellowships and called for an exchange of information and for a common stand on various questions among agencies. It recommended that the Administrative Committee on Coordination (ACC) authorized the convocation of a meeting of Fellowships Officers of the United Nations system. The Meeting took place at the WHO Headquarters in Geneva in 1974.
47. He stressed that the coordination machinery for Fellowships began in 1976 on the basis of the recommendations of the Joint Inspection Unit. The Preparatory Committee had approved the arrangements proposed by the Sub-Committee on Education and Training concerning the Inter-Secretariat coordination of activities relating to Fellowships. Those arrangements had provided for the designation of a Secretary in one organization to serve as a focal point with the following specified functions a) to promote the exchange of information on matters concerning fellowships, b) to help identify the interest and needs for further fellowships coordination, c) to carry out consultations, as required, to deal with specific and urgent problems, d) to prepare the agenda for regular meetings of Fellowships Officers and e) to ensure that the reports of these regular meetings were made available to the Sub-Committee on Education and Training.
48. Mr. Thern-Svanberg recalled that the Meeting had since served as the main framework for inter-agency coordination on system-wide issues related to the management of Training and Fellowships. Over the years, it had grown in scope and strength and had become an all-inclusive forum which comprised the entire spectrum of the United Nations system organizations as well as major national placement and supervising agencies. While the first Meeting started out with 16 Agencies, by the current 16th Meeting the number of participating agencies had almost doubled. The agenda had evolved from a few selected topics of an organizational and administrative nature to financial, operational and substantive issues, as well.



49. He emphasized that if a balance sheet would have to be drawn of the accomplishments of the Meetings of Senior Fellowships Officers over the past 32 years, it would show that no fellowship issue had remained unaddressed and the results were quite tangible – policies and procedures on Fellowships, Study Tours and Group Training were in place. Fellowships issues had been fully harmonized without affecting the specific nature and the peculiarities of the Fellowships programmes of the agencies. Stipend rates had been established for most of the countries and were reviewed on a case by case basis. Furthermore, agencies were applying those rates across the board. Consensus had been reached on the definitions of a Fellowship, a Study Tour and a Group Training in the United Nations system. The administrative charges levied on the different UN Fellowships programmes by the national placement and supervising agencies were uniform. Last but not least, UN/DESA had constructed a Fellowships Website which served all the agencies.
50. Mr. Thern-Svanberg subsequently evoked the status of the recommendations of the past two meetings of Senior Fellowships Officers. He understood that for the past few years it had been unclear how to endorse the recommendations of the biennial meetings of Senior Fellowships Officers. He admitted that the meetings would not make much sense if the Senior Fellowships Officers would meet for the sake of meeting and their recommendations remained unapproved. He emphasized the need to remedy the situation. In his opinion, it was not a matter of finger-pointing but a matter of chain of command, namely, who did what and how. Therefore, the CEB Secretariat felt that its presence at the current meeting was important.
51. He informed that during the last joint Session of the High Level Committee on Management and the High Level Committee on Programme (HLCM/HLCP) held in Rome on 30 September 2006, the agenda covered four issues which were to be published in the report very soon. For confidential reasons, Mr. Thern-Svanberg could not bring up all the issues but, at least, one issue that had been the work of the Secretariat's High Level Panel was Coherence. He added that a centerpiece of the Panel's recommendations would be a more coordinated and integrated presence by the United Nations system at the country level, fully reflecting the "*One United Nations*"<sup>6</sup> concept. Therefore, the CEB Secretariat was willing to establish a procedure through which the conclusions and the recommendations of the Meeting of Senior Fellowships Officers would be brought for consideration and for action to the Human Resources network and to the attention of the Finance and Budget network if financial implications would occur. This would, in turn, ensure the appropriate positioning of the fellowships matters within the HLCM structure.
52. Mr. Thern-Svanberg further explained that such a procedure would be put in place by the CEB Secretariat with the assumption that the position expressed by the participants in the meetings of Senior Fellowships Officers would already have obtained

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<sup>6</sup> Op. cit.

a formal endorsement by the respective Head of Human Resources, or alternatively, the Senior Fellowships Officers representing the agencies would have a formal delegation of authority by the respective Head of Human Resources on that subject. That procedure would avoid submitting to the Human Resources network recommendations that the Heads of Human Resources would see for the first time, therefore, requiring full repetition of the discussion on the subject. Consequently, when reaching a consensus among Senior Fellowships Officers of the organizations on harmonization and related issues, CEB would suggest that endorsement was sought, where needed, from the respective Head of Human Resources.

## **E. Report on the Implementation of the Recommendations of the 15th Meeting of Senior Fellowships Officers, by Mr. Tom Rudi, Fellowships Officer, UN/DESA**

### **Recommendation 1: The Approval of the Harmonized Policies, Procedures and Entitlements of Trainees by CEB Committees.**

53. Mr. Rudi rated this recommendation as the most challenging of all. Both DESA and the CEB High Level Committee on Management had been in constant contact in search of a solution. Mutual understanding had prevailed on numerous actions and follow-ups had been undertaken by both parties. Nevertheless, progress had stalled. It was no longer the High Level Committee on Management that made the decision on the recommendations of the Meeting of Senior Fellowships Officers of the United Nations system and host country agencies but, rather, the Heads and Senior Management of the agencies. They formed part of the United Nations System Chief Executives Board for Coordination. It was, therefore, a collective decision which had to be taken by all agencies. Explaining the new mechanism, Mr. Rudi recalled that in 1998 the Administrative Committee on Coordination was replaced by the United Nations System Chief Executives Board for Coordination. At that time, a decision was made to establish a High Level Committee on Programmes and a High Level Committee on Management (HLCM). The latter would be responsible for ensuring coordination in administration and management areas previously carried out by standing bodies such as Personnel or Finance and Budget. To Senior Fellowships Officers, this meant a change in the reporting line. Final reports of meetings and the convocation of future meetings no longer needed CEB/HLCM approval. When there would be a need to bring some specific issues requiring policy advice or a more formal follow-up or a common approach in administrative and financial areas, such issues could be brought to the attention of CEB High Level Committee on Programmes or CEB High Level Committee on Management. In accordance with that new practice, UN/DESA as Focal Point for fellowships coordination submitted for approval to the Secretary of the High Level Committee on Management the harmonized policies, procedures and entitlements of the 15th Meeting. In December 2004, the Secretary of HLCM sent the recommendations to

one hundred and eleven senior officials across the United Nations system agencies, funds and programmes with a deadline response of 5 January 2005. That message read: *“Your approval is sought for the conclusions and recommendations emanating from the 15th Meeting of Senior Fellowship Officers of the UN System. In particular, the recommendations concerning standardized entitlements for study tour and group training participants. In view of the financial implications, this communication is sent to both Human Resources and Finance and Budget Networks.”*

54. The message was clear and time-bound. Nonetheless, the endorsement of the harmonized policies and procedures by the majority of agencies remained outstanding. That could be viewed as a test of the coordination mechanism, which was in place both among agencies and within agencies. To ensure better coordination on inter-agency level in the future, it might be suggested to CEB/HLCM to review and limit the list of the addressees to only the senior managers who were directly involved in training and fellowships issues. By all accounts, obtaining the concurrence of as many as 111 senior officials from across a wide spectrum of United Nations system agencies would be a mission impossible. On the agency level, it was very important to ensure a vertical flow of information from Fellowships Services and Sections to Senior Management and vice-versa.

#### **Recommendation 2:**

##### **Active Participation of Fellowships Officers in the Fellowships Selection Process.**

55. The second recommendation was basically a reinforcement of the existing procedure whereby Fellowships Officers participated, screened and had the final say in the selection of candidates for fellowships awards. Generally speaking, agencies had adhered to this recommendation. WHO Africa had always involved the Fellowships Officers in the selection of candidates. So did the UN/DESA. Its Fellowships Officers had participated in the screening of candidates, in the interview panels and had chaired the meetings of the selection panel. However, experience showed that the participation of Fellowships Officers in the selection process had been at times constrained by external factors. Donors sometimes provided fellowships funds to agencies but not without conditions on the selection, on policies and even entitlements. Therefore, Fellowships Services or Sections needed to promote their fellowships programmes and policies so that the donors and all stakeholders could understand the advantages of services provided by the United Nations agencies in terms of the quality of the programmes and the benefits to the fellows. The more engaged Fellowships Officers were at all stages of the fellowship cycle, the more neutral, objective and trusted became the agencies in the eyes of the recipient and donor countries.

#### **Recommendation 3:**

##### **UN Agencies Develop a Quality Assurance System to Monitor Fellowships Programmes.**

56. The purpose of the third recommendation was to ensure that fellowships programmes contributed effectively to national capacity enhancement. It appeared to be a complex

and long-term objective which could only be materialized with the continuing support of both the national placement and supervising agencies and the fellows. A Quality Assurance System still needed to be conceptualized and fine-tuned. During the period under review agencies such as IAEA, the World Bank, ITTO and WHO had conducted surveys or evaluations and had come up with some findings and parameters which could be used as benchmarks toward the ultimate goal of a Quality Assurance System. Quality assurance models used similar key methodologies such as self-evaluation, peer review, performance indicators and quality audit. Such methodologies were also used in the evaluation process by United Nations system agencies even though a common quality assurance model still remained a project in the making. In the age of globalization, there was a gradual convergence of the international quality assurance systems, which mirrored in essence the intertwined nature of world educational systems. Apart from that global trend, the international dimension of education was also gaining ground in the national and institutional quality assurance systems, even though quality assurance approached in many countries of the developed world were still too much confined to national contexts. In the United Nations system context, the approach would have its own peculiarities and variations. It would entail such functions as commitment to continuous learning and research; accountability; client orientation, market transparency, planning and resources. The first function – learning – was focused on the personal level of the trainees whereas the rest were centered on the external responsibilities of the UN agencies in relation to governments, donors and other stakeholders. A working group would be required to elaborate and come up with a draft inter-agency Quality Assurance Policy.

**Recommendation 4:****Training Institutions Should Be Encouraged to Establish Mechanisms for Evaluation of their Fellowships and Training Programmes.**

57. Mr. Rudi reminded the participants that the 15th Meeting had expressed the desire for UN agencies to encourage training institutions to establish mechanisms for evaluation of their training programmes. That required the monitoring of the programmes, the progress of the fellows and the reporting to the agencies concerned. The Focal Point had sought the advice of some national placement and supervising agencies on the evaluation systems, which the training institutions in their home countries had in place. In the Netherlands, for example, all the high education institutions had an internal system of evaluating their standard, national and international study programmes. They were also subject to international benchmarking organized every four years. As to the tailor-made programmes, it was presumed that they might have either a standardized or an ad hoc evaluating system. The Netherlands Organization for International Cooperation in Higher Education (NUFFIC) provided the training institutions with monitoring and evaluation formats for programmes funded by or through it. NUFFIC was also ready to evaluate the courses or training programmes of the UN fellows, if requested by the UN agencies. In Canada, the Canadian Bureau for International Education (CBIE) provided the fellows with an information kit which included, among others, two evaluation forms

for fellows and supervisors to complete and return to CBIE. In the Philippines, Development Cooperation for Asia Africa Pacific (DCAAP) had developed its own evaluation mechanisms which measured both the quality and the quantity of the study programmes. Whereas the national institutions in the Philippines needed to do more in terms of evaluating the quality of training programmes. All in all, it appeared that training institutions did have some evaluation mechanisms, each on its own terms. What the UN agencies needed to do on a more regular basis was to request the training institutions or NPSAs to evaluate the UN fellows and their training programmes.

#### **Recommendation 5:**

##### **Utilization of Agencies' Representatives as External Evaluators of Fellowships Programmes.**

58. The fifth recommendation was about the engagement of the evaluators of other agencies in the evaluation of the fellowships programmes. That recommendation had been well received by all agencies. Using one another's evaluation experts would have multiple benefits: It would be cost-effective, would maximize profitability system-wide and would draw on the valuable expertise of the sister agencies. However, there had been no indication so far that agencies conducted any external evaluation during the reporting period.

#### **Recommendation 6:**

##### **Basic Security in the Field.**

59. That recommendation requested UN/DESA to contact the United Nations Security Coordinator in order to seek the possibility of customizing for fellows and other trainees the on-line course modules on Basic Security in the Field. DESA, indeed, brought this issue to the attention of the appropriate authorities in the UN Department of Safety and Security who advised that it was not possible to customize the modules because security situations in the field and the means to protect the fellows could not be customized, either. On the contrary, they were working on an advanced version as a follow up to Basic Security in the Field. Shortly before the Meeting, the Department of Safety and Security, in cooperation with the Inter-Agency Security Management Network which consisted of DPKO, FAO, OHCHR, OHRM, UNHCR, UNICEF, WFP, WHO and the UN Secretariat as a whole, launched the self-administered learning course "*Advanced Security in the Field*"<sup>7</sup>. Both modules were mandatory for all fellows who traveled to locations designated as Security Phase I or higher. Fellows whose own countries hosted UNDP offices should go to take the courses at the UNDP locations before travel whereas fellows originating from countries without UNDP offices should be provided with CDs. DESA had obtained a number of CDs from the Department of Safety and Security and distributed them to the participants at the Meeting.
60. On a related issue, Mr. Rudi drew the attention of the participants to the security of participants in group training activities (conferences, workshops, seminars, etc) who,

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<sup>7</sup> <http://dss.un.org/asitf>

because of the large number, could not take the Basic and the Advanced Security in the Field modules. He noted that on 16 June 2005, the Under-Secretary-General for Safety and Security issued a Notification of Conferences which DESA circulated among Agencies immediately thereafter. The Notification stated:

*“Addresses are requested to make timely contacts with respective Designated Officials during the earliest stage of planning for conferences, seminars, workshops and other high-profile activities in countries that will involve the travel of participants from other countries, offices and regions. Early contact with Designated Officials in countries identified by Agencies, Funds and Programmes as the prospective host to seminar-like activities will enhance security coordination and enable the designated Officials to conduct essential security-related planning for the additional staff presence.”*

This directive was to be applied by all agencies, funds and programmes. It was advisable that before authorizing the travel of the trainees, the Fellowships Services and Sections provided them with information relevant to their travel as well as the contact details of the Designated Security Officials in the country of destination. That information as well as the “*Basic Security in the Field*”<sup>8</sup> module could be obtained from the website of the Department of Safety and Security.<sup>9</sup>

#### **Recommendation 7:**

##### **Enhancement of the Fellowships Web Page and the Creation of a Shared Workspace**

61. The 7th recommendation had been fully implemented by UN/DESA. The Fellowships Website had been redesigned and upgraded. It was user-friendly and more visible. The user could find new links to agencies, new documents and major fellowship-related events. A particular feature of the website was the e-forum, a shared-interagency workspace, which helped to further develop the coordination mechanisms among agencies. Through the e-forum, Fellowships Officers could share ideas, exchange expertise, disseminate information, improve communication and gather valuable feedback from one another. It could also serve as a useful tool to conduct electronic meetings on specific issues.

#### **Recommendation 8:**

##### **The Publishing of a Global Newsletter on Fellowships**

62. After the 15th Meeting had suggested that UN/DESA explored the possibility of publishing such a Newsletter, DESA was happy to inform the participants that, with their usual cooperation and support, the Newsletter had become a reality. The Newsletter was embedded in the Fellowships Website of UN/DESA. The Global Fellowships Newsletter was another demonstration of the earnest commitment of the Senior Fellowships Officers of the United Nations system, in collaboration with some major national placement

<sup>8</sup> <http://dss.un.org/BSITF/index.htm>

<sup>9</sup> <http://extranet.unsystem.org/undss/home.asp>



and supervising agencies, to further strengthen inter-agency cooperation in line with the concept “One United Nations”<sup>10</sup> of the United Nations System Chief Executives Board for Coordination.

#### **Recommendation 9:**

##### **Further Efforts Should Be Deployed to Promote Gender Balance**

63. Gender Balance continued to be on the agenda of each agency. The 14th Meeting had called upon agencies to encourage the selection of women candidates in order to ensure full compliance with each organization’s policies on gender. A portion of the fellowships programmes should be designed for women only. IAEA had advanced more than other Agencies by designing special training programmes for women. Through points of contact in member states, IAEA had initiated the arrangement of fellowships for young professional women. In addition, IAEA’s Fellowships Website featured a link “Fellowships Programme for Young Professional Women”. UN/DESA also had a Division for the Advancement of Women. All its training activities were geared toward the advancement and the empowerment of women. In May 2006 the Office of the Special Advisor on Gender Issues and Advancement of Women hosted a meeting of women ambassadors to the United Nations to discuss strategies and mechanisms for engaging member states more actively in issues pertaining to gender mainstreaming in the United Nations system. Despite the difficulties arising from traditional or political motives, it was the duty of the Fellowships Services and Sections to see to it that female candidates were given priority when they were on an equal footing with male candidates during the selection process. The roles of the governments, donors and the implementing agencies should be clear and distinct. Governments and donors might have a consultative role but they should not influence, even less determine, the selection process. Otherwise, the impartiality of the UN agencies would be jeopardized. The percentage of females receiving some sort of training or fellowship varied from agency to agency. However, reasonable progress continued to be made in advancing gender mainstreaming. It was encouraging to note that since the 14th Meeting in Vienna in 2002, the number of female trainees had been on the rise. UN/DESA for its part applied gender balance as a selection criterion in all its training and fellowships activities. In the past two years, the ratio between male and female fellows had been: 40% males to 60% females. Furthermore, the number of women who were invited to participate in group training activities was increasing progressively.

#### **Recommendation 10:**

##### **The Annual Report of IAPSO on Training**

64. According to this recommendation, UN/DESA had to contact the appropriate high-level coordination body to obtain more information on the purpose of the annual

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<sup>10</sup> Op. cit.

report of the Inter-Agency Procurement Services Office (IAPSO) on training in order for Fellowships Officers to identify the specific data variables to be collected and published. Mr. Rudi referred the participants to the most recent report of the Executive Board of the UNDP and UNFPA dated 3 August 2006 which stated: “*IAPSO continues its efforts in supplier development and inter-agency coordination functions such as the development and maintenance of the United Nations Global Marketplace and the collection and publication of United Nations procurement statistics.*”<sup>11</sup> Basically, this in itself was a confirmation that the annual report of IAPSO was part of its mandate. The data that agencies provided to IAPSO on trainees were used as input to the Annual Statistical Report which was prepared for the UN General Assembly and the UNDP Executive Board. The report had a wide circulation among donors, programme countries, Permanent Missions, libraries, research centers, etc. In February 2005, IAPSO requested DESA, among other agencies, to submit data on personnel components for 2004. This data was made available in due time. In this connection, agencies were encouraged to continue to comply with the IAPSO requirement.

#### **Recommendation 11:**

#### **UN/DESA Should Transmit to UNDP Country Offices the Harmonized Policies, Procedures and Entitlements**

65. Mr. Rudi pointed out that the above recommendation was very pertinent in order to bring on board every partner across the United Nations system. All Senior Fellowships Officers were aware of the important role which the UNDP country offices played in the administration and implementation of the fellowships programmes at country level. The effort toward inter-agency harmonization and coherence would not be successful if the UNDP country offices were not engaged. To that effect, the Focal Point had already submitted the recommendations of both the 14th and 15th Meetings to the UNDP Headquarters for transmittal to its field offices. In addition, UN/DESA had notified all the UNDP country offices which administer its fellows to refer to the DESA Fellowships Website in order to obtain the monthly stipend rates whenever they pay stipends to the fellows.
66. Other Tasks Performed by DESA as Focal Point: Following the 15th Meeting in Geneva, the first pressing task for DESA was the preparation and publishing of the final report. Listening to and transcribing the audio-tapes, preparing and editing the draft and finally sending it to print required a considerable amount of time as well as human and financial resources. Therefore, it took several months for DESA to have the report published at a price tag of \$1,100. DESA sent copies of the report to all the agencies immediately thereafter. It was worth underlying that parallel to the final report DESA also prepared a Booklet for Fellowships Officers containing the harmonized policies, procedures and entitlements on Fellowships, Study Tours

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<sup>11</sup> Document DP/2006/39



and Group Training. However, DESA had to put it on hold because such harmonized recommendations had not been approved by the CEB/HLCM and the Senior Management of some agencies. The booklet could be sent to print as soon as these policies were approved.

67. Another major event that required a great deal of coordination was the organization of the 16th Meeting of Senior Fellowships Officers. DESA and UNESCO initiated timely action by designating the officers who would be responsible for the logistics, invitations, agenda, etc. Close cooperation and understanding between the two agencies had prevailed throughout the process. UNESCO booked the conference room in due time and made all the logistical arrangements. DESA sent out invitations to all the United Nations system agencies which ran training and fellowships programmes. Invitations were also sent to CEB/HLCM, Joint Inspection Unit, the UN Conditions of Service Section and the UNDP.
68. Furthermore, in accordance with the recommendation of the Joint Inspection Unit, DESA extended invitations not only to some traditional national placement and supervising agencies in Europe and North America, but also to similar agencies in some major developing countries such as China, India and Brazil. China could not participate whereas India and Brazil did not respond. For the first time, DESA invited two agencies which served as regional hubs for training and fellowships activities, namely, the Organization of American States, based in Washington DC and the Development Center for Asia, Africa and the Pacific, based in Manila.
69. Mr. Rudi reminded the participants that Fellowships Services aspired to maximize both quantity and quality in the development of human resources capacities. That was a common denominator which prompted the participants to turn to one another to find common solutions. To that effect, a growing desirability had been noticed among agencies, particularly WHO and FAO, for a more coordinated approach on matters of common concern. Quality control and evaluation of fellowships programmes was a case in point. The design of common evaluation tools had been the subject of several discussions between DESA and the above-mentioned agencies.
70. A matter of particular interest to the United Nations University had been the official position of the United Nations on potential trainees infected with HIV/AIDS. The Focal Point contacted the appropriate authorities in the UN Secretariat. The official position was that trainees should not be screened for HIV/AIDS. All Agencies, Funds and Programmes of the UN were obliged to implement the UN policy on HIV/AIDS. Some agencies like ILO, UNFPA, UNICEF, UNDP, the World Bank, WFP, and WHO had issued additional guidelines to complement the UN global policy. The ILO Code was recognized as an essential companion to the United Nations system personnel policy. However, there were countries which screened incoming travelers. Some of these countries might deny entry to persons with HIV/AIDS. An unofficial list of those countries could be found on the website of the US Department of State. DESA also confirmed with the UN that fellows were not covered under the Malicious Act Insur-

ance Policy (MAIP). However, they might be included as a separate category if deemed required by the Organization (Human Resources and Finance should decide).

71. As in the past, DESA continued to prepare the monthly fellowship stipend rates in both US dollars and local currencies on a regular basis and posted them on its fellowships website. DESA had also worked closely with the UN Conditions of Service Section and the UNDP to overcome the challenges and conclude the global review of stipends as soon as possible.
72. In closing, Mr. Rudi acknowledged the unsparing support and cooperation of all the colleagues who were present at the Meeting. They had displayed a serious commitment to streamline the policies and procedures governing the administration of Fellowships, Study Tours, and Group Training. He was convinced that such a spirit would continue to prevail during the deliberations of the 16th Meeting, as well.
73. The biennial report presented by Mr. Rudi was followed by discussions. The noticeable decline in fellowships financing was a major concern to Dr. Gurirab. He recalled that there was greater generosity at the time when he was a UN fellow himself and when many students from the South, from Africa, Asia, Latin America, the Caribbean and the Pacific Islands, greatly benefited from the UN fellowships programmes. Referring to his home country Namibia which was esteemed to be a lower middle income country (in a way one of the rich countries in Africa), Dr. Gurirab was of the opinion that the assumption did not correctly reflect Namibia's reality. He explained that poverty was rampant in Namibia and that, even though the country might be exporting some of its products, it did not necessarily benefit from those exports. Based on that observation, Dr. Gurirab wondered whether the South was receiving the money needed to continue the fellowships programmes. In this regard, Mr. Rudi acknowledged that, compared to the 90s, the number of fellows had indeed decreased. This downward trend was triggered by two factors: budget constraints and the immediate needs of recipient countries for qualified and trained staff. As a result, many of the training funds were geared toward short-term fellowships, study tours and group training.
74. The representative of IAEA, Ms. Colinet, referred to the issue of how to get the recommendations of past meetings approved by the agencies. She suggested revising the list of senior managers in each agency in order to direct the recommendations to the right persons for approval. In IAEA, as in some other agencies, it was not the Department of Personnel or the Department of Finance but the Department of Technical Cooperation (DTC) that was engaged in the fellowships programme. DTC had the authority to make decisions of this nature. The representative of CEB, Mr. Alexander Thern-Svanberg, supported the suggestions of the IAEA representative and encouraged the participants to provide to UN/DESA Focal Point the names of senior managers in charge of fellowships programmes for transmittal to CEB.
75. Turning to the issue of security in the field, the representative of IAEA sought clarification on the difference between the Basic Security in the Field and the Advanced Secu-

rity in the Field. Mr. De Tomassi clarified that the Advanced Security in the Field was for all duty stations which had a declared Phase I and above. It was up to the agencies to check if the host country had a declared phase, and if so, to assure that the fellow took the Advanced Security Training prior to departure.

76. The adequacy of stipend rates and the modality of calculating them continued to be a burning issue. Dr. Gbary of WHO Africa expressed concern that there was a tangible inconsistency in the determination of stipend rates for African countries. According to him, there were neighboring countries with similar conditions of living that had three or four times the rates of the others. Mr. De Tomassi commented that it was the UN Conditions of Service Section which determined the stipend rates based on the review of the conditions of living in each country by the respective UNDP country offices. A global review of stipend rates was underway but not all UNDP offices had responded. Therefore, some countries had been reviewed and some had not. The countries with low rates were most likely those that had not been reviewed yet.
77. Another issue that drew attention was the financial contribution of the donors and some fellowship entitlements as defined or requested by them on behalf of fellows, especially when the fellows came from the donor countries. Dr. Gbary questioned the UN rules which did not provide travel for dependents, as some donors did. Mr. De Tomassi recognized that it was possible that some donors were generous on a bilateral level. However, if they went through the multilateral channels, they had to comply with the UN rules which did not provide travel for spouse and children.
78. The representative of UNEP, Mr. Heileman, raised the issue of the return rate of fellows after completion of their studies abroad. He wondered if any statistics were available on the number of fellows who returned or did not return to their home countries to work. One of the problems that some countries were faced with was brain drain. Mr. Heileman wanted to know about the experience of the agencies in this matter. Mr. Rudi pointed out that there were no inter-agency statistics *per se* but agencies did keep records of their own. DESA, for example, had not had the problem of brain drain for the last ten years. All fellows returned to their home countries. Mr. Ali Zaid of UNESCO admitted that his organization did encounter some problems with brain drain even though its regulations stipulated that a fellow should go back home on completion of studies abroad. UNESCO combined the study abroad with the study at home in order to oblige the fellows to return. Furthermore, it withheld payment of a portion of the stipends for two months until fellows sent in their final reports originating from their home countries, not from the countries of study. The representative of WMO, Mr. Momadou Saho, underlined that his organization had in place a comprehensive monitoring procedure which called on the host institution to submit a termination report, co-signed by the fellow, at the end of the fellowship award. Three months after the fellow's return home, the parent institution or the Permanent Representative of that country to UNO Geneva, had to send a report to WMO confirming the return of the fellow and the new assignment. Since the introduction of that procedure WMO had not seen any sign of brain drain.

## **F. Presentation on South-South Cooperation: the Case of Fellowship Placements in Africa, by Dr. Akpa R. Gbary, Regional Adviser, Human Resource for Health, WHO/AFRO**

79. Dr. Gbary took the floor to present the successes and challenges faced by WHO/AFRO in the framework of South-South cooperation when managing fellowships in Africa, in particular, the issue of placement. The fellowships programme was one of the most popular in the UN and especially in WHO. In Africa, after independence, the public health specialties were not very popular. WHO had to scale up a fast-track programme in order to reach a critical mass of health practitioners in the area of public health.
80. One of the success stories was the increase in the number of training activities. Of the forty six African countries and seven African countries belonging to the Eastern and Mediterranean Region (EMR), thirty five experienced a shortage of public health. Fellowships had played a vital role in filling in those gaps. Until 1978 only a low number of fellows, no more than 65%, had been placed in Africa. In 1979, the Ministers of 46 African countries came up with a resolution<sup>12</sup> which requested to drastically increase the rate of placement of fellows in Africa in order to recognize the potential offered by African countries and to curb the brain drain of fellows who could be placed in North America and Europe. Statistics of the last 5 years indicated that the rate of placement in Africa, including Morocco, Tunisia and Algeria, rose from 65% in 1979, to 92% in 2001, to 93% in 2003 and up to almost 95% in 2006.
81. Each country which hosted fellows in Africa had a regional WHO training center. Such centers were situated in Lome, Togo, where WHO trained specialized nurses and midwives; in the small town of Ouidha in Benin where post-graduate studies were offered in epidemiology and public health. In addition, there were centers of excellence in South Africa, Kenya and Zimbabwe. WHO/AFRO awarded training and fellowships within Africa to undertake undergraduate studies in medicine, midwifery, nursery, laboratory technicians and other health workers. It also provided post-graduate studies in clinical medicine, various areas of public health and health management. Nevertheless, WHO still continued to send fellows to countries in Europe and Northern America, to specialize particularly in dentistry and some very high level clinical specialties such as cardiology, surgery, neurology, forensic medicine and in exceptional cases to pursue PhD studies.
82. In terms of costs, fellowships across Africa recorded substantial savings. The average cost per fellow in this continent was about 18,000 US dollars as compared to 45,000 US dollars in Europe and 42,000 US dollars in the United States of America. Surveys of costs by region further showed that fellows placed in Eastern and Mediterranean countries, such as Morocco and Tunisia, as well as in the South East Asian Region (SEAR) incurred comparable expenditures to the fellows placed in the African Region whereas the Western Pacific Region had slightly higher rates but still remained in the range of the African, EMR and SEAR rates.

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<sup>12</sup> Regional Committee 39, resolution 39/5

83. Speaking about the added value of South-South cooperation, Dr. Gbary highlighted first and foremost the comparable social and economic environment among African countries, namely, the level of medical technology, the working conditions and the ease of fellows to readapt upon return home. In addition, the placement of fellows from the South in the South provided the training institutions with the opportunity to network and exchange teachers as well as students among themselves. Referring to the training of fellows in the Northern hemisphere, he could not fail to mention that some fellows chose not to return due to difficulties in readapting to the living and working conditions in their home countries.
84. However, the placement of fellows in the South was not a smooth process. Despite the apparent successes, WHO had experienced considerable hardships. Often, information on entry requirements was incomplete and unexpected changes in conditions were accompanied by requests for extensions. The duration of studies in some instances became very lengthy and costly. This put serious financial constraints on the already limited country budgets. Furthermore, some institutions were very slow in responding. Fellowship evaluation was not a common practice in African institutions. In some countries there was social unrest which led to the evacuation of the fellows.
85. In order to cope with these difficulties, Dr. Gbary underlined the need to establish a roster of training institutions in the South, to focus mainly on the centers of excellence and to organize regular visits to host institutions in order to make sure that their programmes meet the required standards. Additionally, institutions should be supported to evaluate themselves from time to time and WHO should help to enhance bilateral agreements between countries.
86. In his conclusion Dr. Gbary reiterated the significance of fellowships programmes for developing countries. He called on all actors involved to strengthen such programmes by increasing the effectiveness and efficiency. This would ensure that the investment in South-South cooperation would have a high return, with fellows going back to their home countries well trained and ready to deliver quality health services to the African people.
87. The issues that Dr. Gbary tackled in his presentation as well as the figures he provided set the stage for further discussions among the participants. Dr Gurirab noticed an uneven distribution of fellows across the African continent with a heavier concentration in Northern Africa and a less tangible presence in Central, Eastern and Southern Africa. Dr. Gbary specified that WHO/AFRO had five regional training centers in Africa. They were located in Togo, Benin, Senegal for Health Management; in Angola for Nursery and Midwifery and in Mozambique for Public Health. As regards Western Africa, there was an apparent lack of progress in the establishment of training facilities in public health and other specialties.
88. Mr. Thierry Coppin from the Belgian Technical Cooperation requested further clarification on the academic criteria which WHO applied in the selection of training insti-



tutions in Africa. Among the criteria Dr. Gbary enumerated the level of international recognition, the level of the teachers and the infrastructure. The selection criteria were based on the reports of the sub-regional offices as well as on the evaluation reports of the Association of Medical Schools in Africa (AMSA) and of the Centre Africain et Malgache de l'Enseignement Supérieur (CAMS) for the francophone countries.

89. Referring to the unpredicted extensions of fellowships awards, Mr. Coppin had a query about the mechanisms which were in place to ensure the proper management of the fellowships programmes in African training institutions. Dr. Gbary pointed out that WHO was only the manager of the fellowship programme but not the owner. No extension could be accorded without the consent of the country concerned. Furthermore, extensions were granted only if they were prerequisites for obtaining academic degrees.
90. Talking about the placement of fellows, Ms. Colinet mentioned that her agency IAEA did not allow the training of fellows in their home countries. The reason behind that policy was that IAEA considered each country to be responsible for its in-country training. Her Organization concentrated on training that could not be provided within the country. Dr. Goubarev, in his capacity as WHO representative, added that in the fellowships programmes of WHO the in-country fellowships were on the rise in all regions, not only in Africa but also in the Eastern Mediterranean region as well as in Europe. As regards the source of funds for in-country training and fellowships, WHO used both the regular budget and the regional country budgets. Other sources included the African Development Bank, the European Commission, etc.

**G. WHO Inter-Country Cooperation on Fellowships – Experiences at Regional Level (1984-2005), by Dr. Ali Hassanabadi, Regional Adviser, Human Resource Development and Fellowships, WHO/EMRO**

91. Dr. Hassanabadi took the floor to give an overview of the experience of the Eastern Mediterranean Regional Office (EMRO) in Inter-Country Fellowships Cooperation during the period from 1984 to 2005. He recalled that EMRO was operating in a difficult and volatile region which consisted of 22 countries with half a billion people. All had different cultures, languages and development levels. The region had experienced many conflicts, old and new, which rendered the management of the fellowships programme difficult. The region was in huge need of human resources for health. Therefore, the development of human resources through fellowships was a priority of WHO/EMRO.
92. To that effect, Dr. Hassanabadi underscored the existence of a joint commission between WHO and country representatives which set the priorities of training and fellowships programmes. Normally, countries selected their own fellows whereas WHO remained the final approving institution. Commenting on the current relationship of EMRO with the rest of the world, Dr. Hassanabadi noted a tangible

slowdown in the fellowships placements in Western countries, especially since September 2001.

93. Reviewing the trends in the EMRO fellowships programme in light of the South-South cooperation over the past 22 years from 1984 to 2005, Dr. Hassanabadi provided concrete figures which showed that the yearly total number of fellows had always stayed around 1,000, with a drop to 823 fellows after September 2001. By 2004, the fellowships programme was up again to 1,042 fellows. Dr. Hassanabadi drew the attention to the unfolding of events in some specific countries. In Afghanistan the number of fellows drastically dropped during the first half of the 1990s. Even after the end of the Taliban regime the number did not increase mainly because many different agencies and donor countries were running a multitude of programmes. In Iraq, where a drop had occurred from an average of around 50 fellows per year to below 20 after September 2001, the number had increased to over 270 because WHO was the leading agency in Health and Human Resources for Health. In Palestine the main difficulties that WHO faced were the selection of candidates, the arranging of their travel abroad as well as the evaluation, administration and monitoring of their studies. Nevertheless, the number of Palestinian fellows had increased to over 60 per year. In Sudan WHO faced a situation where many of the educated people had left the country in the 1990s, a common problem to many of the African EMRO countries. Stable countries like Pakistan, Egypt, Jordan or Bahrain saw dropping numbers in WHO fellowship awards because they had managed to develop their capacities over the last 20 years and had moved on to play an important role as host countries.
94. Most of the EMRO fellows were placed within EMRO countries, with Egypt as the main host, followed by Lebanon, Bahrain, Oman and Jordan. However, Iraq, which had hosted fellows until the end of the war with Iran in 1988, had since stopped hosting fellow completely. Iran saw an increase in hosted fellows since 1988, especially in primary and mental health areas. In 2004, over 65% of the WHO fellows were placed within the EMRO region and only 17% within the European region where, 22 years ago, EMRO placed 45% of all its fellows. However, due to political circumstances, it was sometimes particularly difficult to place fellows within the EMRO region. Dr. Hassanabadi did not fail to mention the fact that in some cases placements took up to two years and at times they proved to be just impossible. Since September 2001, EMRO experienced severe difficulties in placing fellows in the American Region. Consequently, the number of fellows from EMRO who were hosted by AFRO countries increased from 1.5% in 2001 to 9.2% in 2004.
95. Dr. Hassanabadi ended his presentation by offering a few conclusions as food for thought. Firstly, before making a decision whether to place some fellows in the North or in the South the Fellowships Officers should weigh in the advantages and disadvantages of each placement in terms of costs, the average placement time as well as administrative work involved. Secondly, the question of quality vs. quantity should be approached. He already tackled the quantity aspect in his presentation but was there

data available on the quality of the fellowships programmes both in the North and in the South? Thirdly, while it was encouraging to see the numbers of fellows being sent to study in the South, one must not lose sight of the fact that those former fellows who established centres of excellence in the South had been trained in the North.

96. The bulk of the discussions on this topic concentrated on in-country training. Not all agencies used that kind of training. IAEA, for example, did not. Others like WHO and DESA organized many in-country training activities. The majority of the speakers acknowledged that in-country training had become part and parcel of their training activities. The decision on adding an in-country institution was either based on a proposal by the country or on the acceptance of the candidate by a certain institution. The participants of the Meeting agreed that if in-country training offered the same quality as the training abroad, the former should be enhanced. The cost efficiency was not and should not be, as several representatives stated, the main deciding factor. It was also acknowledged that some fellows should still be sent to the North in order to keep in touch with the latest discoveries of science and technology. Another advantage of in-country training, highlighted by several participants, was the fact that in-country training was very efficient since it made the organization of trainings and short-term trainings considerably easier. A further consideration that promoted the idea of in-country training, according to WHO was the fact that usually only urban people, often government employees able to speak English, qualified for training outside the country. WHO, which had been concentrating on training in primary health for staff in rural communities, had expanded its in-country training programmes. For many rural people, going to an urban area in the same country to study was much more appropriate than traveling abroad.

## **H. Presentation on UNESCO Experience in Fellowships, by Mr. Ali Zaid, Chief of Fellowships Section, UNESCO**

97. Mr. Zaid pointed out that the ontological concept of training and fellowships in UNESCO had its roots in the Organization's Constitution which stipulated in its preamble that *"the wide diffusion of culture and the education of humanity for justice and liberty and peace are indispensable to the dignity of man and constitute a sacred duty which all the nations must fulfill in a spirit of mutual assistance and concern"*. It focused on *"the intellectual and moral solidarity of mankind"* to give *"full and equal opportunities for education for all"* and on the *"free exchange of ideas and knowledge[...] as means of communication between the peoples and to employ these means for the purpose of mutual understanding"*<sup>13</sup>. It considered that peace based exclusively upon the political and economic arrangements of governments would not secure the unanimous, lasting and sincere support of the people of the world, and that peace must therefore be found upon the intellectual and moral solidarity of mankind. Education and intellectual solidarity had

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<sup>13</sup> To get a copy of UNESCO's constitution visit: <http://portal.unesco.org/ci/en/>



been on the agenda of the international community since the adoption of the Universal Declaration of Human Rights in 1948, and they had been reconfirmed several times in international conventions and conferences, especially in the Conference of Jomtien (Thailand) in 1990 and the Dakar International Forum on Education for All in 2000.

98. Mr. Zaid noted that Education, knowledge acquisition, training, especially of trainers and educators, human-centered development, capacity-building and human resources development, either by UNESCO or by Member States, represented the major role of the Organization. All Programme Sectors of UNESCO and its specialized institutes, such as the International Institute for Educational Planning (IIEP), the International Institute for Capacity-Building in Africa (IECBA), the Institute for Information Technologies in Education (IITE), the Institute of Hydraulic Engineering (IHE) as well as some UNESCO Field Offices, implemented capacity-building activities which included the administration of fellowships, as well. In so doing, they restricted the role of the Fellowships Section to the administration of fellowships and study grants awarded to individuals through competition and merit, financed either under the regular budget or under the extra-budgetary co-sponsored scheme. However, Programme Sectors, UNESCO Institutes and Field Offices continued to seek the expertise of the Fellowships Section when negotiating fellowship arrangements with potential funding sources to elaborate the terms of reference for fellowships agreements.
99. Mr. Zaid stressed that as early as 1951, UNESCO had been running a programme which aimed at promoting and developing youth exchange for educational purposes. Young professionals were awarded fellowships to enable them to gain experience in international organizations and to play an active role in the development of their countries upon return. UNESCO had continued its fellowships programme which responded to the expressed needs of member states in the field of human resources development and capacity-building. To date, the programme had given to more than 50,000 fellows from around the world the opportunity to study in different countries, thereby forging strong intellectual and scientific links among peoples and contributing to international cooperation and mutual understanding.
100. In conformity with the recommendation of the UN Joint Inspection Unit (JIU) contained in its report entitled "Fellowships in the United Nations System"<sup>14</sup> which was submitted to the UNESCO Executive Board in May 1999, the latter recommended that an evaluation of the Organization's various fellowships programmes be conducted.<sup>15</sup> An external evaluation was carried out and the evaluation report was submitted to the 161st Session of the Executive Board in spring 2001. With its 161 EX/Decision 3.6.3<sup>16</sup>, the Executive Board suggested that fellowship awards should reflect UNESCO's strategic objectives and programme priorities. It further invited the Director-General to

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<sup>14</sup> Document JIU/REP/98/1

<sup>15</sup> 156EX/Decision 9.6.2

<sup>16</sup> 161EX/Decision 3.6.3

develop and reinforce the fellowships programmes and to seek cooperation with other fellowships-awarding organizations. Since then, all subsequent General Conferences of the Organization had invited the Director-General to increase fellowships through co-sponsored arrangements with interested donors and extra-budgetary funding sources, and to explore possibilities for strengthening the fellowships programme through partnerships with civil society and non-governmental organizations. Mindful of the high priority member states attached to human resources development and capacity-building, the Organization was able to develop the Fellowships Bank Scheme during the first half of the 1990s and establish several co-sponsored programmes. The 32nd Session of the General Conference in 2003 set up an Intersectoral Screening Committee composed of representatives of all programme sectors, chaired by the Assistant Director-General for External Relations and Cooperation, to ensure transparency, equitable geographical distribution and conformity with the strategic objectives and programme priorities as defined by the Organization's Medium-Term Strategy.

101. Elaborating on UNESCO's strategy, Mr. Zaid reaffirmed that UNESCO's premise continued to be: People were the world's greatest resource. Human resource development was crucial in attaining development objectives. Capacity-building in all fields of UNESCO's mandate remained a top priority of the member states. In that context, the Organization considered that training and fellowships services were important means to enhance people-centered development. Fellowships were an effective modality for UNESCO to promote human resources and capacity-building, particularly benefiting developing countries and countries in transition. UNESCO's fellowships strategy followed two approaches: a) Building capacities in member states through the award of short-term fellowships in areas closely aligned with the strategic objectives of the Organization's Medium-Term Strategy and the priorities of the Programme and Budget and b) Increasing fellowships opportunities for developing countries, especially the least developed countries, as well as countries in transition, financed by extra-budgetary sources.
102. By awarding fellowships and study grants, UNESCO had succeeded in attaining its objectives in several areas: a) Facilitating the transfer of knowledge and sharing of information; b) Enhancing national capacity-building in areas of UNESCO programme priority; c) Empowering fellowship beneficiaries through the sharing of knowledge and upgrading of skills at graduate and postgraduate levels; d) Expanding fellowship opportunities through new partnerships with member states, civil society and non-governmental organizations and e) Harmonizing the administration of fellowships through cooperation with the United Nations system agencies and fostering friendship, international understanding and peace.
103. In order to be eligible for the UNESCO fellowships programmes, candidates must pursue post-graduate studies. The criteria stated that the duration of studies could not exceed six months and that each member state submitted two applications on the understanding that a maximum of one award per biennium might be entertained. The

National Commission established the order of priority in line with its national capacity-building strategy. The deadline for the submission of applications for the whole biennium was the end of April following the Session of the General Conference. The maximum amount of the award should not exceed US\$ 15,000.

104. With regard to the selection process on the Organization's side, Mr. Zaid explained that the Fellowships Section evaluated the dossiers of candidates with respect to documentation whereas the programme sectors concerned evaluated them from the substantive point of view. The National Commissions for UNESCO were the official channels for member states to submit the candidates. Evaluated dossiers were presented to the Intersector Screening Committee for selection. The payments of awarded fellowships were scheduled in such a manner that the money granted was effectively used until the termination of the approved study/research programme. Advance payments were made prior to a fellow's departure while ensuring payments were effected upon submission of progress reports and, in general, after receipt of final reports.
105. The fields of study and research were approved by the biennial Sessions of the General Conference. For 2006-2007 the General Conference had defined principal priorities for each sector: In education "*basic education for all, with special attention being given to literacy, HIV/AIDS prevention education and teacher training in sub-Sahara Africa*"; in natural science "*Water resources and ecosystems*"; in social and human sciences "*Ethics of sciences and technology, with an emphasis on bioethics*"; in culture "*promoting cultural diversity, with special emphasis on the tangible and intangible heritage*" and in communication and information "*empowering people through access to information and knowledge with special emphasis on freedom of expression*".
106. The second component of the UNESCO Fellowships Strategy was to fund fellowships from extra-budgetary resources. That component was divided into two schemes. The first scheme was a cost-sharing agreement between UNESCO and a sponsor providing extra-budgetary funds. The terms of reference and duration of such programmes were negotiated with interested donors, either governments or non-governmental and private partners. Some of those fellowships were for a minimum duration of one month while others continued for several years. In the second scheme fellowships were completely financed by extra-budgetary resources. Currently the following co-sponsored programmes were operational: UNESCO/China (The Great Wall) Co-Sponsored Fellowships Programme (25 fellowships per academic year); UNESCO/ISRAEL (MASHAV) Co-Sponsored Fellowships Programme (20 per academic Year); UNESCO/Poland Co-Sponsored Fellowships Programme (around 6 fellowships per year); UNESCO/Czech Republic Co-Sponsored Fellowships Programme (10 fellowships of 3 – 5 years' duration per academic year); UNESCO/Cuba Co-Sponsored Fellowships Programme (14 fellowships for 2-3 years duration which now is under review); UNESCO/Italy Co-Sponsored Fellowships Programme (14 fellowships for Iraqi women which is reaching its end); UNESCO/Republic of Korea Co-Sponsored Fellowships Programme (10 fellowships per academic year, will commence in 2007). The Programmes entirely funded

by extra-budgetary resources were UNESCO/L'ORÉAL Fellowships for Young Women in Life Sciences (15 fellowships per academic year for 2-year duration); UNESCO/Keizo Obuchi Research Fellowships Programme (20 fellowships per academic year); UNESCO/Suzanne Mubarak/Egypt/Japan Friendship Research Fellowships for the Empowerment of Women Researchers in Peace and Gender Studies and UNESCO/Israel post-Doctorate Fellowships in Engineering (might commence in 2007). A third category of UNESCO Fellowships were those administered directly by Programme Sectors, Institutes and Regional Offices such as UNESCO/Ashberg Bursaries for Artists; UNESCO/MIRCEN (Microbial Resources Centers Network); UNESCO/BAC (Biotechnology Action Council); UNESCO Institutes; MAB (Man and the Biosphere) and the IIEP Annual Training Programme Fellowships in extra -budgetary projects funded by UNDP, the World Bank, etc.

107. Mr. Zaid concluded his presentation by providing statistical data on the fellows that have been with UNESCO from 1 January to 31 October 2006. During the evaluated period 32% of the fellows came from Africa, 13% from Arab States, 21% from Asia and the Pacific, 17.5% from Europe and 16.5% from Latin America & the Caribbean. Of the 168 fellows, 89 (53%) were females and 79 (47%) males. With respect to the fields of study, 53% were in Natural Sciences, 22% in Social and Human Sciences, 12% in the Communication and Information Sector, 9% in the field of Culture and 4% in Education.
108. This comprehensive presentation was followed by discussions. Ms. Gladbach from WHO/PAHO expressed her interest in knowing more on the UNESCO-Cuba Fellowships. Mr. Zaid explained that the Programme with Cuba was a cost-sharing arrangement. Cuba had approached UNESCO for a Fellowships Programme for Sub-Saharan Africa that offered Master's and Doctoral degrees. UNESCO would pay, as it was the common practice in its cost-sharing agreements, for the travel from Africa to Cuba whereas the Cuban Government would cover all costs related to studies, accommodation and insurance. Fourteen fellows from Africa obtained fellowship awards through this programme.
109. Another issue raised by the representative of WHO/PAHO was the experience of UNESCO in fund raising through the extra-budgetary fellowships programmes. Mr. Zaid took the example of the company L'Oréal which funded 15 young female fellows to study for two years in advanced countries. A similar agreement existed with Japan. The regular budgetary funds of UNESCO covered 20% to 25% of the UNESCO fellowship budget whereas 75% to 80% of the fellowships were covered by extra-budgetary funds coming from member countries, NGOs and the private sector.
110. Several representatives were interested in knowing more about the conditions and modalities of the UNESCO agreements with the private sector. Ms. Patrizia Slessor from the International Maritime Organization (IMO) inquired on how the integrity of the UNESCO fellowships programme was preserved when the private sector was involved and whether companies like L'Oréal posed a danger of brain drain to the UNESCO fel-

lowships programme. Mr. Zaid acknowledged that the cooperation with the private and commercial sectors was a sensitive issue. The General Conference of UNESCO had discussed it at length. The use of UNESCO's logo, for example, had been much restricted. In order to guarantee a transparent selection process a scientific committee with members appointed by UNESCO and L'Oréal – a company that employed about 4,000 scientific researchers—selected the candidates by establishing a short list which UNESCO then sent to representatives from the scientific community in France for evaluation before a final decision was taken. On the topic of brain drain, Mr. Zaid explained that one condition, which L'Oréal declared, was that fellows should not research on subjects related to the work of the company. While the fellows chose the university and the subjects of their studies, the Scientific Committee decided if the project fulfilled all criteria. The UNESCO Fellowships Section, that employed seven staff members, served mainly as the secretariat in the selection process. The workload increased only partially because it was the Finance Office of UNESCO which administered the incoming funds and payments. The Fellowship Office approved the payments but the actual administration was on the financial side. Nevertheless, UNESCO did negotiate for temporary assistance with L'Oréal and with Japan.

111. The Chairman drew the attention of the participants to the capacity-building strategy which the representative of UNESCO outlined in the presentation. Mr. Zaid clarified that it was not a fellowships strategy but the strategy of the whole Organization. The priority definition rested with the member countries. If member countries decided that the priorities in the Scientific Sector of UNESCO were water and the ecosystem, the Fellowships Office would give priority to fellowships in that field. An external evaluation of the fellowships programme conducted in 2001 recommended to concentrate on capacity-building.

## **I. Best Practices in Training, prepared by Mr. Cesar M. Mercado, Founding President/CEO of Development Center for Asia Africa Pacific (DCAAP)**

112. Due to health reasons Mr. Mercado could not attend the Meeting. However, he submitted three written contributions which were read at the Meeting. Under this item, he delineated the best practices in training which had made the Development Consultants for Asia Africa Pacific competitive with other international training institutions that offered courses on development. With its deep field-based experience in development training and consultancy under the former UNDP Asia and Pacific Programme for Development Training and Communication Planning (UNDP/DTCP), DCAAP had been able to identify the persistent critical gaps in existing training programmes designed for human development.
113. The most persistent gaps were: 1) Superficial treatment of human development. Without exceptions, all training courses were supposed to be designed to improve people's knowledge, attitude, skill and practice (KASP) on any subject. But, many people in de-



velopment continued to believe that knowledge and attitude could not be changed and measured. 2) Inadequately trained people on logical Project Management. DCAAP had found this course to be the most valuable course when linked with the Logframe. However, it turned out that most of the people who took that course had been project staff, and not project managers. Most project managers went on study tours to share and see specific practices, but not the conceptual management and operation of specific development projects. 3) Lack of functional outputs. Some training courses required participants to produce certain hypothetical outputs which were not useful when participants went back to their offices. 4) Widespread use of non-participatory training methods. Lecture continued to be the most common training method used in Asia, the Pacific and Africa in spite of the fact that it was the least effective among the various teaching methods. 5) Irrelevant training courses: Many training participants had noted that several training courses offered by numerous training institutions were not directly relevant to their needs. It was a common practice for business-oriented and infrastructure-oriented training institutions to float course titles which sounded development-oriented such as Project Management and Monitoring and Evaluation. Development project staff who had taken those courses had complained that issues discussed had been quite different from their needed knowledge, attitude and skill.

114. Being aware of the persistence of those training gaps, DCAAP had designed a training strategy that could fill up the gaps by offering training courses which were: 1) Human development-oriented. DCAAP helped participants to clearly understand and appreciate the fundamentals of inner human development which guided people's behavior such as knowledge, attitude and skill (KAS). Since learning was the product of changed KAS, all courses emphasized on developing and measuring KAS. 2) Project management-oriented. DCAAP's Development Management Paradigm (DMP) differed from Business Management Paradigm (BMP). While BMP followed Planning, Staffing/Organizing, Directing/Leading and Controlling, DMP started with Research, Planning, Staffing/Organizing, Directing/Coordinating, Implementation, and Monitoring and Evaluation reminding that a program, project or activity was only considered complete when the monitoring and evaluation report was accepted by management. 3) Functional output-oriented. DCAAP encouraged all participants to bring with them problematic project documents or component activities. Many project documents of foreign assisted projects were designed by foreign experts who had limited time implementing big projects. Project documents were left at the conceptual level and passed on to national project managers who had not participated in the project formulation stage and therefore spent much time thinking on how to start an approved project. Usually, the national project managers sent some of their staff to the DCAAP course on Project Implementation, Monitoring and Evaluation who at the end of the course often stated that their project manager should have been with them in the course. 4) Participatory-oriented. DCAAP training methods were participatory combining lecture with discussion, question-and-answer, group workshops, individual exercises and study visits. Each participant or group of participants was asked to make a report of

their outputs. 5) Tailor-made. Most of DCAAP's courses were tailored to the needs of the participants, in particular in the area of improving efficiency and effectiveness in managing and operating foreign assisted projects.

115. Indicating ways to maximize best practices, Dr. Mercado called upon UN Agencies to encourage new project managers to attend a course on project management and to allocate the accordant budget in UN-assisted projects. The training for project managers should focus on the conversion of a new project documents into sets of action plans based on the operational Logframe or Logmap. Study tours for senior officials and project managers of national implementing organizations should not only focus on best practices but also on understanding valuable concepts such as governance, empowerment, participatory project planning, management, implementation, monitoring and evaluation and the relevance to their projects. Recommendations for action resulting from study tours should be monitored by the UN executing agency in order to ensure that relevant best practices observed in the field were integrated into the projects of their offices.

**J. Presentation on Scaling Up To Strengthen Knowledge Sharing and Nurture Capacity-Building, by Mr. Tsutomu Shibata, Senior Adviser, the World Bank Institute on Joint Japan/World Bank Graduate Scholarship Programme (JJ/WBGSP)**

116. In his presentation Mr. Shibata focused on the scaling up project on the occasion of the 20th anniversary of the Scholarships Programme. In 1987, the World Bank, with funding from the Government of Japan, established the programme for graduate studies in subjects related to economic development leading to a Master's degree. Doctoral studies were not supported. The programme had funded 3,600 scholars from developing countries throughout the last twenty years. By November 2006, there were 254 scholars who were studying around the world. Most scholars returned home: 83% were working in developing countries. The Programme had been very successful in building capacity of mid-career individuals in the area of public policy. In 2005, 65.2% of the fellows were men, 34.8 were women. Mr. Shibata drew the attention to the fact that 70% of the applicants were males and only 30% females. Therefore, the gender element was taken into consideration during the selection process, giving priority to female applicants. 36% of the fellows came from Africa because the development of Sub-Saharan Africa was a priority of the World Bank; 16% from the Latin American and Caribbean Region; 15% from East Asia, 10% from Eastern Europe and Central Asia, 8% from South Asia, 7% from the Middle East and North African Region and 8% from other regions.
117. JJ/WBGSP ran two types of programmes: 1) The Regular Programme which allowed the fellows to choose to study in almost any member country of the World Bank as long as the subjects were development orientated in areas of Economics, Environment/ Natural Resources, Public Policy, International Development or Public Health. The programme did not finance Business Administration since it concentrated on the pub-

lic sector. 2) Besides the Regular Programme, the World Bank ran eleven Partnership Programmes in 2006: two in the United States, five in Japan and four in Africa. In the latter, the Partnership Programmes played an important role in the capacity-building of the partner university. Two programmes were in English-speaking countries and two in French-speaking ones.

118. Mr. Shibata assessed that after having sponsored over the past twenty years 3600 fellows who had gained in-depth knowledge and academic degrees, the programme realized that it had not tapped enough of that knowledge. Therefore, the scaling up project started. Its main objective was to leverage the extensive network of scholars through capturing new knowledge and insights developed by scholars during their graduate studies and development experiences in a more systematic way. The project would promote knowledge by providing opportunities for scholars to share new knowledge and by creating opportunities for them and alumni to interact with each other. It would also facilitate life-long knowledge exchange and relationship-building with development practitioners. The scaling up project required from all fellows to turn in their final papers. In an annual competition, the best thesis was acknowledged with a modest monetary award and the opportunity for the fellow to present it at the regional conferences. The best papers were to be published annually, and whenever possible, included in World Bank operations or World Bank Institute capacity-building programmes. Further ideas outlined by Mr. Shibata included the possibility to pair scholars with others who were working on similar reforms; to hold workshops at the World Bank where JJ/WBGSP interns at the WB and IMF could interact with development professionals; to turn the JJ/WBGSP website into an interactive platform and to invite scholars to WBI's organizational learning courses as participants or guest speakers. A fellowship network should be enhanced by linking scholars with each other and with practitioners using the Bank's websites in the area of policy formulation and implementation. Regional seminars should facilitate knowledge sharing among current scholars and alumni to discuss development topics. Alumni associations should continue to be established. Currently alumni were established with a focal alumnus in 16 countries.
119. Mr. Shibata insisted that in such initiatives it was important to measure success. The key performance indicators (KPI) for the programme were the number of scholars, the number of high quality papers produced, the number of research proposals by alumni funded by outside sources and success stories of high-achievers. He enumerated the advantages of scaling up. Firstly, it allowed the continuation of learning and knowledge sharing. Secondly, it created an active network of alumni around the world who would be able to contribute effectively to global issues. Thirdly, it extended beyond individual training to capacity-building at the organizational and societal levels. The fourth advantage was the process of selecting the best papers which provided useful feedback to universities on quality and subject matter and thereby assisted in building capacities.
120. Two regional conferences were held in May 2006 in Nairobi and in Hanoi. Alumni heard outstanding papers presented by scholars and took the opportunity to network, share



knowledge, and discuss current development issues. Participants ranged from country directors, to World Bank representatives, Japanese officials, university staff and other development stakeholders. Distinguished presentations were made on capacity-building, country development strategy, Japan as Knowledge Economy, etc. Based on the positive feedback from the participants of the two conferences, the fellowships programme would use the occasion of the upcoming 20th anniversary of the JJ/WBGSP in 2007 to further strengthen that initiative as a capacity development tool. The preparations for the anniversary conference in Tokyo were under way.

121. Ms. Zork, Chief of the Scholarships Unit of the Organization of American States, inquired on how the World Bank kept in touch with its alumni fellows in a world where physical and electronic addresses changed frequently. Mr. Shibata specified that every two years the World Bank conducted a tracer study to follow up on fellows who had completed the Programme. The organization sent out letters and emails but also contacted the Alma Mater Universities to which many fellows had developed a special affection during their research. Experience had shown that fellows continued to stay in touch with their host institutes while their contacts with the World Bank diminished. Another approach followed by the World Bank was to appoint former fellows as focal points for alumni who traced fellows through the channels of the alumni network. Regional focal points of alumni association had received small financial rewards in the past but currently no such incentives existed; all focal points were volunteers.
122. The representative of ITTO, Ms. Aoki, inquired if the World Bank ran cost-sharing programmes. Mr. Shibata named partnership programmes with Columbia University, Harvard University and several Japanese Universities.
123. Dr. Nukuro, Regional Adviser of WHO for the Western Pacific Region appreciated the presentation on scaling up programme which could be useful for other agencies if the key factors to a successful alumni network could be identified and pursued. Mr. Shibata pointed out that his agency invited the fellows with outstanding final papers to conferences and defrayed their travel and per diem expenses. This incentive aroused the interest of focal points as well as regular fellows to attend and contribute with presentations. One example was the Regional African conference in Tanzania where one person came from 600 miles away on his own expenses. In the framework of the 20th anniversary of its fellowships programme the World Bank was planning to publish a booklet with some of the high profile personalities who were former World Bank fellows such as Ministers or Directors of National Banks. Besides the booklet, video interviews with former fellows were conducted and would be presented during the celebration of the 20th anniversary.
124. Dr. Hassanabadi raised the issue of the number of returned responses in tracer studies. He noted that even though WHO withheld the payment of the last 100 dollars until the final report of the fellows is received, the highest response rate ranged between 70% and 75%. Mr. Shibata acknowledged that his organization was facing the same problem. It was commonly admitted that the response rate of tracer surveys was relatively low and that the World Bank's current response rate of around 40% could be

considered good in comparison to a general standard. In order to increase the percentage of replies the World Bank had come up with the scaling up project which aimed at tracing the fellows that had ended their studies several years ago. The idea of the scaling up programme was to create communities of alumni that felt more attached to the programme and stayed in touch with each other, providing the World Bank with information about people that could not be reached. The other aspect that the scaling up programme promoted was the idea of life-long learning. Ideally, fellows would get back to their host institutions and to the World Bank on a regular basis in order to guarantee that they kept up with the latest developments in their fields of expertise.

**K. Partnerships with Academic Institutions, Foundations and NGOs, by Mr. Kamel Braham, Scholarship Administrator, the Joint Japan/World Bank Programme**

125. At the outset, Mr. Braham pointed out the importance of partnerships which the World Bank had established with academic institutions in the field of fellowships. The objective of these partnerships was to better respond to the specific needs of developing countries for training of development professionals and managers. The programmes financed Master's degree studies in development-related fields all over the world. However, it had turned out that some very specific needs for training could not be met. That consideration had been the starting point for the JJ/WBGSP with a first training module for economic policy analysts and advisors in the public sector of developing countries. A second batch of programmes, fully funded by Japan, had been created in order to benefit from the Japanese expertise.
126. The Economic Policy Management Programmes (EPM) started in 1992 by teaming up with Columbia University after the World Bank had realized that no specific Master's degree could be found addressing Policy Management issues with an emphasis on developing countries. While Columbia had created such a programme just for the partnership with the World Bank at that time, currently only 25% of the students still came from the World Bank Programme. The remaining 75% of the students were regular Columbia University scholars which meant that the programme had become a standard course delivered by the School of International and Public Affairs at Columbia University. In 1994 it was decided to expand the programme and increase the number of scholarships per year. One of the World Bank's priorities was Africa where programmes had been started with African Universities. The process took place in two stages. At a first stage, in 1994, an Economic and Policy Management Programme was set up in two countries. The Francophone programme started at the Université d'Auvergne in Clermont-Ferrand (Centre d'Études et de Recherches sur le Développement International, CERDI) and at McGill University in Canada. Those programmes trained not only scholars but also academic staff who afterwards would transfer the programmes to Universities in Africa. In 1998/1999 the Economic and Policy Management Programme was transferred to four African

universities: Makerere University in Uganda, University of Ghana, Cocody University in Cote d'Ivoire and the University of Yaounde 2 in Cameroon. Since the transfer, these four African Universities had trained approximately 950 scholars. Each programme admitted 30 scholars a year. Mr. Braham stressed the point that such high numbers could not have been achieved by sending scholars to Canada, the USA and France. He also specified that only a quarter of those scholars were funded by the World Bank. The rest were funded by the African Capacity Building Foundation (ACB), an NGO which was a partner in the programme.

127. The second partnership started with Japan in the late 1990s. That programme covered three main areas. The first area related to taxes and partnerships were established with Keio University, Yokohama National University and the National Graduate Institute for Policy Studies (GRIPS). The second area was in Policy Management where a partnership had been sought with the University of Tsukuba. The third area was in Infrastructure Management where a partnership had evolved with Yokohama National University. All those Master's degree courses were held in English. Each of the programmes admitted about 30 scholars per year.
128. Mr. Braham drew several conclusions from the World Bank's experience with those partnerships. Firstly, it was important to have different partnerships in times when financial resources became scarce in many agencies. Columbia University, for example, contributed 50% to the programme's cost by covering all tuitions and fees. The World Bank only covered living expenses and travel. In Japan, the tax programme relied on the support of the National Tax College (NTC) that provided 10 months of practical training—an integrated part of the programme—for free. Secondly, it was important to realize that if academic institutions could not meet specific training needs for developing countries, it was up to the agencies to contact them and propose programmes that would meet those needs. In the experience of the World Bank, academic institutions were very open and cooperative in coming up with solutions for fellows from developing countries. In this regard, Mr. Braham mentioned that after the first partnership with Columbia University in 1992, many universities in the USA and Europe followed suit by creating their own programmes in various fields relating to development. Mr. Braham concluded that the partnership with academic institutions was a two-way street and that academic institutions benefited from the experience of the agencies.
129. In response to a question by Dr. Hassanabadi concerning the mechanisms and modalities the World Bank applied in designating and choosing partner institutions, Mr. Braham explained that the initiative for a partnership could come from the World Bank or from the academic institution. Whenever there was a common point of interest, the programme would evolve. The first step for the initial programme with Columbia University, however, was taken from the World Bank. For the renewal of a programme the World Bank used a competitive approach—a sort of bidding process—among institutions. Mr. Braham took the example of Columbia University which, even though it was the first partner in the programme, had to go through a bidding process in order to

continue the partnership with the World Bank. The bidding process included two aspects. One side was the technical or quality aspect of how well the programme met the training needs. The other side was the financial aspect of how much a university was willing or able to contribute to the programme. In the case of Japan, a bidding process had been launched among four Universities but only three were selected.

130. The Honourable Dr. Gurirab sought more information on the African Capacity Building Foundation. It was his intention to send some Members of Parliament from Namibia to receive training in managerial skills. Mr. Braham added that the above foundation was an important NGO which was funded by three agencies and thirty-two donor countries.<sup>17</sup>
131. The representative of ITTO, Ms. Aoki, inquired about the benefits of the partner institution in the JJ/WBGSP. Mr. Braham replied that the academic institutions had a general interest in working with international organizations that represented the international community and were often the main multilateral body in a specific area of research. He took the example of WHO which was the main multilateral institution for health and therefore a very desirable partner for the department of health studies in a given academic institution. International organizations were also closer to the field which was of particular interest to academic institutions that offered studies in development and accepted international students.

#### **L. Partnerships with Various Organizations, prepared by Mr. Cesar M. Mercado, DCAAP**

132. Mr. Mercado's paper underlined that DCAAP considered partnership with other organizations as a major strategy for survival and growth of self-financed training institutions. In the last decade (1995-2005) DCAAP owed its survival and growth to the partnership with other organizations. DCAAP was a Manila-based international training and consulting non-profit organization that offered to partner organizations five interrelated services – Training, Research and Development, Publication, Consultancy and Study Tours. DCAAP originated from the UNDP Asia and Pacific Programme for Development Training and Communication Planning (UNDP/DTCP) which was delivered by UNICEF in 1970 and adopted by the UNDP in 1978. The latter passed it on to UNOPS in 1990 and ceased its operation in 1995 due to UN downsizing. Upon closure of UNDP/DTCP in 1995, DCAAP registered as a private training and consultancy organization with the Securities and Exchange Commission (SEC) of the Government of the Philippines. Mr. Mercado emphasized that since DCAAP came into being, it had received no direct funding from any local or international organization. Its income was derived mainly from tuition fees of its training participants and partly from the sale of its books and guidebooks. Through partnership with other institutions DCAAP had been able to accomplish several outputs from 1995 to 2005: It

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<sup>17</sup> Detailed information is available at: <http://www.acbf-pact.org/>

partnered with some 230 organizations in conducting training and study tours; trained some 1200 participants, serviced some 40 countries in Asia, Africa, Pacific, produced five books on various aspects of Development Management, prepared 15 guidebooks and wrote numerous articles. Most of DCAAP's training participants had been sent by projects of partner organizations which were assisted largely by UNDP, UNFPA, WB and ADB. Those organizations also sent some of their own field office staff for training.

133. Knowing that partnership was a promising strategy, DCAAP developed and continued to develop a database of over 2000 actual and potential partners composed of government organizations, non-government organizations, non-profit organizations, academic institutions, business firms, religious organizations and international funding organizations from Asia, Africa and the Pacific. DCAAP further established partnerships with some 20 national organizations in 15 Asian countries conducting in-country and inter-country study tours. Since 1995 it had coordinated 16 study tours with over 50 organizations.
134. Mr. Mercado noted in his paper that DCAAP had identified three types of partnership. Firstly, a service provider-client partnership where DCAAP was the trainer for trainees sent by partner organizations. Secondly, a partnership where both partner organizations served as trainers for a number of other organizations. Thirdly, a client-service provider relationship where DCAAP asked a partner organization to service DCAAP's needs.
135. Projecting on the near future, DCAAP did not intend to increase its internal staffing but intended to increase the number of partners, locally and internationally. It intended to grow not so much financially as intellectually by sharing its knowledge with partner training institutions worldwide, if possible, through the continuous assistance of the United Nations system.
136. Mr. Mercado's paper drew the attention to the fact that in teaming up with other organizations it was important to guarantee that a potential partner was reliable and stable. The Memorandum of Agreement (MOA) with each partner institution indicated the parties concerned, the statement of work, the period of the contract, the mode of payment, the termination of the contract and the signatures of the representatives of the contracting parties. DCAAP also verified the legal status of the potential partner organizations before formalizing the link. In order to ensure the quality of outputs of its partner organization DCAAP attached to the MOA a copy of the Terms of Reference (TOR). The TOR included the title of activity, an introduction, objectives, expected outputs, activities, the duration and responsibilities. To ensure that the partner organizations submitted the proper evaluation data after the training took place DCAAP sent an appropriate questionnaire, instructions on how to complete it, a sample of a completed form and appropriate dummy tables. In order to guarantee that the partner organizations submitted the expected report on time, DCAAP sent contents of earlier related reports, edited the reports from each country and sent a copy to each partner for final review.

## **4 Administrative Issues**

### **M. Implementation of Fellowships–The Role of National Placement and Supervising Agencies**

#### **Intervention by Mr. Beer Schroder, the Netherlands Organization for International Co-operation in Higher Education and Research (NUFFIC)**

137. Mr. Schroder began his intervention with a brief description of the activities of his organization. NUFFIC was involved in the placement of fellows of the United Nations system organizations in the Netherlands. It also collaborated with the European Commission, the Netherlands fellowship programme as well as with other countries. It was a non-profit and independent organization which focused on developing countries and countries in transition. NUFFIC rendered services to the clients according to their specific requirements by placing fellows in the best-fitted training institutions to achieve specific development goals. NUFFIC also advised UN agencies on Dutch institutions as regards prices and services.
138. Mr. Schroeder addressed the issue of taxation. Generally speaking, fellowship holders were exempted from taxation in the Netherlands. However, international students that worked more than ten hours a week became taxable. Besides falling under taxation, since 1 January 2006 entering a legal and paid labor relationship required adhering to the national health scheme with at least minimum basic coverage. Basic coverage amounted to 100 Euros per month while the insurance that NUFFIC arranged for fellows ran below 40 Euros per month. Taxes were high in the Netherlands with percentages ranging between 35% and 50%. If a fellow worked more than 10 hours—besides the full time studies—not only would the income become taxable but also the stipend. For those reasons NUFFIC strongly advised fellows not to entertain any labor contract.
139. On the topic of administrative fees, Mr. Schroder pointed out that there was a very high and still growing number of institutions in the Netherlands which offered international courses in English. Approximately 1200 Master's courses were conducted in English. Due to the high demand for study places more and more institutions had introduced a tuition fee. NUFFIC negotiated regularly with institution to waive those fees for fellows. Institutions which did not waive tuition fees for fellows were not considered for placement by NUFFIC.
140. With respect to visas for fellows, Mr. Schroder noted that the Netherlands had experienced a high influx of immigrants over the last few years. Among them there were many asylum seekers whose cases led to an intricate juridical regulation which prolonged the processing of an asylum request up to five years. The Dutch Ministry of Justice showed a stringent tendency to lower the number of immigrants. Due to protests from the public, however, the rules applied to international students allowed them to obtain visas within



two to three weeks. NUFFIC's experience in 2006 showed that, even though the visa process ran smoothly, the issue was far from being solved. NUFFIC employed three people to deal exclusively with visas.

141. The question of visas was of great concern to all agencies. It triggered many statements about cumbersome experiences and a thorough discussion about ways to better the situation.
142. Several agencies like WMO, UN/DESA and WHO considered that visas were the responsibility of the fellow and the receiving country. Therefore, they would not intervene actively in the visa process.
143. IAEA agreed that theoretically visa was the fellow's responsibility. However, it was common knowledge that it had become very difficult for fellows, in particular for fellows from Africa, to obtain visas for European countries. Under such circumstances, the organization was assisting to back up the fellows' requests for visas with letters of endorsements. It also sent letters of award to fellows six weeks prior to the starting date of the fellowship programme in order to facilitate their visa application. Nonetheless, visas were not issued until several months later. IAEA gave two concrete examples: An IAEA fellow from Cameroon applied for a visa at the French Consulate in Yaounde. He called IAEA and asked for a letter of assistance while he was waiting in line for 48 hours to reach the desk of the Consulate. A study tour group from the Sudan got stranded in Cairo for three weeks because visas were not issued on time. The questions that arose from such incidents were: What to do with such fellows? Were they to be sent back home? Who would cover the extra costs? And how would the fellows make up for the missed training? IAEA also noticed that many fellows did not understand that the UN organizations had neither legal grounds, nor the authority to intervene. But they could look for ways to facilitate the issuance of visas to fellows. A case in point was the approach which IAEA had initiated with the Italian Government. The former received advance confirmation from Rome via the Permanent Mission of Italy to the United Nations in Vienna that a given fellow would be granted a visa to enter Italy as a fellow.
144. The Canadian Bureau for International Education (CBIE) had been experiencing more difficulties since September 2001 in the issuance of visas to international students. Negotiations between CBIE and the relevant Ministries had almost ceased.
145. The representative of the British Council made a general remark that legislations in the United Kingdom were constantly changing and new laws had to be interpreted. Often, such laws were interpreted wrongly. According to him, Fellowships Officers could play an important role as advisors to the legislation. In the United Kingdom a new requirement stated that scholars doing doctoral and post-doctoral research had to possess a work permit. The legislation also required that everyone working should be paid an appropriate and fair salary. In the case of medical fellows it was difficult to differentiate between, say, a surgeon fellow doing surgery to enhance his skills and a regular surgeon.

146. The representative of the Belgian Technical Cooperation (BTC) explained that the Ministry of Foreign Affairs of Belgium gave priority status to fellows for their visa requests. Consulates in various countries were instructed accordingly and had to find appropriate solutions to provide visas in due time. BTC noticed that with Schengen 1, 2 and 3 in place, obtaining a visa took time but the process could be shortened considerably when an embassy or a consulate was closely following up on a request. Visas for fellows in high risk programmes, such as nuclear technology training, who needed security clearance as well as medical fellows who entered a doctor-patient relationship were centrally processed in Brussels. BTC pointed out that visa issues also occurred in South-South cooperation. In order to assist fellows BTC relied on their local antenna offices.
147. Like all agencies, UNOPS had experienced a severe increase in the workload due to visa requirements. Visa requests had been centralized at UNOPS but its staff was obliged to constantly update their knowledge on visa issues at training courses. UNOPS tried to make training providers aware of the visa issue early and insisted that they allowed enough time for participants to get their visa. WMO, UNESCO and WHO wanted to see beneficiary governments much more involved in the visa process. Fellows, in many cases, were government employees and therefore should receive assistance by their government.
148. With regard to visas, Ms. Slessor of IMO noted the practice of her agency. IMO provided fellows with an official letter of invitation and nomination which they presented to the relevant consulates to support them with their visa arrangements. IMO also got the authorities of the host country involved to assist the fellows while the agency provided them with a list of names and passport numbers. Occasionally, IMO requested the assistance of the UNDP country offices for cases when all options had failed. A complex situation would be when the IMO fellows from Africa travel, say, to Poland while the IMO Headquarters was in London. IAEA confirmed that handling such situations was their daily work which came along with considerable difficulties. If travel to a third country was necessary to obtain the visa, IAEA covered the fellows' itineraries and provided one day of DSA. Since DSA was paid, the organization invested a considerable amount of time to ensure that a fellow travelling to another country had a fair chance of actually obtaining the visa. However, there were cases when visas were not issued.
149. WHO mentioned that many fellows could not advance visa fees and therefore the UN policy of reimbursing secondary costs later on should be reconsidered. DESA recalled that the UN policy stated that obtaining a visa was the responsibility of the fellow and/or the government. Since not all fellows were government officials, it would be helpful if both the UN agencies and the national placement and supervising bodies could look at possible ways of assisting them. It was agreed in the Vienna Meeting of SFOs that visa and airport fees be reimbursed by the UN agencies up to USD 100. However, CEB had not approved that recommendation yet. WMO clarified that since all its fellows were government employees it would not reimburse any costs related to visas.

150. WHO submitted requests for visas to the US Consulates eight months before the fellows commenced their training. Given the sensitivity surrounding the issuance of visas by some countries to certain nationalities, WHO suggested selecting more than one host country as a back-up in case one country could not grant visas to fellows. WHO experienced visa problems not only with fellows but with a large variety of employees holding different types of contracts. WHO/PAHO emphasized that the issuance of visas depended to a large extent on the individual desk officer handling a visa request, a fact that was very difficult to alter.
151. The representative of the UN Department of Disarmament Affairs (DDA) added that his fellows were governmental officials from Ministries of Foreign Affairs or Ministries of Defense. DDA engaged itself right from the beginning in the visa process on behalf of the fellows by sending the list of fellows to the respective governments of the host institutions while seeking at the same time the assistance of the UN Visa Section in New York.
152. ITTO inquired if there was a list of visa fees for each country. Such a list would be useful to prepare fellowship budgets and verify expenditure claims. DESA explained that such a list did not exist since visa fees were the responsibility of the fellows and/or their governments. It would be possible to establish such a list after CEB had approved the reimbursement of visa fees, as recommended by previous meetings of SFOs.
153. The Secretary of the Meeting, Mr. De Tomassi, summarized the discussions and proposed a draft recommendation along the lines expressed by the participants, namely, recalling that the responsibility of obtaining a visa rested with the fellows while encouraging the beneficiary governments to be more involved. He also stated the best practices by Belgium, the United Kingdom and Italy, as recipient countries, and affirmed that agencies should take the political situation in consideration whenever placing fellows in a given country.

**Intervention by Mr. Kevin Drury, Business Manager, Training Management Group  
Governance and Development on behalf of the British Council**

154. Mr. Drury mentioned that most of what applied to NUFFIC also applied to the British Council in terms of visa request assistance, tailor-made courses, mentoring and monitoring or advisement on placements. He then brought the issue of medical coverage for fellows in the United Kingdom to the attention of the meeting. Coverage could be slightly different depending on whether fellows were to be based in England, Wales, Northern Ireland or Scotland. In general, anybody undertaking fulltime study of six month or more was covered by the National Health Service. In Scotland fellows would be covered despite the duration of their stay. In England and Wales they would be covered for the entire duration of the fellowship award, provided the British Government sponsored 35% or more of the overall training expenses of the fellows. Fellows were able to work in the United Kingdom up to twenty hours as compared to ten hours in the Netherlands. For the same reasons as in the Netherlands though, they were discour-

aged to do that. British Council explicitly pointed out that it offered advisement to agencies for fellows that might have disabilities.

**Intervention by Mr. Thierry Coppin, Belgium Technical Cooperation (BTC)**

155. Mr. Coppin explained that BTC organized training courses in both English and French for short and long-term durations on a Master's degree or PhD; currently, BTC had 300 to 400 PhD fellowships in progress. The programme was set out for four years of which 16 months were spent in Belgium. The rest of the study time was spent in the home country or its immediate vicinity. BTC also ran South-South projects. Twenty-three local antennas of BTC were in charge of organizing the local South-South programmes. In that regard, BTC was pursuing a triangular approach where the North could learn from the South-South organizations. A case in point was the Medical Institute of Antwerp which drew from the expertise and experience of partners in the South with regard to sleeping sickness, malaria and other diseases.

**Intervention by Mr. Bertrand Sulpice, Development Director, Centre français pour l'accueil et les échanges internationaux (EGIDE)**

156. For the past 45 years, EGIDE had been managing French Government international programmes which involved visits to France by foreign scholarship holders, in particular, fellows originating from African countries. Ninety percent of the programmes were conducted on a bilateral basis. Multilateral agreements existed with the European Commission and IAEA. Core activities consisted of logistics, administrative and financial issues such as paying stipends, organizing housing and insurance, and assisting with visas. With respect to the latter, Mr. Sulpice noted that it was only natural that organizations like EGIDE whose mission was to promote mobility to France did not weigh much with the Ministry of Interior or the Ministry of Justice which tried to narrow the frontiers for immigrants. If EGIDE knew of fellows applying for visas to France it informed the relevant Consulates by fax and eased the issuance of visas due to the credibility the agency had gained over time. Mr. Sulpice pointed out that there were no statistics available on the percentage of fellows who actually faced visa problems. Experience showed that most of the fellows received their visas easily. Referring to the concern expressed by previous speakers, Mr. Sulpice acknowledged that indeed each agency experienced some problems with visas. However, he was not sure whether the majority of the visa applicants failed to obtain them. He also underlined that visa problems existed for Europeans traveling to Southern countries, as well. Every year around 40,000 people received some sort of assistance by EGIDE's 200 staff members on behalf of the financing institutions of the French Government.
157. Mr. Sulpice touched upon the issue of stipend versus salary which has become prevalent in France nowadays. All UN agencies provided fellows with stipends intended to cover board, lodging and incidental expenses. In 2005 the European Commission introduced the European Charter for Researchers which facilitated mobility and research

within the European Community. One of the principles of the Charter stipulated that researchers should be treated as professionals and as an integral part of the institutions in which they work in order to provide access to health coverage and pension schemes.<sup>18</sup> Due to that recommendation, more and more European institutions had moved to having a contract of labor with their researchers and paid salaries instead of stipends. That shift involved considerable financial implications. For example, the Centre National de la Recherche Scientifique (CNRS) had shifted to offering short-term contracts to all foreign researchers coming to France. He warned that this fundamental change might affect the fellowship programmes of the UN agencies in Europe in the future. Even though currently there was no obligation to follow the Charter, and the authority of regulation remained with the national governments, many academic institutions and national scientific committees had signed the Charter which stated that researchers should be employed. In France, the Ministry of Education and Research fully endorsed the implementation of the Charter. Tax inspectors had been following up on fellows who had been conducting research on a working level. They had obliged the laboratories to cancel their stipends and give them short-term contracts which were taxable.

158. The agenda item on the role of National Placement and Supervising Agencies offered an opportunity for open dialogue between UN agencies and NPSAs on issues of common concern and on ways to improve mutual cooperation. WHO/PAHO inquired whether national placement and supervising agencies had information on the duration of fellowship placements to which UN agencies could refer. National placement and supervising agencies informed that they had posted information on their websites on placement arrangements, modalities and timelines.<sup>19</sup>
159. DESA expressed concern about the difficulties experienced by UN fellows in host countries to open bank accounts and invited the national placement and supervising agencies to assist them as much as they could. Discussions revealed that, in general, national placement and supervising agencies provided fellows who attended short-term training with cash or checks. They did, however, assist the fellows attending long-term training programmes to open bank accounts. More concretely, CBIE accompanied fellows to open bank accounts on the first day as part of the accommodation package. Due to a new European rule BTC provided proof that the fellow's money came from the Belgium Government or from an International Agency before opening an account. NUFFIC intervened when it took too long for the Dutch Banks to double check the background of fellows originating from certain countries. The British Council advised fellows before coming to the UK on how to open an account and followed up on the issue upon their arrival. For short-term fellows money was sent by Travelex.

<sup>18</sup> For more information visit: <http://ec.europa.eu/eracareers>

<sup>19</sup> <http://www.britishcouncil.org/>, <http://www.btcctb.org/>, <http://www.cbie.ca/>, <http://www.dcaap.com.ph/>, <http://www.egide.asso.fr/>, <http://www.inwent.org/>, <http://www.nuffic.nl/>. All website links are also available at the DESA website: <http://esa.un.org/techcoop/fellowshipMembers.asp>

160. WHO pointed out that neither its short-term, nor its long-term fellows faced difficulties with bank accounts. However, fellows who went to Europe for training up to three months did encounter difficulties. For this category of fellows WHO would have preferred to deposit the stipends with the national placement and supervising agencies, if possible, and have the latter make the monthly payments to the fellows. According to WHO, advancing the whole sum in cash at the beginning of their training was not an option. CBIE had already adopted that procedure. The UN agency had transferred the money to CBIE's account and upon arrival CBIE accompanied the fellows to the Bank. The Organization of American States for its part gave debit cards to fellows to draw money from Automatic Teller Machines (ATM).

**Intervention by Ms. Marina Neuendorff, Project Manager, Internationale Weiterbildung und Entwicklung GGMBH (InWEnt)**

161. Ms. Neuendorff briefed the participants about InWEnt which had approximately fifty five thousand participants a year. Thirty thousand of them came to Germany from abroad. InWEnt's training was oriented toward practical training for post-graduates. Close ties existed with private companies, institutions and research institutes. Nine hundred staff members worked in offices in New York, Tokyo, Manila, Pretoria and other countries around the world. InWEnt had worked as a placement agency for UNESCO, UNOPS and IAEA and collaborated with other UN agencies, as well. With regard to visas, InWEnt did not encounter many problems since the organization was working very closely with the German Government and the local offices abroad. Programmes were set up three to five months in advance which allowed enough time to obtain visas. Germany, unlike the Netherlands or the United Kingdom, did not encounter problems with taxation. Insurance was part of InWEnt's service package for fellows. With regard to training fees InWEnt, like NUFFIC, had to cope with an increasing numbers of institutions which charged tuition fees that strained the programme's budget.

**Intervention by Ms. Lesley Zark, Chief of Scholarships Unit, Organization of American States (OAS)**

162. Founded in 1946, OAS was one of the oldest international organizations of the Western hemisphere. It had a similar structure to the one of the United Nations and comparable conditions of employment, rules and regulations. The main fields of activity covered by the organization were good governance, promoting human rights, hemispheric security and confronting shared problems such as poverty, terrorism, illegal drugs and corruption. Similar to UNESCO, OAS provided long-term scholarships for the last two years of studies leading to Master's degrees or PhDs anywhere in the hemisphere. Short-term training ranging from two weeks to three months was offered for professional development. Furthermore, OAS ran a successful long-distance learning programme. Ms. Zark emphasized that her organization had established partnerships with observer states in



Europe, Asia and the Middle East and with a consortium of some sixty universities. OAS was in the process of setting up a programme for vocational training geared toward non-academics and welcomed any advice from the participants of the Meeting of the Senior Fellowships Officers in that regard.

**Intervention by Mr. Maurice Lelievre, Programme Manager, Canadian Bureau for International Education (CBIE)**

163. Mr. Lelievre informed the participants that his organization, CBIE, had been placing UN fellows in Canada for 19 years. The organization was funded entirely by the Canadian International Development Agency (CIDA) and, therefore, no fees were charged when UN agencies sent a placement request. When CBIE started in 1987, there were eight UN agencies which relied on its services. Currently, WHO and IAEA were its main clients.

**N. Presentation on the Implementation of Fellowships/ Scientific Visits under the New Technical Cooperation Structure, by Ms. Nathalie Delhommeau, Programme Management Assistant, Division for Africa, International Atomic Energy Agency (IAEA)**

164. Ms. Delhommeau noted that the fellowships programme was a major part of IAEA's Technical Cooperation activities. Fellowships were awarded either as part of a technical cooperation project or on an individual basis as a direct contribution to the manpower development of a country's atomic energy programme for peaceful purposes. While most of the awards covered training periods of twelve months at a single institution, some long-term awards were granted for four-year studies leading to an academic degree. Besides fellowships of a minimum assignment of one month, her agency arranged also study tours of up to two weeks.
165. The new structure of IAEA's DTC (cf. para. 74), introduced in December 2005, did not include a Fellowship Section any more, but consisted of four geographical divisions, each of which had two sections. Commenting on the selection procedure, Ms. Delhommeau explained that after a programme had been designed, nominating countries sent applications to IAEA. The sections pre-screened those applications, after which they were sent to a technical officer for evaluation, then to the programme officer and back to the section for processing. A project started with a request from a member country and was implemented by several stakeholders such as national institutions, partner institutions in other member states, donors and financial partners as well as other IAEA Departments. The TC programme obligated 80 million US dollars in 2005. All IAEA member states were eligible for TC assistance: 114 recipient countries benefited from national, regional or interregional projects; 80% of recipients were non-nuclear power countries. The most important recipient region was Africa with 38 benefiting countries among which 22 Least De-

veloped Countries (LDCs). In 2005, approximately 10,000 assignments had been placed. Of these, 2,778 were experts & lecturers, 3,166 were meeting participants, 589 national consultants, 1,556 training course participants and 1,269 fellows & scientific visitors for a total cost of 39 million US dollars. Since 1996 the number of nominating countries had risen from 89 to 106 in 2005 and the number of host countries increased from 73 to 88. Most of the fellowships were given for training in Application of Isotopes and Radiation in Medicine (26%), Application of Isotopes and Radiation in Agriculture (16%) and in Safety in Nuclear Energy (15%).

166. Ms. Delhommeau highlighted that in 2005 a special fund for fellowships and training was created from the IAEA's share of the Nobel Peace Prize received in the same year to improve cancer control and childhood nutrition in developing countries. Sixteen IAEA fellows were selected out of the African, Asian and Latin American regions to benefit from one of the two courses financed from the IAEA Nobel Peace Prize Cancer and Nutrition Fund.

**O. Presentation on IAEA Fellowship Survey and TCDC, by Ms. Nathalie Colinet, Department of Technical Cooperation, International Atomic Energy Agency (IAEA)**

167. At the outset, Ms. Colinet took the opportunity to commend the 15th Meeting of SFOs in Geneva for the presentations on fellowships evaluations by WHO and the World Bank. These organizations inspired IAEA to conduct its own fellowships survey in 2005. The Department of Technical Cooperation had already conducted a survey among former fellows for the years 2001 and 2002 to assess the impact and the quality of the IAEA fellowships programme. An online questionnaire, entitled "International Atomic Energy Agency Fellows: Where Are They Now?" had been set up and sent out electronically allowing fellows to answer anonymously. The questionnaire inquired on the current location and occupation of the former fellows. It further asked them to rate the quality of the fellowships programme as well as its impact on the individual, the home institution, the IAEA TC project and the home country. Ms Colinet mentioned a number of issues that IAEA had realized while conducting that survey. Finding up-to-date contact information for the former fellows had been critical; mobility or brain-drain phenomena occurred and were particularly significant in Africa. Therefore, answers to questions pertaining to the issue of fellows returning to their home countries were biased.
168. The results of the survey represent only the opinions of the surveyed participants, not those of all former fellows. Of a total of 2,067 fellows, 60% were reached by email or fax. Half of them, or 30% of the total, responded to the survey. On the positive side, respondents found that the fellowships programme had contributed successfully to technology and knowledge transfer to their home institutions and to the TC projects in which they had been involved. Ninety four percent of the fellows had returned to their home institution and considered the skills and knowledge acquired useful

for their work. Ninety six percent had shared their knowledge with colleagues and students through presentations, workshops, on-the-job training, individual consultations or teaching. Eighty seven percent had developed useful contacts during the fellowship and seventy six percent of them were still in touch with their host institutions. The quality of the fellowship programme itself had been judged very highly. Both the host institutions and the training programmes were considered suitable by ninety four percent of the participating fellows. Eighty one percent felt that the guidance they had received had been good or very good. Eighty two percent found the quality and adequacy of the facilities made available to them good or very good. On the other hand the IAEA fellowships programme could improve in some fields. Fellows felt that they did not receive enough recognition by their home countries and home institutions upon return from training abroad. Hardly any fellow had received a salary increase. Some fellows felt that travel arrangements had not been well prepared. Some had found stipends to be too low and payments too late, often because of difficulties in opening bank accounts. Others mentioned inadequate language training and housing conditions. Several respondents suggested that a contact person should be designated in advance allowing to prepare for the training programme before its beginning. Some reported that staff and supervisors of the training institution did not dedicate enough time to the fellows. Other respondents suggested that host institutions should be evaluated on a regular basis and that training by IAEA within their region should be further promoted. As of October 2006, IAEA had been training around eight hundred fellows a year in developed countries and six hundred in developing countries.

169. Due to the low response rate by former fellows, IAEA decided to follow up on the first survey with an in-depth study to validate the data gathered in 2005. Former fellows had been selected from Tunisia, Uganda, Jordan, Myanmar, Chile, Nicaragua and Slovenia who had not participated in the first survey. Out of 117 remaining fellows, 88 former fellows (or 74%) were contacted after considerable efforts; 56 of them (or 64%) answered the questionnaire. The countries had been chosen with regard to size, developing status and regions. Results from that study correlated with those from the first survey. Therefore, results of the first survey could be considered as representative of the entire base population of former fellows from the years 2001 and 2002 with the exception of the questions regarding the fellows not returning to their home countries since IAEA had not been able to trace those fellows.<sup>20</sup> IAEA intended to conduct further surveys biennially in order to create a continuous systematic evaluation of the fellowship and other programmes. The organization aimed at establishing mechanisms which would permit ongoing contacts between the home and the host institutions and would also serve as platforms for regional and interregional exchange. In that regard, IAEA proposed the “in-touch project” and the creation of an institutional roster.

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<sup>20</sup> The Report on the IAEA Fellowship Programme Survey and the Report on the In-depth Study of the IAEA Fellowship Programme can both be accessed online at: <http://tc.iaea.org/tcweb/publications/otherpublications/default.asp>

170. Ms. Colinet underlined that the “in-touch project” was at the very beginning of the planning process. The goals of the project were to strengthen relations between fellows and their institutions at home and abroad through a forum which would facilitate exchange and networking. IAEA also planned to keep former fellows informed on TC activities and future training opportunities. The project should allow continuous monitoring of quality, impact and possible improvements in the fellowships programme and training courses by tracking the career development of former fellows by means of periodic surveys. It would also offer the possibility to update the TC database continuously. Success stories of training programmes should be highlighted. Alumni profiles should be collected systematically in order to set up a pool of experts who could be selected by field or by region for recruitment. Closely linked to the “in-touch” project was the establishment of an institutional roster which would respond to the request of member states to make greater use of their institutional capacities. A roster would enhance capabilities of technical institutions in member states. It would allow sharing information between and within member states and strengthen TCDC. The initial focus of the roster would be on institutions in developing countries. The users of such a roster would include, with different rights of access, the IAEA Secretariat and members states of the TC extranet as well as other users from member states. The next concrete steps in the IAEA projects were: a) cleaning the TC databases; b) listing target institutions, including contacts and statistics by component, and c) establishing the IT platform for storing data as well as gathering and structuring existing information on the capacities available at the regional centres established under regional agreements.
171. Participants voiced the importance of tracer studies and commended IAEA for the great work accomplished. Of general interest was the monetary value of the survey and the human resources involved in the process. IAEA spent about 1,000 Euros for the software ‘Websurveyor’<sup>21</sup> which was user-friendly and easy to handle. The survey was conducted by Ms. Colinet and another staff member. As for the upcoming launching of an institutional roster there would be an inter-regional project on strengthening the institutional capacity in developing countries starting in 2007. Hired consultants or experts from the field would update the status of the institutions.

**P. Presentation on Fellowships Programme Survey, by Ms. Chisato Aoki, International Tropical Timber Organization (ITTO)**

- 172 Ms. Aoki began her presentation with an overview of the composition and mandate of her organization. She pointed out that ITTO was an intergovernmental organization established in 1986 by the International Tropical Timber Agreement (ITTA) which was negotiated under the auspices of the United Nations Conference on Trade and Development (UNCTAD). Headquartered in Yokohama, Japan, the Organization was operational since 1986 and had just celebrated its 20th anniversary. It counted 35 staff members representing 17 countries with one regional officer in Africa and one in Latin

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<sup>21</sup> [www.websurveyor.com](http://www.websurveyor.com)

America. ITTO's mission was to facilitate discussion, consultation and international co-operation on issues relating to the international trade and utilization of tropical timber and the sustainable management of its resource base. The objectives included promoting sustainable forest management, sustainable utilization and trade of tropical timbers as well as promoting the conservation of tropical forest and natural resources. The 59 member countries were divided into 33 timber producer countries, among them were Brazil, Indonesia, Malaysia, Ghana, Cameroon, etc. and 26 timber consumer countries such as Japan, China, the EU Countries and the USA. They covered 80% of the tropical forests and 90% of the tropical timber trades. Within ITTO, tropical timber producer and consumer countries took decisions as equal partners. The International Tropical Timber Council (ITTC), which met twice a year, was the governing body of ITTO. It discussed project and policy issues, approved and financed project proposals, set up biannual programmes for ITTO and convened the Fellowship Selection Panel.

173. The ITTO Fellowships Programme started in 1989 with the objective of enhancing professional expertise of member countries in tropical forestry and forest industry. The programme promoted sustainable management of tropical forests, efficient utilization and processing of tropical timber and better economic information on the international trade in tropical timber. From 1989 to 2006, ITTO supported 890 fellows from 43 countries for a total amount of 5,100,000 US dollars. Each year ITTO awarded 50 to 60 fellowships which in monetary value amounted to 300,000 US dollars. The maximum amount for an individual grant was 10,000 US dollars. The average amount per fellow was 5,600 US dollars. In November 2006, ITTO had approximately 100 on-going fellowships. Only nationals from member countries were eligible to apply. Awards were to be given to individuals, not to institutions or groups which excluded group tours. The applicants were not restricted to ITTO projects staff which signified that any individual could apply for fellowships. Previous fellowship awardees, however, were not eligible to apply for another fellowship within a period of two years after the first award. Funding for the fellowships programme from 1989 to 2006 came from the voluntary contribution of member countries which reached the amount of 6,370,000 US dollars. Each year donors provided 400,000 US dollars for the fellowships programme. The largest contributors were Japan (74%) and the USA (12%).
174. The programme offered short-term training courses, training internships in industries, research and educational institutions, study tours and the participation in conferences, seminars and workshops. Long-term activities included the preparation of technical documents, publication and dissemination of manuals and monographs as well as post-graduate studies for Master's degrees and PhD level. The largest number of grants, 44%, went to the Asian and Pacific Regions, 28% to the African Region, 24% to the Latin American Region and 4% to others. However, nationals from ten countries received 70% of the awards: Ghana 12%, the Philippines 8%, Nepal 7%, India 7%, Indonesia 7%, Cameroon 6%, Brazil 6%, Columbia 6%, Malaysia 6% and China 4%. Ms. Aoki acknowledged that ITTO had to find ways to distribute its fel-



lowships more equally. During the period 2000 – 2005, 61% of the fellowships were within South-South cooperation. The percentage of female fellows had increased from an initial 18% at the beginning of the programme to 45% in 2005. Two thirds of the grants were allocated for activities in reforestation and forest management, 24% for forestry industry and 10% for economic information and market intelligence. Contrary to other UN organizations, the ITTO long-term fellowships over the past twenty years had increased while short-term activities had decreased. More precisely, training activities shorter than 3 months had fallen from 82% to 45%, while training activities longer than 6 months, especially longer than 1 year, had climbed from 5% to 43%. That trend had strained the budget and ITTO had to reduce the number of admitted fellows. With regard to the employment background, there had been a shift away from researchers to NGO staff.

175. Ms. Aoki then presented the ITTO Fellowship Survey. In order to include the voices of the fellows in the 20th Year Report of ITTO, questionnaires had been sent to 50 randomly selected fellows who had undertaken activities between 2000 and 2005. As many as 33 questionnaires, representing 16 nationalities, had been returned by the deadline in September 2006. The questionnaire consisted of five questions pertaining to the nature of the fellowships, the effects they had on their careers, the usefulness of the programme; the role the latter had played in promoting sustainable forest management and sustainable development in their countries and ways to improve the programme.
176. Respondents rated the fellowships programme as highly useful to generate indispensable human resources in sustainable forest management sectors in tropical countries. It was considered to be very efficient, transparent and flexible. The wide range of training activities was also much appreciated. Fellowships played an important role in sustainable forest management and sustainable development of the forestry sectors in member countries. It bridged the gap between the developed and developing countries and it provided opportunities for South-South cooperation. However, many survey respondents provided suggestions for further improvement. Highly ranked among their suggestions was the desire to orient the programme towards post-graduate training to a greater extent, to separate the support for short courses from post-graduate programmes and to handle the upper fellowship limit more flexibly in critical cases. Further, they suggested to promote awareness of ITTO fellowships programmes among young researchers and field workers in developing countries and to publish all final reports of the fellows on the website of the ITTO Fellowships Programme in order to disseminate the results of the fellowship activities and to enable the potential applicants to familiarize themselves with the benefits of the programme. Other respondents suggested to establish a Forum, an alumni network, a newsletter or a mailing list for all awardees to discuss important issues of common concern and exchange information and experience. Another suggestion was to get the fellows to organize a small project to pass on their experience, knowledge and technology within their organizations upon



completion of their fellowship studies.

177. Ms. Aoki concluded that most respondents were satisfied with the current programme which had played an important role in sustainable forest management and sustainable development of the forestry sectors in member countries. Nevertheless, further efforts were required to better serve the needs of the beneficiaries and expand the programme. Mechanism should be found to promote the fellowships programme among a wider population in the member countries. Final reports should be disseminated through internet or other means. Additional funding through a partnership programme with other UN agencies, international organizations or private sectors should be considered. Matching fund mechanisms with other UN agencies or international organizations for post-graduate programmes should be promoted and a clearing house mechanism within the United Nations system should be established.

**Q. Fellowship Evaluation Mechanisms of Training Institutions,  
prepared by Mr. Cesar Mercado, DCAAP**

178. In his third paper Mr. Mercado delineated the importance of evaluation mechanisms which were essential for measuring efficiency and effectiveness of training programmes. Monitoring measured training efficiency and evaluation measured training effectiveness. In spite of the great importance of training evaluation mechanisms in attaining and maintaining quality training, most training institutions in the Philippines had either weak or no mechanism or structure for the systematic monitoring and evaluation of training programmes. The generalization had been based on DCAAP's occasional visits to training institutions in the country and reports of training staff who took DCAAP's course on training evaluation. Although training evaluation mechanisms were widely absent, some staff in the training institutions had conducted some course evaluation. Mr. Mercado commented that almost all evaluation instruments available in training institutions had been designed for reaction evaluation (impressionistic); very few had been outlined for learning evaluation (objective test). The questionnaires were used to identify the best-rated and the worst-rated components of each training course, but not the learning of the participants. Most of the completed evaluation questionnaires were collected without the benefit of systematic data tabulation, analysis, interpretation, and reporting because training management did not ask for the report. Many funding agencies did not ask for a report, either. Mr. Mercado assessed that lack of interest in evaluation reports among managers was widespread judging from the data presented in the annual report of training institutions. Almost all of the reports stated only the number of fellows trained but not what they had learned; a common practice of reporting quantity, but not quality.
179. Committed to contributing to the strengthening of training monitoring and evaluation in its fields of competence, DCAAP had continued to develop research-based social technologies that would encourage training institutions to adopt functional and strong evaluation mechanisms. Those technologies had been developed without any

external funding and had been funded by DCAAP earnings from training only. They included training management paradigms that deliberately integrated monitoring and evaluation as a component function. The functional steps of the paradigm were: training needs analysis, planning, staffing and organizing, directing and coordinating, conducting and implementing as well as monitoring and evaluating. That paradigm emphasized that training had been completed only when the evaluation report had been accepted by the training manager. DCAAP emphasized monitoring and evaluation principles, methods, tools, formulae and processes as documented in its books. In particular, that included methods on how to gather monitoring and evaluation data, tools or tests for measuring participants gains in knowledge, attitude, skills and practice; formulae in computing the level of knowledge, attitude, skill, and practice of participant gained from training as well as procedures in data organizing, processing and reporting

180. DCAAP had started sharing those documented social technologies with its participants and other interested parties. Most of the information was presented in a booklet produced by DCAAP entitled "Measuring Training Effectiveness". Mr. Mercado expressed his hope that UN could help DCAAP share the resource material in hard copy or on-line.
181. Mr. Mercado addressed several problems that DCAAP continued to face in encouraging training institutions to establish training monitoring and evaluation mechanisms. Many organization managers, and even some training managers, still needed deeper understanding and appreciation of the value of monitoring and evaluation in improving training efficiency and cost-effectiveness. Many managers and staff still needed to be convinced that knowledge and attitude, the invisible fundamentals of heightened performance, could be developed through training and could be measured through systematic monitoring and evaluation. Many funding and implementing organizations showed interest in the results of monitoring and evaluation. Trained staff that could do systematic monitoring and evaluation of training programmes from planning to reporting was very limited. Dearth persisted of simplified guide resource materials that could be used by monitoring and evaluation staff in conducting simple but systematic monitoring and evaluation from planning to report writing. DCAAP had further observed, and many of its participants had confirmed that observation, that most UN-assisted projects put much emphasis on the monitoring of inputs but not on the monitoring of the corresponding outputs.
182. To resolve those problems Mr. Mercado came up with six suggestions in his paper. A brief quality publication should be produced for organizations and project managers on the value of monitoring and evaluation in training showing its potential importance for improving the efficiency, quality, and cost-effectiveness of training programmes. Another quality publication should be produced for managers and staff illustrating the capacity of evaluation to measure systematically the effects of training on knowledge and attitude of training participants. The two suggested publications could also be combined into one advocacy material. Memoranda of Agreement between UN agen-

cies and training provider institutions should include a provision on the evaluation of the training activity. More monitoring and evaluation staff on simplified training evaluation from planning to reporting should be trained. Simplified materials on training evaluation that could be used as supplement to the training of monitoring and evaluation staff in training institutions should be disseminated. Training monitoring and evaluation mechanisms should use tested and simplified monitoring and evaluation systems and tools that monitor at least the major project inputs and outputs of key activities and evaluate the key expected effects of programmes and projects.

**R. Presentation on Monitoring and Evaluation, by Mr. Beer Schroder, the Netherlands Organization for International Co-operation in Higher Education and Research (NUFFIC)**

183. Mr. Schroder took the floor to present NUFFIC's framework on monitoring and evaluation based on NUFFIC's experience and current practices. He recalled that NUFFIC was an independent nonprofit organization, founded in 1952 by Dutch Universities. The organization fostered international co-operation in higher education and research and supported the Dutch Government, the European Commission as well as other Governments and International Organizations. When NUFFIC was founded it had a strong focus on developing and transition countries. It was financed by the Dutch Government and used to provide free services to UN agencies. Due to a new policy that required NUFFIC to operate cost-effectively that was no longer possible.
184. Mr. Schroder introduced the topic of monitoring and evaluation by asking four basic questions: Why? What? When? and How? Monitoring and evaluation were necessary in order to control the quality of programmes, especially since education had become a kind of commodity that was offered for increasing fees by academic institutions. Programmes had to be effective and efficient. With regard to students from developing countries, programmes had to guarantee sustainability. Agreements with governments requested that programmes and NUFFIC itself complied with established policies. Monitoring and evaluation allowed staying in touch with innovations and improvements, not only in the academic research, but also with regard to managing programmes and developing new policies. NUFFIC was handling public money and therefore was accountable to the Lower House and the House of Parliament.
185. NUFFIC was not in a position to judge the academic value *per se* of a programme but could judge on how well the training of an academic institution matched the needs of the receiving country. The quality control of academic performance was under the authority of the Dutch Ministry of Education. In the process of the Bologna Reform, the Netherlands and Flanders—that share the same language across national boundaries—set up the Netherlands Flemish Accreditation Organization (nederlands-vlaamse accreditaie organisatie–NVAO) with its seat at The Hague. NVAO checked all Master's degree programmes in Flanders and the Netherlands in close collaboration with the universities. Programmes were screened every four years against an international

benchmark. The institutions agreed to follow a code of conduct with regard to assisting, recruiting and training of international students. Disregard of that code could result in harsh measures, involving severe cases by the Ministry of Justice. NUFFIC evaluated the scholarship performance with regard to how the programme's supply matched the demand of sending countries. It further measured effectiveness in terms of results, i.e. if a fellow earned the degree; the effects, i.e. how the trained fellow influenced the sending institution and impact, i.e. how the trained fellow affected the region or even the country due to his new skills. Besides effectiveness, efficiency was evaluated in terms of cost-effectiveness and quality of service. NVAO also checked each academic institution in four-year cycles to determine continued accreditation. If an institution did not meet the requirements it not only risked losing accreditation but also the Government's financial contributions. Master's degree courses were evaluated every two years upon completion of a degree cycle.

186. NUFFIC conducted its own evaluation of the programmes every four years. After completion of a course or project, NUFFIC required an evaluation from the hosting institution as well as from the fellow. Starting in 2007 NUFFIC planned to contact fellows directly in order to get less filtered feedback. Internal self-evaluations within NUFFIC, which were part of the annual report to the Ministry of Foreign Affairs, were carried out on a quarterly basis. NUFFIC referred to assessments and reviews, oral and written progress reports, questionnaires, site visits, tracer studies, internal and external evaluations as well as alumni and employers databases. NUFFIC had undergone an external evaluation in 2006 which led to a certification of the programme management. The certification would be re-conferred each year after repeated external reviews. Since 2006 NUFFIC had also been participating in RBB, a Dutch acronym for a monitoring and evaluation instrument, based on peer reviews of government bodies and organizations working closely with the Government. Mr. Schroder ended his presentation by expressing the willingness of his agency to share its experience not only with stakeholders but also with UN and national placement and supervising agencies.
187. As regards the availability of the evaluation reports to be shared with UN agencies in order to see the methodologies used, Mr. Schroder informed the participants that NUFFIC could share the documents of the internal evaluations. However, the external reports drawn by the Ministry of Foreign Affairs were not completed and NUFFIC did not have the ownership. NUFFIC would ask the Ministry for permission to share those reports but warned the participant that some of the evaluations would be in Dutch.

## **S. General Discussion on Fellowships Evaluation**

188. Ms. Tineke Volker from FAO underlined the importance of involving fellows in the preparation of their training. Too often, agencies had been dealing with governments and academic institutions, slightly neglecting the point of view of fellows.
189. UNEP endorsed the IAEA approach of offering alumni fellows a platform to interact and

stressed the importance of making available attractive features to encourage their participation. IAEA drew the attention to the fact that any new forum would not only have to be set up but carefully managed afterwards.

190. WHO revived the scheme of coming up with common measures to enforce the delivery of final reports by the beneficiaries. At that point WHO only had a return rate of 60% regardless of the incentives or the withholding of stipends. The return rate of utilization reports, to be filled out by fellows and beneficiary governments, was almost non-existent and, therefore, no data was available on impact, efficiency or effectiveness. WHO suggested to come up with a recommendation on this matter.
191. WMO stated that its Executive Council had already decided to suspend fellowship awards to countries that failed to turn in WMO's three-month evaluation reports. WMO further asked to distinguish between monitoring and evaluation. Monitoring focused on the individual fellow while evaluation should go beyond the individual and be conducted on a national level with the governments, focusing on the initial developing goals and whether they had been attained through the fellowships programme as a whole.
192. DESA agreed that it was crucial to define the terminology to be used. From the academic point of view, evaluation was the understanding why and to which extent some intended or unintended results were achieved. That required knowing who carried out the evaluation and how. That also meant knowing exactly what was going to be measured and what results were to be expected. The receiving countries must define what the goals were whereas agencies had to propose ways to achieve those goals. They also had to determine whether those goals were achieved through the fellowships programme. Results could be positive, negative or unexpected. Results for the individual could be very positive while for the development goal they might not be, namely, in the case when a fellow would not return home because of a lucrative employment in the host country. Efficiency should not be confused with effectiveness. While efficiency concentrated on quantitative aspects and left aside qualitative ones, effectiveness revealed qualitative data.
193. UNESCO raised the problem of objectivity of internal evaluations. External evaluations would deliver more objective results but were much more costly.
194. WMO endorsed UNESCO's perception of external evaluation stating that, compared to the funds of fellowships programmes, external evaluation would not be expensive. Nowadays, external evaluations were a necessity.
195. DESA added that some donors, such as the Turner Fund, allowed 15% to 20% of the budget to be used for evaluation. The need to allocate funds for evaluation could and should be defended when negotiating budgets with donors.
196. The World Bank stated that there were several levels of evaluation. Focusing on the outcome level it considered tracer studies a useful tool that should be applied on a regular basis. Even though the response rates were sometimes as low as 30% they still gave important feedback on the programme. On the issue of impact, the World Bank agreed that impact evaluation must be external. Evaluating impact was difficult and no

specific tools existed for it. The World Bank had convened seminars and conferences on the issue inviting academics from different universities with no satisfying results. The World Bank then asked whether a roster of all host institutes could be created.

197. WHO stated that all agencies present agreed that fellowships were an important tool to build capacity but could not go beyond evaluations at the level of the individual and produce evidence of that assumption. WHO conducted an internal audit of the fellowships programme in 2004 which concluded that the absence of an established evaluation framework made it difficult to measure impact. Following that audit, WHO's Senior Management proposed that the Fellowships Programme should explore possible mechanisms to measure the impact of its fellowships programme. WHO cited the Joint Inspection Unit report of 1998 entitled "Fellowships in the United Nations system" in relation to capacity building:
198. *"To assess the contribution of United Nations system fellowships to capacity building, it is therefore not enough to take only into account -as it is often the case- the total number of awards or total expenditures but to go beyond these criteria "by proxy" and measure their real impact, a difficult if not impossible task for many reasons."*<sup>22</sup>
199. Contrary to the UN Joint Inspections Unit study and many others, WHO considered it possible to measure impact even though it had not found any precedent at that moment. In this regard, three suggestions were highlighted. Firstly, most of the UN agencies should improve their fellowship evaluation from the perspective of organizational impact beyond the current satisfaction assessment by the fellow. Secondly, many evaluation reports pointed out the difficulty of measuring fellowships impact. Impact evaluation, however, remained of great concern to all UN agencies. Thirdly, WHO suggested creating a task force in collaboration with UN/DESA and other Organizations to tackle the establishment of a framework to measure impact with a common methodology, regardless of the nature of the fellowships programme.
200. WMO fully endorsed WHO's proposal to come up with a task force and added that even though external consultants might be hired, agencies ought to retain the leading role at all times since they had already the insight into these programmes.
201. DESA added that the first step of the task force would be to come up with a framework since not all agencies could apply the same indicators. As to the question of ownership, the recipient countries were responsible for formulating their objectives against which the outcome would be measured. Measuring the outcome went in line with the result-based budgeting (RBB) approach of most agencies.
202. WHO underlined that the initiative for studies on effectiveness should come from the agencies. Donor countries were interested in the results of their investment not only in terms of figures but also in terms of impact. Since evaluating impact was such a complex exercise, all parties had to be involved: the fellows, the funding agency, the UN

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<sup>22</sup> The report of the Joint Inspection Unit is available at: <http://www.unjiu.org/en/reports.htm#2004> (cf. paragraph 38, p. 11)



agency, the host institution, and most importantly, the beneficiary country. Impact of national capacity-building could only be measured on a national level. WHO agreed that countries were not involved actively enough in the evaluation process.

203. DESA endorsed the idea of a task force that would come up with tools to evaluate the impact of the fellowships programmes. However, that did not mean that the task force would actually conduct the evaluations. InWEnt stated that it might be useful to include national placement and supervising agencies in the task force. They had considerable experience in the evaluation of fellowships programmes. InWEnt volunteered to participate in the task force, if needed. The World Bank suggested that it was important to discuss the format of the future task force.
204. Ms. Karen Gladbach from WHO/PHAO added that coming up with an impact evaluation methodology was a big exercise and would qualify for a PhD project. Therefore, the task force could team up with a scholar working on that subject.
205. Following these discussions, the Secretary of the Meeting proposed a draft text stating that the Meeting recommended the creation of a Task Force whose terms of reference would be to develop a proper evaluation methodology.
206. Mr. Hutchings from the Australian Nuclear Science and Technology Organization (ANSTO) raised the issue of how to define success in capacity-building which might differ in each agency. In his opinion, the proposed Task Force would have to answer that question before coming up with tools to actually measure that success.
207. UNESCO endorsed the setting up of a Task Force which would come up with a general framework for evaluation.
208. WMO explained that it already had benchmarks included in its application form as outlined in the 'Manual on Policies and Procedures of WMO Fellowships'. A copy of the WMO Manual was distributed to all the participants.
209. DESA added that it was implementing a new fellowships programme where governments were required to indicate what they expected from the fellows they were nominating and what the fellows were expected to do upon return. That made it easier to follow up on the fellows after their training had ended. The UN Department of Disarmament Affairs (DDA) considered it important that the task force did not lose sight of the concrete and detailed questions of evaluation mechanisms and did not get carried away in theoretical and philosophical debates.

## **T. Presentation on the 2004 Global Review of Stipend Rates, by Ms. Lulu Del Rosario, UN Conditions of Service Section**

210. Ms. Del Rosario took the floor to present the global review of stipend rates which had been conducted over the past two years and had resulted in the review of 59 submissions received from the original 159 countries with already established fellowships stipend rates. She noted that there was an increase in fellowships stipend rates in 39

countries and a decrease in 15 countries. In five countries stipend rates remained at the same level. Response rate was at 37%. 100 countries with established fellowships stipend rates had remained unchanged since 1989. Of the 59 submissions, 13 had been revisited and 15 had been established for countries which never had fellowships stipend rates. Currently, a total of 174 countries had established fellowships stipend rates. Ms. Del Rosario observed a slight improvement over the 2004 global review but still considered the response rate to be low. Several follow-up communications had been dispatched by both UN and UNDP to encourage field offices to carry out the review, putting emphasis on its importance. Some information provided in the questionnaires items had gone beyond the basic, essential incidentals intended to be covered by the stipend. No statistics were available on the number of UN fellows in the field, the frequency of fielding UN fellows and the length of their studies. Ms. Del Rosario noted that at the past meeting, Senior Fellowships Officers had emphasized the need for adequate annual reviews of stipend rates. Nevertheless, it seemed that not enough measures had been taken to guarantee fruition of that goal. The question remained whether it would still be cost-effective to carry out a review if the frequency of fielding UN fellows was low.

211. Ms. Del Rosario suggested a number of measures for consideration by Senior Fellowships Officers. A decision should be taken allowing any UN agency in the field to conduct the review of fellowships stipend rates in the event that the UNDP country office could not carry out the task. Such a decision would have to be brought to the attention of HLCM and its approval would have to be obtained. The possibility should be considered to determine and apply a fixed percentage of the first 60-days DSA rate to those fellowships stipend rates that had not been updated from 1989 to 2003. Ms. Del Rosario noted that among the original 100 countries with non-reviewed stipend rates, two countries had stipend rates lower than 10% of the countries DSA; 12 countries had stipend rates lower than 10% to 19% of the respective DSA; 18 countries had rates lower than 20% to 29%; rates in another 20 countries were lower than 30% to 39%; 19 countries had rates between 40% to 49% and 29 countries had rates of 50% to 70% of their relevant DSA. Ms. Del Rosario encouraged SFOs to consider maintaining the current level of fellowship stipend rates in those countries where stipend rates consist of 40% to 70% of the respective DSA. With regard to the other brackets, especially those with the lowest percentages, it would seem logical to upgrade those rates. SFOs could exceptionally come to an agreement to ascertain the most reasonable percentage to be applied in order to align those countries with the others. Ms. Del Rosario pointed out that it would, however, have an impact on those countries with low fellowships stipend rates. It would be an exceptional measure applicable in that particular case. The review should still be observed and adhered to in the future. UN fellows should also be properly briefed that stipend is an allowance intended to cover the cost of lodging, board and essential incidentals only and that the purpose of the fellowships stipend was to enable the individual to defray modest but reasonable living expenses during the fellowships period.

## **U. Contribution of UNDP on the Global Review of Stipends, presented by Ms. Lulu Del Rosario, UN Conditions of Service Section**

212. The representative of the UNDP Headquarters could not attend the meeting due to other commitments but authorized the UN Conditions of Service Section to make the presentation on behalf of UNDP. Ms. Lulu Del Rosario took the floor to present UNDP's contribution on the Global Review of Stipends. The current business process was that in partnership with UNDP country offices, UNDP Headquarters initiated the global review. The country offices submitted their data to the UN Secretariat for analysis. Data was then sent to UNDESA which published and maintained monthly rates for the UN wide implementation. Challenges of the current process were that UNDP Headquarters resources to initiate the review were very limited. UNDP country offices made very limited direct use of the fellowships programme. No staff at the country office level was dedicated to administer and coordinate stipend-related initiatives. UNDP, with its streamlining capacity in manpower and budget, was focused on building capacity, advocacy and other larger scale practical development initiatives. UNDP was the sole UN agency at the country level tasked to conduct reviews. Its resources were allocated based on either results or cost-recovery services. Therefore, UNDP proposed three measures: Firstly, cost-sharing amongst other agencies on stipend-related initiatives should be considered. Secondly, stipends could be linked to the DSA. And thirdly, the UN agency with the most fellows could preside over the coordination and collection of data.
213. The adequacy of stipend rates is a sensitive issue which affects directly the well-being of the fellows. In general the cost of living in each country goes up. But there are countries, as pointed out by the Conditions of Service Section, which warranted a decrease. Therefore, the review did not mean that stipend would only increase. In reality, stipend rates could not reflect the level of economic development of a given country at every stage. As a matter of policy, stipend rates should be reviewed globally every three years. However, due to many factors, they had not been reviewed for many years. There was, thus, a backlog which had to be reviewed as soon as possible. WHO reinforced the point that in some important countries stipend rates were still very low whereas in some others they did not exist at all. Furthermore, they had found out that in certain countries there had been a considerable difference between travel rate and resident rate. For these reasons, WHO welcomed the suggestion to review the stipend rates based on a percentage of the DSA.
214. DESA clarified that by cost sharing UNDP meant that it was no longer prepared to do the surveys free of charge and suggested that all agencies shared the fee that UNDP would charge for future reviews. As for the different rates of short-term fellowships addressed by WHO, DESA advised to prorate the daily stipend starting from the monthly rate as published on the DESA website. DSA was to be given to study tour participants whereas stipend had to be applied to fellows. It was, therefore, a question of clearly differentiating between study tour participants who participated in short-term programmes and fellows

who were intended to stay longer. The definition of a Fellowship had been agreed upon during the 14th Meeting in Vienna<sup>23</sup>. Study Tour<sup>24</sup> and Group Training<sup>25</sup> had been defined in the 15th Meeting in Geneva.

215. IAEA noted that its definition was very strict. Study tours were allowed to a maximum of two weeks and DSA was applied.
216. DDA added that its fellows were appointed on very short notice and moved around the entire globe. In 1999 the fellowships stipend rates were found to be particularly low. DDA tried several approaches to counter that situation. In the end it was agreed to base stipend rates on a certain percentage of the DSA. The percentage was professionally established and reviewed on a recurring basis.
217. DESA suggested endorsing the proposal of applying a percentage of the DSA in order to determine the stipend rate. DESA further clarified that the existing stipends were based on the rates established by the review. A multiplier was estimated, which applied to the DSA, allowed the calculation of the stipend rate. The proposal suggested reviewing the stipends and defining the percentage of the DSA to be applied.
218. WMO realized that stipend rates in many countries were considerably higher than what other sponsors, like the European Commission, provided. Consequently, WMO requested the host institutions to advise on what would be a reasonable stipend rate for a fellow and did not therefore apply the high official rates. That was an attempt to be in line with the other sponsors who sent fellows to a given training institution.
219. DESA responded that stipend rates were established to be applied throughout the United Nations system in order to guarantee parity. If one UN organization applied different stipend rates, that would bring about inconsistency within the United Nations system. Disparity would appear not only in comparison to external programmes but also within the United Nations itself. That would go against the spirit of harmonizing the UN fellowship conditions within the United Nations system.
220. IAEA explained that it applied two stipend rates, a lower rate for fellows who were accommodated inside the host institution and a higher rate for fellows accommodated

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<sup>23</sup> "A Fellowship in the United Nations System is a specially tailored or selected training activity that provides a monetary grant to a qualified individual for the purpose of fulfilling special learning objectives; such training, which may be of at least 30 days duration (except in the case of WHO and some other agencies) [...]" Final Report, 14<sup>th</sup> Meeting of Senior Fellowship Officers of the United Nations System and Host Country Agencies, 18-20 November 2002, IAEA Vienna, Recommendation 1, p. 26.

<sup>24</sup> "A Study Tour in the United Nations system is an award for a development cooperation activity given to an individual or group of individuals to visit pre-arranged sites and institutions in one or more selected countries for a short duration (normally no more than two weeks and even in exceptional cases never exceeding two months) to observe developments, gather information and exchange experience with host counterparts in fields pertaining to specific country agreements or project documents." Final Report, 15<sup>th</sup> Meeting of Senior Fellowship Officers of the United Nations System and Host Country Agencies, 13-15 October 2004, WHO Geneva, Recommendation 1, p. 59.

<sup>25</sup> "A Group Training in the United Nations system is a flexible arrangement made to meet the requirements of two or more nationals working in a project or programme whereby they (a) receive practical training within the country designed to upgrade the skills, or (b) attend specially designed, practical training courses, seminars, symposia, workshops or technical meetings outside the country." *ibid*, Recommendation 2, p. 59.

off-campus. IAEA also noted that the high stipend rates could be an incentive for some host institutes to raise their training fees.

221. DESA pointed out that there were already two rates established for many countries: one for on-campus accommodation and one for off-campus accommodation. DESA had requested all UNDP offices to fill out a questionnaire with on-campus rates and a separate one with off-campus rates. Many UNDP offices had not provided that information and for 100 countries it was still missing.
222. NUFFIC supported the statement from WMO. NUFFIC received complaints from fellows and host institutions that fellows from different sponsors received different stipends. In some cases a fellow would receive a stipend higher than the supervisor's salary of the host institution which obviously created tensions. NUFFIC, therefore, advised to consult with national placement and supervising agencies to know about national stipend rates.
223. Since the UNDP did not fulfill the reviewing function anymore, DESA suggested requesting the HLCM to give authority to other UN agencies operating at field level to conduct the reviews. For duty stations where stipends had not been reviewed since 1989 a percentage of the DSA could be applied to establish the stipend rate as an immediate short-term action until new reviews were conducted.

## **V. Presentation on the New DESA Fellowship Website<sup>26</sup> and Newsletter, by Christian Engler, Personnel Service, UN/DESA**

224. Mr. Engler took the floor to present DESA's new Website and Newsletter. Following the 9th recommendation of the 15th Meeting of Senior Fellowships Officers of the United Nations system and Host Country Agencies, DESA had readapted its website with the objectives to better serve the Agencies, Funds and Programmes as well as the fellows by offering a platform for interaction. Mr. Engler briefly ran the participants through the new website: The hierarchy of the site was kept flat, allowing access to relevant information from the main entry page after a few clicks. The site was structured around the topics of connection (Member & Host Country Agencies links), tools (documents, stipend rates and forms as downloads), information (calendar and Newsletter) as well as interaction (e-forum). Mr. Engler especially underlined the interactive calendar and encouraged participants to provide DESA with information on upcoming events. He introduced the first issue of the Training & Fellowships Interagency Newsletter, finished just before the meeting and made available online. The Newsletter would be published biannually and would serve as an Inter-Agency workspace to exchange views among Senior Fellowships Officers, fellows and national placement and supervising agencies. Ideally, it would serve as a tool enabling closer inter-agency coherence. Mr. Engler particularly thanked those agencies that had contributed to the first issue.

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<sup>26</sup> <http://esa.un.org/techcoop/fellowship.asp>



225. Besides the newly established Newsletter, the e-forum offered another means of interaction among Senior Fellowships Officers and National placement and supervising agencies. Mr. Engler defined the e-forum as “a shared server space for group discussions in electronic form.” The server space was provided by DESA for Senior Fellowships Officers that had access by logging-in to all forms of digital communication such as text, image, audio and video. In order to demonstrate the set up of an e-conference Mr. Engler went through two mock e-conferences with the participants. The advantages of an e-forum in comparison to regular e-mail correspondence were manifold. Unlike e-mail that allowed numerous non-related topics to be included, e-conferences created chronologically structured discussions along concise topic lines. Having the e-forum on a shared server space also allowed to upload large documents. Since no attachment limits applied, which filtered e-mails with heavy documents attached, all participants of an e-conference had access to the same information. Another advantage mentioned was the possibility to upload and view documents immediately during a phone or videoconference. Mr. Engler finished his presentation by demonstrating how active an e-forum could be with the example of the lively ongoing e-conference on the “Elimination of all forms of violence against the girl child”.

**W. Presentation on Medical Insurance of Fellows, by Mr. Benedikt Butaye, Account Manager Vanbreda International (Fellowships Ins.) and Mr. Paul Debrabandere, Account Manager Vanbreda International (UN, UNDP, UNOPS)**

226. Mr. Benedikt Butaye took the floor to present the Fellowships Insurance of Vanbreda International. This broker company was specialized in employment benefits for international groups with its core activity in medical claims handling. Besides medical and dental coverage, activities included short and long-term disability coverage, long-term care cover, pension plans, loss of life cover and employee affinity plans. The company had been ISO 9001:2000 certified. That certification guaranteed certain quality standards such as the fact that 90% of the claims were settled within nine working days or that the availability was granted at all times, which had been achieved by Vanbreda International by setting up an office in Kuala Lumpur that took over the night shift. Mr. Butaye underlined that Vanbreda was not an insurance company but a broker company. For the fellowship insurance the leading company was Les Assurances Générales de France. Vanbreda International covered staff in 192 countries. 120,000 families were covered worldwide. Three million medical bills were processed per year. It handled 350 million Euros of medical expenses per year. Vanbreda boasted of 350 multilingual staff. 220 were employed in the Medical Claims Center. As many as 8,000 providers applied direct payment.
227. The Fellowships Insurance, whose official name used to be Group Life, Disability and Medical Insurance Policy, was negotiated in 1982 by IAPSO/UNDP covering also other categories such as trainees, study tour participants, NPPPs, experts, consultants un-



der national execution and service contract holders. Until 31 December 2002 all claims had been pooled together and the same premiums had been applied to all categories. In 2003 each category received its own premiums. That brought about an increase of premiums. The premium rates rose by 40% for the fellowship medical insurance. At the same time, a ten-dollar deductible was introduced. Mr. Butaye presented several charts on the medical reimbursement of fellows. The biggest portion (22.83%) went to the UN Organizations based in Geneva. The main benefiting agencies were IAEA (21%) and WTO (18%). Besides medical insurance, 1,411 subscribers were enrolled in Life & Disability. The premiums for the period 2006-2008 had been negotiated to remain stable for three years.

228. Mr. Butaye introduced two new services offered by Vanbreda International: 1) The possibility of depositing money into bank accounts in US dollars at no extra costs to fellows and 2) A new Vanbreda International website designed to meet the needs of the fellows<sup>27</sup>. The website provided information on coverage and maximum coverage rates in English, French and Spanish and allowed direct billing. A network of medical providers consisting of 3,000 formal agreements and 8,000 working relations in 179 countries had agreed to direct billing for in-patient hospitalization and major out-patient cases. Navigating through the process of direct billing via internet, Mr. Butaye explained that fellows had to identify themselves online and, if possible, ask for a cost estimate. Vanbreda provided a letter of guarantee and could make a down payment, if needed, or could provide a guarantee check. It settled bills directly and informed the fellow of any uncovered costs. Fellows could fill out and download the specific fellow form for reimbursement claims from the website. The website further provided contact details for Vanbreda specialists as well a search option to find medical providers throughout the world that had signed agreements with Vanbreda International.
229. During the discussions on this item, all participants who took the floor expressed their appreciation for the excellent services provided by Vanbreda. Fellowship claims were handled promptly and in a timely manner, even at times even under difficult conditions. IMO queried about the names of the insurance companies Vanbreda brokered and whether the individual agreements between UN agencies and Vanbreda were renewed automatically each year. WHO/PAHO inquired if dependency coverage was provided for fellows. IAEA wanted to know how Vanbreda reimbursed fees if a fellow had already returned to the home country where wire transfers were not possible. DESA wondered if there was double coverage for fellows studying in the United Kingdom since the law of that country, as outlined earlier by British Council, required all research fellows to be covered medically by the Government. IAEA thanked the company for allowing IAEA since 2005 to issue insurance certificates to fellows in order to facilitate their visa application process.

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<sup>27</sup> [www.vanbreda-international.com](http://www.vanbreda-international.com) The restricted area could be accessed by the participants of the meeting by the mock-up personal Reference Number 242/IAPSO1 and the muck-up Date of birth 06/06/1963.

230. Mr. Butaye pointed out that his company was an independent broker which worked with 20 different insurance companies. As far as fellows were concerned, as he had mentioned before, their main insurance company was Les Assurances Générales de France, member of the Allianz Group. Dependency coverage was not provided by the fellowship insurance. If a fellow had already returned home, the reimbursement fee could be transferred to the administering organization or could be sent by check. Reimbursement was based on the information provided on the claim form. Fellows in the United Kingdom could rely on state coverage. It was up to the UN agencies to decide whether the services provided by the British Government equaled those of Vanbreda. Currently, very few fellows in the United Kingdom recovered expenses with Vanbreda International. The British Council noted that Government services did not necessarily match the medical insurance offered by Vanbreda.



## **5 Discussion on the Draft Conclusions and Recommendations**

231. The discussion and adoption of the conclusions and recommendations of the 16th Meeting of Senior Fellowships Officers of the United Nations system and host country agencies dominated the deliberations on the third day. Based on the many working papers and contributions thoroughly discussed during the previous two days of the meeting, the final conclusions and recommendations were drafted and adopted.
232. The participants conversed extensively on the issue of monitoring and evaluating host institutions. In this regard, participants agreed to consider the issue on a wider scale. They recommended “Fellowships Impact Assessment” to be one of the major agenda items of the 17th Meeting in 2008. In addition, they recommended the creation of a Task Force on the Impact Assessment of Fellowships. The Task Force would face the challenge of coming up with heretofore non-existent methodology for measuring the impact of fellowships programmes.
233. Due to the impossibility of UNDP country offices to submit cost-of-living questionnaires for countries whose stipend rates had not been reviewed since 1989, the meeting recommended that UN/DESA request the High Level Committee on Management to authorize delegation of authority to complete the questionnaires to other UN agencies present in the field and directly involved in fellowships programmes. The whole set of Conclusions and Recommendations is reproduced in Annex I.



## 6 Closing Statements

234. Mr. Zaid made a short closing statement on behalf of the host agency, UNESCO. He expressed his appreciation for the dedication and hard work of all participants that had allowed making the meeting a success.
235. Honourable Dr. Gurirab took the opportunity to thank all participants for having given him an insight into their work. He highlighted the importance of the work of all UN agencies and NPSAs contributing to a better understanding among all people and nations of the world through the Fellowships programme.
236. On behalf of all UN agencies and national agencies present, the Secretary of the Meeting, Mr. De Tomassi, expressed his deep appreciation to UNESCO for the excellent preparation and organization of the meeting. He also thanked the sound engineer for recording the meeting and guaranteeing the proper functioning of all technical devices throughout the presentations. Further, he took the opportunity to thank Honourable Dr. Gurirab for having shared his wisdom and his precious time with the participants. He commended Dr. Goubarev for chairing the meeting with professionalism and enthusiasm. Last but not least, he congratulated all participants for their active participation in the discussion and their constructive attitude. He underlined that enormous steps had been made since the first meeting he attended six years ago—from not having a definition of a Fellowship to actually establishing an evaluation task force.
237. The Chairman, Dr. Goubarev, thanked the host of the meeting, in particular Mr. Kulikowski and Mr. Zaid and their team who had provided excellent facilities and a very warm welcome. He further thanked Mr. De Tomassi and Mr. Rudi for the substantive organization of the meeting as well as the Rapporteur of the meeting, Mr. Engler. He joined the Secretary of the meeting in expressing his gratefulness to Honourable Dr. Gurirab for his valuable input, very necessary for the deep insight of the South-South cooperation, before specifically thanking all UN agencies and NPSAs that participated in the meeting. Expressing his hope to see everyone again in two years he wished all participants a *bon voyage* back home.





## 7 Annexes

### **Annex I: Conclusions and Recommendations of the 16th Meeting of Senior Fellowships Officers of the United Nations System and Host Country Agencies**

1. The Meeting acknowledges with appreciation the participation and contributions of dignitaries, Hon. Dr. Theo-Ben Gurirab, Speaker of the National Assembly of the Republic of Namibia and President of the 54th Session of the UN General Assembly as well as Deputy Assistant Director General of UNESCO, Mr. James Michael Kulikowski at the 16th Meeting of Senior Fellowship Officers (SFOs) of the UN System Agencies.
2. The Meeting notes with satisfaction that their Agencies had adhered to the harmonized policies and procedures agreed upon at the 15th Meeting of SFOs, except those which had financial implications.
3. Participants recommends that Senior Fellowships Officers continue to take the necessary steps in their respective organizations to convey the decisions taken both at the 15th (2004) and 16th (2006) Meetings to their Senior Management in order to facilitate the consultative process to be carried out by the Chief Executives Board (CEB) for the approval, in particular, of all common agreed standards having financial implications.
4. The Meeting urges the CEB High Level Committee on Management (HLCM) to take the necessary steps to have the recommendations of the 15th and 16th Meetings of SFOs approved by all UN System Agencies in order to achieve harmonization of Fellowship procedures and entitlements.
5. UN/DESA offeres to publish a booklet for Fellowship Officers with all the harmonized procedures and entitlements on Fellowships, Study Tours and Group Training as soon as they are approved by Agencies through CEB/HLCM.
6. The Meeting recommends “Fellowships Impact Assessment” as one of the major agenda items for the 17th Meeting (2008).
7. In the framework of South-South cooperation, Agencies are encouraged to share information on Training Institutions/Centers of Excellence in the South for posting on the common DESA Fellowships website.
8. Agencies are encouraged to use the e-forum (<http://esa.un.org/techcoop>) designed by DESA to conduct e-conferencing on issues of common interest. The Task Force on Fellowships Impact Assessment, which has been established by this Meeting, may also use it as a valuable and efficient tool.
9. The Meeting takes note of the requirement that all UN trainees take the Advanced Security in the Field course (in addition to Basic module) when assigned in countries with security phase I and above as well as of the need to obtain a security clearance for Group Training.

10. The Meeting reaffirms that the visa is the responsibility of the fellows and/or their Governments. Therefore it recommends that the Governments of beneficiary countries be involved in obtaining their visas.

Concerning this issue the Meeting notes with satisfaction the best practices put in place by some European hosting countries to facilitate the issuance of visas to UN System fellows. It is suggested that UN Agencies take due consideration of the political situations in the host and beneficiary countries at the time of placement.

11. The Meeting recommends the creation of a Task Force on Impact Assessment of Fellowships. This Task Force will be chaired by WHO with the support of UN/DESA as Focal Point and other Organizations (IAEA, ITTO, WB, WMO etc.) and some National Placement and Supervising Agencies. The terms of reference will be among others to:
  - a) indicate how to measure success of the Fellowship programmes and identify appropriate related indicators (national plans, benchmarks, etc.) needed for a proper evaluation. Some information about these indicators might be included in the Fellowship Application/Nomination form;
  - b) develop an Evaluation Framework followed by an Evaluation Methodology according to RBB (Result-Based Budgeting) or equivalent principles;
  - c) propose an enhanced format for Fellow's final reports;
  - d) present results at the 17th Meeting of SFOs in 2008.
12. Representatives of major National Placement and Supervising Agencies express their willingness to assist in the resolution of issues such as visas, taxation and training fees.
13. To resolve the issue of the long-pending revision of the stipend rates due to the unresponsiveness of some local UNDP Offices it is recommended that:
  - a) DESA request HLCM (High Level Committee on Management) the authorization to delegate the compilation of cost-of-living questionnaires for Fellows to other UN Agencies present in the field and directly involved in Fellowship programmes;
  - b) the UN Conditions of Service Section be requested to calculate temporary stipend rates based on a percentage of the prevailing DSA as a temporary one-time measure to alleviate the urgent cases with stipends not reviewed for a long time.

Furthermore it is suggested that the delegated Agency carrying out the cost-of-living survey consider the input provided by the host institutions and/or the National Training Institutions.

14. To ensure that the relevant recommendations of the 16th Meeting are implemented at country level, participants request UN/DESA to transmit them to UNDP Headquarters for the attention of its country offices.
15. Participants express their deep appreciation to UN/DESA for its commendable work in discharging the function of Focal Point for Inter-Agency Fellowships Coordination in

the past two years and for the preparation and compilation of the reports and working papers for this meeting. The organization of the meeting was carried out in the most professional way. The items on the agenda were very pertinent and in line with the CEB concept “One United Nations.” The quality of the documents prepared proved to be of the highest level which stimulated very productive discussions. With several Agencies attending for the first time, the meeting witnessed the largest number of participants ever. Therefore, the Meeting recommends that UN/DESA continue its role as Focal Point for Inter-Agency Fellowships Coordination.

16. Participants request UN/DESA as Focal Point to contact FAO to explore the possibility of this Agency hosting the 17th Meeting of Senior Fellowships Officers in Rome in 2008.
17. Participants express their gratitude to the host of the meeting, UNESCO, for the excellent working conditions and the hospitality displayed in the course of the Meeting. Particularly, their thanks go to Mr. Ali Zaid, Chief of Fellowships Section and to Mr. Irwin Merida, Ms. Nicole Vidal and Ms. Andrezza Zeitune in charge of organizational and logistical issues, for the warm reception provided to all and for their tireless efforts to ensure a smooth running of the Meeting.



## Annex II: Programme of Work

**Monday, 6 November 2006:**

### ***Morning***

9:00 Registration

9:30 Opening Address: Mr. James Michael Kulikowski, Deputy Assistant Director-General for External Relations and Cooperation, Director of Relations with Member States and National Commissions, will address the meeting on behalf of the Director-General of UNESCO.

9:45 South – South Cooperation: Presentation by Honourable Dr. Theo-Ben Gurirab, Speaker of the National Assembly of the Republic of Namibia, President of the 54th Session of the UN General Assembly and Former United Nations Fellow

10:00 Organizational Session:  
Election of Officers  
Adoption of Agenda

10:15 General Introduction by Mr. Furio De Tomassi, Chief of Personnel Service, UN/DESA, and Secretary for Inter-Agency Fellowship Coordination

10:30 Coffee Break

### I. Operational and Substantive Issues

10:45 A. CEB Concept “One United Nations” and How It Can be Applied in Inter-Agency Training and Fellowships. Presentation by Mr. Alexander Thern-Svanberg.

11:10 B. Report on the Implementation of the Recommendations of the 15th Meeting of Senior Fellowship Officers as well as on the Work of the Focal Point.  
Presentation by Tom Rudi, UN Department of Economic and Social Affairs

11:30 C. South – South Cooperation:

1. Continuation of discussions.

2. Technical Cooperation among Developing Countries: The Need for a Roster of Local and Regional Academic and Training Institutions (Dr. Akpa Gbary, Dr. Ali Hassanabadi, WHO)

12:45 Lunch

### ***Afternoon***

14:00 D. Best Practices:

1. UNESCO: A Survey of its Best Practices in Training and Fellowships. Presentation by Mr. Ali, Zaid, Chief of Fellowships.

2. Development Center for Asia Africa Pacific (DCAAP): Best Practices in Training.



15:00 E. The Community of Scholars and Fellows: The experience of the World Bank in the Establishment of Links with Development Practitioners.  
Presentation by Mr. Tsutomu Shibata, World Bank.

15:45 Coffee Break

16:00 F. Partnerships. Presentations by:

1. Partnerships with Academic Institutions, Foundations and NGOs. Presentation by Mr. Kamel Braham, World Bank
2. DCAAP: Partnerships with Various Organizations.

17:30 Reception given by UNESCO in honor of the delegations.

## **Tuesday, 7 November 2006**

### ***II. Administrative Issues***

#### ***Morning***

9:00 A. Implementation of Fellowships. The Role of National Placement and Supervising Agencies in the Implementation of Fellowship Programmes of UN agencies.

- Taxation of Stipends by some Governments
- Administrative Fees
- Visas (USA and other countries)

11:00 Coffee break

11:15 B. Implementation of Fellowships/Scientific Visits under the new IAEA TC structure and IAEA Nobel Price:Fellowships in Human Health and Nutrition. Presentation by Ms. Nathalie Delhommeau, IAEA.

11:30 C. Fellowship Evaluation. Presentations by:

- IAEA Fellowship Survey, In Touch Project, TCDC and IAEA Institution Roster Project. Presentation by Ms. Nathalie Colinet, IAEA.
- ITTO Survey. Presentation by Ms. Chisato Aoki.
- DCAAP Fellowship Evaluation Mechanisms of Training Institutions
- NUFFIC. Presentation by Mr. Beer Schroder.
- InWEnt. Discussion by Ms. Marina Neuendorf

13:00 Lunch

#### ***Afternoon***

14:00 D. Global Review of Fellowship Stipend Rates – Successes and Challenges.

1. Presentation by Ms. Lulu Del Rosario, Conditions of Service Section, UN Secretariat.
2. Discussions.

14:45 E. The Upgraded Fellowship Website and the New Global Newsletter.  
Presentation by Mr. Christian Engler, UN Department of Economic and Social Affairs

15:30 Coffee break

15:30 F. The Role of the UNDP as Resident Coordinator in the Implementation of Training and Fellowships in Developing Countries on behalf of UN Agencies, presented by Ms. Lulu Del Rosario, Conditions of Service Section, UN Secretariat.

16:00 G. Insurance Policy.  
Presentation by Mr. Benedikt Butaye, Vanbreda, followed by discussions.

### **Wednesday, 8 November 2006**

#### ***Morning***

9:30 A. Preliminary Discussion on the new Recommendations of the Meeting.

10:30 Coffee Break

10:45 B. Presentation of the Draft Recommendations

11:30 C. Adoption of the Recommendations.

12:00 D. Wrap-up and Closing Statements.

12:30 Departure



## **Annex III: List of Participants**

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