

Department of Economics and Social Affairs

**18th Meeting of Senior Fellowships Officers
of the United Nations System
and Host Country Agencies**

FINAL REPORT

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DESA

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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.

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Introduction

1. The Senior Fellowships Officers of the United Nations system and some major national placement and supervising agencies convened their 18th Meeting at the Headquarters of the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Paris, France, from 2 to 4 November 2010. 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. UN/DESA extended invitations to all UN Agencies, Funds, Programmes and Secretariat Departments 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 29 representatives from 10 UN entities and 7 leading national placement and supervising agencies attended.
3. Participants unanimously elected Ms. Patricia Slessor, Head of Technical Cooperation Human Resources & Fellowships Unit, International Maritime Organization (IMO) as Chairperson of the Meeting. Mr. Furio De Tomassi, Chief, Personnel Service, UN/DESA, acted as Secretary of the Meeting. Mr. Christian Burckhardt, UN/DESA, was elected as Rapporteur.
4. The Meeting was honoured by the presence of Mr. Genc Seiti, Director of the Division of Relations with Organizations and New Partnerships, Sector for External Relations and Public Information, United Nations Educational, Scientific and Cultural Organization (UNESCO). The complete list of participants is reproduced in Annex V.
5. The Meeting had an extensive agenda which stimulated productive discussions on various items ranging from administrative to substantive and operational issues. Further refining the impact assessment of the United Nations System Fellowship Programmes and the Innovations in the Fellowship World were the two main topics. The agenda, as adopted by the Meeting, is reproduced in Annex I.
6. Participants made a series of recommendations which are reflected in Chapter 7.

1. Opening Statements

A. Opening address by Mr. Genc Seiti, Director of the Division of Relations with Organizations and New Partnerships, Sector for External Relations and Public Information, United Nations Educational, Scientific and Cultural Organization (UNESCO)

7. Mr. Seiti expressed his great pleasure in welcoming all participants to UNESCO in Paris for the third time.¹ Mr. Seiti emphasized the great honour that UNESCO felt in hosting the event and feeling part of an important and interesting programme.
8. A brief overview of the UNESCO system was outlined by Mr. Seiti. He mentioned that the Fellowships Unit was within the Division of Relations with Organizations and Partnerships. This Division was one of the three divisions within the Sector of External Relations and Public Information. This structure illustrated that the Fellowships Unit was working closely with other sections of the organization and that it was an integral part of the work that UNESCO was undertaking in partnership with UN organizations, the UN system in general, and other partners. Mr. Seiti mentioned that visibility was also being encouraged within UNESCO through the newly created section on Public Information.
9. Turning to the priorities of the Organization and its work with the UN, Mr. Seiti reminded participants that a year ago a new Director General of UNESCO had been appointed, who had set firm and clear priorities for the organization. The two main ones were “Gender Equality” and “Priority Africa”. In fact, in all five sectors: education, science, social science, communication, and culture, UNESCO had very clear objectives. He elaborated on these priorities for the field of culture, indicating that the main areas of focus were cultural diversity and intercultural dialogue, and science, indicating that the main areas of focus within this field were sustainable development, water issues, energy and engineering science. Linking these priorities to the Fellowships Programme, he informed the participants that all UNESCO’s priorities were clearly reflected through the choices that UNESCO was making for the Fellowship Programme.
10. The director moved on to highlighting UNESCO’s recent work in the Millennium Development Goals (MDG) Summit, alongside the UN and other sister agencies. UNESCO worked in this Summit with two directives: to ensure that education, and equally culture, be important elements of development. He believed that a positive result of this Summit was the effective interaction that occurred between the UNESCO Director General and representatives of other agencies, such as WHO, which he hoped, would develop the links between education and health. He further

¹ The 16th Senior Fellowships Officers Meeting was held at UNESCO Headquarters November 6-8 in 2006, and the 10th Senior Fellowships Officers Meeting was held at UNESCO Headquarters September 21-23 in 1994.

mentioned that the Director General of UNESCO would be attending the Chief Executives Board Meeting in New York in the coming days, delivering a presentation on the transition team and the priorities and strategies for UN women. He noted that the second part of the CEB Meeting would focus on how to implement the MDGs, in line with the statements made by Member States in September. Mr. Seiti admitted that while what he had previously said may not have related directly to the work of the Fellowships Meeting, he felt that it was important to outline the structure and priorities of UNESCO as a host to the Meeting.

11. Addressing the participants in French, he explained that UNESCO was in a period of reform, trying to alter its structure to meet the objectives that the Member States had placed before it. Mr. Seiti stressed the importance of learning from past experiences in order to evolve, and of sharing UNESCO's past experiences with the outside world and the UN System. He commended the work of UN/DESA and its use of communication platforms, stating that he hoped UNESCO would be able to make better use of the platforms that were at its disposal in order to harmonize its practices. Mr. Seiti also commended the spirit of cooperation that the Fellowships Programmes embodied.
12. Mr. Seiti concluded his opening statement by welcoming once again the participants to UNESCO in Paris and reminded them that his colleagues and he were at their disposal to ensure they had an enjoyable and productive stay.

B. General Introduction by Mr. Furio De Tomassi, Chief of Human Resources Management, United Nations/Department of Economics and Social Affairs (UN/DESA), and Focal Point for Inter-Agency Fellowship Coordination

13. Mr. De Tomassi congratulated Ms. Patricia Slessor on her election as Chairperson of the 18th Senior Fellowships Officers Meeting of the United Nations System Organizations. He further expressed his confidence that, under Ms. Slessor's able chairmanship, and her previously demonstrated skills as host of the 17th Meeting, the Meeting would efficiently navigate through its agenda items and derive meaningful outcomes. In the same vein, he acknowledged the valuable contribution of Ms. Slessor's predecessor, Ms. Nathalie Colinet, for the competent manner in which she chaired the 17th Meeting of the Senior Fellowships Officers at the International Maritime Organization Headquarters in London in 2008. He indicated that her role did not end with the Meeting in London, as she had remained engaged with the network throughout the past two years, had provided advice and input into the current year's Meeting, and was to be delivering a presentation at this session. He also acknowledged her offer to host the meeting at the International Atomic Energy Agency in Vienna, which, gracious as it was, could not be accepted due to scheduling conflicts amongst participants. He added that in order to secure the widest possible participation the UNESCO Headquarters was graciously offered by Mr. Zaid as an alternative.

14. Mr. De Tomassi made a special mention of Dr. Alexandre Goubarev of WHO, who was chair of both the 2006 Meeting and the Impact Assessment Taskforce, but who unfortunately, due to an accident, could not attend. Mr. De Tomassi described Dr. Goubarev as a pillar of the Fellowships Officers Network and wished him a speedy recovery.
15. On behalf of all present, he thanked Mr. Seiti for his warm welcome address and the interesting insight into the internal structure of UNESCO relating to its Fellowship Programme. He expressed his gratitude to Mr. Zaid, Chief of UNESCO Fellowships Section, for offering to host the Meeting, and for rising to the occasion when it became clear that some of the attendees would be unable to attend the Meeting in Vienna. Mr. De Tomassi added that UNESCO had become a most appreciated favourite host for the Senior Fellowships Officers, thanks to its hospitality, professionalism, and beautiful location in the centre of the City of Lights.
16. Mr. De Tomassi noted that there were two facts which had shaped this year's Agenda: first, the world economy, which had endured the deepest and most widespread recession since 1929. He expressed doubt as to when the crisis would come to an end, yet stated that there could be no doubt as to the negative long-term implications for developing countries. He referred to UN Secretary-General Ban Ki-moon's warning that the economic crisis had caused a "development emergency" which had undermined hard-won progress on the Millennium Development Goals. This had made the Capacity Building work for Fellowship Officers all the more important, as well as challenging. This had been evidenced by the fact that several member states of the Organization for Economic Co-operation and Development (OECD), such as Ireland, Italy, the Netherlands and Spain, had cut their foreign budgets considerably.
17. Mr. De Tomassi then outlined the second fact that had shaped this year's Agenda: the continuing UN Human Resources reform, which had culminated into fundamental operational changes. He emphasized that the Secretary-General strived to realize the vision of an integrated and inter-operable Secretariat at Headquarters and in the Field as part of the former Secretary-General's philosophy of "delivering as one". In the summer of 2009, the UN Secretariat took a new direction in human resources management with a particular focus on, firstly, streamlining fifteen types of contracts into three basic types, based on employment duration; secondly, moving closer towards harmonization of conditions of service for staff in the Field and HQ; and thirdly, developing and launching improved technological systems, namely the "Inspira" career portal, which provided the foundation for the new talent management framework, and "UMOJA" which, he said, would be the future UN Enterprise Resource Planning system which would enhance consolidation of global data and streamline business processes. Mr. De Tomassi expressed his belief that the UN Secretariat's Human Resources Management reform would transcend the entire UN system and extend throughout other Human Resources programmes, such as fellowships programmes and training activities.

18. Turning to the Agenda of the Meeting, Mr. De Tomassi noted that there were three important themes. The first was the continued quest for harmonized definitions, standards, and procedures among the UN System Entities, which Ms. ten Hoope-Bender, from the Chief Executives Board Secretariat, would summarize for the Meeting at a later stage. In addition to proposing a revised language for the recommendations concerning visas and airport taxes. Mr. De Tomassi outlined the second theme of the Agenda, which was further refinement of the impact assessment framework. Based on the conceptual advances achieved at the previous Meeting, the transition from “theory to practice” would be reviewed, specifically asking the question of how well the Contribution Analysis approach performed in impact assessment studies. Mr. De Tomassi mentioned that this theme would be addressed in presentations to be given by the International Tropical Timber Organization (ITTO), and the World Health Organization (WHO) later that afternoon. He noted that although much attention had been given to the Contribution Analysis approach at the previous Meeting, the Meeting remained open to learn about any evaluation study which had been conducted; and therefore some colleagues would present the topic in more general terms without a specific focus on the Contribution Analysis per se. The third theme of the Agenda would focus on the innovative use of Information Technology to improve the Fellowship programmes, be it with regard to administrative or substantive delivery. He briefly referred to the stimulating presentations to be expected, specifically Dr. Pertry’s, on UNIDO’s e-Biosafety Programme, and Ms. Colinet’s on IAEA’s novel “InTouch” System to facilitate “the application, recruitment, and administration of Fellows”.
19. Following these three important themes, Mr. De Tomassi recalled the ultimate goal of the Fellowships Meetings, which was to improve the efficiency of the programmes. He noted that the three themes converged towards this ultimate goal as the administrators of the Fellowships Programmes continued to streamline and standardize procedures with the help of the CEB, continued to critically assess the impact of the programmes, and continued to explore new systems to facilitate leaner administration and programme delivery, all with a view to effectively meeting mandates, while at the same time conserving resources and safeguarding donor confidence in a financially more stringent and competitive market.
20. Mr. De Tomassi mentioned that time had been set aside on the second day to discuss common substantive and administrative issues. He highlighted the fact that it was important to seize the opportunity that this kind of forum offered the attendees to “keep the network alive, share mutual concerns and new ideas”. Mr. De Tomassi wished all participants a very fruitful, collegial, and enjoyable 18th UN System Senior Fellowships Officers Meeting. Mr. De Tomassi reminded participants that the Meeting presented a great opportunity, and encouraged participants to seize it without further delay.

2. Introductory Presentations

C. Report on the Implementation of the Recommendations of the 17th Meeting of Senior Fellowships Officers, by Mr. Curtis V. Hosang, Human Resources Officer, UN/DESA

21. Mr. Hosang reminded participants that the 17th Meeting of Senior Fellowships Officers of the United Nations System, at IMO, London, resulted in a total of thirteen conclusions, of which eight were recommendations requiring some form of action. He pointed out that while all meeting conclusions were noted, the focus had been to report on the eight recommendations needing concrete action. With that in mind, Mr. Hosang then proceeded to report on the status of action taken on the last meeting's recommendations, during the period from November 2008 to November 2010.

Recommendations 1, 2, 5 and 6 on the implementation of evaluation methods, and in particular the Contribution Analysis approach

Item 1) Having considered the various possible evaluation approaches for impact assessment presented by the Task Force experts led by WHO, pursuant to the mandate received during the 16th Senior Fellowship Meeting, and following the deliberations on the resulting findings, the Meeting has found particular merits in the Contribution Analysis approach and therefore adopts this specific modality, with the elaborated milestones pathway (Annex I), as the platform for future implementation and evaluation of Training and Fellowship Capacity Development activities within the UN system.

Item 2) Taking into account the Results-Based Budgeting and Results-Based Management (RBB/RBM) principles widely adopted throughout the UN system, the Meeting underlines the importance of having clear and measurable objectives identified from the inception of all Training and Fellowship activities. The objectives should evidence linkage to the overarching goals of the organizations, which includes the Millennium Development Goals (MDGs). The setting of clear objectives, in line with goals, is deemed important to enable further evaluation and impact assessment studies on the Training and Fellowship Capacity Development activities.

Item 5) Being cognizant of limited financial resources that challenge the evaluation capacity of Training and Fellowship activities in the UN system organizations, the Meeting recommends that, wherever appropriate, provisions for evaluation and assessment studies be established in the planning and budgeting phase of future Training and Fellowship Capacity Development activities.

Item 6) Aiming at verifying the validity of the Contribution Analysis approach and promoting its use, the Meeting calls on Agencies to allocate resources and/or seek additional

support for impact assessment studies in selected countries and/or sectors in the context of programmatic impact evaluation of UN system Training and Fellowship Capacity Development programmes. The results of such studies will be reviewed at the next Senior Fellowships Officers Meeting.

22. One of the main themes of the Agenda was further refinement of the Fellowship Impact Assessment framework. On this subject, presentations would be given by UNIDO, which had conducted an evaluation study using the Theory of Change approach, and by ITTO and WHO, which had evaluated the impact of their Fellowship Programmes using the Contribution Analysis approach. In addition to these specific evaluation studies which had already been conducted, the IAEA was proceeding with sound planning of impact assessment activities in their next biennial Technical Cooperation cycle 2012-2013. For the design of project documents, it planned a section on “Implementation Strategy, Arrangements and Monitoring”, which included a Logical Framework Matrix and a work plan, of which Fellowships was one component. Mr. Hosang hoped that these efforts would inspire the rest of the participants.

Recommendation 3 on strengthening partnership with stakeholders

Item 3) Being mindful of the importance of all stakeholders having ownership in Capacity Development activities and corresponding evaluation efforts, the Meeting recommends that Agencies put in place compacts or other kinds of agreements with stakeholders, as an integral initial component, when implementing Training and Fellowship Capacity Development activities, in an effort to improve mutual accountability by all partners, including the National Government beneficiaries, hosting institutions, individual participants, and implementing agencies alike.

23. Mr. Hosang informed participants that UNIDO stipulated standard conditions in the Letter of Award for Fellowships and in the Study Tour Nomination form, whereby applicants agreed to the set conditions governing Fellowship and Study Tour participation. There was Government endorsement of the nominee, and, in general, either a Trust Fund Agreement, MoU or the project document signed by the stakeholders which represented a contract, by which the terms of the Technical Cooperation training activities were established and implemented.
24. Similarly to its colleagues at UNIDO, UN/DESA had implemented Letters of Award, outlining the terms and conditions of each respective programme. Mr. Hosang explained that all UN/DESA fellowships required pre-endorsement by the Government concerned on each participant form, which symbolized the partnership aspect of the programme concerned, as well as instilled a measure of accountability for the recipient country. Additionally, UN/DESA was also promoting partnership and accountability through the project documents and agreements concluded between the Organization and the Governments.

Recommendation 4 on surveying existing evaluation tools

Item 4) Recognizing that various Agencies already have some evaluation tools in operation, the Meeting requests all participants to provide samples of their current evaluation instruments, comprising for example, survey questionnaires, nomination forms, and reports, to UN/DESA by March 2009, so that a comprehensive compendium may be compiled and circulated to all Agencies for reference with a view to building on best practices.

25. Mr. Hosang thanked ITTO, UNIDO and WHO for having shared their survey questionnaire samples with Senior Fellowships Officers. Mr. Hosang encouraged other agencies to follow suit in the effort to compile a comprehensive compendium of these instruments which could be posted on the UN/DESA website, in the exclusive area reserved for the Fellowship Officer community.

Recommendations 7 and 8 on CEB coordination of fellowship matters

Item 7) Recalling recommendation four (4) of the 16th Senior Fellowships Officers' Meeting and taking advantage of the presence of the Human Resources Programme Coordinator of the Chief Executives Board (CEB) Secretariat, the Meeting kindly requests the Coordinator to take the necessary steps for insertion in the agenda of the CEB, the endorsement of the Fellowship, Study Tour, and Group Training definitions and standardized procedures, as approved by UN Agencies in previous Senior Fellowships Officers' meetings, and summarized in the draft Handbook for Fellowship Officers (Annex II).

Item 8) Taking further advantage of the presence of the Human Resources Programme Coordinator of the CEB Secretariat, the Meeting also recalls recommendation thirteen (13) of the 16th Senior Fellowships Officers' Meeting and asks the Coordinator to pursue the matter of obtaining authorization to delegate the compilation of cost-of-living questionnaires for Fellows to UN Agencies present in the field and directly involved in Fellowship programmes.

26. Mr. Hosang indicated that UN/DESA had been in touch with the CEB Secretariat concerning the two recommendations referred to it. The action taken regarding these recommendations, he advised, would be explained in detail by Ms. ten Hoope-Bender, CEB Secretariat, in her presentation to follow.

D. Update on Chief Executives Board (CEB) endorsement process of previous Recommendations, by Ms. Petra ten Hoope-Bender, Human Resources Programme Coordinator, Staff Mobility, Work/Life Balance and Staff Wellbeing, CEB Secretariat.

27. Ms. ten Hoope-Bender first provided participants with background information on her work at the CEB Secretariat, mainly coordinating programs across the UN System, as well as administering tasks for the director of the CEB Secretariat, which included attending the Senior Fellowships Meeting. Given that previous attempts

to have the Senior Fellowships Handbook endorsed by the CEB had failed, Ms. ten Hoope-Bender thought it would be useful to provide participants with a clear outline of the role and activities of the CEB, in the hope that this would facilitate its endorsement in the future. Ms. ten Hoope-Bender explained that the CEB allowed all the heads of the UN System to discuss global issues, and to set forth a path for the UN to deal with them through three main bodies, the High Level Committee on Programs, the UN Development Group and the High Level Committee on Management. The High Level Committee on Management was supported by four networks, as Ms. ten Hoope-Bender explained, the Finance and Budget Network, the Human Resources Network, the ICT Network, and the Procurement Network.

28. After this clear presentation of the CEB Secretariat's structure, Ms. ten Hoope-Bender noted endorsement of the Handbook had been sought from the Chief Executive, which was not the correct body to address this issue. Rather, the Handbook would need to be addressed by the High Level Committee on Management and then specifically by the Human Resources Network. She explained that the Human Resources Network addressed a wide range of issues. There was a push for harmonization across organizations, particularly with the notion of "delivering as one" being already well-rooted and carried out by eight pilot countries, with many others already following the model, which involved a standardization of recruitment, performance evaluation, and job grading and classification amongst other things. She believed that the Handbook fitted in well with this push for harmonization and informed the participants that it was already on the Agenda of the next Human Resources Network Meeting to be held in spring 2011.
29. Ms. ten Hoope-Bender made several suggestions to increase the chances of the Handbook being endorsed. She believed that it would be important to give a short presentation to the Human Resources Network on the role, activities and impact of the Fellowships Programmes. She admitted that she herself had not been aware of the huge impact of the Fellowships Programme, and of the number of people involved in the United Nations and its organizations as a result of the Programme. Ms. ten Hoope-Bender also highlighted that a problem in previous years had been that many of those involved in administering the Fellowships Programmes did not know whom to approach regarding the Handbook's endorsement for their respective organizations. To remedy this, Ms. ten Hoope-Bender provided a list of the relevant people who would be attending the Human Resources Network Meeting in spring 2011, and encouraged the participants to approach their respective agency representatives to alert them to the fact that the Handbook was on the Agenda and to inform them that their support would be sought in endorsing the Handbook.
30. Ms. ten Hoope-Bender proposed two substantive changes to the Handbook. The first concerned Points 26 and 27 of Fellowships Standardized Procedures of the Handbook. She explained that Point 26 stated that "travel expenses should be the responsibility of the fellow", yet immediately below, Point 27 stated that for home leave

fellows should receive “round-trip economy travel”. She highlighted the ambiguity this created and suggested that an amendment be made to clarify this. Secondly, she proposed changes to Point 14 “Visa Fees” and Point 15 “Airport Taxes” of the Study Tours Standardized Procedures of the Handbook. Concerning both these fees, the Handbook stated that “it is recommended that the UN Agencies and Programmes reimburse such fees based on submission of a Travel Expenses Claims (F-10) and other supporting evidence”. She proposed to grant more discretion to the organizations by inserting the words “if finances allow”, which, she believed, was something that would appeal to the Human Resources Network members, given the current time of financial difficulty, and thus increase the Handbook’s chances of endorsement.

31. The presentation moved to the topic of stipend, which was the second point in the previous meeting’s Recommendations that was to be addressed by the CEB Secretariat. Ms. ten Hoope-Bender informed the participants that the responses to cost-of-living surveys had been abysmal, which led to search for an alternative collection of data that included a cost-of-living component. Hence, the suggestion that the salary of a National Professional Officer (NPO) be used in combination with the post adjustment factor at the duty station. She believed that this could provide a good set of data and a good measure for creating stipends that would be equitable across the system. However, she did note that this idea had only been recently conceived, and would need further study. Should this model not be useful, there always remained the possibility of reverting to the previous method of country offices conducting their own cost-of-living surveys, but for the purpose of harmonizing the stipends, she was keen to conduct further study of the proposed new method.
32. Mr. De Tomassi clarified that this new method took advantage of the fact that there was data already available that could be used in calculating the basis of the local stipend, and that this data would be balanced with the post adjustment element. He thanked Ms. ten Hoope-Bender and her colleague for conceiving this idea, which he stated; he was keen to work into the draft recommendations. Mr. Hosang expressed concern over the fact that National Professional Officers (NPOs) were generally limited to developing countries. Ms. ten Hoope-Bender acknowledged this and confirmed that it would be good for DESA to explore the feasibility of the methodology in the coming weeks. Should there be a need to make many exceptions, it would not be deemed useful.
33. Ms. ten Hoope-Bender concluded by returning to the issue of the endorsement of the Handbook at the coming Human Resources Network Meeting. She encouraged participants to meet with their Human Resources Network members once the amended text of the Handbook would be available. They should provide them with the required background information so they could present their organization’s position on the endorsement of the Handbook. It was agreed to work closely with UN/DESA and the CEB Secretariat in doing so.

3. Refining Impact Assessment of the UN System Fellowship Programmes

E. Analyzing the contributions of fellowships to industrial development, by Mr. Johannes Dobinger, Evaluation Officer, Evaluation Group/Bureau for Organizational Strategy and Learning, United Nations Industrial Development Organization (UNIDO)

34. Mr. Dobinger first noted that while he was not a fellowships specialist, he would be presenting results of an evaluation of the International Centre for Sciences and High Technology (ICS), a centre supported by UNIDO for more than 20 years, that covered, among other things, its Fellowship Programme. He gave a brief introduction on the ICS, which was established in 1988 to promote high-level research and to develop and strengthen scientific and technological capabilities of developing countries in the creation and application of scientific knowledge. The idea was that the ICS would be of direct use to industry, providing it with new knowledge that could be applied for innovation. The activities envisaged were training, research, scientific meetings, as well as a scheme of visiting scientists and associates which developed into the fellowship programme.
35. In 2008 and 2009, an evaluation study was conducted on the ICS as a whole, with the objectives of finding the past and continuous relevancy of the ICS, the efficiency of implementation, the extent to which outputs had been produced and objectives achieved, and the impact and sustainability of results. One of the challenges that this study faced was that the ICS reporting system focused exclusively on activities of the ICS, and not on the results or outcomes of these activities. There existed neither a “project document” nor a logical framework that clearly established objectives and outcomes, which meant that the evaluation officers had to analyze the documents and create a Theory of Change that linked activities to outputs and identified critical assumptions. Mr. Dobinger highlighted that a Theory of Change approach can pose a problem because the evaluation team presents an idea of what they think the outputs are, which may or may not be true, which is why, he explained, it was important to validate the Theory of Change by using evidence from surveys and secondary information. Furthermore, if there was a lack of tangible facts, he suggested using other available sources. For instance, the ICS was able to use studies that gave information on how important fellows, and more broadly, mobility, were for technological innovation.
36. A survey conducted for the 80 fellows in 2007 and 2008 had a response rate of 43%. Mr. Dobinger thought that this was a satisfactory response rate given the comprehensiveness of the questionnaire. In analyzing these results through a Theory of Change approach, two outputs were identified in the Fellowships Programme:

new knowledge, including scientific publications, and trained researchers and other professionals. These outputs, in turn, were found to have contributed to a number of outcomes: technology development being more science-based, an expansion of “know-how”, an awareness and interest in defined research areas, and strengthened scientific capacities in developing countries. These outcomes were ultimately linked to an enhancement of industrialization in developing countries through the creation and application of scientific knowledge and increased innovation. Mr. Dobinger believed that when looking at the impacts of the fellowships programmes, it was important to look at the critical assumptions. It was not a new critical assumption that the fellows would return to their home country, but this assumption was not always made explicit and was, therefore, not always monitored. Other critical assumptions were that there existed linkages between science and industry in the fellows’ countries of origin, and that their countries of origin had an industry that could make use of the fellows’ research areas. He noted that there was no guidance as to whether, when selecting the fellows, consideration had to be given to the industries that were prominent in the fellows’ home countries, such as selecting a candidate from Brazil to participate in a study concerning bio fuels.

37. The study produced several relevant findings. It was found that fellows had normally come from developing countries’ national research institutions, and that countries in Africa and the Asia Pacific area had been given priority in the allocation of fellowships. In 2008, the ICS awarded 43 fellowships to individuals from Asia/Pacific (40%), Africa (32%), Europe (9%) and the Americas (19%). Of these fellows, 7 of them (16%) had come from least developed countries (LDCs) and 17 (40%) were female. Of the 2008 fellows, 51% were trained at the ICS, 44% by universities in Italy and 5% by universities in Germany. A total of 7 fellows (16%) possessed a PhD, and 19 (45%) a Master’s degree. Looking at these results, the geographical distribution of fellows and the number of participants in ICS-organized training events indicated that the ICS had lately become more development-oriented. The study also found that, when fellows were being placed, the ongoing research programme of the host institution, usually a university, seemed to be the starting point, but also that the needs of the sending institution had been considered. Most of the ICS fellows rated the relevance of the research undertaken for their home country as high. Mr. Dobinger noted that most of the fellows had come from scientific and government institutions, and not from research and development departments of industry, which, he believed, indicated that ICS activities could have been of relevance to industry only indirectly, depending on the linkages that existed between the client institutions and industry. In the area of chemistry, out of 7 peer-reviewed publications listed in 2009, 6 had been co-authored by ICS fellows. While about 50% of the fellows produced some kind of research paper, less than 10% produced a published scientific article. Some 80% of the fellows of the ICS had been rather at the receiving end, i.e. they had been trained and/or made aware of state-of-the-art

technology and science in specific areas. From the fellows' point of view, the most important benefits of the fellowship had been the opportunity to work in an international team, and the scientific knowledge acquired. Overall, there had been a high degree of satisfaction with the quality of training provided by the ICS.

38. In terms of whether the fellows had created an impact in their research area in their home country, it was found that 94% of the fellows had claimed that they had actively promoted their research topic in their home country. This had mainly been done through informal networking with colleagues and peers, teaching, and training events. A total of 100% of the fellows trained by or through the ICS returned to their home countries and a high proportion were working in positions that allowed the application of the new "know-how". The survey of fellows indicated that 73% of the fellows had continued working on their research subject in their respective home countries.
39. From these findings, the ICS concluded that the ICS research was interlinked with the fellowship programme and that a large part of the research was actually done by fellows. Overall there had been a rather moderate share of PhD-level fellows (16% in 2008, 26% among respondents of the survey) and this reduced the potential of the fellowship programme to contribute to high-level scientific outputs. The ICS further concluded that the ICS fellows could be considered as the main agents to disseminate ICS outputs to developing countries, but until now they had been mostly recruited from scientific and government institutions. However, nothing was known about the actual effects on institutional capacity of the participating institutions. Neither self assessments, nor monitoring information, were available in this regard. It was also concluded that the ICS fellowship programme had been more effective in training researchers and professionals from developing countries than in its contribution to the generation of high-level research outputs. Mr. Dobinger explained that the future ICS strategy was expected to put more emphasis on the scientific profile of fellows.
40. Four recommendations were developed from these findings and conclusions. Firstly, the objectives of fellowships were to be aligned with strategic priorities of developing countries and were to respond to demands for capacity development. Secondly, there was to be more focus on applied research in order to ensure that generated research and knowledge would be of use to the industrial sector. Thirdly, fellowships were to be planned and implemented so that they could contribute to a process of change and development. Specifically, ICS fellows were to be working on research projects that were in line with ICS's thematic areas but at the same time the applications for fellowships were to clearly describe the applicants' projects, how they would be established in the fellows' organizations and how the ICS fellowships would contribute to their advancement and to industrial development. Finally, it was recommended that the ICS should be more involved in bridging the science-

industry gap in client countries. To this end, specific measures were to be included in policies and work programmes. This would include clear selection criteria for partners and fellows to ensure linkages with the industrial sector. There also would be tri-partite fellowships incorporating universities and industries.

41. Mr. Zaid, representing UNESCO, made the point that if “impact assessment” meant measuring the change to which fellows contributed, it seemed very difficult to measure this in concrete terms. Mr. Dobinger responded by explaining that, in his view, if a fellowship programme had an built-in monitoring system, which ensured the right questions were asked, it would be possible to see logical and direct concrete changes to which the fellows had contributed. The types of changes sought would be related to the goals of the relevant organizations, which in the case of ICS, was the development of industry.
42. Mr. De Tomassi noted that it would be possible to measure the impacts only when the desired results had been pre-established. In the case of the ICS, the evaluation started in the post-fellowship period, where targets and objectives had not been previously established. He commended the ICS for the creative way in which critical assumptions were made, while noting that the 8 Key Milestones Pathway, which was developed in the previous Meeting, had been able to establish a precise path that could assist in impact assessment from the very beginning stages of the fellowship.

F. Impact Assessment Survey of the International Tropical Timber Organization (ITTO) Fellowship Programme, by Dr. Chisato Aoki, Senior Research Assistant, ITTO Fellowship Programme, ITTO

43. Dr. Chisato Aoki introduced herself to the participants, informing them that she would be sharing the ITTO’s experience of conducting a fellowship impact survey based on the Contribution Analysis approach, which had been discussed in the last Meeting. She outlined the three objectives of her presentation. The first objective was to present the results of the impact assessment survey. Secondly, she would illustrate how Contribution Analysis had proved to be an effective tool for Fellowship Impact Assessment. Thirdly, she would present how assessing the impact would have a positive effect on increasing donor contributions.
44. She gave a brief history of the ITTO, which was established in 1986 with the objective of promoting the conservation, sustainable management, use and trade of tropical forest resources. The ITTO had spent \$350 million on over 900 projects and policy work. There were 60 member countries (33 producer countries which represented 80% of the tropical forests area, and 27 consumer countries which represented 90% of tropical timber trade), which meant that the ITTO had a major role to play on decision-making in how tropical forests were to be maintained and used in a sustainable manner. The ITTO Fellowship Programme was established in

1989. It had the objective of developing human resources and enhancing professional expertise in member countries in tropical forestry, forest industries and related disciplines nationally and internationally. Dr. Aoki explained that the ITTO Fellowship Programme had gone through three phases. The first two phases had been funded by projects. However, the current phase had been funded through a Freezailah Fellowship Fund which was established in 2000 with a view to enable more donors to donate to the ITTO Fellowship Programme.

45. Dr. Aoki then turned to the trend of fellowship activities in the ITTO. Over the three phases of the ITTO Fellowship Programmes, there had been an increase in long-term fellowships, as a result of the increase in applications to post-graduate programmes. She also explained that the ITTO Fellowship Programme had received \$7.9 million in funding from voluntary contributors, including Japan, the United States of America and others. The ITTO had accepted approximately 1,100 fellows, awarding annually 50 – 60 fellowships, 30% of which to women.
46. On the occasion of the 10th anniversary of the Freezailah Fellowship Fund, the ITTO sought to conduct a Fellowship Impact Assessment. The study focused on discovering the impact of the Fellowships Programme at an individual, institutional, national and international level, and on discovering whether there were different impacts from short-term and long term training activities. Dr. Aoki explained that the Fellowship Impact Assessment study was conducted using the Contribution Analysis approach. Due to budgetary constraints, the ITTO communicated only with the fellows. It did not contact the fellows' host institutions nor the employers of the fellows. The study went through the 8 Key Milestones Pathway, addressing the first four items by examining the fellows' applications, briefings, evaluations conducted by the selection panel at the time of application, final reports, and progress reports provided by the fellows. The last four items of the 8 Key Milestones Pathway were addressed through questionnaires. These questionnaires consisted of two sections, the first concerning the fellows' personal profiles, with questions relating to the fellows' country of origin, academic qualifications, and current employment. The second half focused specifically on the impacts of the fellowships at an individual level, institutional level, national level and international level. Dr. Aoki provided specific examples of what kind of questions were asked, including "Did you achieve a relevant job position or job promotion after completion of the fellowship?" (if the fellows answered "yes", they were required to specify what position they had achieved), and "To what extent have you improved productivity and performance in your home organization after completion of your fellowship?" (if the fellows answered "significantly" or "very significantly" they were asked to explain with "concrete and verifiable examples").
47. The survey was conducted in March and April 2010, with questionnaires being sent via email to 376 fellows who had completed their fellowship between 2000 and

2009. The response rate was 55%, with 206 respondents completing the questionnaires. Of the respondents, 30% were women, 80% were in their 30s and 40s, and an almost equal amount originated from Africa, Asia Pacific and Latin America. Approximately 50% were found to be working for a university or research institute, 15% were working for a government, 10% for NGOs and 5% in the private sector. As part of their fellowships, approximately 40% undertook a graduate program, approximately 30% participated in a short training program, approximately 10% participated in a conference, approximately 10 % worked on the publication of a technical document, and approximately 5% took part in a study tour. The overall result of the study was positive, with results indicating a significant impact on capacity development in tropical forestry and industries at individual, institutional, national and international levels. Interestingly, it was discovered that long-term activity gave fellows a slightly higher chance of job promotion than short-term activity.

48. Dr. Aoki recalled the first milestone of the 8 Key Milestones Pathway, clear objectives, noting that 100% of the fellows had clear objectives, which she attributed to the critical evaluation and screening done by the Selection Panel and Secretariat. Analyzing the impacts based on the objectives of the fellows, it was found that 99% of fellows contributed to the promotion of sustainable forest management, which was a main objective of the ITTO, while 90% contributed to reforestation and forest conservation, which made up 80% of the ITTO's work. Thus, the fellows had positively contributed to the objectives of the ITTO. In terms of cost-effective training, 100% had achievable and cost-effective education and training plans, which Dr. Aoki attributed to the strict screening by the Secretariat and the Selection Panel based on the budget guidelines and selection criteria at the time of the selection of fellows.
49. Recalling the second milestone of the 8 Key Milestones Pathway, fair and transparent selection of fellows, Dr. Aoki assured participants that the ITTO's selection procedure ensured "fair and transparent" selection of fellows. Both the Secretariat and the Selection Panel members had five selection criteria to use when assessing a fellow's application: 1) consistency with program objective, 2) qualifications of applicant, 3) wider applications and benefits nationally and internationally, 4) reasonableness of costs, and 5) balance of gender, country and ITTO's priorities. Each year the ITTO council nominated three representatives of consumer countries and three representatives of producer countries to sit on the Selection Panel, with the Vice-Chair of the ITTO Council sitting as Chair of the Selection Panel. When the Secretariat had received the applications, experts of the Secretariat had pre-evaluated the applications before sending them to the Selection Panel which made the final selections, and sent them to the Council for final approval. This process, Dr. Aoki considered, was a fair and transparent one.
50. Regarding the third milestone of the 8 Key Milestones Pathway, relevant and appropriate placement of fellows, Dr. Aoki explained that in the case of the ITTO, the

fellows chose their training institutions, although the Selection Panel scrutinized the appropriateness of the fellows' decisions. 99% of the fellows were satisfied with their selection of host institutions, with 1% not responding to this question. 82% of the fellows went to a university or research institute, 9% went to an NGO or government organization, 4% went to an international organization, only 1% went to the private sector, and 4% went to other areas.

51. It was further found that the fourth milestone of the 8 Key Milestones Pathway, successful and timely completion of fellows' programs, had also been met. Looking through the ITTO's files and database, it was discovered that all the fellows had submitted final reports and certificates and 90% of the fellows had completed their program on time. The 10% who had not completed them on time were involved in a PhD or Masters program
52. Recalling the fifth milestone of the 8 Key Milestones Pathway, Dr. Aoki informed participants that 89% of the fellows had returned home immediately after completion of the program, with 6% continuing their work overseas and 2% taking a job overseas at time of completion at the time of conducting the survey. 84% had stayed in their home country, while 10% continuing a PhD program overseas, and 6% of the fellows taking an international job in a forestry field, which illustrated that the ITTO Fellowships Programme avoided "brain drain". Approximately 60% of the fellows had obtained a relevant job position or job promotion after completion of the program; and, 83% had eventually obtained a job position or promotion as a result of the fellowship activities. A further analysis was conducted, indicating that long-term activities had given the fellows a higher chance of job promotion than short-term activities. Those fellows who had participated in a post-graduate program, in a tailored training program, or who had contributed to a technical publication, had achieved more job promotion than those fellows who had participated in a short course or conference.
53. Turning to the sixth milestone in the 8 Key Milestones Pathway, evidence of positive contribution to work, Dr. Aoki, noted that 86% of the fellows had stated that they had "improved productivity and performance". Many of the fellows stated utilizing high-tech tools such as Geographic Information System (GIS), and remote sensing for forest land coverage and forest management, which, Dr. Aoki reminded participants, was very important for Africa, South East Asia and Latin America. Among these fellows, 52% had stated that they got their relevant job position or promotion as a result of the skills and knowledge acquired during the fellowship. 90% of the fellows had passed knowledge and experiences through conducting seminars and workshops, training community people in Africa, South East Asia and Latin America, teaching at universities, and attending national and international conferences, and 73 % of the fellows had published papers, books, manuals and national language reports. 85% of the respondents stated that they currently held either a

PhD or Masters Degree in forestry, with 43% of these stating that this was a direct result of the fellowship, and the others stating that they were inspired by the fellowship programme to continue their advanced degree. More than 82% of the fellows had developed new programs and innovative ways of performance and institutional strengthening. For example a fellow from India had developed a method to use satellite image, LIDAR (Light-Detection and Ranging) data to improve monitoring forest coverage and management of forests, and a fellow from Ghana had developed a new timber drying method to increase the efficiency of timber processing. Of the fellows, 86% had said that they strengthened their professional networks and international collaboration, and 93% had expressed a desire to join a Fellowship Alumni Network, which was yet to be created.

54. Dr. Aoki discussed the last milestone of the 8 Key Milestone Pathway, improved performance leading to enhanced services and benefits provided to community. She explained that 83% had contributed to national forestry and environmental policy. For example, some fellows from the Democratic Republic of Congo had worked on a legal framework for small-scale logging, many fellows from Ghana had been involved in a forest policy review, and finally, a fellow from India had been commissioned by the Indian Ministry of Environment and Forestry to develop a strategy to manage a disease affecting teak. It was found that 44% had made a contribution to international forestry issues, such as climate change.
55. Dr. Aoki recalled the most important statistics from the study and explained that the study revealed impact at an individual level (job promotion, advanced degree), at an institutional level (productivity, new programs/innovation, passed knowledge, publication of research, professional networks), at a national or international level (national forestry policy, national and international forestry issues), and finally revealed impact relating to ITTO's objectives (sustainable forest management, reforestation). Dr. Aoki emphasized that the Contribution Analysis approach was an effective tool for fellowship impact assessment, as well as the fact that the 8 Key Milestones Pathway was a good indicator and framework to design the survey and evaluate the impacts. She reminded participants that in this instance the ITTO did not have the funding to contact employers and host institutions, but that she remained optimistic that cooperation from these groups would provide a 360-degree view of the fellowships impact. A longitudinal impact survey of selected fellows was recommended and she expressed the ITTO's hope to conduct a survey regularly to monitor fellows' contributions in the future.
56. Mr. De Tomassi commended the ITTO's use of a logical framework and believed that it was a good practice that could be learnt from. Dr. Abubaker, Representative of the World Health Organization, questioned whether it was really possible to know the fellows' impact on an institutional, national and international level, and whether this could be verified. Dr. Aoki explained that the fellows gave concrete

examples of what they did on an international and national level, which included working on national policy and international forestry issues. Their work that went beyond institutions, involving working with other countries, was interpreted by ITTO as an international impact.

G. Impact Evaluation of the World Health Organization (WHO) Fellowships in Nepal, by Ms. Karen Gladbach, WHO/Pan American Health Organization (PAO)

57. The WHO had conducted an impact evaluation study in Nepal, led by Dr. Alexandre Goubarev, on whose behalf Ms. Gladbach was presenting the findings. She expressed Dr. Goubarev's regrets that he could not attend the meeting, especially as he would be retiring at the end of the month. Nevertheless he hoped to remain involved in the Senior Fellowships Programme, even on a consultancy basis. Ms. Gladbach recounted how she had asked Dr. Goubarev for one "takeaway" that came from the experience, which she could share with the participants of the Meeting. Dr. Goubarev had said that he thought it was important to consider fellowships not just as a finite training, but as a journey. Ms. Gladbach believed that in order to assess the impact of the Fellowships Programme, it was necessary to look at all the components of the journey.
58. The Report, in its final drafting stage, was under the direction of Dr. Goubarev in collaboration with WHO/SEARO (South East Asia Regional Office), based in India, and the WHO country office in Nepal, with contributions from evaluation experts, Prof. Arie Rotem and Prof. Amitai Rotem. Ms. Gladbach outlined that Nepal had been selected for the pilot study given that WHO/SEARO and WHO/Nepal had been available and interested, as well as there being collaboration of the relevant home and training institutes. There was a sample of 55 long-term fellows on fellowships of three months duration or more (fellowships of shorter durations were avoided as it was felt that there was minimal impact to be evaluated from those fellowships). Additionally, WHO/SEARO and WHO/Nepal had a good management system for keeping documents, which meant that all the written background documents were available, such as applications, training information, and letters of award. Furthermore, the fact that Nepal was one of the smaller countries considered meant that they were working with a smaller group of institutes with less diversity.
59. Delving further into the pilot study, Ms. Gladbach outlined that the study had aimed to evaluate the impact of WHO Fellowships in Nepal from 2004 until 2008, while deriving lessons from the Contribution Analysis approach. Ms. Gladbach informed participants that they would notice that the Contribution Analysis approach taken in the study differed slightly from the Contribution Analysis approach taken by the ITTO study. She acknowledged that the background documentation concerning the Contribution Analysis could make the approach seem complex, but that in reality it was very simple. To support this she read a definition of Contribu-

tion Analysis drawn from the Framework for Evaluating the Impact of the United Nations Fellowships Programme, which Dr. Goubarev, Professor Rotem and Mr. Michael A Zinovieff, had prepared and published: “Contribution Analysis seeks to achieve a plausible association whereby a reasonable person knowing what has occurred in the program, and that intended outcomes actually occurred, agrees that the program contributed to the outcomes”. She stressed that this definition indicated that Contribution Analysis concerned contribution, as opposed to attribution, which illustrated that the training was just one factor in the fellowship journey which contributed to results and impacts. The evaluation study also sought to assess the availability and usefulness of existing fellowship information from national and international fellowship authorities, as well as to develop and/or refine the tools and protocols adopted to obtain evidence.

60. Ms. Gladbach then turned to the study sample, indicating that all 55 long-term fellows, in three different cohorts, were reviewed, and then analyzed using the existing information available in the WHO files. Among the 55 fellows, 5 were no longer reachable, reducing the study sample to 50 fellows. All 50 were contacted, with 26 of the fellows agreeing to participate in the interviews. Prof. Arie Rotem and Prof. Amitai Rotem travelled to Nepal to interview the fellows in Kathmandu, Dharan and districts in Chitwan and Pokhara provinces, where 30-minute individual interviews were conducted, as well as focus groups with other fellows, peers and representatives from the home institutes. All interviews were carefully structured according to the 8 Key Milestones Pathway, with questions that framed the fellowships as a journey, commencing with how the fellows learnt about the fellowship, the application process, and continuing through to the post-Fellowship period. Some probing questions were also asked to determine whether the 8 Key Milestones Pathway was followed. Upon completion of the interviews, a final analysis was conducted and a draft report started. The draft report was expected to be completed in early 2011.
61. In taking a Contribution Analysis approach, the 8 Key Milestones Pathway was used as the backbone of the study. In line with the concept of a journey, the Milestones were seen as the markers along the path towards the desired destination. Ms. Gladbach suggested a clever acronym to remember the Milestones: FONTS. The “F” stood for “Future”, sparking questions such as, what was the fellow was expected to do with the training post-Fellowship? The “O” stood for “Objectives”, seeking to discover whether the objectives were SMART (specific, measurable, attainable, relevant, time bound), and whether they would enable the fellow to meet post-fellowship expectations. The “N” stood for “National Priorities”, questioning whether the national priorities were clearly defined and known by the fellow, training institute and home institute. It was quite often found that the training institute was not aware of, what she referred to as, the “bigger picture”, specifically what the fellow had planned to do in the future. By focusing on this, it would be possible to see whether the fellow was correctly chosen, and whether his or her skills had been

the right skills to undertake the training, so that he or she might achieve results after the fellowship. Moving to the “T” of the acronym, which stood for “Training”, Ms. Gladbach suggested questions such as, whether the training institute was aware of and able to address the training objectives aligned with national priorities, whether they conducted their own post-training evaluation, and whether they were aware of the post-fellowship expectations of the fellows. Finally, the “S” stood for “Sharing”, with the focus on how the fellows shared their new knowledge and skills, and how this led to an impact.

62. In order to conduct the analysis, levels of impact were ranked and defined by the consultants. Based on their discussion with WHO, four impact levels were created. These were: (1) Sustainable Impact: created a new unit, established new services, applied new procedures, major transfer to others, sustainable capacity building, which was likely to be sustained beyond the fellow’s direct involvement; (2) Considerable Impact: significant improvement of competence leading to better performance and better outcomes, sharing with others; (3) Some Impact: gained skills, some opportunity to apply or share with others, and (4) No Immediate Impact: no significant gain in capabilities and/or inability to apply in Nepal context. It was important, in Ms. Gladbach’s view, that all the consultants and interviewers worked with the same definitions of impact so that there could be consistency between the consultants’ findings.
63. Based on the analysis and the definitions of impact, it was concluded that 19% of the fellows interviewed had a sustainable impact as a result of their fellowship training; 42% demonstrated a considerable impact; near one third 31% had at least some impact; and in two cases, 8%, no impact was evident due to inappropriate placement that led to an incomplete program. Ms. Gladbach gave examples of these impacts. For sustainable impact, the establishment of a new intensive care unit in a major hospital in Nepal, and the contribution to development of a new education model currently being implemented in Nepal, were given as examples. For examples of considerable impact, Ms. Gladbach described fellows who had introduced new techniques for testing and preparing antigens, improved the use of phototherapy in treatment and research, and taught new methodologies to colleagues and/or students. As an example of what was graded as some impact, Ms. Gladbach cited a fellow who had managed the investigation and surveillance of a local cholera outbreak by applying new surveillance techniques. In that case, the fellow himself indicated that this had had only some impact, given the fact that his current position did not allow him to teach these techniques to others, thus limiting the extent of the activities’ impact. Finally, for no impact, Ms. Gladbach provided the example of a senior neurologist who had been placed in an institution that could not provide advanced training, causing the fellow to return home early with no gain in capacity. (Interestingly, it was only through the process of interviewing the fellow that they learned that the fellow had not completed his fellowship, as the documentation had not reflected this.) In addition, a surgeon had not been able to complete his study in urol-

ogy due to budget restrictions, which meant that when he returned home, he lacked the qualifications to be an urologist, and could not apply the new skills acquired. Ms. Gladbach felt that it was equally important to look at the cases where there had been no impact, and at the cases of sustainable impact to see why fellows were successful in some instances, and why they were not in others. In these two instances where there had been no impact, the fellows had selected the institutions, which Ms. Gladbach thought could indicate that the fellows had not done a sufficient amount of investigation to determine whether the institution was an appropriate match.

64. There were four preliminary findings of the study. Firstly, it was found that the current information collected by WHO had the potential to address data needs for a fellowship impact assessment. This current information included the Fellowship Application Form (fellow's details, study objectives, endorsements), Letter of Award (relevant information on training program and funding), Termination of Studies Report (fellows and host institutes' assessment of training), Utilization of Studies Report (fellow and supervisor's assessment one year later), and the fellows in-depth written reports (required by some home institutes). Thus, in each of the 26 case studies, there was a great deal of information already available, which made the study easier. However, Ms. Gladbach reminded participants that the forms were limited in the quality and depth of responses that were given. This led to the second preliminary finding of the study, which was that face-to-face interviews were crucial, as one could gain more information one-on-one. The study had found that face-to-face interviews allowed a better understanding of the complexity of individual cases, elicited potentially sensitive information, such as negative responses concerning the host institute, and offered richer, more in-depth "stories" of the journey. Ms. Gladbach acknowledged that face-to-face interviews could be impossible in many cases, due to the geographic location of the fellows; however, suggested making phone calls using technologies such as Skype and Elluminate in order to communicate with the fellows, in order for there to be, at the minimum, some kind of one-on-one, individual interview process. Thirdly, it was found that debriefing was important at various intervals, post-fellowship. While the WHO was already conducting a debriefing one year after completion of the fellowship, Ms. Gladbach pointed out that so much could happen after the first year, ideally a debriefing should be run 1-3 years afterwards. Finally, the fourth preliminary finding was that significant contributions had been made in strengthening institutional capacity and the provision of services.
65. Ms. Gladbach noted that there were various recommendations which had been made as a result of the study. It was recommended that there be better briefing of national needs to training institutions, that the WHO require progress and post-training reports from training institutions, and that they require fellows to prepare detailed and insightful termination and follow-up reports. It was also recommended that there be face-to-face debriefings on the utilization of training with a sample of fellows 1-3 years post-fellowship. Ms. Gladbach noted that Prof. Rotem had be-

lieved that external consultants did not have to undertake these debriefings, and that they could be incorporated into the programme without requiring extra funds. In addition, it was recommended that the WHO review the barriers to utilization and provide further support, when feasible and appropriate. This recommendation related to cases where fellows had the skills, but lacked the equipment and/or the money to purchase this equipment in order to implement these skills. Recalling the notion of a journey, Ms. Gladbach believed that these issues needed to be addressed at the beginning of the journey when reviewing the budgetary constraints. Finally, it was recommended that the WHO develop a fellowship alumni network, due to requests from fellows. Ms. Gladbach also noted that fellows had asked for help in developing their skills of networking in general.

66. Ms. Gladbach finally turned to the question of what she, and her fellow participants, could do at the current time to improve their fellowship programmes. She suggested gaining fellows' commitment to follow-up evaluations 1-5 years post-fellowship. She believed that when the fellows signed their agreement to return to their home country, they could also sign a commitment to participate in follow-up evaluations, which would be simple and would not create a great increase in workload for the fellowships administrators. Additionally, Ms. Gladbach suggested incorporating interviews into the fellowships programme, not as an "add-on", but as an integral component of the fellowship. While this would be a challenging task, Prof. Rotem had suggested to her that if a cohort of even 15 - 20 fellows were selected from a specific year, and took part in follow-up interviews for a period of three years, a great deal of information could be obtained. Lastly, she suggested sharing information about the fellowship programme externally to the stakeholders. This would mean that the information would need to be packaged according to the audience, most likely summarizing the information in a short and concise way for government, home institutes and host institutes. She stressed the importance of keeping the issue simple. Finally, she concluded her presentation by asking participants, "what's your next step?"
67. Some discussion was heard after Ms. Gladbach's comprehensive presentation. Dr. Aoki, the representative of the ITTO, asked Ms. Gladbach how much the study had cost, and Ms. Gladbach informed her that the cost had been approximately \$30,000. Mr. Trienale, from the ICTP, wanted to know what percentage of fellows was needed in order to consider the percentage an adequate sample size. Mr. Dobinger commented that a sample size of 20% would be enough, as long as the sample size was randomized. However, in WHO's case, the sample was not randomly selected. Further, he responded to Ms. Gladbach's comments that a study would not have to be conducted externally. He believed that there needed to be monitoring, or self-assessment incorporated into the fellowship programme, as well as independent consultants who would evaluate the program once every three years, especially if that information was to be given to donors, because if it was not independent, it would not be credible. Ms. Gladbach agreed that it would be important to have both in-built self-analysis, as well as the periodical hiring of independent consultants.

4. Innovations in the Fellowship World

H. The United Nations Educational, Scientific and Cultural Organization (UNESCO) Fellowship Programme, by Mr. Ali Zaid, Chief of Fellowships Section, UNESCO

68. Mr. Zaid welcomed the Chairperson and his colleagues. He outlined the focus of his presentation, which is the main trends of the UNESCO Fellowships Programme. He expressed his hope that there would be a chance to discuss, at the conclusion of his presentation, whether the trends were particular to UNESCO, or whether they were common to other UN agencies.
69. Turning to the first trend of the UNESCO Fellowships Programme, Mr. Zaid explained that there had been a decrease in regular budget funding. Some programmes funded by international organizations such as the World Bank and the United Nations Development Programme had ceased. Additionally, some programmes totally funded by member states, but administered by UNESCO, had also been abolished. A resolution was adopted during the UNESCO General Conference, which requested the Director General to negotiate cost-sharing arrangements with potential donors, such as member states, foundations or the private sector, to compensate for this reduction in funding. This way, the regular budget would be used in collaboration with donors to fund fellowships.
70. A positive trend felt by UNESCO had been the contribution of the emerging economies in Asia to the UNESCO Fellowships Programme. Through what UNESCO called South-South Cooperation, UNESCO had started programmes in cooperation with emerging economies in Asia, such as China, who had offered 25 fellowships per year with the proposal to increase this number to 100, and Korea, who had offered 30 fellowships per year to fellows who had come from the least developed countries in sub-Saharan Africa and Asia. Mr. Zaid believed that the South-South Cooperation was related to the priorities of UNESCO because it concerned one of the main goals of UNESCO, which was improving education in least developed countries.
71. In fact, due to some previous transformations in the fields of UNESCO competence, including education, science, culture, information and communication, there existed a great need to update knowledge and skills. Mr. Zaid expressed his belief that this necessitated continuous training and retraining, and an intellectual solidarity with the developing countries in order to cope with these transformations in the field of human knowledge. He believed that more and more fellowships were needed to guarantee some sort of knowledge circulation between the regions of the world. These needs were particularly important in the field of teacher training, as there were millions of teachers who had been trained in the 70s, 80s and 90s and who were finding their knowledge increasingly outdated. In addition, Mr. Zaid ex-

plained that the role of the teacher was no longer to provide information and knowledge, in many cases the students' levels of knowledge had bypassed the teachers, especially in developing countries. The role of the teacher had become increasingly one of orientation and guiding, which was why there was a great need to retrain teachers through fellowships.

72. Mr. Zaid outlined the increasing demand for impact evaluation and visibility of the Fellowships Programme. He reminded participants that impact evaluation would help the administrators of fellowships to be more efficient and to achieve the objectives of fellowships programmes, which would, in turn, maintain and encourage the cooperation of member states and donors. Regarding the question of visibility, Mr. Zaid explained that it was certainly necessary and logical for international organizations to have visibility; however he warned that administrators should be careful to avoid transforming visibility into publicity, especially when dealing with the private sector. He noted that there had already been some objections from UNESCO Member States to the cooperation of the private sector in the Fellowships Programme, due to this risk of publicity. Mr. Zaid thought that there needed to be a clear line drawn between the two.
73. A negative trend that had been observed was the opposition from some Western countries to the Fellowships Programme. Mr. Zaid noted that Western Europe and North America were limited to play the role of receiver by accepting fellows in host academic institutions, and described how some of these countries, especially the Scandinavian countries, had proposed to the 34th Session of the UNESCO General Conference to delete the Fellowships Programme from UNESCO's programme and budget. While some Western countries opposed this, such as France and Italy, it represented a trend by some UNESCO Member States to exclude fellowships from the priorities of international organizations, which underlined the need to undertake more efforts to persuade Member States of the importance of fellowships.
74. Mr. Zaid reviewed the trends, ultimately coming to the conclusion that the positives outweighed the negatives. He reaffirmed the need for funding from the private sector and considered that, given fellowships' contributions to growth and development, which would ultimately widen the market to the benefit of the private sector, the latter should really see fellowships as something worthwhile in which to invest. Mr. Zaid also expressed his opinion that impact evaluation should play a valuable role in fellowships by aiding administrators to increase efficiency and reach the objectives of the fellowships. Mr. Zaid concluded his presentation by providing some statistical data on the distribution of the UNESCO Fellowships Programmes. Concerning the region of the fellows, 42% of the fellows came from Africa, 22% from Arab countries, 18% from Asia and the Pacific, 8% from Europe and North America, and 10% from other areas. Of the fellows, 53% were men, and 47% were women. With respect to their fields of study, 49% were in Natural Sciences, 28% in

the field of Education, 14% in Social and Human Sciences, 5% in Communication and Information, and 4% in the field of Culture.

I. United Nations Industrial Development Organization's e-Biosafety Programme, by Dr. Ine Pertry, Institute of Plant Biotechnology for Developing Countries, Department of Plant Biotechnology and Genetics, Ghent University.

75. Dr. Pertry greeted participants and explained that her presentation would provide an outline of the novel UNIDO e-Biosafety Programme. After giving a brief description of the Programme, Dr. Pertry outlined the Cartagena Protocol on Biosafety, which was the legally binding Protocol to the Convention on Biological Diversity, adopted in Montreal in January 2000, and which entered into force in September 2003. Its intention had been to promote biosafety by establishing rules and procedures for the safe transfer, handling, and use of living modified organisms (LMOs), with a specific focus on trans-boundary movements of LMOs. The implementation of this protocol required the presence of individual, scientific and institutional capacities. It was widely recognized that biosafety regulation and oversight were key bottlenecks to commercial applications of trade in biotechnology, which was why there was a need for biosafety training and capacity building. However, this proved to be a complex task, as biosafety had many aspects and required a multidisciplinary approach. Dr. Pertry outlined the many challenges. Firstly, there was the need to transform biosafety into a multidisciplinary academic discipline. Secondly, there was the need to cope with the rising demand for biosafety personnel. Thirdly, the number of worldwide biosafety experts was limited, so there was the challenge of capitalizing on the expertise available. Fourthly, there was the need for training to target to countries' own capacities, needs and priorities.
76. UNIDO had the mandate to "exchange information on biosafety regulation and capacity-building, including through case studies on a) partnerships in biotechnology, b) biosafety, c) bioethics and d) approaches to biotechnology and intellectual property rights issues". Based on this mandate, UNIDO established a biosafety training programme. Dr. Pertry explained that the course benefited from UNIDO's International Network of Experts, the cooperation of the European Food Safety Authority (EFSA), and the access to the Worldwide Biosafety Information Network and Advisory Service (BINAS).
77. The biosafety course was targeted at professionals in the fields of life and social sciences and law who worked in national regulatory agencies, national and international research institutes, as well as institutional and industrial professionals involved in biosafety compliance. Dr. Pertry gave some more details about the course, explaining that it ran for one year and resulted in accreditation at a postgraduate level. It was delivered through a state-of-the-art online training portal, which each student could access with their own personal login and password. However, the

online learning component was supplemented with two on-campus sessions, lasting two weeks each. The first on-campus session was held at the beginning of the academic year. During this session students attended lectures, assessed case studies and gained some practical laboratory training. The second on-campus session took place at the end of the academic year in June for students to sit examinations. Additionally, students were required to submit a thesis at the end of the programme.

78. The course itself consisted of seven core modules, which were gradually released online throughout the year. They covered all disciplines related to biosafety. The first two modules gave an introduction to plant biotechnology. They were particularly important, given that the programme accepted individuals with very diverse backgrounds, including lawyers. The other modules focused on risk assessment and regulatory systems. For each module, students had to engage in online discussions and assignments. By using the modular system, a certain level of flexibility was allowed in the course. For example, the Node in Brazil had three additional modules, which were targeted at their own priorities. The training course included practical laboratory training in plant transformation and gene detection methods, as well as hands-on case studies. The practical laboratory training had been run for the first time in the previous year and was found to be especially useful for the students who did not have a life science background.
79. Dr. Pertry outlined the three Nodes in the Network. There was Ghent University in Belgium, Pontifical Catholic University of Minas Gerais in Brazil and Marche Polytechnic University in Italy. Within the Network UNIDO and the Nodes had their own tasks. UNIDO was responsible for the coordination of the course and the management of the web portal, the Peer Review of the course content and for coordinating the international and national faculty. The universities were responsible for the teaching, the student tutoring and the student accreditation.
80. Dr. Pertry outlined the many unique features of the course. It had an integrated long-term multidisciplinary study curriculum in biosafety. The course combined innovative distance learning multimedia with on-campus tuition including laboratory practices. The course resulted in academic accreditation at the diploma/master level, after rigorous student performance assessment. The learning material was developed by eminent experts, and peer reviewed for its quality and topical relevance. The flexibility of the course allowed the content to be tailored to regional needs. There were also some constructive feedback mechanisms which enabled beneficial improvements. These features were in line with the core recommendations of the Second International Meeting of Academic Institutions and Organizations Involved in Biosafety Education and Training, which was organized by the Secretariat of the Convention on Biological Diversity in 2007.
81. The unique features meant that the programme had many advantages. The programme overcame geographical constraints by making use of the e-distance learn-

ing programme, which enabled flexibility for students, and reduced cost and logistical organization for the fellows. By studying mainly independently, the trainees developed motivation and discipline. Furthermore, by having a network in which knowledge and resources could be shared, institutional limitations were overcome. An important aim of the programme was to “train the trainers”. Specifically, the programme aimed at ensuring long-term sustainability through the training of key resource persons in government, academia and industry, in order to adequately develop indigenous biosafety expertise in countries.

82. As of October 2010, 174 students had completed the course, with a 70% success rate. At the time of the Meeting, more than 50% of the trainees were engaged with national regulatory authorities. A total of 56% of the trainees were female. Looking at the origin of the trainees, 92 came from Latin America, 39 came from Africa, 21 came from Europe, 17 came from Asia and the Asia Pacific area, 3 from North America, and 2 from the Middle East. For the African students a special cost allowance was granted. For these students, UNIDO covered the costs of travel, accommodation for the residential training sessions, and the university administration costs.
83. Regarding the selection process, the first step taken was to screen the applicants to see whether they had the proper academic qualifications that were required by the relevant university to which they were applying. Following this, UNIDO worked together with the relevant university to pre-select candidates who they believed had appropriate profiles. Specifically, relevant professional experience in biosafety regulation was sought. Finally, an offer was given to candidates, on the condition that they would be granted official nomination by their respective governments.
84. Various lessons had been learnt during the course of the programme. The on-campus sessions had caused some logistical problems. The Ghent University and the Marche Polytechnic University students were to have their on-campus sessions together, with one of the biannual sessions held at Ghent University, and the other held at Marche Polytechnic University. It was also learnt that these on-campus sessions were costly to the fellows due to travel and daily expenses. It was felt that a bigger number of participants could be accommodated if there was more funding. The built-in flexibility in the programme was important, as well as the careful selection of the fellows through a review of their qualifications and motivations. The programme administrators needed to understand the regional and national requirements of the students. The course was in English, but there were already requests to also offer the programme in French and Spanish. Finally, Dr. Pertry outlined what she believed to be the most important lessons learned, which was that the system had operated effectively. By combining the distance learning programme with the on-campus tuition sessions, the programme had been successful in capacity building.

85. Dr. Aoki, from the ITTO, commented that many organizations had a low budget for fellowships programmes, so it was interesting to see that an e-learning system had been established by UNIDO. She was curious to know how the online discussion actually worked. Dr. Pertry outlined the system, stating that the teacher would place a topic online, and that the students would be notified of this via email. Students could then post responses, which were also sent out via email to the other students. However, Dr. Pertry brought to the participants' attention the fact that the discussions could not be done in real time, due to the significant time differences between the respective countries of the students. As a student in the previous years' programme, she thought that the on-campus sessions, especially the one held at the beginning of the programme, made participating in the online discussion much easier, as students could put a face to a name.
86. Mr. Hosang, UN/DESA, enquired whether there were any technological access drawbacks faced by the participants and whether there was anything done to overcome those problems. Dr. Pertry admitted that some participants did not have constant internet access, which was a problem that would need to be addressed and overcome in the future. However, most of the participants worked in research institutes or regulatory agencies and had adequate access to the internet.

J. Fellowship nomination and selection procedures, by Dr. Yinka Adebayo, Chief of Education and Fellowships Division, World Meteorological Organization (WMO)

87. Dr. Adebayo opened his presentation by explaining that he would be presenting policy and strategic issues that he felt could be of interest to all the participants and would help galvanize discussion. Importantly, he would focus on how to share information as a group on a sustainable basis to the benefit of the respective organizations and the international community. Dr. Adebayo commented that he believed Mr. Zaid's presentation on behalf of UNESCO was extremely important. As UNESCO was the key education agency in the United Nations family, he suggested that UNESCO regularly share with the Senior Fellowships Officers key policy development issues concerning education.
88. Moving on to his presentation, Dr. Adebayo outlined five points that he felt needed to be addressed. Firstly, the sharing of information needed to be improved. He believed that it was important to further consolidate the information network to help one another improve the administration of their respective fellowship programmes. Secondly, the issues of transparency and accountability had to be examined to ensure that fellowships were granted to those people with the relevant qualifications and the proper motivation. Dr. Adebayo explained that several years ago people fraudulently sought funds for WMO fellowships, without the intention of studying. Dr. Adebayo believed that transparency and accountability needed to be improved to ensure such fraudulent activities could not reoccur. Thirdly, the notions of justice and fair play needed to be addressed to ensure that fellowships were being awarded

to the best candidates. Discrepancies between what people had stated in their applications and their actual assignments were noticed. This meant that the selection procedure had a key role to play. Fourthly, there should be a focus on how to optimize resources. As Mr. Zaid had outlined in his presentation, there had been a decrease in the regular budget funding for fellowships, and an increase in bilateral arrangements to fund fellowships. These changes presented a challenge to maximize the resources available while facing a global economic crisis.

89. Dr. Adebayo examined what the implications of the selection procedure were and outlined that the selection of a candidate had implications for the country, as well as the home and host institution. In this way, a selection of a candidate resulted in the allocation of tangible resources to offer opportunity. It was important to keep in mind, when selecting fellows, that one of the most important elements of international organizations was human resources development in developing countries. For this reason, the selection procedure for fellowships should be focused on awarding fellowships to people from developing countries. This, he believed, was a key issue that needed to be addressed, as the administrators had a responsibility to use the resources given to the programme wisely.
90. Dr. Adebayo briefly outlined the WMO selection procedure. Firstly, the WMO sent out a call for nominations from countries, and then the countries' national committees would select candidates and nominate them to the WMO Fellowship Committee. The WMO Fellowship Committee would assess the candidates based on various factors such as their gender, nationality, and whether they had obtained a fellowship before. The WMO would then select the most appropriate candidates. However, Dr. Adebayo highlighted that, despite the seemingly comprehensive selection procedure, an element of nepotism was present. It was discovered by WMO that most of the candidates forwarded by the national committees were either known to the members of the national committees, or in some cases, related to them. This nepotism was not limited to one country or region, but unfortunately, was occurring everywhere. Dr. Adebayo reminded participants that 50% of the responsibility for finding the right candidates rested with the administrators of the fellowships. He believed that the authority of the administrators ought to be augmented in order to ensure the best candidate was selected.
91. Furthermore, a common approach towards fellowships was needed, which Dr. Adebayo believed was already in the process of being developed to some extent through the Fellowships Handbook. He believed that the Fellowships Officers could share information on availability, exchange ideas on selection procedures, and manage nepotism and corruption.
92. Dr. Adebayo thanked the participants for the opportunity to express his opinions and to explore the issue of how to best make use of the funding provided for fellowship programmes.

93. Mr. De Tomassi thanked Dr. Adebayo for targeting specific issues in fellowship nomination and selection procedures. He believed that Dr. Adebayo had touched upon many essential issues and recalled that in the 14th Senior Fellowships Meeting in 2002 there were some recommendations made that were related to selection, nepotism and equitable distribution of fellowship awards (see Annex IV). He indicated that these recommendations were central to the fellowships programmes, as they reiterated the element of fairness that the programmes sought to facilitate. Mr. De Tomassi suggested recalling these recommendations in the current recommendations to be drafted that afternoon due to the ongoing relevance of these issues.

K. The New Online System “InTouch”, by Ms. Nathalie Colinet, Standardization and Data Management Officer, Division of Programme Support and Coordination, Department of Technical Cooperation, International Atomic Energy Agency (IAEA)

94. Ms. Colinet’s presentation introduced InTouch, the new platform that IAEA had developed to facilitate the application, recruitment and administration of fellowships. Before elaborating on the features of the platform, Ms. Colinet thanked the participants for attending the Meeting and commended the spirit of its work. Ms. Colinet recalled her first Senior Fellowships Meeting in 2002 and how she had been motivated to take ideas back to the IAEA to further develop its Fellowship Programme. As a result of the IAEA’s involvement in the Meeting, it had implemented surveys to follow up on the activities of fellows two years post-fellowship, as well as implementing home leave for long-term fellows. Ms. Colinet’s thought it was important to share these “lessons learned” given that there had been a discussion during the current session concerning what the participants could do upon return to their home organizations.
95. Turning to the platform InTouch, Ms. Colinet explained that it had been first conceived two years earlier in response to the need for an alumni communication platform, and requests from Member States to have a better “follow up” in order to remain up to date with fellows’ activities. The objectives of the platform were to establish, maintain and intensify contacts between the Agency and potential, current and former stakeholders in the technical cooperation programme; keep in touch with the technical cooperation community; and promote the use of Member State capacities through the technical cooperation programme. The main users of the platform were fellows and scientific visitors, current and potential experts, meeting and training course candidates, national institutes and regional offices, technical cooperation counterparts, National Liaison Officers/Assistants, and the IAEA technical cooperation and technical staff. The purpose of having regional offices as users of the platform was to allow them to update their capacity to accept fellows, as well as their areas of expertise, ensuring that the IAEA was up to date with all the relevant information needed to administer the fellowships programme.

96. There were many unique features in InTouch. One of these features was the applicants' online profiles that were similar to a CV. The profile would be stored in the IAEA's database and any changes or updates to the profile could be done easily without the need to re-enter all fields. The advantage of storing this kind of information was namely to ensure that not only the contact details of the fellows were kept, but also their objectives and the national priorities at the time of applying. Ms. Colinet noted that such documents would be of great assistance in future fellowship impact assessment studies. The platform also featured standardized online application forms, so that the same sort of data was required across the board. Another interesting feature of InTouch was its Resource Institution Roster, which was effectively a database of all the institutes that provided training or had experts that could be sent to the developing states. Similarly, InTouch provided an Expert Roster of past as well as potential IAEA experts. Ms. Colinet noted that it was difficult to evaluate potential experts. IAEA had opted to select them by screening their CVs. Ms. Colinet was particularly interested to learn if any of the other international organizations had implemented a system of evaluation to assess a potential expert, before they had actually been detached to a member state. Lastly, the platform featured some information about the IAEA Technical Cooperation Programme and some guidelines.
97. One thing that had been important in the platform's development was the involvement of future users. There had been meetings with National Liaison Officers in order to learn how they believed the platform should operate. Interestingly, it was discovered that a multilingual platform was desired by users. While the principal language used by the IAEA was English, Ms. Colinet explained that there were some fellows from South America who spoke only Spanish and studied in Spanish-speaking countries, thus a platform only in English would not have been applicable for them. Creating a multilingual platform presented a complex task, yet the IAEA implemented English, Spanish and French versions of the nomination forms and the guidelines to meet this demand. The National Liaison Officers had also raised some concerns about being overloaded with email notifications and/or spam, so the process was carefully reviewed to ensure that this would not be the case.
98. Ms. Colinet illustrated to the participants how an applicant would use the platform. First it was necessary for an applicant to register and provide an email to which their login and password would be sent. Once registered the applicant could access their home screen, known as their "dashboard", from which they could navigate to other pages. This "dashboard" had numerous sections, such as "my profile", "my actions", "my involvement" and "my applications". It effectively provided an overview of the information supplied by the applicant and the activities that they were engaging in, such as sending messages or applying for training programmes. When applying, applicants were expected to enter information in different sections, such as basic info, office address, home address, languages, qualifications, employment and health. Applicants were able to navigate easily between these sections. Any documents that

needed to be provided in support of their application such as a signed supervisor's report, a language certificate or a medical certificate, could be uploaded as a PDF document. Furthermore, through the Resource Institution Roster, an applicant could see, by region, host institutions that had previously placed fellows and the areas in which they specialized. This allowed the applicants to make well-informed decisions when selecting host institutions. After having completed the application, a candidate would submit his or her application no longer directly to the National Liaison Officer, but to the Technical Coordinator Project Counterpart. This change resulted from requests from Member States to have increased control to ensure that the fellowships were within the priorities of the country and were focused on specific areas of study. The counterpart then had to complete a section of the application before it could be forwarded to the IAEA. It would be impossible for the application to be forwarded if it was incomplete, which ensured that the IAEA no longer received incomplete applications.

99. Ms. Colinet discussed the issue of internet connection and whether it was realistic to expect applicants to have adequate internet access to use the new platform. This had been considered by the developers of the platform, and it had been decided that, in case an applicant could not apply online due to a lack of internet access, it would be possible for a National Liaison Officer or the counterpart to enter the details for the applicant, as they usually have adequate internet resources in their research institute or ministry. Additionally, Ms. Colinet had found that, as more and more countries were improving their internet resources, they were becoming progressively more open and willing to communicate and provide information online.
100. Ms. Colinet advised that there were hopes to further develop and improve the platform. The next steps were to place Fellowships Reports online, especially the final fellowships reports, with the hope of being able to evaluate these reports in the light of the fellows' initial objectives. Additionally, the platform would provide links to the websites of the fellowship placement institutions, as well as implement a performance evaluation for the research institutions. The expected outcomes of the platform were greater ownership by the project counterparts; a better pre-selection of qualified candidates due to the involvement of Member States from the beginning of the process; facilitated procedures for applicants; and efficient and timely placement of training requests.
101. Ms. Colinet then passed the floor to her colleague Ms. Rubin Hasibar to talk about the trends in fellowship duration at the IAEA.

- L. **Trends in Fellowship Duration, by Ms. Maria Angeles Rubin Hasibar, Senior Fellowships Officer, Programme Management Assistant, Technical Cooperation Division for Latin America, Department of Technical Cooperation, International Atomic Energy Agency (IAEA)**

102. Ms. Rubin Hasibar outlined that the IAEA's Fellowship Programme consisted of long-term academic training. The duration of the Programme was usually one to three years, mostly in the field of medical physics, nuclear medicine and radiation oncology at the Masters or PhD level. The planning of the fellowships was done in advance within a Technical Cooperation Project. Ms. Rubin Hasibar explained that the IAEA was seeing such trends as the higher age of fellows at the time of recruitment and a lack of specialists in hospitals. Additionally, there was a lack of academic training available in the home country for certain fields. For example, hydrology experts were present already in the South America region, which allowed fellows from South America to train in countries such as Argentina, Chile and Peru. However, for certain other fields with no experts in the region, fellows had to be sent to Europe or North America. Not surprisingly, training in the fellow's home region cost significantly less than training overseas. This is why the Agency was trying its best to promote expertise regionally, in order to reduce costs and maximize the amount of people trained. Funding came from extra-budgetary funds, an IAEA Technical Cooperation Project, government cost-sharing or Type II funding, which applied when fellowships were paid by the host countries as a part of their annual voluntary contribution to technical assistance.
103. There were various types of long-term training. There was specialized training, which involved uninterrupted training in radiation oncology, nuclear medicine and medical physics. Training known as sandwich modality was also offered. This was when a fellow registered at a local university and at the same time contacted a university overseas. Two professors jointly supervised the studies, with the fellow spending six months locally and six months overseas. In addition, an online distance learning course in the area of hydrology was offered for a 500 USD registration fee. As a part of all long-term trainings, students had to sit examinations and present a thesis. Ms. Rubin Hasibar believed that the long-term programmes had been very successful.
104. Finally, Ms. Rubin Hasibar noted that the human aspect of the work was the most important and challenging part. She recalled how when the earthquake occurred in Haiti the fellows from Haiti were extremely agitated and eager to return home. Her colleagues and she had to work as an emergency response team to support these fellows. On behalf of IAEA, she thanked all participants for their input and hoped that their work would be able to produce results for their respective fellowship programmes.

M. Introduction to the International Centre for Theoretical Physics' (ICTP) Training Programmes, by Prof. Claudio Tuniz, Assistant Director, IAEA-ICTP Fellowship Programme, ICTP

105. Prof. Tuniz greeted the participants and expressed his enthusiasm to be representing the ICTP for the first time at the Meeting. He also suggested that the ICTP be considered as a future host of a Senior Fellowships Meeting, given its beautiful location in Trieste, Italy.

106. Prof. Tuniz first gave participants an outline of the ICTP's history and operations. The ICTP was founded in 1964 by Nobel Laureate Abdus Salam and was the first institute of the "Trieste System". The Trieste System was a research network cluster of scientific institutions that collaborated towards the common goal of sustainable development in the developing world. The ICTP's mission was to foster growth of advanced physics and mathematics studies in developing countries, develop high-level scientific programmes, encourage international scientific exchange, and provide excellent research and training facilities. World-class physicists and mathematicians were a part of the in-house staff at the ICTP. The institute was sponsored by a tripartite agreement between the Italian Government, UNESCO and IAEA. Research at the ICTP extended into areas such as condensed matter and statistical physics, earth system physics, high energy, cosmology and astroparticle physics, mathematics, and applied physics. It also had a multidisciplinary laboratory. The ICTP was a research institute focusing on theoretical physics and mathematics. Nevertheless, the Institute also dealt with the application of these fields to areas such as energy, the environment and industrial development. Prof. Tuniz believed that there was a need for close collaboration between science and innovation in industry. In fact, two years ago ICTP and UNESCO organized a two-day meeting to discuss ways to strengthen this partnership.
107. Professor Tuniz explained that training was a strategic part of the ICTP's system, which provided training and skills to scientists from developing countries. He mentioned that each year the ICTP organized more than 60 conferences or workshops that lasted from one to six weeks. Around 6000 people attended each year, with approximately 50% from developing countries. Prof. Tuniz reiterated that this had been an effective mechanism to create connections and partnerships between industrial countries and developing countries in the area of science and technology. He elaborated further on the training and education offered, explaining that the ICTP ran pre-PhD programmes, such as the Diploma Programme. In the Diploma Programme students came to the ICTP for a period of one year, having already gained a degree in their home country. The training offered was intensive and prepared the students to be accepted at a top class university for a PhD programme. While Prof. Tuniz noted that the SFO Meeting was concerned with training from the post-graduate period onwards, he felt that it was necessary to have the "whole production chain" in mind. He briefly mentioned the possibilities of working with a community of scientists in Africa, Latin America and South East Asia, possibly in combination with UNESCO, to improve undergraduate or secondary school study.
108. Prof. Tuniz further outlined the other types of training offered. These were a joint PhD programme with the University of Trieste, ICTP/IAEA Sandwich Training Educational Programme and the ICTP/University of Trieste Laurea Magistralis. The ICTP had made a big effort to try to form partnerships with various organizations, so that a fellow who studied at the ICTP automatically became a part of a large network.

Additionally, the Office of External Activities offered research and training activities for physicists and mathematicians living and working in developing countries. Such support complemented the training and research that ICTP provided in Trieste. Assistance was carried out through Affiliated Centres, support of Ph.D. courses and research projects (including the coordination of research networks), scientific meeting support, support for visiting scholars, and institutional collaborations.

109. Returning to the ICTP/IAEA Sandwich Training Educational Programme (STEP), Prof. Tuniz gave some specific details about the Programme. The Programme started in 2003 with the intent of building capacity by fostering PhD training. Thus, the Programme was addressed to PhD students in developing countries, studying physics, mathematics and related fields. The STEP fellows came to the ICTP or to a collaborating scientific institution for three to six months per year, for three consecutive years. They had a co-supervisor at the host institution who, together with the home supervisor, coordinated the PhD work of the student. In this scheme, the PhD degree was awarded by the home institution. The scheme was meant to expose the fellows to the international scientific community and offer them access to world-class research and training facilities, while they remained enrolled in their home institution and worked for their home country. This was meant to provide a solution to “brain drain”. The “brain drain” in sub-Saharan Africa was particularly severe, which was why there was a strong emphasis on accepting students into this programme from this region. Since the programme’s implementation, 113 fellowships had been awarded. Of these fellows 38 were women. In regards to where they came from, 54% of the fellows came from Africa, 22% from Central Europe, 17% from Asia, and 7% from Latin American and the Caribbean. The main areas of study covered were nuclear physics, lasers, synchrotron radiation, earth science, condensed-matter physics, high-energy physics and astrophysics, applied physics, and mathematics. The host institutes had been mainly ICTP, the Laser Laboratory and Elettra, although there were fellows spread around many institutes, including the Jozef Stefan Institute in Slovenia.
110. There had been positive results from the STEP fellows. So far, 35 fellows had obtained their PhD degree, with 14 of these fellows coming from sub-Saharan Africa. A total of 29 of the fellows had returned to their home country. Of these fellows, 20 had permanent positions, and 9 had temporary positions, mostly teaching and doing research at their home university, while 6 of the fellows were post-doctorates elsewhere, mainly in Europe. A total of 74 fellows were completing their PhD work, and 4 left the programme without a PhD. The fellowship was believed to be an effective mechanism to create international collaborations, which could continue after the fellowship.
111. Prof. Tuniz highlighted the strategic orientation of the ICTP’s Fellowship Programme. He emphasized the importance of looking at fellowships from a strategic

point of view to increase capacity in developing countries in various fields. He hoped that there could be greater collaboration between the ICTP and other international organizations with the motivation of “delivery as one”.

5. Administrative Issues

N. Update on Medical Insurance of Fellows, by Mr. Benedikt Butaye, Vanbreda International

112. Mr. Butaye expressed his gratitude for being invited to speak at the biennial meeting. He introduced himself explaining that he had been working for almost 20 years at Vanbreda International, mainly dealing with staff and fellows of intergovernmental organizations. His presentation would serve to give a brief update on the medical insurance of fellows and trainees.
113. Vanbreda International offered medical claims administrations service to 345 000 people who were based in 192 countries around the world. Each year, Vanbreda International had processed 3.7 million medical bills for a total claim value of 430 million euros. The company had been rapidly growing in the past years and had approximately 400 employees. In total, Vanbreda International offered premium and claims administration to 23 UN organizations. The company had developed a strategy of operating from three offices around the world. While its headquarters were in Antwerp, claims offices had also been opened in Kuala Lumpur and Miami, allowing 24/7 live customer service. These three offices operated on the same platform and therefore had access to the same documents, claims and communications at all times. Furthermore, in certain countries, local staff, who were known as case managers, had been hired. These case managers liaised with patients and providers to ensure smooth hospital admission. There were case managers in Santiago, Nairobi, Johannesburg, Kuala Lumpur, Rome and Geneva.
114. Turning to the fellows, Mr. Butaye outlined how in 2003 Vanbreda International divided fellows, trainees and scientific visitors into a separate category of their own. This meant that there had been independent premium evolution for fellows, trainees and scientific visitors. In turn, this allowed Vanbreda International to offer more stable premiums. There had even been a premium decrease of 10% on the life and disability premium in 2009.
115. Some figures were shown concerning Medical Insurance for fellows for the most recent period (2009/2010). A breakdown of the reimbursements by type of service, such as pharmaceuticals, physiotherapy and dental care was shown. Mr. Butaye also showed participants the breakdown of reimbursements by country of expense. Switzerland represented 28%, followed by Austria (10%), US (6%), Belgium (5%), Sweden (5%) and others. This was a typical breakdown and illustrated that there was some stability in this area. Likewise, there was stability when looking at the breakdown of reimbursements by organization. The IAEA represented 25%, followed by WTO (13%), UNESCO (11%), UNITAR (8%), and others. This reflected the contribution of each organization in the total premiums. For instance,

IAEA represented 25% of the total claims, but they represented 40% of the total premium volume. Having focused on Medical Insurance Mr. Butaye briefly provided some information about Life and Permanent Disability Claims. For the period 2009/2010, a breakdown of the reimbursements by service, a breakdown of reimbursements by country of expense, and a breakdown of reimbursements by organization were shown.

116. Mr. Butaye mentioned that Vanbreda International provided excellent customer service and an extensive provider network to its clients. In terms of customer service, he explained that all customers were given a generic password that gave them access to certain features on the Vanbreda International website. For example, customers could find instructions for filing a claim, information on plan benefits, and information on direct payment modalities. It was also possible to download a cost estimation form or a claim form. A total of 30 languages were available in-house. In case another language was required, Vanbreda International would use the services of a translator. Regardless, fellows never had to translate claims themselves; they could always provide originals to Vanbreda International. Impressively, a service measurement that Vanbreda International had been conducting for 10 years revealed that 94% of the claims had been settled within 4 working days following receipt of the claim by Vanbreda International, and 100% had been settled within 10 working days. Furthermore, there was a customer satisfaction of 98% and 100% client retention in 2009 and 2010.
117. Regarding the provider network, Vanbreda International had established a special department known as the Provider Relations Department. This department's role was to formalise direct payment agreements with hospitals and out-patient centres. In total, Vanbreda International had agreements with over 10,000 Medical Providers in nearly 200 countries and 77% of hospital admissions were being settled by direct payments. In this process a fellow would not have to pay the bill himself or herself, but could contact Vanbreda International who would send a letter of guarantee to the provider. In addition, Vanbreda International also had a network of medical correspondents to whom they could direct questions concerning billing practices, and reasonable and customary rates from various countries. Finally, customers could search the list of providers on the Vanbreda International website by location, or service.
118. Ms. Gladbach, from WHO, enquired whether, in the spirit of the Meeting's focus on IT technology, the fellows had the opportunity to register online and/or check the status of their claims online. Mr. Butaye confirmed that it was technically possible for the administrators to register the fellows online. However, electronic registration was not a common practice because it was time-consuming and the vast majority of fellows would never lodge a claim. Some administrators were providing excel sheets with fellows' details which had been useful in the past. Claim forms were

online, and settlement notes were by default sent to fellows in hard copy. However, should an online version be requested, it could be sent to the fellows electronically.

119. Dr. Adebayo, representing WMO, asked whether direct payment was still possible for a very large hospital bill. Mr. Butaye confirmed that regardless of the bill's amount, Vanbreda International would do everything possible to pay hospital bills and/or bills for outpatient surgery directly. There was no monetary limit for direct payments. The desired process for direct payments involved a fellow contacting Vanbreda International in advance of hospital admission to submit a cost estimate. Vanbreda International would then send a guarantee of payment to the hospital in which they confirmed that the hospital could directly bill Vanbreda International, as opposed to the fellow. Should circumstances not permit the submission of a cost estimate prior to admission (in case of emergency treatment), there was no sanction, so long as the bills were reasonable for the services rendered.
120. Ms. Colinet, from IAEA, raised the problem of IAEA fellows who were being denied admittance at hospitals in South Africa. She wondered whether it would be possible to have the contact details of the case managers who may have been able to help with some of these problems in the field. Mr. Butaye explained that the first step in any claims process was to determine eligibility, which meant that one of the main offices would have to be the first point of contact. However, he was willing to provide the contact details of the case managers to be used in extreme circumstances, so long as they were not distributed freely amongst the fellows.

O. Questions and Answers Session: Common Administrative Issues

121. A diverse range of interesting points were explored by participants during the question and answer session. Mr. De Tomassi returned to a previous issue that had been raised by Dr. Adebayo in his presentation. He recalled how Dr. Adebayo had mentioned that candidates had been creating “shopping lists” of fellowships, and were selecting whichever had the most competitive stipend. Mr. De Tomassi reminded participants that the stipends were meant to be the same across the board. To this end, stipend rates were updated every month and posted on the United Nations Training and Fellowships website every month by UN/DESA.² In accordance with the notion of “delivery as one” it was very important that within the UN system, there was no competition for stipend rates. It was agreed that the same stipends structure would continue to be used within the UN system, and unfortunately, there was little that could be done if other organizations outside the UN system were offering more competitive stipends.
122. Dr. Adebayo voiced his concern regarding the difficulties of fellows leaving spouses and children behind in their home country, especially when in some instances,

² <http://esa.un.org/techcoop/fellowships/index.html>

home leave was not covered. Mr. De Tomassi explained that in accordance with the Handbook, the ticket cost for home leave, apart from any collateral expenses, was in fact included in the fellowship. This once again underlined the importance of the endorsement of the Handbook by the CEB, as it would permit the administrators of the fellowships to refer to something officially approved when seeking an entitlement for the fellows, such as home leave. Dr. Adebayo suggested adding a paragraph into the Handbook that would encourage countries to make an allowance for home leave. Mr. De Tomassi reminded him that unfortunately, while this would be most desirable, it was outside the jurisdiction of the CEB.

123. Ms. Jackson, from the World Maritime University wondered whether some of the other participants had also had problems with Governments refusing to pay fellows' salaries. She had encountered this problem and did not know what measures, if any, could be taken to ensure that Governments continued their payments. Ms. Rubin Hasibar of the IAEA, and Mr. De Tomassi explained that Governments actually entered into a contract to pay the fellows' salaries and to reaccept them for employment post-fellowship. Yet, despite the fact that this was a legally-binding document, there were insufficient resources to take legal action against these Governments in order to enforce the signed contracts. Therefore, the consensus was that there was very little that could be done to resolve this issue.
124. Ms. Frattini, representing the Food and Agricultural Organization was curious to know how the fellowships were being publicized by the other international organizations. Mr. Trienale, from the ICTP, outlined that ICTP Fellowships were posted on its website three to four months before a deadline, with detailed application information. For the International Union Against Cancer, Ms. Vought, explained that all the fellowships were also posted on their website, and email blasts were sent to people the UICC had in its database as interested parties. Interestingly, Dr. Aoki from the ITTO, added that advertising on the ITTO website had attracted mostly post-graduate students and researchers, as they are the ones most likely to browse online. Yet, the ITTO was equally interested in seeking applications from field workers, which was why they also advertised in a quarterly magazine.

6. Discussion on the Draft Conclusions and Recommendations

125. The discussion and adoption of the conclusions and recommendations of the 18th Meeting of Senior Fellowships Officers of the United Nations system and host country agencies occupied most of the afternoon on the second and final day of the Meeting. Based on the many working papers and contributions which were thoroughly discussed during the Meeting, the final conclusions and recommendations were drafted and adopted.
126. The participants conversed extensively on the issue of endorsement of the Handbook by the Human Resources Network of the CEB Secretariat. The best steps to take to ensure endorsement were discussed. Ultimately, it was decided that communication had to be established between the SFOs and their respective Agencies' HR Network members. The Handbook was to be distributed by all meeting participants to their respective HR Network members and they were to brief them on the importance and significance of the Handbook. To that end, participants recommended that an introductory presentation be developed, with the help of UN/DESA that would explain the background of the fellowships programmes and its impact on capacity building. The presentation would focus on the relevance of the Handbook, in particular to the "delivering as one" initiative.
127. Furthermore, it was decided that the language of the Handbook would be modified to allow for flexibility regarding the payment of certain costs associated with fellows. It was argued that some flexibility was desirable, specifically for the visa and travel costs, as Ms. ten Hoope-Bender from the CEB Secretariat had mentioned in her presentation the previous day. There was some discussion as to whether the recommendation should actually specify that more flexible language should be adopted for visa and travel expenses specifically, or should simply state in general terms that more flexible language would be adopted to ensure "cost neutrality". In the end, it was agreed that the recommendation would state in general terms that some of the language should be slightly modified to ensure cost neutrality across the board instead of being limited to the issue of visas and travel expenses.
128. Participants explored the issue of stipends and whether the CEB's newly suggested method should be explored as an easier and more effective way of calculating stipends. Participants were ready to explore this new methodology further but wanted UN/DESA to be the contact entity in the meantime. UN/DESA agreed to be the focal point for coordination on this subject.
129. In light of the presentations given by ITTO and WHO, the Contribution Analysis approach was discussed. It was agreed, in varying degrees, that this approach

had been effective. While there was not a full consensus that the Meeting request organizations to adopt such a methodology, it was agreed that the Meeting should “encourage” the use of such a methodology, with the hope of confirming further its validity and applicability to the programmes.

130. Recalling Recommendations two (2), four (4), and five (5) of the 14th Senior Fellowships Officers’ Meeting (see Annex IV), the Meeting kindly requested that the Senior Fellowships Officers respect the core principles of fairness and equity in the selection of fellows. It was agreed that, given some past experiences with Governments, it was necessary to include language in the recommendations underlining the ownership and accountability of Governments in the fellowship programmes. Guidelines were recommended to be drafted by UN/DESA for follow-up at the next Meeting in 2012.
131. Given the Meeting’s focus on innovative IT technologies, there was a discussion whether a recommendation should be made to increase the sharing of these tools. Participants were ready to do this. However there was some disagreement as to whether the actual IT programmes, IAEA’s InTouch and UNIDO’s e-Biosafety programme, should be mentioned in the recommendation, or whether the recommendation should simply acknowledge that these technologies had been developed as examples of the usefulness of exploring IT innovations. Finally, it was agreed that the programme names would not be mentioned, but simply that the IAEA and UNIDO had developed and shared their new IT technologies with the Meeting. It was noted that the sharing of such IT tools among participants would aim at promoting the tools per se, but foster a common approach between the organizations. Finally, as there were some concern expressed about IT infrastructure limitations encountered by developing country beneficiaries, it was agreed to add this consideration to the recommendation.
132. The question of the use of the e-forum³ on the UN/DESA website was raised, and it was noted that it had not been greatly used despite its value as a communication platform between the Senior Fellowships Officers. It was suggested that a recommendation be made that reiterated its importance by recalling Recommendation eight (8) of the 16th Senior Fellowships Officers Meeting, which encouraged the use of the DESA e-forum.
133. It was agreed that appreciation should be expressed in the recommendations, specifically to UNESCO as host, to the Senior Fellowships Officer Counterparts and to UN/DESA for its role as Focal Point for Inter-Agency Fellowship Coordination. The organization of the next meeting was discussed, as was the venue, with both the ICTP and the WMU generously offering themselves as possible hosts. It was agreed that it would be preferable that the meeting be held at the end of September or

³ <http://esa.un.org/techcoop>

early October due to work schedules. In addition, participants agreed that the next meeting should be the previous duration of three days, to allow sufficient time for discussion. It was also suggested that 10 minute-discussions be scheduled into the timetable following each participant's presentation.

134. The participants agreed on a set of recommendations, which can be found in Chapter 7.

7. Recommendations of 18th Senior Fellowships Officers Meeting

135. After thorough discussion, the Meeting participants agreed on the adoption of the following Recommendations:

1) Endorsement of the draft Handbook on Fellowship, Study Tour, and Group Training definitions and standardized procedures

Recalling the efforts from our two previous Meetings with recommendations to the Chief Executives Board (CEB) to follow through the endorsement of the Fellowship, Study Tour, and Group Training definitions and standardized procedures, as approved by UN Agencies in previous Senior Fellowships Officers' Meetings, and summarized in the draft Handbook for Fellowship Officers, the Meeting follows the advice of the Human Resources Programme Coordinator of the CEB Secretariat to facilitate its endorsement by the HR Network. To that end, all meeting participants are requested to share the draft Handbook with their respective HR Network members and brief them on the importance of this tool to the fellowship community and its background, in anticipation of its inclusion on the agenda of the HR Network meeting scheduled for the spring of 2011.

2) Flexible language in the draft Handbook

Concerning Recommendation one (1) on facilitating the HR Network's endorsement of the Handbook for Fellowship Officers, the Meeting agreed to slightly modify some language in the draft Handbook. Such updated language will confirm the cost neutrality of the procedures stipulated in the draft Handbook vis-à-vis current practice in the administration of fellows, while at the same time allowing some flexibility when warranted by the fellow's needs, and allowed by the fellowship's budget.

3) Background fellowship information for CEB Secretariat

Taking note of the advice of the Human Resources Programme Coordinator of the CEB Secretariat, the Meeting agreed that, with the support of UN/DESA, it would develop an introductory presentation for the endorsement process of the HR Network, explaining the background of fellowship programmes, their impact on capacity building within the UN and its member states and the relevance of the Handbook to the administration of this work as well as to the "Delivering as One" initiative.

4) Streamlining of stipend calculation methodology and procedures

Benefiting from the presence of the Human Resources Programme Coordinator of the CEB Secretariat, the Meeting also recalls the Recommendations of the two last Meetings on the delegation of the compilation of cost-of-living questionnaires for Fellows to UN Agencies present in the field and directly involved in Fellowship

programmes. The Meeting takes note of the CEB's newly suggested methodology for calculating fellowship stipends, which may ease the process. In that regard, UN/DESA, as focal point for coordination, will further discuss this approach with the Policy Support Section of its central Office of Human Resources Management and with the Senior Adviser on HR Management of the CEB Secretariat, in order to study this question further.

5) Impact assessment and the Contribution Analysis approach

Recalling Recommendation six (6) of the 17th Senior Fellowships Officers' Meeting on verifying the validity of the Contribution Analysis approach and promoting its use, the Meeting would like to thank the ITTO and WHO for the results of their impact assessment studies using the Contribution Analysis approach. The Meeting notes the reported effectiveness of the methodology and therefore encourages other organizations to extend its usage so as to further assess its validity and applicability to our programmes.

6) Reaffirmation of core principles of fairness and equity in the selection of fellows

Being mindful of the focus at the 14th Senior Fellowships Officers' Meeting on fairness and equity in the fellowship selection procedures, evidenced in particular by Recommendations two (2), four (4), and five (5) of that Meeting (see Annex IV), the Meeting reiterates the importance of the said recommendations, which have central bearing on the core principles of our programmes. The Meeting reaffirms the need to raise awareness of these principles, emphasizing in particular the ownership and accountability of Governments in our programmes with respect to reasonable age requirements, adequate qualifications, and other suitable criteria for the nomination of candidates. Colleagues are requested to share their best practices for safeguarding these principles, which may be posted on the UN/DESA website for referral by the Senior Fellowships Officers' community. Based on the various inputs, UN/DESA will summarize the lessons learned and compile draft guidelines to be discussed at the next SFO meeting in 2012.

7) Advancement in the innovative use of technological systems

Recognizing the innovative direction taken by a number of organizations, and taking note of the presentations by IAEA on its web-based nomination and monitoring applications, and by UNIDO on its e-learning programme, the Meeting recommends to increase the sharing of information about innovative IT tools, so that they may be enhanced and promoted to the extent possible within the Senior Fellowships Officers' community, as a means of improving overall effectiveness and of fostering a common approach, bearing in mind any IT infrastructure limitations encountered by developing country beneficiaries.

8) UN/DESA website as a central resource for the SFO community

As some of this Meeting's Recommendations require coordination and information sharing among Senior Fellowships Officers, the Meeting reiterates the importance of the UN/DESA website, including the e-forum facility and meeting participants' exclusive area, as a useful electronic environment for facilitating document sharing, group communication, and policy referencing. By recalling Recommendation eight (8) of the 16th Senior Fellowships Officers' Meeting, the Meeting therefore reminds colleagues to make use of this resource which will be helpful to all participants for taking action on this Meeting's Recommendations and for contributing to the preparation of the next meeting.

9) Expression of appreciation for meeting host

Recognizing the generosity and flexibility with which the UN Educational, Scientific and Cultural Organization (UNESCO), graciously hosted for the third time the Senior Fellowships Officers Meeting, the 18th SFO Meeting expresses its heartfelt gratitude for the outstanding hospitality offered by colleagues at UNESCO, as well as for their personal contribution in creating a climate conducive to fruitful discussion. In particular, special mention is made of:

- > Mr. Genc Seiti, Director of the Division of Relations with Organizations and New Partnerships, Sector for External Relations and Public Information (ERI)
- > Mr. Ali Zaid, Chief of the Participation Programme and Fellowships Section, ERI
- > Mr. Irwin Merida, Assistant Programme Specialist, Participation Programme and Fellowships Section, ERI
- > Ms. Andrezza Zeitune, Focal Point for the Latin America and Caribbean and the Emergency Assistance, Participation Programme and Fellowships Section, ERI
- > Mr. Jhaycee Manansala, Assistant Administrator, Participation Programme and Fellowships Section, ERI

10) Expression of appreciation for Senior Fellowship Officer Counterparts

Emphasizing the specific challenges faced today with the global financial crisis, the Meeting more than ever, recognizes the invaluable collaboration maintained by counterparts from National Placement and Management Agencies, as well as Vanbreda International in supporting our overall Capacity Development mandates and programmes.

11) Organization of next meeting

Recognizing UN/DESA for its continued role as Focal Point for Inter-Agency Fellowship Coordination, the Meeting would like to express its genuine appreciation to UN/DESA, for its dedication and consistent level of professionalism in fulfilling its role at

the Meeting, specifically in drafting an exhaustive agenda, preparing and coordinating relevant background documents, presentations, and excellent discussion papers. The Meeting thus requests UN/DESA to continue in its useful coordinating role and to follow up on the conclusions from this year's event while planning and preparing for the 2012 meeting.

12) Venue for next meeting

Concerning the venue of the 19th Senior Fellowships Officers' Meeting, the representatives of the ICTP agreed to explore the possibility of hosting the next session at ICTP in Trieste, Italy. Failing such efforts, WMU announced its willingness to look into the feasibility of hosting the meeting in Malmo, Sweden, as a back-up plan.

8. Closing Statements

136. Mr. Seiti made a brief closing statement on behalf of UNESCO. Having sat in on the Meeting, Mr. Seiti believed that it afforded him a great insight into how UN entities worked together. For UNESCO, it was a very timely meeting, taking place in a period of reform and focusing on sharing experiences with sister agencies within the UN system. He reminded participants that while harmonization was an important goal, one must be mindful of each organization's modalities and specificities. For this reason, harmonization should not be mistaken for total uniformity.
137. The Meeting addressed some key ideas, notably the sharing of experiences, the use of innovative IT tools, and the concept of evaluation. He was confident that the Meeting had succeeded in producing robust recommendations. He underlined that a common idea discussed in the Meeting had been to visualize a fellowship not only as a one or two year period of training, but a dynamic process that involved looking at the pre and post fellowship period.
138. Mr. Seiti had one suggestion to make to the Meeting before concluding. He believed that there was a need to produce a brochure or publication that made it possible for Member States, educational institutes, and so on, to gain a clear insight into fellowships programmes within the UN system. He thanked those involved with the organization of the Meeting, and let participants know that they were always welcome at UNESCO for any future Meetings.
139. The Secretary of the Meeting, Mr. De Tomassi extended his warmest thanks to UNESCO as host of the Meeting. He noted how some of the new participants had mentioned how smooth the deliberations had been over the past two days. This was reflective of the spirit of the Senior Fellowships Officers (SFOs), he believed. There was no competition between participants and all discussions were made with the best intentions to improve and increase the effectiveness and impact of the programmes. In accordance with this, impact evaluation had dominated discussion in the most recent meetings, in order for the SFOs to have some kind of indication of how they could further develop the programmes. All SFOs were facing budget cuts and other financial constraints, yet were still committed to doing their best. Mr. De Tomassi summarized their efforts as "how to do more with less" and commended them for their work.
140. He recognized the invaluable work of the Chairperson, Ms. Slessor, who had guided the work of the Meeting. He also took the opportunity to thank the representatives of ICTP and WMU for their generous offers to host the next Meeting in 2012. He wished Dr. Goubarev a successful retirement and requested that the WHO representatives pass on to him warm wishes for a prompt recovery. Finally, on behalf of UN/DESA he thanked all the participants for their help and input in the Meeting.

141. The Chairperson, Ms. Slessor, thanked everyone present for their contributions, feedback and support, especially UN/DESA and UNESCO. She commended the participants for having kept the fellows in mind during the deliberations. She expressed her delight at reuniting with colleagues and at meeting some new faces, and wished everyone a safe trip home and the best of luck in their future endeavors with their fellowship programmes.

9. Annexes

ANNEX I: PROGRAMME OF WORK

TUESDAY, 2 NOVEMBER 2010

Morning

- 9:30 Registration
- 10:00 **A.** Opening Address: *Mr. Genc Seiti, Director of the Division of Relations with Organizations and New Partnerships, Sector for External Relations and Public Information, UNESCO*
- 10:15 **B.** Organizational Session:
Election of Officers
Adoption of Agenda
- 10:30 **C.** General Introduction
Presentation by Mr. Furio De Tomassi, Chief of Human Resources Management, UN Department of Economic and Social Affairs, and Secretary for Inter-Agency Fellowship Coordination
- 10:45 Coffee Break
- 11:00 **D.** Report on the Implementation of the Recommendations of the 17th Meeting of Senior Fellowship Officers
Presentation by Mr. Curtis Hosang, Human Resources Officer, UN Department of Economic and Social Affairs
- 11:30 **E.** Update on CEB-endorsement process of previous Recommendations
Presentation by Ms. Petra ten Hoop-Bender, CEB Secretariat
- 12:30 Lunch

Afternoon

I. Further Refining the Impact Assessment of UN System Fellowships Programmes

- 14:00 **F.** Analyzing the contributions of fellowships to industrial development
Presentation Mr. Johannes Dobinger, UNIDO

- 15:00 Coffee Break
- 15:30 **G.** Impact Assessment Survey of the ITTO Fellowship Programme
Presentation by Dr. Chisato Aoki, ITTO
- 16:15 **H.** Impact Evaluation of the WHO Fellowships in Nepal
Presentation by Ms. Karen Gladbach, WHO/PAHO
- 16:45 Reception hosted by UNESCO in honour of the delegations
- 19:45 Informal dinner on a voluntary basis: cruise on the River Seine

WEDNESDAY, 3 NOVEMBER 2010

Morning

II. Innovations in the Fellowship World

- 09:30 **I.** The UNESCO Fellowship Programme
Presentation by Mr. Ali Zaid, UNESCO
- 10:00 **J.** UNIDO's e-Biosafety Programme
Presentation by Dr. Ine Pertry, Ghent University
- 10:40 Coffee Break
- 11:00 **K.** Fellowship nomination and selection procedures
Presentation by Dr. Yinka Adebayo, WMO
- 11:30 **L.** The New Online System "InTouch"
Presentation by Ms. Nathalie Colinet, IAEA
- 12:00 **M.** Trends in Fellowship Duration
Presentation by Ms. Maria Angeles Rubin Hasibar, IAEA
- 12:10 **N.** Introduction to the ICTP's Training Programmes
Presentation by Prof. Claudio Tuniz, ICTP
- 12:25 **O.** Update on Medical Insurance of Fellows
Presentation by Mr. Benedikt Butaye, Vanbreda International
- 12:50 **P.** Question and Answer Session: Common Administrative Issues
- 13:00 Lunch

Afternoon

- 13:45 **Q.** Question and Answer Session
- 14:00 **R.** Preliminary Discussion on the New Recommendations of the Meeting
- 15:00 Coffee Break
- 15:15 **S.** Presentation of the Draft Recommendations
- 15:45 **T.** Adoption of the Recommendations
- 16:15 **U.** Wrap-up and Closing Statements

ANNEX II: KEY MILESTONES PATHWAY

- **Clear objectives**
 - > Aligned with national priorities and UN Agencies' mandates
 - > Based on training needs analysis
 - > Articulated in an achievable and cost-effective education and training plan
- **Fair and transparent selection of fellows**
 - > Based on established selection criteria
- **Relevant and appropriate placement of fellows**
 - > Utilizing host institution with relevant expertise and adequate resources to provide an effective and efficient program
- **Successful and timely completion of fellows' program**
 - > Accomplished education and training objectives and certification of competence, where applicable
 - > Resulting in positive feedback from fellows and other stakeholders
- **Return home to relevant position**
 - > % of fellows who are employed in relevant positions following various intervals of time
- **Evidence of positive contribution to work**
 - > Self and others' reports about enhanced capacity and contribution with concrete and verifiable examples
 - > Continuing professional and personal development, and contribution to others' learning (dissemination)
 - > Increasing productivity
- **Evidence of positive development in performance**
 - > Examples of new programs or innovative ways of working (including new technologies) that lead to more effective performance,
 - > Bridging operational gaps
 - > Strengthened professional networks
- **Improved performance leading to enhanced services and benefits provided to community**
 - > Evidence concerning benefits to the target community
 - > Contribution to attainment of development goals including MDGs

**ANNEX III: REVISED HANDBOOK FOR SENIOR FELLOWSHIPS OFFICERS
AS SUBMITTED TO THE CHIEF EXECUTIVES BOARD (CEB),
HUMAN RESOURCES NETWORK, ON 15-17 MARCH 2011**

United Nations Handbook for Senior Fellowships Officers

STANDARDIZED FELLOWSHIP PROCEDURES

1. FELLOWSHIP DEFINITION	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) and may take place in an appropriate training institution, usually abroad, should be in response to nationally approved human resources policies and plans, and should aim at impact and relevance for all stakeholders involved
2. FELLOWSHIP TERMINOLOGY	(a) Trainee: general term. (b) Fellow, Fellowship-holder: specific terms.
3. STIPENDS	There are three established fellowship stipend rates normally payable in the currency of the host country: (a) Travel rate for the first month. (b) Resident rate for subsequent months. (c) Academic rate for fellows in full-time attendance at universities in specific countries.
4. TUITION FEES	The United Nations agencies should pay tuition and related fees on behalf of fellows if the fees pertain to the training programmes arranged by the agencies mentioned-above.
5. BOOK ALLOWANCE	Book allowance is \$100 per month.
6. MINOR EQUIPMENT ALLOWANCE	Minor equipment allowance is up to a maximum of \$100 upon presentation of supporting evidence.

7. MAJOR EQUIPMENT ALLOWANCE	Fellows should not receive major equipment allowance. Equipment, such as computers, software, etc. should be purchased through procurement offices.
8. THESIS ALLOWANCE	A thesis allowance up to a maximum amount of \$750 may be paid in the local currency of the host country for major non-degree papers, theses and doctoral dissertations upon submission of supporting evidence and recommendation of supervisor.
9. SEPARATION (TERMINATION) ALLOWANCE	There are three categories of separation (termination) allowance: (a) \$100 for fellowships up to 6 months. (b) \$200 for fellowships up to 1 year. (c) \$400 for long-term fellowships.
10. BAGGAGE ALLOWANCE	There is no excess baggage allowance. Separation (Termination) allowance covers such expenses.
11. VISA ALLOWANCE	There is no visa allowance. Fellow or Government is responsible for passport and visa expenses.
12. INTERNATIONAL TRAVEL	There are three modes of international travel for fellows: (a) By air – the most direct economy class travel. It begins and ends in the capital of the home country or in the city with the nearest international airport. (b) By Rail – first class, with double-type sleeper for night journeys of more than six hours. (c) By ship – standard immediately below first class

13. INTERNATIONAL TRAVEL MODE ARRANGEMENT	<p>(a) Special fares should be applied only in cases when the agency is certain that there will be no changes in the dates of the award.</p> <p>(b) Fellows should not be allowed to travel by private car.</p>
14. INTERNAL TRAVEL	Fellows are entitled to internal travel when it is part of the training programme.
15. INTERNAL TRAVEL MODE ARRANGEMENT	Travel by motor vehicle should be applicable only when the host institution organizes such travel in a group with a professional driver for study purposes.
16. MEDICAL CERTIFICATE	Fellows should undergo clinical and laboratory examinations by completing MS-22 Form. X-ray report is needed for medium and long-term fellowships.
17. MEDICAL INSURANCE SCHEME	Fellows are medically insured by Vanbreda International. Insurance covers medical treatment, disability and death.
19. FELLOWSHIP BREAKS	<p>(a) One-year fellows should be granted a one-week break to allow time for preparing any necessary reports in line with their fellowship activity.</p> <p>(b) Two-year fellows should be granted a two-week break for the same purpose.</p> <p>In either case, these breaks should be optional, and any travel expenses incurred should be the responsibility of the fellow.</p>

20. HOME LEAVE TRAVEL	<p>Fellows who are on study away from their home country for an extended duration (2.5 years or more) may be entitled to travel home on leave to visit their families after 2 years of study.</p> <p>In such a case, fellows should receive:</p> <ul style="list-style-type: none"> (a) Round-trip economy travel. (b) Rent in country of study, if applicable. (c) 50% stipend at home country resident rate for fellows who do not receive a salary from their home country while they study abroad.
21. HOME TRAVEL FOR THESIS PREPARATION	<p>Fellows who temporarily go back home to do thesis research as part of the training programme should receive:</p> <ul style="list-style-type: none"> (a) Round-trip economy travel. (b) Rent in country of study, if applicable. (c) 50% stipend at home country resident rate while doing research work in the field, away from their normal residence in their home country.
22. TAX EXEMPTION	<p>United Nations fellows are tax-exempt. Every effort should be made by agencies to ensure that governments of host countries exclude fellows from national taxation.</p>
23. LANGUAGE PROFICIENCY	<p>If fellows need language training prior to starting the fellowship programme, the cost of such training should be borne by them or the Government.</p>
24. MID-TERM AND FINAL REPORTS	<ul style="list-style-type: none"> (a) Fellows should submit mid-term and final reports. (b) There is no allowance for the preparation of the mid-term or final reports.
25. TYPING OF ASSIGNMENTS	<p>Claims for typing of regular course assignments will not be accepted.</p>

26. LANGUAGE OF REPORTS	Reports should normally be written in English, French or Spanish, but not limited to the languages.
27. QUESTIONNAIRES	Each fellow is expected to complete and submit a post-fellowship questionnaire at least six months after returning home.
28. LIABILITY TO THIRD PARTIES	The United Nations assumes no liability for damages to persons or property caused by United Nations fellows.
29. FAMILY MEMBERS	United Nations fellows should not take their family members with them. No allowances of any kind will be paid for dependants.

STANDARDIZED STUDY TOURS PROCEDURES

1. STUDY TOUR DEFINITION	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.
2. DSA	<p>When abroad all study tour participants receive DSA. Each participant is entitled to DSA from the day of arrival to the last day of the training event. If accommodation is provided, they receive 50% of DSA. If meals are provided, they receive 70% of DSA. If both accommodation and meals are provided, they receive 20% of DSA as pocket allowance.</p> <p>If one or two meals are provided through other arrangements, the DSA is reduced by 10% for each meal (meals make up 30% of the DSA).</p>

3. INTERNATIONAL TRAVEL MODE	<ol style="list-style-type: none"> 1. Normally, the mode of travel should always be economy class, regardless of the length of the trip. 2. For the level of Cabinet Ministers and above, exceptions for business class may be considered and submitted for clearance to the proper administration of the relevant training and fellowships service, if the length of travel exceeds the threshold of the UN Secretariat, which is nine hours, or the standard limit of the respective agency.
4. INTERNAL TRAVEL	<p>Study Tour Participants are entitled to internal travel in the host country(ies) if such travel is part of the programme. If internal travel is by air, it should be included in the original ticket. If travel is by train or by car, they should be reimbursed on submission of travel claims and proof of ticket purchase.</p>
5. TRAINING CHARGES	<p>United Nations agencies pay training charges to host institutions as required, upon receipt of invoices.</p>
6. INTERPRETATION CHARGES	<p>Such charges are exception rather than common practice. When the training programmes so warrant, interpretation charges may be paid to the host institutions upon receipt of invoices.</p>
7. MEDICAL INSURANCE	<p>All study tour participants are medically insured by the relevant agency. Each participant should submit a certificate of good health to the relevant fellowships programme/service prior to travel. In exceptional cases, it may be submitted to the United Nations Development Programme Country Office and a copy provided to the relevant fellowships section/service.</p> <p>In a cost-sharing arrangement, the certificate of good health is still required if the United Nations agency is to insure the participant medically. Payment of medical expenses will be the responsibility of the participant.</p>

8. TERMINAL EXPENSES	<p>Terminal expenses should replace one additional day of DSA previously granted in lieu of these. This will correspond to the prevailing rates used by each agency. In the United Nations Secretariat with the current rate of US\$63 for New York and US\$38 for elsewhere in the world, the total for the round trip will be US\$202 if New York is one of the destinations, or otherwise US\$152. Terminal expenses should be paid for each country in the Study Tour programme, if no airport pick-up is pre-arranged by the host institution.</p> <p>If the United Nations Development Programme Country Office confirms that the itinerary includes an overnight stay in a third country due to connecting flights, terminal expenses for that particular country should be paid prior to departure. If the stopover was not anticipated and/or not requested by the traveller, terminal expenses should be reimbursed upon receipt of Travel Expense Claims and other supporting evidence submitted by the participant.</p> <p>In a cost-sharing arrangement, terminal expenses are borne by the agency that provides the travel.</p>
9. REDUCED TERMINAL EXPENSES	<p>When a United Nations or Government vehicle is made available for transportation from the airport to the hotel, the amount to be reimbursed to a staff member is US\$11.</p> <p>This is not applicable to study tour participants.</p>
10. TRAVEL TIME PAYMENT	<p>There are no provisions for travel time payment. DSA is applicable from the day of arrival to the last day of the study tour. If the participants arrive earlier or depart later due to non-availability of flights, DSA is paid for those days.</p>
11. OFFICIAL COMMENCEMENT OF TRAVEL	<p>Official travel starts at the closest international airport in the home country. If participants need to travel by train or by air to go to the closest international airport for departure, such travel should be included in the overall budget of the study tour.</p>

12. DSA ADVANCE	The amount of DSA advance to study tour participants is at the discretion of each agency.
13. EXCESS BAGAGGE ALLOWANCE	Study tour participants are not entitled to excess baggage allowance
14. VISA FEES	Visa fees have increased to \$100 or more in some countries. It is recommended that, if finances allow, the United Nations Agencies and Programmes reimburse such fees based on submission of Travel Expense Claims, e.g. F-10 and other supporting evidence by the participants.
15. AIRPORT TAXES	In some countries airport taxes have reached \$100. It is recommended that, if finances allow, the United Nations agencies and Programmes reimburse such fees to the study tour participants based on submission of a Travel Expense Claim, e.g. F-10 and other supporting evidence.
16. FINAL REPORTS	Each study tour participant should submit a final report of 2-6 pages at the end of training. When applicable, payment of 20% of DSA should be linked to the submission of the final report.
17. WAIVER OF UNITED NATIONS RESPONSIBILITY	The United Nations assumes no liability for damage to persons or property caused by a study tour participant.

STANDARDIZED GROUP TRAINING PROCEDURES

1. DEFINITION	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.
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2. DSA	<p>(a) Abroad: Each participant is entitled to DSA from the day of arrival to the last day of the training event. If accommodation is provided, they receive 50% of DSA. If meals are provided, they receive 70% of DSA. If both accommodation and meals are provided, they receive 20% of DSA as pocket allowance.</p> <p>(b) In-country: Participants coming from various regions of the country may receive up to a maximum of full DSA if no meals and accommodation are provided free.</p> <p>If one or two meals are provided through other arrangements, the DSA is reduced by 10% for each meal (meals make up 30% of DSA).</p>
3. IN-COUNTRY TRAINING	<p>In-country (in-service) training is also group training.</p>
4. MEDICAL INSURANCE	<p>All group training participants who travel abroad are insured medically by the relevant agency. Each participant should submit a certificate of good health to the relevant fellowships section/service prior to travel. In exceptional cases, it may be submitted to the United Nations Development Programme Country Office and a copy provided to the relevant fellowships section/service. In a cost-sharing arrangement, the certificate of good health is still required if the United Nations agency is to insure the participant medically. Payment of medical expenses will be the responsibility of the participant.</p>
5. MODE OF TRAVEL	<ol style="list-style-type: none"> 1. Normally, the mode of travel should always be economy class, regardless of the length of the trip. 2. For the level of Cabinet Ministers and above, exceptions for business class may be considered and submitted for clearance to the proper administration of the relevant training and fellowships service if the length of travel exceeds the threshold of the United Nations Secretariat, which is 9 hours, or the standard limit of the respective agency.

6. REDUCED TRAVEL ALLOWANCE	When a United Nations or Government vehicle is made available for transportation to and from the airport to the hotel, the amount to be reimbursed is US\$11. This is not applicable to group training participants.
7. TERMINAL EXPENSES	<p>Terminal expenses should replace one additional day of DSA previously granted in lieu of these. This will correspond to the prevailing rates used in each agency. In the United Nations Secretariat with the current rate of US\$63 for New York and US\$38 for elsewhere in the world, the total for the round trip will be US\$202 if New York is one of the destinations, or otherwise US\$152. Terminal expenses should be paid for each country in the programme, if no airport pick-up is pre-arranged by the host institutions.</p> <p>If the United Nations Development Programme Country Office confirms that the itinerary includes an overnight stay in a third country due to connecting flights, terminal expenses for that particular country should be paid prior to departure. If the stopover was not anticipated and/or not requested by the traveller, terminal expenses should be reimbursed upon receipt of Travel Expense Claims and other supporting evidence submitted by the participant.</p> <p>In a cost-sharing arrangement, terminal expenses are borne by the agency that provides the travel.</p>
8. TRAVEL TIME PAYMENT	There are no provisions for travel time payment. DSA is applicable from the day of arrival to the last day of the training. If the participants arrive earlier or depart later due to non-availability of flights, DSA is paid for those days.
9. BUDGET LINE	Group Training has a separate budget line in the project document or country agreement.
10. REGISTRATION FEES	Registration fees are paid to institutions, as required, upon receipt of invoices.

11. DSA ADVANCE	DSA advance to group training participants is at the discretion of each agency.
12. VISA FEES	Visa fees are charged to group training participants. It is recommended that if the waiving of such fees is not included in Host Country Agreements, the United Nations agencies and Programmes, if finances allow, cover them based on submission by participants of Travel Expense Claims, e.g. F-10 and other supporting evidence.
13. AIRPORT TAXES	<p>Airport taxes in some countries have reached \$100. It is recommended that such taxes, if finances allow, be borne by the United Nations agencies.</p> <p>Airport taxes should be reimbursed based on submission of Travel Expense Claims, e.g. F-10 and other supporting evidence by participants.</p>
14. POCKET ALLOWANCE	Agencies may pay up to a maximum of 20% of DSA as pocket allowance to participants residing in the city where the training activity takes place.
15. DEFINITION: LOCAL TRANSPORT vs. INTERNAL TRAVEL	Local transportation should be distinguished from internal travel. Local transportation is within commuting distance from the place of residence. Internal travel is beyond commuting distance from the place of residence.
16. WAIVER OF UNITED NATIONS RESPONSIBILITY	United Nations assumes no liability for damage to persons or property caused by a group training participant.

ANNEX IV: RELEVANT RECOMMENDATIONS FROM PREVIOUS SENIOR FELLOWSHIPS OFFICERS MEETINGS

Recommendations of the 17th Senior Fellowships Officers Meeting, IMO London, November 17-19 2008

- 1) Having considered the various possible evaluation approaches for impact assessment presented during the meeting, by the Task Force experts, led by WHO pursuant to the mandate received during the 16th Senior Fellowship Meeting, and following the deliberations on the resulting findings, the Meeting has found particular merits in the Contribution Analysis approach and therefore adopts this specific modality, with the elaborated milestones pathway (Annex I), as the platform for future implementation and evaluation of Training and Fellowship Capacity Development activities within the UN system.
- 2) Taking into account the Results Based Budgeting and Results Based Management (RBB/RBM) principles widely adopted throughout the UN system, the Meeting underlines the importance of having clear and measurable objectives identified from the inception of all Training and Fellowship activities. The objectives should evidence linkage to the overarching goals of the organizations, part of which includes the Millennium Development Goals (MDGs). The setting of clear objectives, in line with goals is deemed more so important, to enable further evaluation and impact assessment studies on the Training and Fellowship Capacity Development activities.
- 3) Being mindful of the importance of all stakeholders having ownership in Capacity Development activities and corresponding evaluation efforts, the Meeting recommends that Agencies put in place compacts or other kinds of agreements with stakeholders, as an integral initial component, when implementing Training and Fellowship Capacity Development activities, in an effort to improve mutual accountability by all partners, including the National Government beneficiaries, hosting institutions, individual participants, and implementing agencies alike.
- 4) Recognizing that various Agencies already have some evaluation tools in operation, the Meeting requests all participants to provide samples of their current evaluation instruments, comprising for example, survey questionnaires, nomination forms, and reports, to UN/DESA by March 2009, so that a comprehensive compendium may be compiled and circulated to all Agencies for reference with a view to building on best practices.

- 5) Being cognizant of limited financial resources that challenge the evaluation capacity of Training and Fellowship activities in the UN system organizations, the Meeting recommends that, wherever appropriate, provisions for evaluation and assessment studies be established in the planning and budgeting phase of future Training and Fellowship Capacity Development activities.
- 6) Aiming at verifying the validity of the Contribution Analysis approach and promoting its use, the Meeting calls on Agencies to allocate resources and/or seek additional support for impact assessment studies in selected countries and/or sectors in the context of programmatic impact evaluation of UN system Training and Fellowship Capacity Development programmes. The results of such studies will be reviewed at the next Senior Fellowship Officers Meeting.
- 7) Recalling recommendation four (4) of the 16th Senior Fellowship Officers' Meeting and taking advantage of the presence of the Human Resources Programme Coordinator of the Chief Executives Board (CEB) Secretariat, the Meeting kindly requests the Coordinator to take the necessary steps for insertion in the agenda of the CEB, the endorsement of the Fellowship, Study Tour, and Group Training definitions and standardized procedures, as approved by UN Agencies in previous Senior Fellowship Officers' meetings, and summarized in the draft Handbook for Fellowship Officers (Annex II).
- 8) Taking further advantage of the presence of the Human Resources Programme Coordinator of the CEB Secretariat, the Meeting also recalls recommendation thirteen (13) of the 16th Senior Fellowship Officers' Meeting and asks the Coordinator to pursue the matter of obtaining authorization to delegate the compilation of cost-of-living questionnaires for Fellows to UN Agencies present in the field and directly involved in Fellowship programmes.
- 9) Recognizing the generous efforts made by the International Maritime Organization (IMO) to host the 17th Senior Fellowship Officers Meeting upon last minute request, the Meeting expresses deepest appreciation for the outstanding hospitality displayed by colleagues at the IMO, as well as for their personal efforts in providing and ensuring optimum conditions to facilitate the sessions. In particular, special mention is made of:
 - > Mrs. Monica Mbanefo, Director, Technical Cooperation Division
 - > Ms. Pamela Tansey, Deputy Director and Head, Programme Management and Institutional Development Section, Technical Cooperation Division
 - > Ms. Patricia Slessor, Head, Technical Cooperation Human Resources and Fellowships Unit

- > Ms. Aicha Cherif, Administrative Assistant, Technical Cooperation Division
 - > Ms. Sarah Rabau-Dunlop, Secretary, Technical Cooperation Division
 - > Ms. Marianna Webb, Secretary, Technical Cooperation Division
- 10) Acknowledging WHO for their leading role deployed in the work of the Task Force and their financial efforts, the Meeting wishes to express the full appreciation for the very concrete results achieved, which provided a solid basis for the deliberations of the 17th Senior Fellowship Officers sessions. In particular, the Meeting wishes to thank Mr. Alexandre Goubarev, for his leadership efforts and commitment to the success of the work of the Task Force.
 - 11) Recognizing important counterparts, without whom the mandate of the Senior Fellowship Officers could never be fulfilled, the Meeting mentions with gratitude the excellent spirit of collaboration consistently maintained by the National Placement Agencies and the Representative of Vanbreda in supporting our work in Training and Fellowship Capacity Development.
 - 12) Acknowledging UN/DESA for their long standing role as Focal Point for Inter-Agency Fellowship Coordination, the Meeting would like to express their deep appreciation to UN/DESA also, for continuous commitment and a high level of professionalism in carrying out its role for the Meeting, specifically by mapping a relevant agenda, preparing and coordinating pertinent background documents, presentations, and meaningful discussion papers.

As considered in the past, among the group of meeting participants, the option of introducing rotation in the role of Inter-Agency Fellowship Coordination was re-assessed by the delegates at the 17th Meeting. However, there was unanimous consensus that UN/DESA should continue to fulfill the role in the usual manner, which is exemplary of the highest level of excellence.

- 13) Considering the venue for the 18th Senior Fellowship Officers' Meeting, the representative from UNDP agreed to explore the possibility of having the next sessions hosted at UNDP, New York. Failing such efforts, the Chair announced willingness to look into the feasibility of the IAEA hosting again, as a back up plan.

Recommendation eight (8) of the 16th Senior Fellowships Officers Meeting,

- 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.

Recommendations two (2), four (4) and five (5) of the 14th Senior Fellowships Officers Meeting, IAEA Vienna 18-20 November, 2002

- 2) Provide Specific Information to Governments on the Fellowships Selection Criteria - Enhance, whenever necessary, modalities and means to disseminate information about procedures, eligibility criteria and selection procedure in order to enable governments to propose the most qualified candidates, in the adequate numbers, to guarantee the best possible choice by the agency/host institution. Efforts will be made to disseminate this information in as many languages as possible.
- 4) Bias, Nepotism and Favoritism - Officials involved in the identification and pre-selection of the candidates should be adequately informed of the selection criteria: academic merit, professional aptitude, leadership potential, long-term commitment to the field of study, national development linguistic proficiency and gender. They should set up, as appropriate, a selection mechanism, for instance, a selection panel or committee. National officials should be given opportunities to attend special briefings related to selection procedures whenever possible.
- 5) Ensuring More Equitable Distribution of Fellowships Awards - The following guidelines may be taken into consideration:
 - > Fellowships: A former fellow should not be entitled to receive a second fellowship. (This is not applicable to WHO fellowships);
 - > Study tours: An individual should not be awarded more than one study tour within a twelve-month period;
 - > Group training: An individual should not be awarded more than one such training within a six-month period;
 - > The maximum number of countries to visit in one study tour should not exceed four.

ANNEX V: LIST OF PARTICIPANTS

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