

Department of Economic and Social Affairs

**19th Meeting of Senior Fellowships Officers of the
United Nations System Organizations and National
Placement and Supervising Agencies**

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DESA

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Note

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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 19th Meeting at the Headquarters of the International Centre for Theoretical Physics in Trieste (ITCP), Italy, from 25 to 27 September 2012. The Meeting was organized by the United Nations Department of Economic and Social Affairs (UN/DESA), as Focal Point for inter-agency fellowships coordination, in close coordination with ITCP in its capacity as host of the event.
2. Invitations were sent to all UN agencies, funds, programmes and Secretariat departments training and fellowship programmes as well as several major national placement and supervising agencies of developed and developing countries, and some regional training and fellowships agencies. As many as 40 representatives from 15 UN entities and 8 leading national placement and supervising agencies attended.
3. Participants unanimously elected Mr. Ali Zaid, Chief of Fellowships Section, United Nations Educational, Scientific and Cultural Organization (UNESCO) as Chairman of the Meeting. Mr. Furio de Tomassi, Chief, Human Resources Management, Capacity Development Office, UN/DESA, acted as Secretary of the Meeting and Ms. Andrea Theocharis, UN/DESA, was elected as Rapporteur.
4. The Meeting had an extensive agenda which stimulated productive discussions on various items ranging from administrative to substantive and operational issues. Fellowships and Capacity Development was the main topic of the agenda. Other items of interest were the Trend Towards Regionalization of Fellowships and Creating Strong Fellowship Alumni Networks. The Agenda, as adopted by the Meeting, is reproduced in Annex I.
5. The Meeting was honoured by the presence of Mr. Mohamed Mmadi Ahamada, Cabinet Commissioner of Production, Transportation, Tourism and Development of Infrastructure for the Autonomous Island of Ngazidja, Union of the Comoros, and Mr. Andrei Polejack, Deputy General Coordinator of Ocean Affairs & Antarctica for the Brazilian Ministry of Science, Technology and Innovation. The complete list of participants is reproduced in Annex II.
6. Participants made a series of recommendations which are reflected in Chapter 7. Most prominently, the Meeting noted the significant contribution of fellowship programmes to building broad-based national capacities in beneficiary countries. To better respond to the growing needs of these countries, the Meeting recommended the design of training programmes which would provide capacity development and networking opportunities and would link theory with practice. The Meeting also agreed that alumni networks were a critical tool to support a new generation of

leaders and professionals in enhancing the development efforts in their own countries and therefore recommended that fellowships services explored the possibility to build alumni networks as an integral part of future programme activities.

1. Opening Statements

A. Opening Address by Mr. Seifallah Randjbar-Daemi, Deputy Director of Relations with Organizations and New Partnerships, Sector for External Relations and Public Information, International Centre for Theoretical Physics (ICTP)

7. Mr. Randjbar-Daemi expressed his great pleasure in welcoming all participants to ICTP in Trieste. He emphasized that it was an honour for ICTP to host this important event and be a part of an interesting programme.
8. A brief overview of the history and mission of ICTP was outlined by Mr. Randjbar-Daemi. He acknowledged that ICTP was founded in 1964 by Nobel Laureate recipient in physics, Abdus Salam, with assistance from Mr. Paolo Butinich, and the city of Trieste. Mr. Randjbar-Daemi expressed his gratitude on behalf of the Centre, its beneficiaries and the City of Trieste to the International Atomic Energy Agency (IAEA), United Nations Educational, Scientific and Cultural Organization (UNESCO) and the Government of Italy for their continued sponsorship through a tripartite agreement. He pointed out that 100,000 scientists benefited from the Centre through its research, educational and training programmes for the purposes of disseminating and sustaining front-line science in developing countries.
9. Mr. Randjbar-Daemi concluded his opening statement by welcoming once again the participants to ICTP in Trieste and wished them an enjoyable stay and a fruitful meeting.

B. Welcome Address by Ms. Antonella Grim, Councillor for Education, University and Research, Mayor's Office, City of Trieste

10. Ms. Grim welcomed the participants to the City of Trieste. She felt honoured and delighted that the SFO meeting was taking place in her city known as the “City of Science”, and that Trieste was proud to be associated with the United Nations System. Ms. Grim made reference to Nobel Laureate, Abdus Salam, for the vision of making Trieste the international centre of theoretical physics, and for fostering collaboration with scientists from the developing world. Turning to the agenda of the Meeting, Ms. Grim acknowledged that Fellowship and Capacity Building were pertinent subjects to be discussed in the present global arena.
11. Ms. Grim concluded her welcoming remarks by wishing the participants a productive meeting and a pleasant stay in the City of Trieste.

C. General Introduction by Mr. Daniele Treleani, International Centre for Theoretical Physics (ICTP)

12. Mr. Treleani provided a broad overview on the International Centre for Theoretical Physics (ICTP). He quoted a statement by Abdus Salam that captured the vision

of ICTP: “Scientific thought is the common heritage of human mankind” which meant: to foster the growth of advanced physics and mathematic studies especially in developing countries; to develop high level scientific programmes, and to encourage international certification exchange. The Institute was sponsored by a tripartite agreement between the International Atomic Energy Agency (IAEA), United Nations Educational Scientific and Cultural Organization (UNESCO) and the Government of Italy, to provide state-of-the-art research and training facilities.

13. ICTP hosted more than 100,000 scientists since its inception and each year received 6,000 scientists from 184 countries. The rate of participation for women was 20%. Scientists engaged mainly in research activities. Mr. Treleani shared figures regarding the geographical distribution of scientific visitors that reflected a large percentage from Russia, Eastern Europe, Asia, and a significant number from Africa.
14. With regards to the training and fellowship programmes at ITCP, Mr Treleani mentioned that the Sandwich Fellowship Programme initiated in collaboration with IAEA to combat brain-drain in developing countries, was created in 2003 and had afforded PhD students and young scientist from developing countries the opportunity to spend a period of 3 to 4 months each year either at ITCP or a partner institution while conducting advanced research. The main research activities covered at ITCP were: condensed methods and statistical physics, earth systems physics, high energy, cosmology and astroparticle physics, mathematics and applied physics. To date, ITCP has awarded 187 fellowships and scientific visits with geographic representation from all partner regions. 44% of the participants came from Sub-Saharan Africa and 33% of the participants were women.
15. Lastly, Mr. Treleani mentioned the ICTP Programme of Training and Research in Italian Laboratories (TRIL). The TRIL Program operated since 1983 and it could establish collaboration agreements with all the main Italian research institutions. Since its start the TRIL Programme awarded almost 2,000 fellowships, which allowed scientists from developing countries to visit and collaborate with Italian research groups in experimental physics. The average length of a visit was nine months and the number of Italian research groups involved exceeded 500, figures that reflected the active involvement of a large part of the Italian scientific research community in the Programme. As a result of this fellowship programme, more than 3,000 papers had been submitted for publication, which compared well with the publication rate of the best laboratories worldwide.

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

16. Mr. de Tomassi congratulated Mr. Ali Zaid on his election as Chairperson of the 19th Senior Fellowship Officers Meeting of the UN System Organizations and Na-

- tional Placement and Supervising Agencies. He highlighted the fact that Mr. Zaid as Chief of Fellowships Section of UNESCO, brought a wealth of experience from his organization and that he had also participated in the last four SFO Meetings generously hosting two of them at UNESCO Headquarters in Paris. Mr. de Tomassi expressed his confidence that Mr. Zaid would lead the Meeting to a successful outcome. He also acknowledged the valuable contribution of Mr. Zaid's predecessor, Ms. Patricia Slessor of the International Maritime Organization for the invaluable and competent manner with which she chaired the 18th Meeting in Paris in 2010.
17. On behalf of all present, he thanked the International Centre for Theoretical Physics for generously hosting the important Meeting near the beautiful city of Trieste. He noted that ICTP had demonstrated an admirable commitment to the success of this Meeting by working closely with UN/DESA to create a professional and enjoyable environment for the participants and asked all participants to join him in expressing appreciation, in particular to Mr. Treleani and Ms. Delconte, for their invaluable support.
 18. Mr. de Tomassi stated that UN/DESA had invited all the UN agencies which implemented fellowship programmes, all the traditional national placement and supervising agencies, some new major national agencies in China, Russia, India, Argentina as well as some regional centres like the Fellowships Service of the African Union, the Fellowships Service of the Pan-American States and the Development Center for Asia Africa Pacific (DCAAP), to make the Meeting as broad-based and representative as possible. Unfortunately due to financial constraints or conflict of schedules, a number of invitees were unable to attend the meeting. He expressed his pleasure about the first time presence of a representative of the National Bureau of Statistics of China as well as the President of the Development Centre for Asia, Africa and Pacific (DCAAP) based in the Philippines.
 19. Mr. de Tomassi welcomed the two Guest Speakers of the Meeting - His Excellency, Mr. Mohamed Mmadi Ahamada, Commissioner for Production, Transport, Tourism and Infrastructure Development of the Autonomous Island of Ngazidj, of the Union of the Comoros attending in his current capacity as Cabinet Minister and former UN fellow, and Mr. Andrei Polejack, Technical Advisor for the Coordination of Ocean Affairs & Antarctica of the Brazilian Ministry of Science and Technology, Former fellow, and the Alumni Representative of the UN/DOALOS-Nippon Foundation Fellowship Programme. The two Guest Speakers would share their success stories under the agenda item - From Fellowship to Leadership for which their remarkable career paths represented excellent examples.
 20. Mr. de Tomassi recalled that ten years ago in 2002, when he had assumed the function of Secretary of the meetings of Senior Fellowships Officers, the participants had embarked collectively on a journey to streamline and harmonize fellowship policies and procedures in line with what became the 2006 UN-initiative "Delivering as

One.” The spirit of togetherness and belonging to one system, the United Nations system, had characterized all meetings and the accomplishments had been impressive. However, everybody was conscious that there was still a lot of work to be done in order to live up to the increasing expectations of the Member States for high quality services. As in all sectors in life, improvements were not one-time events. They usually involved a process that needed time and commitment to achieve results. It was no coincidence that in his remarks to the General Assembly on his Five-Year Action Agenda: “The Future We Want” in January 2012, Secretary-General Ban Ki-moon had proposed to the Member States to launch a second generation of the “Delivering as One” initiative which would be a continuation of what had started six years ago with “Delivering as One”, but would focus more on increased accountability and improved outcomes.

21. Mr. de Tomassi stressed that the Meeting fully subscribed to the second “Delivering as One” initiative of the Secretary-General. The purpose of the Meeting of Senior Fellowships Officers had always been to work together to harmonize the policies and procedures of all the UN system agencies on training and fellowships. Therefore, the agenda of the Meeting had fed on the above inspiring initiative. It embodied a blend of recurrent, unfinished themes and new subjects and issues.
22. Turning to the main theme of the agenda, how training and fellowships related to capacity development, Mr. de Tomassi noted that the theme was linked directly to participants’ daily work. Through training and fellowship awards, the UN system organizations and specialized agencies contributed significantly to capacity building of the Member States. The President of DCAAP would analyze how fellowships related to capacity development, the lessons learnt in the field, and tested frameworks for honing effective and efficient experts in developing countries. In this regard, Mr. de Tomassi invited all participants in general and the National Placement and Supervising Agencies representatives in particular to discuss these items in the framework of the United Nations Academic Impact initiative launched by the Secretary-General in 2010. In essence, UN Academic Impact called on the academic community to promote and advance the fellowship goals of the United Nations through better matching academic innovation with particular areas of work of the United Nations in order to bring about concrete results and change on the ground.
23. Mr. de Tomassi outlined the second major theme, the trends towards Triangular and South –South Cooperation, which had been discussed in a previous meeting. However at this meeting it would be treated under Regionalization of Fellowships in the framework of the second generation of “Delivering as One” initiative. TWAS-the Academy of Sciences for the Developing World would present their South-South Fellowships Programme, the World Bank their partnerships with Universities in Africa and the participants would learn about the need-based regional approach of the UN/DOALOS Programme.

24. By linking this to the topic of Fellowships and National Execution, Mr. de Tomassi noted that it was important and desirable that Member States, especially developing countries had their own national expertise to execute fellowship programmes. He emphasized the importance of support and cooperation among the stakeholders. UN fellowship services could provide information on advanced training in many institutions in the industrialized world. For countries which were in the initial stages of national execution and capacity building, the fellowship services could provide guidelines and training for fellowship administration. For those countries which still lacked the capacity for national execution, fellowship services undoubtedly would continue to provide the traditional administrative support. Mr. de Tomassi expressed his anticipation to hear from a Chinese perspective on national cooperation with the UN under this agenda item.
25. Mr. de Tomassi then pointed out, that for the first time a special session would be dedicated to Alumni Networking. For this purpose, as mentioned above, two Guest Speakers as Alumni, Mr. Ahamada and Mr. Polejack had been invited. This issue had been growing in importance in recent years, especially after the last two SFO Meetings which had come up with concrete proposals on fellowship impact assessment. Mr. de Tomassi expressed his hope that this session would achieve its purpose to show the values and benefits of a well-organized alumni network. The session would be facilitated by Mr. Bailet, the Coordinator of the UN/DOALOS – Nippon Foundation Fellowship Programme. Mr. de Tomassi noted that this fellowship programme, which had been designed nine years ago as a combination of tailor-made academic specialization at various universities with hands-on training at specialised institutions, could be considered as the forerunner of the UN Academic Impact (UNAI) initiative of the Secretary-General.
26. Mr. de Tomassi mentioned that the Meeting would also discuss current trends and developments in the UN system in general that could have an impact on the future work in training and fellowships— therefore he announced the Meeting would have a joint look at the Future Vision of Shared Services in the UN System and how it may relate to fellowship programmes. Mr. de Tomassi stated that it was part of the Secretary-General’s vision to better manage resources by finding efficiencies, rationalizing certain structures and embracing innovation. Creating shared fellowship services was expected to save money and increase impact. This would help improve what and how training and fellowship services were delivered on the ground, “do more and better with less” and increase accountability as recommended by the Secretary-General. He stated that this topic could generate a brainstorming discussion on common areas of work. As the Secretary-General had put it: “I am pleased that global development agencies are sharing their on-the-ground expertise, case studies and analyses.... This joint cooperation not only demonstrates what works on the ground, but that there is much more we can do together.”

27. Concerning trends in sources of funding, the Meeting would look at Private-Public Partnerships for Fellowships as an item which concerned all the fellowship services at this time of financial austerity and tight budgets. Mr. de Tomassi mentioned that the UN General Assembly had emphasized the importance of engaging public and private stakeholders through partnership initiatives as the way forward. In the field of fellowships and capacity development, the UNAI initiative could deepen the existing partnerships between the UN and the academic community, particularly through cost-sharing arrangements. Participants were invited to share their good practices and experiences in partnership initiatives with non-state actors, while National Placement and Supervising Agencies were encouraged to reinforce partnerships with the academic communities in their countries, and in the framework of UNAI.
28. Following those considerations, Mr. de Tomassi then turned to another subject on the agenda, the stipend calculation methodology. He noted that stipend rates were a sensitive issue for the implementing agencies as well as for the fellows. UN/DESA had prepared a presentation on the evolution of this issue over the years which he hoped would set the stage for a lively discussion on possible approaches and the way forward.
29. Mr. de Tomassi noted that Vanbreda International would provide a briefing on Medical Insurance of Fellows. Vanbreda International as a broker had changed the insurance carrier for fellows, study tour and group training participants from Les Assurances Générales de France to CIGNA Life Insurance Company of Europe (CLICE) effective 1 January 2012. Mr. de Tomassi stated that the insurance carrier shift had merely been an administrative exercise since all entitlements of the trainees had remained the same. The UN Secretariat already had endorsed the decision of Vanbreda International on the basis of the good and cost-effective services provided over the years.
30. Mr. de Tomassi concluded his general introduction with a motivational quote from the American Philosopher and Psychologist (and leader of the philosophical movement of Pragmatism) William James, which could provide the Meeting with a motto: “Act as if what you do makes a difference because it does”.

2. Introductory Presentations

E. Report on the Implementation of the Recommendations of the 18th Meeting of Senior Fellowships Officers by Mr. Tom Rudi, United Nations Department of Economic and Social Affairs (UN/DESA)

31. Mr. Rudi reminded participants that the 18th Meeting of Senior Fellowships Officers of the United Nations System, at UNESCO in Paris, laid out several conclusions and recommendations which aimed at raising to higher levels the quality of fellowship programmes in terms of administrative management and substantive implementation and evaluation. Mr. Rudi recalled that the conclusions were basically joint endorsements of good practices implemented by some agencies which could be applied to the extent possible by other agencies in line with the peculiarities of their fellowship programmes, whereas the recommendations called for action in order to find solutions to some pending issues of common concern. He pointed out that the first three recommendations pertained to one issue – the endorsement of the Fellowship Handbook by the CEB Human Resources Network. Mr. Rudi then proceeded to report on the status of the implementation of the recommendations of the 18th Meeting:

Recommendation 1:

Endorsement of the Handbook on Fellowship, Study Tour, and Group Training

This Recommendation requested that all meeting participants share the draft Fellowship Handbook with their respective agency representatives in the CEB Human Resources Network and brief them on the importance of the Handbook as a useful tool in the hands of the fellowship community. According to the CEB Secretariat, representatives of the HR Network were informed about the Handbook by their respective Senior Fellowships Officers. However, the depth of their knowledge varied among them. FAO and WHO representatives were fully informed about the harmonized policies, procedures and entitlements as stipulated in the Handbook. But there were still many agency representatives who did not have a comprehensive grasp of the issues and were not prepared to state the positions of their agencies without further consultation with them.

Recommendation 2:

Flexible Language in the Fellowship Handbook

This Recommendation called for a more flexible language which would lend credence to some neutrality in the practical use of the Handbook procedures. The first step was to slightly modify some language in order to make it sound more compat-

ible with the current practice in the administration of trainees, while allowing, at the same time, some flexibility when warranted by the specificities of the fellowship and training programmes of the agencies. In this context, UN/DESA had refined the language slightly, without changing the substance, and had submitted the final version to the CEB Secretariat as well as to the Compensation and Classification Section of the UN Secretariat.

Recommendation 3:

Background Fellowship Information for CEB Secretariat

32. The third Recommendation called on UN/DESA to develop an introductory presentation for the CEB Secretariat explaining the background of fellowship programmes, their impact on capacity development and the relevance of the Handbook to the administration of fellowships in the UN system in the framework of the “Delivering as One” initiative.

Mr. Rudi explained that to this effect, UN/DESA had prepared an introductory presentation which was designed to serve as a reliable source of information for all those who had questions or concerns about the Handbook. The presentation briefly outlined the following:

- a. The Meeting of SFOs had kept consolidating as a forum since its inception in 1974;
- b. The Meeting had always functioned under the auspices of the Administrative Committee on Coordination (ACC) (1974 – 1997) and under the High Level Committees of the UN Chief Executives Board for Coordination (CEB) from 1998 until now;
- c. The Meeting was among the most successful forums with informal UN system coordination. ACC had ranked Fellowships as one of the most coordinated activities in the UN system. For 38 years, the Meeting had served as the main framework for inter-agency coordination on system-wide issues relating to the management of training and fellowships.
- d. The change of supervision of the Meeting from ACC to CEB had brought about some changes in terms of the reporting lines. The turning point happened in October 2001. Since that time, it was no longer the CEB/HLCM who made recommendations for the SFO Meetings; rather, the decisions were made through the CEB HR Network. This change coincided with the submission of the Fellowship Handbook by UN/DESA to the CEB Secretariat for

endorsement. The HR Network was not sure whether the consideration of the Handbook was an HR function or a function of the CEB Budget and Finance Network, and this was where the journey of the Handbook had stopped until now.

- e. Representatives of the CEB Secretariat had acknowledged the delay in the endorsement of the Handbook and had suggested some approaches and guidance.
 - f. However the solution had always been within reach. The harmonized policies, procedures and entitlements for fellowships, study tours and group training contained in the Handbook had already been approved by the predecessors of the HR Network over the years. In 2002, UN/DESA as Focal Point for inter-agency fellowship coordination had proposed a revision of the policies and entitlements, in order to streamline and harmonize them in the framework of “One UN”. The content of the draft fellowship Handbook represented a set of past approved policies and entitlements. It simply needed a “blessing” from CEB. The only two proposals with financial implications were the visa fees and airport taxes for study tours and meeting participants which may be as high as USD 100 each and which at present were non-reimbursable.
33. If the purpose of the “endorsement” of the Handbook was to facilitate harmonization of practices among the organizations concerned, perhaps this could be achieved if the Meeting of the Senior Fellowships Officers considered it appropriate to make recommendations that participating organizations sought the agreement of their respective organizations to apply the Handbook.
34. Mr. Rudi summarised that under such circumstances and in view of the fact that the policies and procedures contained in the Handbook had already been approved in the past and have become common practice of the agencies in their daily work, UN/DESA suggested to use the Handbook as it is and find a softer language for the two Recommendations with financial implications, namely, visa fees and airport taxes, and to leave it to the discretion of each agency to apply them. Mr. Rudi also mentioned that it was precisely these policies and procedures endorsed over the years by the predecessors of the HR Network which have ranked fellowship and training programmes as one of the best coordinated activities in the UN system. Mr. Rudi concluded that this fact alone prompted him to believe that there is good reason for all agencies to use the Handbook as a reference document.

Recommendation 4:

Streamlining of Stipend Calculation Methodology and Procedures

35. In the 18th Meeting of SFOs, the representative of the CEB Secretariat launched a proposal to link fellowship stipend rates to the salaries of National Professional Officers. UN/DESA had referred the issue to the UN Office of Human Resources Management (OHRM) for consideration. The latter studied the Recommendation of the 18th Meeting that, as an alternative methodology for calculating the stipend, the salary of a National Professional Officer be used in combination with the post adjustment multiplier at the duty station. Mr. Rudi reminded Meeting participants that the stipend was not a salary but a contribution towards living expenses, while the NPO salary was based on the amount that the local job market paid for work performed and post adjustment was exclusively linked to international salaries and could not be applied to local salaries. Conceptually, OHRM had difficulties supporting that Recommendation. NPOs were not used in Headquarter locations and NPO salary scales did not exist in all duty stations. In light of this, OHRM did not consider this Recommendation feasible. In their view, the use of Daily Subsistence Allowance (DSA) remained the most appropriate reference for calculating the stipend as it compensated living expenses relating to accommodation, food and incidentals and was regularly updated by the ICSC. Mr. Rudi mentioned that as in the past, ad hoc changes to stipends could be made in individual cases where necessary.

Recommendation 5:

Reaffirmation of Core Principles of Fairness and Equity in the Selection of Fellows

36. This Recommendation called on agencies to share good practices of fellowship selection procedures which could be posted on the website of UN/DESA for referral by the SFO community. Mr. Rudi briefly outlined the selection procedures of some agencies, and mentioned that core principles were established as a basis for reaching some common selection criteria acceptable to all agencies.
37. UN/DESA implemented three distinct fellowship programmes: (a) traditional fellowships undertaken at academic and training institutions; (b) fellowships that combine academic research at universities with hands-on training, and (c) purely hands-on training fellowships in technical cooperation projects in developing countries or Departments of the United Nations Secretariat.
38. Mr. Rudi noted that all UN/DESA fellowships were project-related. Only candidates who were nominated by their own governments through official channels un-

der specific technical cooperation projects could be considered for UN fellowship awards. The Training and Fellowships Section at UN/DESA was the receiving point for all nominations.

39. The Fellowship Selection Panel functioned under the chairmanship of the representative of the Fellowships Section. Normally, representatives from the Substantive Branch, Project Finance and Fellowships Section constituted the Panel. Fellowship candidates for hands-on training in projects would go through competency-based interviews conducted by UN/DESA's Fellowships Section.
40. Mr. Rudi further explained that selection panels followed the same selection criteria, namely, relevant education, past experiences, language qualifications, the relationship of the proposed study programme to the needs of the project, the duration and timing of the training, the most suitable study programme and host country, the prospect of the experience, and additional training to be gained by the nominee as well as the eventual employment of the fellow by the government. For transparency purposes and in order to ensure a wider distribution of fellowships among nationals of a given country, the panels enforced what was agreed upon in previous SFO Meetings, namely, gender balance and equitable distribution of fellowships among nationals of a given country according to the following criteria: (a) A former fellow may not be awarded a second fellowship; (b) A study tour may not be awarded to the same person within one year and (c) an individual may be invited to a group training activity at the earliest six months from the time he/she undertook a similar training financed by UN/DESA. Once a candidate had been approved and the training programme agreed upon, the Fellowships Section took over the direct administration. Responsibility for the award of UN technical cooperation fellowships was vested in the Training and Fellowships Section.
41. Mr. Rudi then turned to the selection process of IAEA. IAEA fellowships were an integral part of technical cooperation (TC) projects in IAEA. Applications for a fellowship under a TC project therefore had to be supported by the project counterpart and approved by the National Liaison Officer. Candidates for a fellowship under a TC project had to be: (i) from IAEA Member States; (ii) from organizations or institutions where the IAEA was supporting a TC project or where a need for training in a specific field had been identified as part of a national or regional development programme or project; (iii) academically and/or technically qualified; (iv) able to apply the training received within their country upon return; and (v) working in their home country in the field in which training was requested. In addition, priority was given to applications of (i) candidates who would have the possibility of training others to disseminate the knowledge gained; (ii) candidates who had not been awarded a fellowship within the prior two years; and (iii) female candidates. The IAEA encouraged the use of applications through the InTouch IT platform to facilitate quick processing and information access.

42. Mr. Rudi continued with the selection process of the World Bank stating that its fellowships were not project-related, but that it awarded Master's degree scholarships based on individual merit. Therefore, governments were not involved in the selection. In order to prevent nepotism, the World Bank had ruled that the staff of the World Bank Group, officials of the Government of Japan, consultants, or relatives of the aforementioned, were not eligible to apply. Thousands of qualified individuals applied each year and the selection process was efficient in identifying and selecting strong candidates.
43. Depending on the fellowship programmes, the World Bank followed two different selection processes. In the regular programme, the selection process was the responsibility of the Joint Japan / World Bank (JJ/WB) programme Secretariat and the Steering Committee whereas in the Partnership Programme, the selection process was shared between the JJ/WB Secretariat and 14 partner universities in Japan, USA and Africa. The JJ/WB Secretariat used a two-screen procedure for the regular programme. The initial screening served to eliminate applicants who did not meet the basic eligibility criteria. The second screening involved two steps: reviewers prepared an evaluation sheet assessing each applicant on the basis of three factors: academic excellence, professional experience and relevance of the proposed study programme. Applications that received an overall score of 6 out of 10 passed on to a second review. The scores were then averaged for a final ranking. Reviews were conducted by a team of 8-10 international consultants with extensive experience in university teaching and international development. Once the final ranking list was prepared, the Secretariat chose the top candidates by country, with attention to regional priorities and gender balance, and submitted them to the Steering Committee for final approval. Within the Partnership Programme selection process, the 14 partner universities applied their own admission criteria in addition to the basic JJ/WB eligibility criteria. Each institution submitted twice as many candidates as the number of available scholarship awards. The Secretariat prepared the semi-final list and presented it to the Steering Committee for selection.
44. The Fellowships Service of the International Telecommunication Union (ITU) followed several selection criteria. All requests originated from ITU membership. Priority was given to candidates from Least Developed Countries (LDCs). All applications had to come through official channels, be validated by their national authority and reviewed by the respective HQ regional units. Training should respond to priorities established by ITU to improve the telecommunication services in the home country. Fellowships awarded under the Special Training Arrangements had a slightly different process in which ITU announced the training activity and made a call for candidates. The preliminary selection was done by ITU and the final selection was done in coordination with the host authorities as a cost-sharing fellowship programme.

45. The International Tropical Timber Organization (ITTO) fellowship selection process was simple and transparent. All applications were received by the ITTO Secretariat and were screened and reviewed by the Fellowship Programme team and the Technical Officers. The screened applications with brief comments were sent to a six-member Fellowship Selection Panel which was elected by two caucuses - the timber producer countries (three) and timber consumer member countries (three). The Panel convened twice a year and was chaired by the Vice-Chairman of the International Tropical Timber Council (ITTC). The Panel evaluated the applications and made recommendations to ITTC who gave the final approval.
46. Mr. Rudi continued with the selection process of the World Health Organization (WHO). While the fundamental principles of selection were adhered to across the board, there were peculiarities specific to each region of the six regional WHO offices. Many countries had established special selection committees for fellowships. The standard fellowship criteria were followed. Within the regional offices further screening of fellowship applications were undertaken at the administrative appraisal, and if necessary, a technical appraisal was requested. WHO only had limited influence in the determination of fellowships and study tours, once the country plans were agreed upon. Furthermore, the quality of selection processes varied from country to country as well as within countries.
47. Turning to the selection process of the United Nations Educational, Scientific and Cultural Organization (UNESCO), Mr. Rudi explained that, given that UNESCO had different fellowships programmes, it had three types of selection committees depending on the Terms of Reference (TOR) agreed upon with donors:
 - > A selection committee composed of experts from the concerned sector in UNESCO and Human Sciences and Information and Communication;
 - > A selection committee composed of an equal number of experts from UNESCO and the donor country/organization;
 - > Candidatures were dispatched to donors for selection.
48. Mr. Rudi concluded his summary of the different selection procedures by reiterating that despite the peculiarities of each training and fellowship programmes of the agencies, he believed that the following selection criteria may serve as a common denominator for all agencies. He invited the participants to review and endorse the criteria for posting them as a reference for SFOs on the UN/DESA Training and Fellowships website:
 - > academic merit
 - > professional aptitude
 - > linguistic proficiency

- > leadership potential
- > long-term commitment to the service of the country
- > national capacity development needs
- > regional capacity development needs
- > gender balance in fellowship awards
- > fair and equal distribution of fellowships, study tours and group training among nationals of the recipient country, as per Recommendation 5 of the 14th Meeting of SFOs.

Recommendation 8:

UN/DESA Website as a Central Resource for the SFO Community

49. Recommendation 8 reiterated the importance of the UN/DESA website and the E-Forum as an exclusive area to facilitate document sharing and policy referencing. UN/DESA website remained a public resource for background information on training and fellowship policies and procedures and maintains monthly updated reference on the stipend rates.
50. Mr. Rudi reminded participants that the E-Forum of the SFO community had been made available by UN/DESA to the Senior Fellowships Officers as a tool for non-public networking among Senior Fellowships Officers and as a useful electronic environment for document sharing, group communication and policy referencing for many years. He explained that due to IT upgrades, UN/DESA recently shifted from the former E-Forum to a newly created E-Room for Senior Fellowships Officers which his colleague, Ms. Andrea Theocharis would now introduce to the participants of the Meeting.

E Useful Reference Tools for Senior Fellowships Officers by Ms. Andrea Theocharis, United Nations Department of Economic and Social Affairs (UN/DESA)

51. Ms. Theocharis first outlined the purpose of her presentation being a quick overview of three useful resources for Senior Fellowships Officers:
 1. The Handbook for Senior Fellowships Officers
 2. The UN/DESA Training & Fellowships website
 3. The new E-Room for Senior Fellowships Officers (replacing the former E-Forum)

52. Referring to the review of the Recommendations of the 18th Meeting by her colleague Tom Rudi, particularly with reference to the Handbook and the recommendation regarding UN/DESA's website as central resource for the SFO community, she suggested that it might be useful to provide the participants with a short visualization and further explanation in order to facilitate access to these resources, especially since there were quite a few new colleagues attending the Meeting.
53. Turning to the Handbook for Senior Fellowships Officers. Ms. Theocharis noted that thanks to the generosity of ICTP, UN/DESA was able to distribute newly printed copies of the Handbook to the participants, which comprised standardized procedures for the three main training activities: Fellowships, Study Tours and Group Trainings. The Handbook could provide clarification and guidance for Senior Fellowships Officers inter alia regarding definitions, allowances, travel and visa arrangements, insurance and reporting for each form of activity.
54. Ms. Theocharis reiterated that the Handbook was the result of inter-agency fellowships coordination efforts. It had been prepared by participants to previous SFO Meetings and had been adopted by the participants in 2004 at the 15th SFO Meeting in Geneva. She further stated that in the spirit of the UN initiative "Delivering as One", the Handbook served as a common reference document aiming to harmonize and facilitate the work of Senior Fellowships Officers in the UN system.
55. The Handbook had been serving as a reference tool for several years and was therefore a de facto representation of the current status quo in fellowships and training programme management practices within the UN system. Therefore Ms. Theocharis stated that UN/DESA recommended making use of it.
56. Secondly, Ms. Theocharis drew the attention of the participants to the Training & Fellowships website of the Capacity Development Office of UN/DESA. She showed how to access the website through the UN/DESA Homepage -> Capacity Development -> Support to UN Secretariat -> Fellowship Programme and alternatively suggested using a search engine with the keyword "UN Fellowship" as the fastest way to access the website.
57. Ms. Theocharis recalled that UN/DESA as Focal Point for training & fellowship coordination in the UN system aimed to provide definitions, information on policies and procedures and monthly updated data on stipend rates on their Training & Fellowships website. The website also provided information on inter-agency coordination activities like the SFO Meetings and access to the newly created E-Room for Senior Fellowships Officers.
58. Turning to the third useful resource for Senior Fellowships Officers, Ms. Theocharis introduced the new online platform "E-Room" to the participants, which replaced the former E-Forum that had served as an exclusive communication and networking

tool among Senior Fellowships Officers. Keeping abreast of the newest technology the E-Forum had been upgraded to the new E-Room. She explained that the E-Room was a password-secured area that could be used to network, coordinate and share information among the participants. She highlighted the following benefits of the tool:

- > Secure
- > Easy to use
- > Variety of built-in tools for different purposes
- > Accessible from anywhere

59. Ms. Theocharis stated that she believed the most useful tools for the SFO community would be the possibility to store folders and files, have online discussions and list links in the E-Room. She gave further information on the technical aspects of the E-Room and announced that UN/DESA would provide log-in credentials to the participants by email after the Meeting.
60. Concluding her presentation, Ms. Theocharis summarized that the purpose of the new E-Room could be to share background information within the SFO community that was not intended for the public e.g. presentations, discussions, common working documents etc. and reminded participants that all participants would be the content managers of the platform in order to keep it active in the long run.

3. Fellowships and Capacity Development

G. Success Stories and Best Practice in the Fellowship World - from Fellowship to Leadership: Introductory remarks by Mr. Francois Bailet, United Nations Division for Ocean Affairs and the Law of the Sea (UN/DOALOS)

61. Mr. Bailet made a brief presentation on the fellowship programme he was managing. In his capacity as Coordinator of the UN/DOALOS-Nippon Foundation Fellowship Programme which was jointly executed by the Division for Ocean Affairs and the Law of the Sea (DOALOS) of the Office of Legal Affairs and the Department of Economic and Social Affairs (DESA), he noted that the fellowship programme was funded solely by the Nippon Foundation of Japan through a technical cooperation trust fund agreement with the United Nations Secretariat. The vision of the UN/DOALOS-Nippon Foundation Fellowship Programme was to create a new generation of ocean leaders and professionals. Therefore, trained human capacity was needed in order to develop new concepts and ideas, create visionaries and leaders, and solve problems in a proactive and innovative manner. Mr. Bailet believed that targets for technical cooperation programmes should be aimed at developing this kind of constituency.
62. He acknowledged that networking among fellows was of critical importance because it provided ongoing capacity development opportunities and removed political borders and knowledge barriers. He further underscored that the objective of the fellowship programme was to provide Government officials and other mid-level professionals from developing countries with opportunities, advanced research and training in ocean affairs, law of the sea, and related disciplines including marine science, in order to obtain the necessary knowledge to assist their countries to formulate comprehensive ocean policies and to implement the legal regime put forth in the United Nations Convention on the Law of the Sea (UNCLOS) and related instruments. He mentioned that the outcome of the programme had been widely recognized by the Member States through annual General Assembly resolutions.
63. Mr. Bailet then introduced the two alumni, Mr. Ahamada from the Comoros and Mr. Polejack from Brazil, and invited them to share their experiences as participants of the fellowship programme.

Guest Speakers:

- a) **Mr. Mohamed Mmadi Ahamada, Commissioner for Production, Transportation, Tourism and Infrastructure Development of the Autonomous island of Ngazidja, Union of the Comoros, Former fellow of the UN/DOALOS-Nippon Foundation Fellowship Programme**

64. Mr. Ahamada was a recipient of a 9-month fellowship under the UN/DOALOS-Nippon Foundation Fellowship Programme. He spent 6 months at a Belgian university and 3 additional months in New York, to be trained in Oceans Affairs and Law of the Sea. Providing a brief account of his career, he explained that after receiving a degree in Oceans Affairs and Maritime Geography and a license in Economic Geography, he decided to return to his home country, the Comoros, to begin working as the Director of Studies in the Port of Moroni. In February 2008, he established several national programmes including: conference programmes on public opinion concerning the technical and legal aspects of the law of the sea; marine science implementation in universities, promotion of a new generation of maritime experts and maritime conservation and management. He also contributed to the creation of a National Maritime Boundary Commission composed of jurists and maritime affairs administrators, and to numerous maritime boundary negotiations with neighbouring States.
 65. After successfully completing the UN/DOALOS-Nippon Foundation Fellowship Programme, Mr. Ahamada was appointed Commissioner for Production, Transportation and Tourism and Infrastructure Development in 2011. In this capacity, he reinforced national capacities with governments and civil society members, and increased the effectiveness of ocean governance. He was also able to implement numerous projects in the area of capacity building, as a result of the professional experience he obtained through the fellowship programme.
 66. Mr. Ahamada noted that the Comoros adhered to the African Union Boundary Programme (AUBP) and the principles of the Law of the Sea Convention, which it ratified in 1994. The country also entered into a financial and technical cooperation agreement with the German Agency for International Cooperation (GIZ), which resulted in technical assistance for the establishment of baselines with Tanzania and Mozambique, the reinforcement of national experts' capacity and funding, participation in delimitation, and support in the purchase of specialised equipments.
 67. Mr. Ahamada concluded his presentation by expressing his profound gratitude to the United Nations and the Nippon Foundation for his participation in the fellowship programme. He also thanked UN/DESA and ICTP for the invitation to attend the Meeting and share his experience with participants.
- b) Mr. Andrei Polejack, Technical Advisor for the Coordination of Ocean Affairs & Antarctica, Brazilian Ministry of Science and Technology, Former fellow and Alumni Representative of the UN/DOALOS-Nippon Foundation Fellowship Programme**
68. Mr. Polejack first stated that before becoming the Technical Advisor for the Coordination of Ocean Affairs & Antarctica for the Brazilian Ministry of Science and Technology, he was Technical Advisor for Oceans Affairs in Antarctica in the National

Council for Research in Brazil. He then focused on his experience with the UN/DOALOS-Nippon Foundation Fellowship Programme with particular emphasis on his efforts to implement in his own country, Brazil, the lessons learnt from the fellowship programme. He began the first phase of his fellowship in Halifax, Canada, from April to September 2010 at Dalhousie University, under the supervision of Dr. Lucia Fanning. The focus of his research was a review of the policy support for marine sciences in Brazil. The expected result was a draft for a new national policy for ocean science and technology in Brazil. He believed this was a wonderful opportunity for him because Halifax attracted many experts in oceans affairs, law of the sea, governance and other related fields which therefore provided wonderful gleaming sources for his research.

69. During this time, Mr. Polejack participated in a Latin America and Caribbean alumni meeting on ocean governance funded by the International Oceans Institute. Capacity building, negotiation and networking were the three agenda items. He believed the outcome resulted in increased interaction among alumni from the region and fostered confidence-building. Through this meeting, he met other alumni from the UN/DOALOS-Nippon Foundation Fellowship Programme, became better acquainted and shared experiences with them. This meeting made him realize that fellowships really were about people which strengthened his belief in the idea of alumni networking and prompted him to compete to become the alumni representative.
70. During the second fellowship phase from October to December, Mr. Polejack went to UN/DOALOS at UN Headquarters in New York City and worked under the supervision of Mr. Francois Bailet. Science-policy interface and the role of science in the decision-making process were his research focus because he was very interested in how scientific knowledge could be best utilized. He believed this fellowship opportunity opened his mind to a series of interpretations and possibilities that he never previously experienced. He met other fellows and continued networking in this second phase. After completing the three-month training, he presented the results of his work. In addition, he attended the General Assembly Meeting on Law of the Sea, which enabled him to learn about decision-making processes in the UN.
71. Following this hands-on experience, Mr. Polejack was appointed by his government as Technical Advisor for the coordination of Ocean Affairs and Antarctica, in the Brazilian Ministry of Science and Technology. He was responsible for international agreements on marine science, including his country's representation in the UN oceans system. He was also the Focal Point for the Intergovernmental Oceanographic Commission. His newly acquired expertise allowed him to properly advise his Ministry on issues regarding ocean governance, marine special planning, law of the sea and policy making. As a result, Brazil had moved towards a new paradigm concerning ocean affairs. His Ministry had also created a new Oceans Research In-

stitute and had drafted marine science and technology into national policy, based on the draft he completed following his research in New York. Mr. Polejack concluded his presentation by emphasizing the great value of UN/DOALOS' fellowship programme in collaboration with the Nippon Foundation for capacity development in the field of oceans affairs.

72. Ms. Gladbach representing WHO asked where the decision on the six-month first phase, and three month second phase originated from. Mr. Bailet explained the 6 months/3 months scheme was based on an existing fellowship programme which had been quite successful. After conducting an assessment of the programme, it became clear that a 6-month stay at the university was insufficient to produce high quality results. He further stated that a proposal was made to move the 3-month visit to the UN to the first phase, followed by the 6-month research phase. This scenario was being tested in another fellowship programme.

H. **Developing Multi-Skilled Capacities in Developing Countries by Mr. Cesar M. Mercado, Development Center for Asia Africa Pacific (DCAAP)**

73. Mr. Mercado outlined his professional background and provided a brief history of DCAAP. In 1995, DCAAP was established as a training and consulting organization for human development in Asia, Africa and the Pacific to work with national and international organizations in shaping development managers through training, research, publication and consultancy to develop a moving force of development managers. DCAAP thrived through funding by UN organizations, GIZ and tuition fees from participants.
74. He stated that in spite of an abundance of human resources in developing countries, there remained a shortage in development managers, especially for agencies that were non-profit oriented. He noted that 79% of countries were classified as developing, while 17% of countries were developed, and 4% in transition. Developing countries were faced with diverse challenges. Therefore, capacity building, especially in re-orienting people towards utilizing new technologies, was urgently needed.
75. DCAAP's institutional response to this need had been to incorporate development management into the core of their development activities. DCAAP partnered with academic institutes, practitioners, governmental and international agencies, NGOs and religious institutions. Mr. Mercado believed that there was a need to have managers who were efficient and effective. In response, stakeholders were trained with concepts that were strategically integrated into the vision, mission and goals of DCAAP. The organization had presence in Africa, Asia, Europe and Oceania. It hoped to be present in South America in the near future.
76. Out of the 3,000 participants DCAAP trained, 61% were local participants and 39% were international participants. UNDP sent the most participants followed

by: UNFPA; UNICEF; UNOPS; UNHCR; and UNCDF. Bangladesh was the country with the highest rate of participation followed by Sri Lanka; Bhutan, Vietnam, and India. To date, 3000 participants had completed training at DCAAP with an average of 150 participants each year.

77. Concluding this brief overview of DCAAP, Mr. Mercado expressed that he would continue describing DCAAP's contribution to capacity development during his next two presentations.

I. United Nations University Capacity Development Activities by Mr. Srikantha Herath, United Nations University for Sustainability and Peace (UNU-ISP)

78. Mr. Herath opened his presentation with an overview of the history of the United Nations University Institute for Sustainability and Peace (UNU-ISP). From its foundation until today, the programme had undergone some fundamental changes. Headquartered in Tokyo, Japan UNU-ISP was established in 1973. Initially created as an international community of scholars it had been mainly operating as a think tank. Only in 2009, after its Charter was amended, was it given the mandate to grant academic degrees. The institute was financed by voluntary contributions and research grants from host countries. Approximately 4000 faculty members and post-doctoral staff worked to increase partnerships between governments and universities. UNU-ISP had partnered with 15 institutes in 13 countries worldwide, and in 2010 the university embarked on a Master of Science Degree programme in Sustainability, as well as another in Development and Peace. A PhD programme in Sustainability Science was created in 2012 with the aim to equip international professionals with a more holistic viewpoint in scientific research. Mr. Herath noted that the UNU-ISP's current academic programme had four specific courses: 1) UN Systems and Global challenges; 2) Global Change and Sustainability; 3) International Peace and Security, 4) International Cooperation and Development. Since 2009 when UNU-ISP started its degree granting programme, the institute experienced a significant rise in applications for the master's programme; from 84 applicants in 2010 to 900 applications in 2011.
79. According to Mr. Herath, the Institute had undergone these fundamental changes - from a mere research to a degree granting institution, in order to generate knowledge and ensure the attainment of acquired knowledge. Traditionally in universities, knowledge was generated in separate fields and disciplines, but this compartmentalized approach had its limits. Therefore, ten years ago, through UNU's initiative, the partner institutes convened to develop a programme now called Sustainable Science, in which research in several disciplines was jointly conducted within a global framework. UNU-ISP in the same year initiated an international academic network on climate, eco-system and adaptation research to discuss the role of higher education in relation to climate change. It was realized that although almost all disciplines

were connected to climate change, no partnering universities could address this issue alone. After a three-day discussion, partner institutes decided to collaborate and structure a programme on climate change, addressing not only how to conduct climate projections, but also how to implement them.

80. The result was the establishment of a joint graduate programme within the framework which included an interdisciplinary research programme for climate change, focusing on science, adaptation and mitigation. Mr. Herath pointed out that through this programme, UNU-ISP had developed high-resolution data sets available to all practitioners and professionals to ensure long-term collaboration among teams for the future. Turning to the challenges the institute was facing, Mr. Herath pointed out that one of the difficulties was how to combine the former short-term capacity development programmes of UNU with newly established long-term graduate degree programmes; and how to integrate the new post-graduate degree programmes with the ongoing think tank activities.
81. In addition, the programme was experiencing financial challenges. Since almost 90% of participants were coming from developing countries and requested financial support, how to manage these requests had become a major problem. For example, in one programme almost 60% of participants and more than half of fellowships were funded directly by UNU-ISP. In response, UNU-ISP was trying to change some of its past funding activities, in order to significantly reduce fellowship funding while focusing more on programme development.
82. Ms. Carbonneau of the World Bank enquired what the main difference was between the master's and PhD programmes vs. the short-term courses and think-tank work. Mr. Herath explained that UNU-ISP converted all programmes into post-graduate degree programmes by incorporating teams of three members from research organizations, the government and policy sector to collaborate on various research and training programmes that focused mainly on post-graduate programmes.
83. Mr. McGrath from TWAS wondered what factors contributed to the dramatic peak in applications. Mr. Herath clarified that during the first year, UNU-ISP hesitated to advertise the programme as it was just starting. The Institute advertised the programme only among its established partners and was very selective, while in the second year it started to promote the programme through the internet. Another factor which contributed to the peak of applications in the second year was that students who participated in other short-term programmes of UNU promoted it among other peer communities as well.

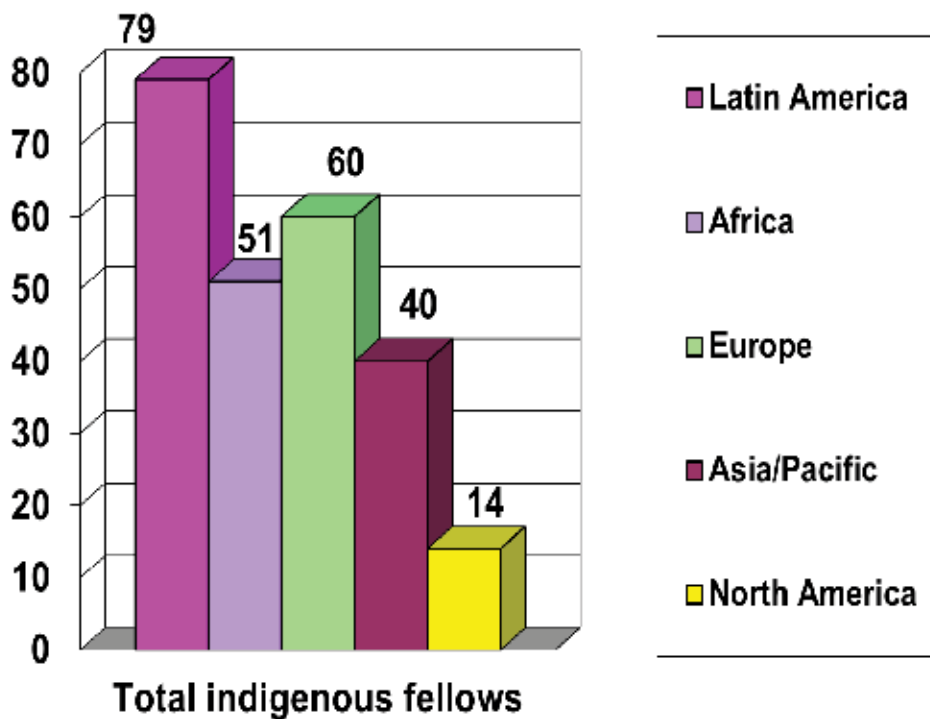
J. The Indigenous Fellowship Programme as Capacity Training Programme by Ms. Estelle Salavin, Office of the United Nations High Commissioner for Human Rights (OHCHR)

84. Ms. Salavin began her presentation on Indigenous Fellowships reminding participants that the Office of the United Nations High Commissioner for Human Rights (OHCHR) was created in 1993 and was the leading UN entity focused on the promotion, protection and implementation of human rights. Headquartered in Geneva, OHCHR had a New York office and was planning to be running or supporting various field offices in 2012-2013. For the same biennium, the estimated resource requirement for OHCHR was USD 448.1 million and 35% of that amount came from the regular budget. Ms. Salavin also underlined that, while human rights was recognized as one of the three pillars of the UN, the High Commissioner only received 3% of the total UN budget.
85. Turning to the fellowship activities, Ms. Salavin mentioned that OHCHR had six types of fellowship programmes, four of which were located in the Research and Right to Development Division: 1) Fellowship for Victims of Slavery and Torture; 2) Fellowship for staff of National Human Rights Institutions; 3) Fellowship for People of African Descent; 4) Fellowship for Indigenous Peoples; 5) Fellowship for Minorities; and 6) Senior Indigenous and Senior Minority Fellows. Ms. Salavin made a distinction between the fellowships that were essentially training programmes to build the capacity of the participants, and those that represented “on-the-job” experiences within a given section.
86. In her view, the aim of the training programmes was to deepen the participants understanding of the UN system and human rights instruments and mechanisms, so that they could better use these mechanisms to protect and promote human rights in general and those of specific groups in particular. The indigenous fellowship programme was created in 1997 with the purpose of empowering indigenous representatives and emerged as a mandated activity after the General Assembly adopted a resolution in the context of the First International Decade of the World’s Indigenous Peoples. The fellowship programme for People of African descent was a capacity-building programme established in 2011, offering training activities for people of African descent living in the Diaspora.
87. Since its inception, the Indigenous and Minority fellowship programmes had trained 244 minority and indigenous fellows. In terms of budget, these two fellowship programmes were funded by a regular budget for technical cooperation and an extra-budgetary funding. In 2012, the indigenous fellowship programme received USD 386,000 to fund 24 fellows including 1 senior fellow. The funds mainly covered travel, stipends, health insurance, interpretation fees and conference rooms. Regarding indigenous and minority participation by regions, the programmes had

representation from Africa, Asia, Europe, Latin America, North America, the Middle East and the Pacific.

88. Focusing on the Indigenous Fellowship Programme, Ms. Salavin mentioned that several evaluations of the impact of the programme were made to demonstrate that trained participants made use of international human rights procedures, participated in international meetings to advocate and lobby for their rights, were seen as valid interlocutors in negotiations, and were appointed to positions of leadership.

Figure 1
OHCHR Indigenous Fellowship Programme - Participation by Region



K. Enabling and Limiting Factors for the Contribution of Fellowships to Capacity Development - Field-Based Lessons Learned on Capacity Development by Mr. Cesar M. Mercado, Development Center for Asia Africa Pacific (DCAAP)

89. Mr. Mercado described that capacity building according to the UN as the process of enhancing the capability of UN member countries and of people through: fellowships, training, and study tours. He noted that DCAAP had gained rich experiences and valuable lessons in capacity building through fellowships, multi-country group trainings and inter-country study tours funded by different UN agencies and partner organizations in Asia, Africa and the Pacific. Lessons on capacity development derived from feedback of over 3000 DCAAP participants from more than 40 developing countries. Regarding trends in capacity-building, Mr. Mercado asserted

that fellowships were common during the first 5 years of DCAAP from 1995 - 2000. Later, group trainings increased. Study tour activities started at the country level but later progressed to inter-country level. Participants in this programmatic activity were usually policy-makers and high officials of development agencies such as joint secretaries, assistant secretaries, secretary generals, and programme/project managers. In the field, DCAAP, conducted group training and study tours with participants of both international and local agencies.

90. Regarding the lessons learnt from the field, Mr. Mercado stated that DCAAP identified ten enabling factors in capacity-building: 1) a growing belief among national and local policy-makers and decision-makers that training or capacity building cured office problems; 2) increased realization that training was more important than ICT as the key to higher efficiency and effectiveness; 3) recognition of the need to train more development managers, policy-makers, planners, implementers, monitors and evaluators in development management and good governance which were closely interrelated; 4) realization of the need to simplify Logframe-based conceptual plans into Logmap-based operationalised implementation plan with built-in monitoring and evaluation tools; 5) growing acceptance of social science research results-based social technologies as capacity-building instruments for greater efficiency and effectiveness in programme/project management, implementation, monitoring and evaluation; 6) demand for training on systematic evaluation of the effects, outcomes and impacts of capacity building programs/projects and activities; 7) growth of organizational units for developing and promoting social technologies, monitoring and evaluation in development agencies; 8) promotion of better employment opportunities awaiting trained staff who participate in international and domestic training courses; 9) increasing demand for staff trained in development management or its components in developing countries; 10) increasing utilization of monitoring and evaluation results in programme/project planning and decision making.
91. Mr. Mercado further mentioned that some of the limiting factors to capacity-building observed by DCAAP were: 1) mismatch between transferred theories, principles and frameworks from more developed countries taught in the academe and training centers with field practices and realities in developing countries; 2) limited number of facilitators who can explain and demonstrate in a simplified way the connection between transferred theories, principles and frameworks and field challenges in developing countries; 3) unchanged one-way flow of scientific knowledge, technologies and trainees from developed to developing countries to changed two-way flow of more useful scientific knowledge, technologies and trainees between developing countries (South-South Cooperation); 4) mindset of managers who ignore practical recommendations from lower level organizations, field and trained staff and beneficiaries prevented significant reforms in organizations that can be achieved by capacity building and 5) lack of confidence and skills of social scientists to package social science research into more useful social technologies for policy making, programme/

project planning, management, implementation and monitoring and evaluation;
6) lack of management support to returning trainees prevented implementation of their newly-acquired knowledge, attitude and skill, destroyed enthusiasm and encouraged brain drain.

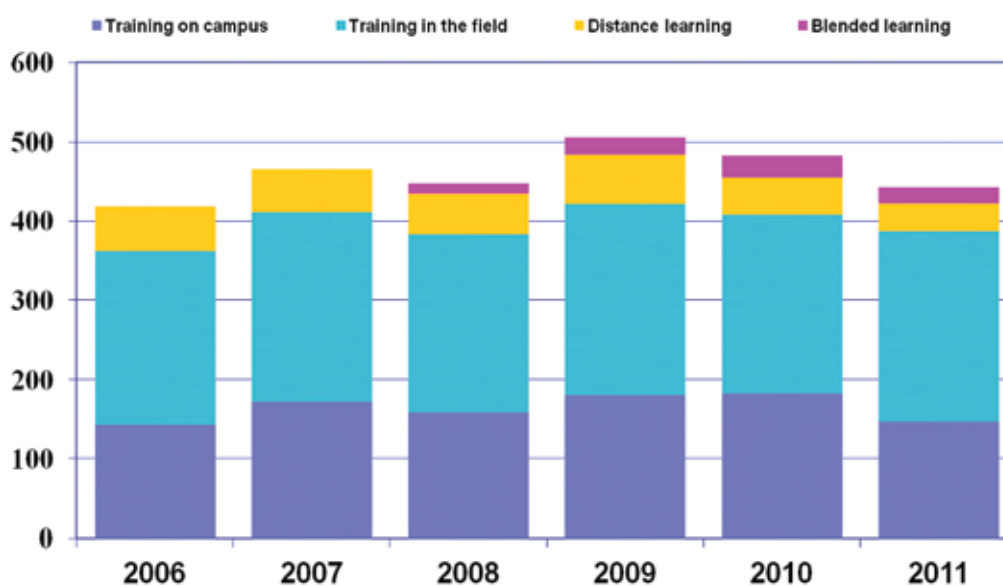
92. Lastly, some field-based recommendations proposed by DCAPP as a result of the aforementioned factors were: to refocus the role of training centres to bridge the gap between academia and the workplace; encourage social scientists and trainers in developing countries to explore social technology development that produced more relevant approaches, methods and tools for solving social problems; broaden UN-led global capacity building network (GCB-Net) to link development training centres in developing countries and encourage project managers and staff to incorporate programme plans and project documents into monitoring and evaluation tools before the execution of programmes and projects to ensure greater efficiency and effectiveness.

L. Training and Learning for Capacity Development for the World of Work by Ms. Jeannette Shalabi, International Training Centre of the International Labour Organisation (ITC-ILO)

93. Ms. Shalabi stated that the International Labour Organisation (ILO) was a tripartite United Nations Specialized Agency that united governments, employers and workers' organizations of its Member States in common action to promote decent work conditions throughout the world. The ILO decent work agenda aimed to promote opportunities for women and men in order to obtain decent and productive work in conditions of freedom, equity, security and human dignity. ILO adopted four strategic objectives to include 1) promote and realize standards and fundamental principles and rights at work; 2) create greater opportunities for women and men to secure decent employment and income; 3) enhance the coverage and effectiveness of social protection for all; 4) strengthen tripartism and social dialogue.
94. The Turin-based International Training Centre was the training arm of the ILO. The Centre had over 45 years of experience providing training and learning opportunities to policy-makers, managers, practitioners, trainers from governments, workers' organizations and employers' organizations, and other partners who promoted decent work and sustainable development. The Centre services were also available to the United Nations System as a whole.
95. The Centre implemented an annual programme of some 450 to 500 training activities with an average of 12,000 participants. To date, more than 200,000 men and women from over 190 nations had benefited from the Centers' services. The Centre offered short standard courses, academies, tailor-made learning events, comprehensive training projects and the design and production of training materials. It also

offered master's courses. Training activities occurred on campus in Turin, in the participants' countries, at distance and/or through a combination of these factors. The Centre aspired to provide learning and knowledge-sharing opportunities in response to the diversified needs, priorities, constraints and learning styles of its partner institutions worldwide. The annual training programme was regularly updated to ensure that training was relevant and met the needs of the rapidly changing world of work. The traditional standard courses had been reorganised into 'academies' i.e. larger and more visible learning events which assembled different topics in a particular field and offered participants a choice of individual learning paths with a variety of subject and language options. Lastly, the Centre adopted a pedagogical framework based on three pillars: relevance, quality and impact.

Figure 2
ITC-ILO Training Activities



- M. **Creating Strong Fellowship Alumni Networks - The Experience of the UN Division for Ocean Affairs and the Law of the Sea by Mr. Francois Baillet, United Nations Division for Ocean Affairs and the Law of the Sea (UN/DOALOS) and Mr. Andrei Polejack, Alumni-Representative, Former fellow and Alumni Representative of the UN/DOALOS-Nippon Foundation Fellowship Programme**
96. Mr. Baillet recalled that when the UN/DOALOS-Nippon Foundation Fellowship Programme started, a fundamental component missing from the project was an alumni network. With consent from donors, only recently was an alumni network included as an integral part of the programme to provide ongoing basis for capacity development and networking opportunities. The alumni network had 80 members

from 51 states. Mr. Bailet noted that an alumni representative was elected through transparent fair elections, with an Assistant Deputy Representative and 8 regional representatives elected on the basis of major geopolitical, distributions from South East Asia, Pacific Islands, Latin America, the Caribbean, East and West Africa, the Mediterranean and the Arabian Peninsula. Alumni meetings were also structured based on broad regional groupings: in Asia-Pacific, Latin America, the Caribbean and most recently West Africa.

97. Following these brief remarks, Mr. Bailet gave the floor to former fellow of the UN/DOALOS-Nippon Foundation Fellowship Programme and Alumni Representative, Mr. Andrei Polejack from Brazil.
98. Mr. Polejack emphasized that the alumni network of UN/DOALOS-Nippon Foundation Fellowship Programme was really about people. The network consisted of lawyers, diplomats, oceanographers, scientists, and engineers, who discussed issues concerning ocean affairs, fisheries, energy, transportation, piracy, maritime conservation, coastal management and endangered species.
99. The network had presence in every country which had participating fellows of the UN/DOALOS-Nippon Foundation Fellowship Programme. The network had a website with alumni profiles, themes, job and training opportunities as well as UN-related issues. The website was established based on an agreement reached some time ago by the Asia-Pacific alumni in a meeting in Tokyo, Japan. The alumni expressed a need to have an 'online office' where coordination and collaboration could be organized virtually. In addition to these benefits, the website would provide all alumni, current and future fellows with important and useful information as well as a platform where they could contribute to best practices applicable to the law of the sea.
100. A facebook page was also created to maintain internal communication among fellows. Mr. Polejack mentioned that the regional meetings were highly effective because they fostered team and capacity-building which was useful for networking. The first Regional Alumni Meeting was held in Tokyo, Japan, in 2009. The Meeting brought together 15 alumni from the Asia-Pacific region, several Japanese government officials and scholars from the University of Tokyo as well as Nippon Foundation researchers, staff and other special guests. Each alumnus presented different topics covering legal and technical issues, including proposals for solutions and delineation of the continental shelf in the Asia-Pacific region as well as the latest developments with respect to continental shelf submissions to the UN.
101. The second alumni Meeting was held in Barbados in April 2010. It convened alumni from the Caribbean and Latin America. The main training modules of the meeting were: the law of the sea and ocean governance, ecosystem-based approaches, fisheries management in the Caribbean Sea, maritime boundary delimitation and conservation, and ocean environmental protection. In 2011 the alumni network held

its third regional meeting, in Nairobi, Kenya for African fellows. The Meeting was attended by 21 alumni from 16 African States. The primary issues discussed were maritime boundary delimitation and delineation with a special focus on methods, tools and negotiation, followed by maritime security and piracy, ecosystem-based fisheries management and ocean governance.

Figure3

UN/DOALOS-Nippon Foundation Fellowship Programme - Alumni Distribution



102. During the Meeting, alumni were provided with opportunities to discuss amongst themselves their needs and expectations with respect to the alumni network and to begin developing joint activities for communication, leadership, teambuilding and professional skills development in cooperation with the global alumni network. In 2012 the alumni network held its fourth regional meeting. It was the largest in the history of the programme with about 30 attendees. The Meeting was held on the 30th anniversary of the United Nations Law of the Sea Convention making it a momentous occasion for the alumni members and sitting fellows completing their final training at UN/DOALOS. The agenda of the Meeting included a presentation on global networking for ocean governance. It also provided a platform for discussing a wide range of issues affecting developing countries.

103. To continue the flow of communication among participants, newsletters were sent three times per year by the regional representatives on alumni updates and activities and ongoing ocean affairs news and employment opportunities. The topics for the newsletter could be diverse and were not restricted solely to ocean affairs and the law of the sea, but could also be on any other issue. An example of this was a 2009 newsletter written by Mr. Dehghania, a Legal Officer by trade and alumni of UN/DOALOS-Nippon Foundation Fellowship Programme, in which he shared his experience during his three-month training at UN headquarters in New York. He noted that the unique experience he was given to participate in UN sessions, meetings and conferences and to be a part of real multilateral negotiations and consultations, provided him with great opportunities to learn and be in an environment where he foresees himself being in the future.
104. A 2010 newsletter featured a story written by Mr. Polejack on the role of science in ocean governance. Mr. Polejack shared his opinion that in the context of ocean governance, science was mostly used as a tool to either assess oceans resources, like fish stocks, bioproducts, renewable sources of energy, mineral resources and geomorphology, or to increase the predictability of natural disasters such as tsunamis, earthquakes, climate change and rise in sea levels. Decision-makers used advisory bodies as consultative entities from which they were expected to acquire the solutions to their problems. However, according to him, there was not enough empirical evidence to make this result certain and error-free. He stated that, in order to bridge science and policy and to build better models of governance, it was important to eliminate these problems by integrating science, technology and innovation as principles in ocean governance.
105. Turning to the challenges, Mr. Polejack noted that the main question for the alumni network was how to identify the needs of members in the network. The latter was looking for ways to improve its work in order to fulfil the needs of the fellows such as connecting knowledge, propose new projects, and seek funding. Mr. Polejack further articulated that greater confidence-building was needed to help fellows respond and trust the network. Mr. Polejack concluded by assuring that the network would continue its work on capacity-building with publications, exchange of information, and future meetings which would provide other opportunities for alumni to interact and meet with one another in order to ensure the continued success of the UN/DOALOS-Nippon Foundation Fellowship Programme.
106. Ms. Salavin from OHCHR enquired if the Nippon Foundation funded all three phases of the fellowship programme including alumni networking and how the alumni dealt with the challenge of keeping the network alive. Mr. Bailet confirmed that the programme was a technical cooperation project funded entirely by the Nippon Foundation, and alumni networking was an integral part of the programme. Regarding her second question, Mr. Polejack responded that the difficulty was get-

ting people involved, but if there was accountability, the network would grow and stay connected. In addition, he stated that what the alumni network was trying to achieve was to connect people's needs by trying to understand the regional realities and the possible conditions of each alumnus.

4. Current Trends in Fellowships Programmes

N. Vision of Shared Fellowships Services in the UN System by Mr. Furio de Tomassi, United Nations Department of Economic and Social Affairs (UN/ DESA)

107. While pointing out to participants that some key words already mentioned throughout the Meeting were “efficiency, saving and streamlining”, Mr. de Tomassi noted that all organizations were currently faced with reduced budgets and the request for more accountability. He reminded participant of the Report on the High-level Panel of UN System-wide Coherence in the areas of Development, Humanitarian Assistance and the Environment, entitled “Delivering as One”, released in 2006. Following the report, a Change Management Team had been established which, in 2011, submitted to the Secretary General what was now known as “The Change Plan”. It was actually a management review of how programme implementation could be improved and harmonized and how to achieve “more and better with less”. It called for more efficiency, transparency and accountability and to responsibly steer resources to deliver high quality results. It also provided recommendations on how the UN system should “Deliver as One” at the country level, with one leader, one programme, one budget, and where appropriate, one office. The vision of the plan relied on four key deliverables:

- > Enhancing trust and confidence
- > Engaging staff
- > Improving working methods
- > Rationalizing structures and functions

108. Mr. de Tomassi acknowledged that a major problem in recipient countries was the multiple reporting. Field organizations had different cycles of reporting requirements about what had been implemented with the resources provided by the organizations in question. He stated that the vision of the plan was to enhance the “Delivery as One” approach in order to allow the recipient country to report back with one product, one reporting and one monitoring system.

109. Mr. de Tomassi mentioned that the plan had not been fully implemented, but each UN department was requested to identify initiatives to rationalize and restructure their programmes and to better integrate their work across the Organization by the end of 2012. The plan recommended departments to execute this initiative through new formal consultations and mechanisms, the creation of new virtual networks, a clear division of labour, common services, and pooled functions for shared human, financial and physical resources for management services within the Secretariat. While currently every department had its own executive office, the plan, for

example explored the possibility of having one executive office serving two or three departments, or at least having shared services.

110. After briefly outlining the core idea of The Change Plan, Mr. de Tomassi turned to the Global Field Support Strategy (GFSS), the DPKO/DFS „common services“ model, whose goal was to transform the delivery of support to UN field missions in order to enhance effectiveness and efficiency of services. The GFSS was a 5- year project based on four pillars: 1) financial framework; 2) modularization; 3) service centres; and 4) human resources framework. A case in point was the Regional Service Centre in Entebbe set up in 2010 to support and share the functions of UN peace operations based in East and Central Africa. This centre represented what could be achieved in the future, in terms of pooling functions for the Secretariat and eventually for other UN funds, programmes and agencies.
111. In closing, Mr. de Tomassi raised the question whether rationalized structures and functions were also applicable to training and fellowship programmes in the UN system. He assumed that this was a question that Fellowships Officers needed to ask themselves, as there would be a possibility to have regional centres or focal points, supporting and better serving the fellows. A possible example was the regional offices of IAEA and WHO which according to him, could collaborate and establish a regional office as a potential solution, to save resources and do more with less with the resources they already had in place. He added that this process of rationalization and regionalization was not something that would happen overnight, but one could start to think about the options especially in the face of scarce resources.
112. Ms. Gladbach from WHO commented that centralized services often meant longer time to complete projects, and more bureaucracy. She wondered how this matter would be resolved under this proposed framework. Mr. de Tomassi explained that “centralized” in this context meant “Delivery as One” at the field level. Resources were pulled together and brought closer to the client, and reported once to the UN system.

O. Regionalization of Fellowships - Trend towards South-South and Triangular Cooperation - TWAS’s South-South Fellowship Programme by Mr. Peter McGrath, TWAS, the Academy of Sciences for the Developing World

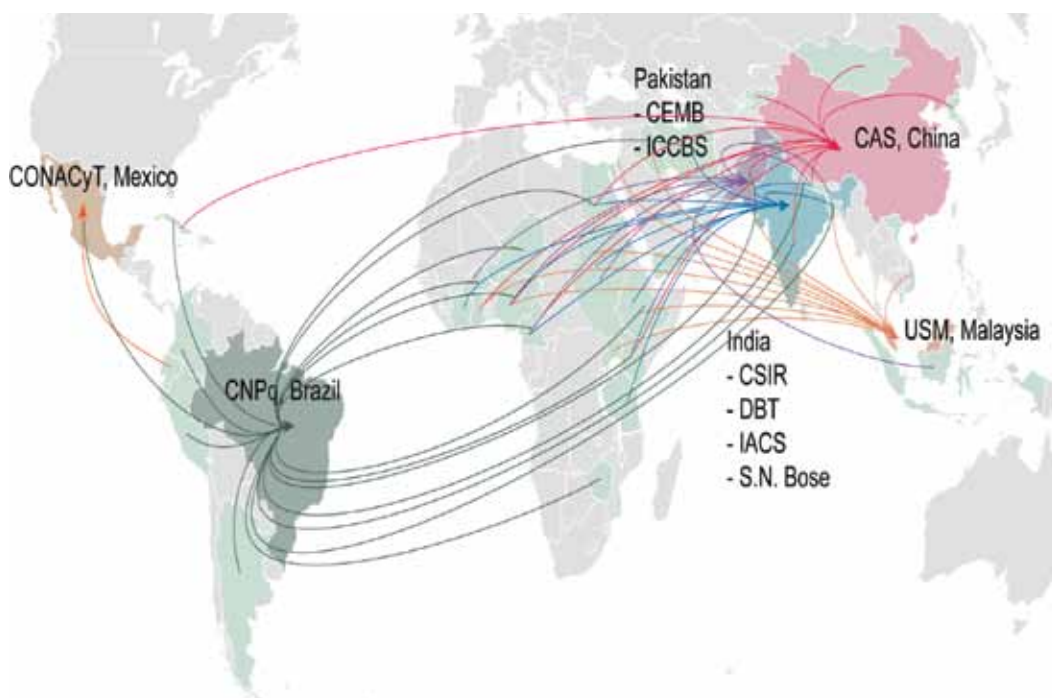
113. Mr. McGrath started his presentation with a brief introduction of TWAS, the Academy of Sciences for the Developing World. Located at ICTP, TWAS was established in the city of Trieste in 1983 by a group of distinguished scientists from the developing world under the leadership of Nobel laureate, Abdus Salam. TWAS was administered by UNESCO with funding from Italy and other sources, and as an academy of sciences consisted of more than 1,000 member scientists. He further stated that TWAS worked with young scientists in developing countries and had five core ob-

jectives: 1) promote excellence in scientific research in developing countries; 2) strengthen South-South collaborations; 3) encourage South-North collaborations between individuals and centres of excellence; 4) respond to the needs of young scientists working under unfavourable conditions and 5) engage in the dissemination of scientific information and sharing of innovative experiences and best practices. He also added that TWAS activated its programme through four main themes: PhD training; human capital mobility; research support; and prize schemes.

114. Mr. McGrath mentioned that TWAS offered PhD degrees under a Sandwich Fellowship Programme, and Full-Time Fellowships to numerous partners in developing countries. He explained that the Sandwich Fellowship Programme entailed leaving the home institution to stay at a host institution for approximately 1 year, while the full-time fellowships entailed staying in a host institution for a period of 3-5 years. With reference to the PhD and post-doctoral fellowships, Mr. McGrath stated that TWAS had agreements with 14 partners, national organizations and national research councils like the Chinese Academy of Science, the Brazilian National Research Council, the International Centre for Insect Physiology and Ecology in Kenya, and the National Centre of Excellence in Molecular Biology in Pakistan. TWAS's South-South postgraduate PhD fellowships offered more than 300 positions each year, was the largest South-South fellowship programme in the world, and continued to grow annually through innovative collaborations.

Figure 4

TWAS South-South Postgraduate PhD Fellowships (2007-2010)



115. Regarding the trends of activities, Mr. McGrath indicated that over the past 10 years TWAS awarded 117 associateships to the African region; 126 to the Asian region and 23 to Latin America. Meanwhile, under its fellowships programme, some 325 positions were available each year. In 2011, TWAS granted 159 Fellowships: 88 were post-graduate and PhDs recipients from both the Sandwich and Full-Time Fellowship Programmes, 48 were for postdoctoral research and 23 for visiting scholars. Travel and visa costs were extracted from the core funding received from the Italian Government and all remaining costs including living expenses, stipends, registration and tuition fees, and research costs were paid by partner agencies and organizations. Together, the amounts covered by TWAS's programme partners were estimated to total some USD 2.5 million per year. He further noted that TWAS had hosted the Organization for Women in Science for the Developing World (OWSD), which included 4,000 members of mostly women scientists from developing countries, receiving substantial funding from the Swedish International Development Cooperation Agency (SIDA). OWSD had awarded 222 fellowships to young women scientists from sub-Saharan Africa and other developing countries. He concluded by stating that this scheme celebrated its 100th Graduate in 2012.
116. Ms. Debrabandere from BTC enquired if TWAS would allow a fellow to be sponsored by a private company. Mr. McGrath answered that the situation had not yet occurred, as most fellowship applicants tended to come from academia, research institutions, and so on, and that fellowship applicants should hold a position in those institutions.
117. Mr. Mercado from DCAAP asked how the social sciences could be incorporated into the training activities of the young women scientists fellowships programme. Mr. McGrath responded that TWAS had a social sciences section with academicians, however under the young women scientists fellowships scheme, the training activities addressed mainly natural sciences.

P. The World Bank's Scholarships Programme and Partnership Universities in Africa by Danielle M. Carbonneau, The World Bank

118. Ms. Carbonneau presented the Joint Japan / World Bank Fellowship Programme and its economic policy management network in Africa. According to her, the programme provided high achieving mid-career professionals from developing countries with the financial means to complete development-related master's degrees at Harvard and Columbia University, so they could contribute to their countries' development upon their return home. The World Bank had been sponsoring master's degree programmes for 25 years now, with approximately 5,000 alumni, and 1,500 master's degree recipients. In 2012, the programme had about 400 participants from around the world pursuing their master's degrees. She highlighted some key challenges the programme was experiencing including 1) many of the program-

- matic activities were in developed countries and therefore implied high costs of approximately 45,000 dollars per year, per person 2) although more programmes were available in developed countries for students from the developing world, not all programmes were tailored to meet developing countries' needs; 3) many mid-career professionals were unable to participate in a 2-year programme, especially if they occupied senior positions, and had families; and 4) the risk of brain-drain, especially when participants established relationships and experienced the challenges and excitement of being in a more stimulating environment.
119. In response to these challenges, the World Bank established a programme with the African Capacity Building Foundation (ACBF) in 2011, to build local capacities and meet the educational needs of participants in the African region. The programme selected two universities from the global North which had a reputable economic and public policy management programme to transfer the programme to two African universities – one anglophone and one francophone. Ms. Carbonneau further explained that the objectives of the programme were to:
- a. Increase the number of public sector officials with postgraduate degrees in economics and public policy;
 - b. Establish on-going North-South university relationships;
 - c. Enable knowledge sharing and South-South learning across francophone/anglophone Africa;
 - d. Expand the successful partnership programme at Columbia University
 - e. Capitalize on in-region development knowledge hubs.
120. She added that the World Bank and ABCF partnered with their first anglophone universities in Makerere, Uganda, and Lagoon, Ghana. The Yaoundé University in Cameroon and the University Cocodi in Côte d'Ivoire were chosen for the francophone partnership. She further mentioned that the programme had added another Anglophone partnership with a university in Zambia and another francophone programme at the University of Kinshasa, in the Democratic Republic of Congo. In addition a partnership with Eduardo Mondlane University in Mozambique was established to provide online training for countries in lusophone Africa.
121. Regarding programme results, Ms. Carbonneau stated that out of the four well-established master's programmes, two of them – one in Makere and the other in Ghana had done an exceptional job at taking ownership of the programme. These universities now offered evening courses and various Ministries were paying for their scholars to attend these courses while they continued to work. An academic network that crossed anglophone-francophone-lusophone Africa would also be established in the future. Ms. Carbonneau stated that this initiative was a very important com-

ponent of the programme as it strengthened capacity in the African region. She concluded with some remaining challenges as the programme wanted to broaden its reach while maintaining its quality. The World Bank also wanted to formulate an exit strategy, so the programmes could be self-sufficient and sustainable in the future as the original goal was that national ownership would be acquired within three years. This goal was still in the course of completion since it would be necessary for the universities to take on some other revenue-generating models so the programme could be more sustainable in the long run.

122. Mr. de Tomassi from UN/DESA queried about the ability of the World Bank to ensure that fellows returned to their home countries to contribute to capacity development. Ms. Carbonneau responded that the World Bank required all scholars to sign a commitment agreement to return to their home countries once they had completed their studies. A survey revealed that 83% had returned to their home countries upon completion of the programme.
123. Ms. Chisato from ITTO was interested in the sustainability of the Columbia University programme. Ms. Carbonneau specified that the Columbia programme just celebrated its 20th anniversary in the spring of 2012 being the first partnership programme implemented by the World Bank. An evaluation of the programme had revealed that participants of the programme returned to their home countries at a high rate, had received senior positions in Ministries, and tended to stay in their countries and contributed to long-term capacity development. Therefore, the programme remained a success story for the World Bank.

Q. Needs-based Capacity Development – Regional Approach by Mr. Francois Baillet, United Nations Division for Ocean Affairs and the Law of the Sea (UN/DOALOS)

124. Mr. Baillet explained that the UN/DOALOS-Nippon Foundation Fellowship Programme provided needs-based capacity development opportunities in recognition of the changing nature of development assistance. The regional approach could be located in the fellowship programme's recognition of regional processes in Ocean Affairs and in the observation of United Nations equitable award principles.
125. Mr. Baillet emphasized that the curriculum component of the needs-based approach was highly customized, demand-driven and had a strong regional focus to foster South-South cooperation, enhance capacities of Southern institutions and reinforce North-South networking. He further stated that UN/DOALOS was trying to build capacities based on needs expressed by the recipients. He noted that the fellowship programme's regional approach recognized two key issues:
- 1) A fundamental need to regionalize the approach in delivering knowledge and building skills and
 - 2) Regional distribution of awards.

126. Mr. Bailet reminded participants that the programme was under a larger umbrella of Oceans Affairs which was funded by the Nippon Foundation of Japan. He stressed that an integral part of the programme were the fellows. The academic host institutions, the universities that collaborated with the programme would in fact not receive any financial compensation. They would host the fellows for 6 months free of charge. Mr. Bailet described this as the shared responsibility approach of the programme.
127. Mr. Bailet pointed out that the needs-based approach of the programme was reflected through the official nomination process and the proposed research themes verified through deliberate informal knowledge networks, composed of substantive partners, and having strong regional and South-South trends. He believed that needs had to be established from the outset of the programme. Participating fellows were required to reflect their needs to be admissible in the programme as the selection process was rigorous and competitive. Mr. Bailet noted that the programme was also in constant communication via other agencies of the UN and the Secretariat, governments and other institutions regarding current trends because they developed and built new approaches to oceans and negotiated new conventions regarding climate change, fishery depletion and biodiversity.
128. In reference to South-South cooperation, Mr. Bailet shared that the programme had host institutions in the South which were working tirelessly to showcase other institutions within those networks. In addition, he stated, that the programme had numerous South-South placements that were conducted on a needs-basis. The major objectives within the South-South cooperation was the examination of contextual approaches, exchange of knowledge, common themes, comparative approaches, fisheries management at the community and institutional level. He mentioned that the programme was also trying to mobilize local capacities, build the profile of partner institutions in order to internationally promote them as centres of excellence, and to foster collaborations and networking between Southern institutions and their Northern counterparts.
129. In his concluding remarks, Mr. Bailet shared that UN/DOALOS recently signed a formal agreement with Columbia Law School which reflected the North-South bi-directional flow of the programme. He acknowledged that UN/DESA had been responsible for the programme. He stated that they have been the administrative arm of the programme and without DESA's services would not function. He recognized UNDP's participation in the programme through the issuing of tickets and stipends to fellows.
130. Ms. Salavin from OHCHR asked about the number of scholars who participated in the programme on a yearly basis and the cost incurred. Mr. Bailet answered that there were 10 participants in the programme on a yearly basis, and the average cost was approximately USD 60,000.

131. Speaking about the IAEA, Ms. Rubin Hasibar believed in the regional approach because it was cost-effective, and most importantly it built the confidence of the experts who had been trained through the programme.

R. Tested Frameworks for Honing Highly Efficient and Effective Facilitators in Developing Countries by Mr. Cesar M. Mercado, Development Center for Asia Africa Pacific (DCAAP)

132. Mr. Mercado presented his working paper on the changes in the training framework which DCAAP had been trying to implement in the Philippines. Mr. Mercado raised the question, what does an efficient facilitator mean? He believed that efficiency meant that a programme facilitator should be timely in delivery; effective and should be clearly understood by participants. What often happened during training was that facilitators were only touching the surface rather than going deeper into the knowledge and understanding. DCAAP had developed a concept of social technologies to foster knowledge, understanding, attitude and skills, which was conducted through: 1) resource persons; 2) training needs analysis for objective setting; 3) contents; 4) teaching methods; 5) objectives; and 6) subject matter. Mr. Mercado expressed that the various teaching subjects utilized by DCAAP were modules on: a) why and how to facilitate learning; b) how to effectively facilitate and c) what are the ways to evaluate the effectiveness of facilitators. Mr. Mercado shared that the knowledge and training programme at DCAAP usually included discussions with participants during the three-day training on how to shift from teaching to facilitating, because training should be the bridge between science, laboratory, academia and the workplace. He further noted that the training programme at DCAAP conducted monitoring and evaluation.

133. Ms. Salavin from OHCHR wanted further clarification on the sort of methodologies used to measure efficiency and effectiveness. Mr. Mercado further noted that efficiency was measured by monitoring, while effectiveness was measured by evaluation.

134. Concluding his presentation, Mr. Mercado turned to the topic of brain-drain. He had noticed that participants, who tended to be more nationalistic, usually returned to their home countries, especially those who desired to make contributions rather than seeking monetary reward. He did not fail to point out, however, that there had been cases when participants did not return to their home countries. One of the reasons for this phenomenon was the lack of support provided to them by their administrators when they returned to their countries.

S. Fellowships and National Execution - International Statistical Training and Cooperation between the Chinese Government and United Nations by Ms. Di Wei, National Bureau of Statistics of China

135. Ms. Di Wei pointed out that her presentation would concentrate on international statistical training and cooperation between China and the United Nations Statistics Division (UNSD) of UN/DESA. She began with an overview of technical cooperation projects of the past decade. Ms. Di Wei mentioned that in 2009, the Chinese Government instituted a trust fund project at the United Nations, which aimed to strengthen statistical capacity in China and other developing countries in Asia. This 5-year project (from 2009 to 2013) was expected to assist China and other developing countries in Asia to develop a better understanding of international practices in a wide range of subject matter areas, including statistical classifications, service statistics, use of administrative data, energy and environment statistics, national accounts, population statistics, and price statistics. The project would further enhance knowledge transfer and knowledge sharing among developing countries through South-South collaborations. Special attention was given to the organization of the national statistical system, the use and measurement of ICT and the development of a system of integrated economic statistics. She added that the budget for the 5-year project period was USD 4 million or USD 800,000 per year provided by the Chinese Government. She shared that there were four kinds of activities planned under the project: 1) international workshops; 2) fellowships; 3) study tours and 4) short-term consultancies.
136. In 2011 as part of the technical cooperation projects, the National Bureau of Statistics of China (NBSC), in collaboration with UNSD and other UN statistical entities established a new statistical training institution. The China International Statistical Training Centre (ISTC) intended to strengthen the statistical capacity globally, especially among developing countries, through the provision of training in statistics, promotion of rational and effective statistical practices, and regular exchange among international statistical offices and academic societies.
137. Moreover, from 2009 to August 2012, nine international workshops and two international forums and events were held under the cooperation in Statistics between the Chinese Government and the United Nations. The themes for this project included: national accounts, classifications, industrial statistics, social statistics, trade statistics, price statistics, household surveys, census, World Statistics Day. Ms. Di Wei stated that there had been around 900 participants in these workshops, among them, 604 Chinese participants and 296 international participants from more than 20 countries, mostly Asian developing countries. She indicated that six study tours for 34 persons had been organized for delegation visits to national statistical offices and international organizations. Regarding fellowships, Ms. Di Wei noted that the programme had sent 17 fellows for 6 months to international organizations. Out of

the 17 fellows, 12 were women and 5 were men. She further added that fellows were sent to four different host organizations. The primary organization was UNSD of UN/DESA, which had received the majority of the fellows; IMF had received three fellows and the World Bank and UNESCO one fellow each.

138. Ms. Di Wei noted that NBSC and the newly established ISTC conducted a rigorous selection process on the basis of: 1) voluntary applications; 2) a proficiency test in English; 3) professional assessments; and 4) interviews of short-listed candidates. She stated that although the project had been implemented for more than three years, it was too early to summarise its impact and results because it was still in the process of implementation. Speaking about workshops, she emphasized that they provided an efficient platform for participants of different countries to exchange their views in terms of the best practices and UN recommendations on statistical methodologies. She believed this assisted trainees in increasing their level of professionalism and foster friendships and mutual understanding among persons of varied cultures and countries. She also mentioned that the UN had conducted workshop evaluations each year and received positive feedbacks from all participants. Ms. Di Wei further shared that study tours had enabled participants to gain in-depth understanding of the statistical practices of the targeted countries and international organizations.
139. Ms. Di Wei summarised that the technical cooperation between China and the UNSD of UN/DESA could be regarded as a very beneficial process for all stakeholders involved, first and foremost in the area of training and statistics. It was believed to have been an important investment for the viability and the continued success of the national statistical system. In this regard, she mentioned, the project played a significant role. She emphasized that these benefits were shared not only by NBSC, but by the participating countries as well.
140. Ms. Di Wei concluded that the key factors contributing to the successful implementation of the project was the commitment of the Chinese Government which allocated a budget for the trust fund and the corresponding expenses at NBSC and the resolution of NBSC to succeed in this project. She also mentioned that the Under-Secretary-General of UN/DESA had also provided strong support to the establishment of the project. In addition, she said, the Director of the UN Statistical Division had also provided support and assistance in designing every activity of the project. Ms. Di Wei closed by stating that she appreciated the collaboration with the UN because it was a hub of international expertise with ability to mobilize resource processes globally. She expressed her desire to maintain partnerships with the UN because there was continued need for statistical training to increase capacity development in China and countries in the Asia-Pacific region.
141. Following Ms. Di Wei's presentation, Mr. Favazza from the Italian Bureau of Statistics (IBS) raised the question whether the new Centre had a mandate to work with

domestic official statisticians. Ms. Di Wei concurred that the China International Statistical Training Centre had a departmental component of NBSC which was the Statistical Educational Centre that was mandated to train domestic staff statisticians at the national, provincial and grassroots levels. She further explained that training of domestic staff had been carried out for more than three decades at NBSC.

T. Fellowships and Technical Cooperation – The Case of the Belgian Development Agency by Ms. Régine Debrabandere, Belgian Development Agency

142. Ms. Debrabandere was responsible for the international services at the Belgian Development Agency (BTC). At this 19th SFO Meeting in Trieste, she spoke on behalf of the Scholarships and Internships Unit. The BTC Agency was mandated for the implementation with all technical projects and programmes, and provision of financial support within the BTC for the Belgian Government (Ministry Foreign Affairs, and the Director-General for Development Cooperation (DGD)), but BTC also collaborated with other public donors or public organizations. She mentioned that for the Belgian Government, BTC also had the authority to work with the EU and to have any direct bilateral cooperation with EU Member States. Belgium, like other OECD countries, had signed the Paris Declaration in 2005 followed by the High-Level Meeting (HLM) in Busan, which created a major shift in the Belgian cooperation approach and resulted in participation of fewer partner countries. Belgium kept 18 partner countries on its funding list, mainly from the central region of Africa. BTC was asked by DGD to work in two priority sectors in each partner country in order to increase the division of labour among donors and the funding effectiveness. For example, in Rwanda, one of the partner countries of BTC, the technical cooperation programme was working to address agricultural development and sustainable energy. In general, technical programmes, budget support and scholarships from BTC were geared together towards two priority areas and were combined with delegated cooperation and scholarship/fellowship programmes.
143. Scholarship and internship grants were an essential component of the Belgian development cooperation. Thanks to these scholarships, the beneficiaries could strengthen their competencies and professional capacities, either through university studies (Masters and PhDs) or through internships and study trips. Training was provided in the country of origin, in another partner country or in Belgium. The grants programme of the Belgian bilateral development cooperation had been reviewed and adapted to a changing institutional context. More attention was now paid to the institutional strengthening of the 18 partner countries.
144. The fellowship grants were promoted as part of BTC's strategies for long-term investments in partner countries. The organization emphasized sustainable capacity development of partner organizations, the beneficiary institutions more than the individuals. BTC aimed at strengthening the quality and competencies of human

resources, and ensured the coherence of fellowships with the priorities of partners in the field. To this end, BTC sought partnerships on the organizational rather than the individual level. Fellowship grants were awarded to partner institutions, and training plans were created at the organizational level. Ms. Debrabandere stressed that although fellowships were granted to the individual, the individual fellow had to be embedded in the organizational approach.

145. This was a major new trend for BTC, as fellowships were no longer considered on the individual level only, but much more on the organizational level. Fellowship grants were given to organizations for technical components next to budget support and were geared towards institutional and organization development, which were fully embedded into technical programmes. In this way, BTC sought to increase the sustainability of its fellowship programmes, as well as the coherence of the experiences that fellows brought back to their home countries. Ms. Debrabandere also noted that another trend for BTC was the clear shift from sending fellows to European universities to the promotion of national execution and national, regional or local training fellowships. BTC looked at the beneficiary institution in a holistic manner to emphasise sustainable capacity development and to contribute to a better public service delivery of the partner organization concerned.
146. In her concluding remarks, Ms. Debrabandere noted that in 2012, BTC welcomed 5,000 beneficiaries to the fellowship programme, of which 1,000 were trained in Belgium. BTC had a budget of 20 million Euros per year for this fellowship scheme, and had partnerships with various training institutions and universities worldwide. In working closely with the IAEA for example, BTC hosted 80 highly qualified professionals per year and covered all costs and expenses. In collaboration with the European Union, BTC conducted a project that researched migration of diseases under which fellows from 6 countries in western Africa were partnered with training centres in Belgian universities.
147. Ms. Gladbach from WHO queried what the process was if an agency wanted to participate with BTC as a placement agency. Ms. Debrabandere responded that BTC could offer a tailor-made fellowship service to include cost reimbursements. She further added that BTC was a public entity, financed by the Belgian Government. Therefore it did not have any other purpose but to provide high-quality service delivery for other public organizations.
148. Mr. Ahamada from the Comoros took note that the Comoros, Seychelles, Madagascar, and Mauritius were not on the list of partner countries of Belgium. Ms. Debrabandere replied that the reduced number of partner countries was a decision made on a political level because all donor countries wanted to increase aid effectiveness by reducing the number of countries.

5. Fellowship Administration and Management

U. Funding Trends: Private-Public Partnerships for Fellowships by Ms. Karen Gladbach, Pan American Health Organization/ World Health Organization

149. Ms. Gladbach focused her presentation on the collaborations between the Pan American Health Organization (PAHO) and government agencies, in particular, Ministries of Health and government development agencies, foundations, corporations, NGOs, professional associations, and multilateral institutions for the past 10 years. Part of her address included the multi-sectoral initiatives which PAHO had implemented in the past, and how they embedded fellowships into that programme from the outset. Ms. Gladbach underlined that one of the governmental agencies PAHO partnered with was the U.S. Agency for International Development (USAID), in the Central America Tripartite Landmine Initiative which was actually a larger project between Canada, Mexico and the United States. She indicated that PAHO's health systems programme had a project to conduct training in orthotics and physical medicine and occupation for landmine victims in Central America. She also noted that the health systems team received a sizeable grant from USAID to award fellowships training in this area. As a result, from 2000-2004, PAHO trained 20 fellows from Central America.
150. With regards to foundations, Ms. Gladbach highlighted that the Rockefeller Foundation funded an AIDS Care study tour in Latin America and the Caribbean (LAC) and partnered with eight health leaders from the African Development for AIDS Care (ADIC). The Rockefeller Foundation worked with ADIC to select the candidates and contracted PAHO to organize the two-week study tour. Participants were high-level AIDS policy leaders. PAHO worked closely with its AIDS technical unit and PAHO country offices in the three different countries involved in the study tour; Brazil, Haiti and Jamaica. Ms. Gladbach further explained that the programme was not a heavily funded project but cost about USD 145,000. The link was that the Rockefeller Foundation wanted to support an organization that had the ability to conduct the study tour, but was affiliated with the Ministries of Health, and PAHO had programmes already established in the countries. As a result, they were able to collaborate with the country offices in the region along with the World Health Organization's Africa Regional Office to implement the project.
151. Turning to corporations, Ms. Gladbach indicated that PAHO worked with Pfizer which had a global fellowship programme, where staff served as advisors for (NGOs) and worked with UN agencies. She shared that this programme brought three Pfizer global health fellows to undertake hands-on training in PAHO country offices in Trinidad and Tobago and Panama, for a period of 3-6 months. She mentioned that the link in this project was PAHO's need for human capital and the interest of

Pfizer's Global Health Fellows program in Corporate Social Responsibility (CSR). Beyond Pfizer's interest in CSR, there was also a desire to build their staffs' field experiences and strengthen their knowledge of the health system. Ms. Gladbach further expressed that PAHO also worked with the Institute of International Education (IIE) to develop an internship programme, including the Fulbright-PAHO Internship in Public Health, whereby a Fulbright scholar would undertake hands-on training at PAHO for 2-3 months, in the summer break between the two years of study for a master's degree. Ms. Gladbach emphasized that PAHO provided health insurance while the Fulbright scholars continued to receive a stipend from their sponsor. She further mentioned that the aim of this project was to assist fellows in learning about PAHO so in turn, they could return to their home country, and work with their Ministries of Health to provide resources in-country.

152. Ms. Gladbach noted that PAHO also collaborated with professional associations such as the American Society for Microbiology (ASM) which contacted PAHO to collaborate on a fellowship programmes for training in areas essential to the development and management of laboratories and public health networks. The ASM—PAHO Fellowship Programmes provided approximately USD 4,000 a year to train fellows at public health laboratories in the United States and/or Canada. Another collaboration involved WHO's Tropical Disease Research Fellowship (TDR) and Clinical Research Career Development Fellowships (CDF) which developed skilled local researchers in Research & Development capacity. Fellows were hosted by pharmaceutical companies for a 12-month period and trained on how to manage clinical research for drugs, diagnostics and vaccines against infectious diseases that impacted developing countries. From 1999 to 2009, the programme trained 1-2 fellows annually. Since 2009, the programme had trained over 35 fellows in a four-year period, thanks to a funding grant totalling USD 3.5 million from the Bill and Melinda Gates Foundation.
153. Ms. Gladbach turned to multi-sectoral initiatives such as the Pan-American Forum Action on Non Communicable Disease (NCDs). She mentioned that the project was launched in 2009 but experienced numerous challenges because it incorporated input from governments, the private sector, academia and civil societies. She believed that bringing numerous actors of varied backgrounds to the table posed challenges. Ms. Gladbach stated that the project was re-launched in 2011 and recently held a meeting in Brazil focused on the new Salt Reduction Initiative. The Brazilian Ministry of Health and other industries were working on legislation to regulate salt reduction and make products with less salt.
154. After reviewing several of PAHO's collaborative projects, she outlined keys to a successful partnership which included: 1) clearly defined goals and expectations; 2) developing an operational plan; 3) measurable objectives; 4) reporting; 5) trust and transparency; 6) respect of ownership and 7) open communications.

155. Ms. Gladbach concluded her presentation with the following quotes from “The Three Bills”: 1) Bill Gates: “Our success has been based on partnerships from the very beginning”; 2) Bill Fogey: “Today’s leadership is invested in the person who can put together an effective coalition; 3) Bill Clinton: “We believe we are in this together, is a far better philosophy than: you’re on your own.”
156. Mr. de Tomassi sought clarification on PAHO sponsorships by private sector companies like Pfizer and asked whether there was an area of possible conflicts of interest. Mr. de Tomassi also wanted to know how PAHO overcame the conflict between the U.S. and Cuba and whether they were able to obtain funding from countries that were in conflict with one another. Ms. Gladbach responded that the programmes sponsored by GSK (Volunteer Pulse) and Pfizer (Global Health Fellows) were already in existence so PAHO participated along with other NGOs and international organizations. Although the staff working in the field was from pharmaceutical companies, they were considered PAHO advisors during their fellowship. With reference to Cuba, Ms. Gladbach explained that PAHO had the authority to work with Cuba on health issues. The American Public Health Association (APHA), a professional association, regularly collaborated with PAHO and was able to send a delegation to Cuba under the new educational regulations. Therefore, there were no problems in collaborating with them because training was part of their mandate.
157. Ms. Carbonneau from the World Bank enquired if there were some kind of suggestions that could be offered regarding various bureaucracies and rules so that agencies did not have to spend a long time trying to establish basic partnerships with organizations. Mr. de Tomassi commented that agencies could share experiences on this topic by utilizing the new E-Room as a tool to make recommendations and suggestions.

V. **Working Smarter: Efficient and Effective Fellowships Programme Management by Mr. Yinka Adebayo, World Meteorological Organization (WMO)**

158. Mr. Adebayo made a presentation on the World Meteorological Organization’s (WMO) fellowships programme management and the guidelines developed and established by the UN for implementing the programme in a coherent, transparent manner. WMO had a fellowship programme tailored to weather services with the aim to help enhance the capabilities of the National Meteorological and Hydrological Services (NMHSs) of member countries and to educate and train meteorological, climatological and hydrological personnel on specially tailored individual and group study training programmes, including management and familiarization visits for senior personnel.
159. He mentioned that WMO provided instructions on operational hydrology, technology for analysis, climate change, and communication and also contributed to the

Millennium Development Goals (MDGs) by training fellows in a manner which assisted respective countries in fulfilling that mandate. He recalled that during the last SFO Meeting in Paris he had addressed a sensitive subject which nearly fractured the Organisation, when WMO had to deal with an internal case of corruption. Mr. Adebayo expressed that this situation illustrated that no matter how scarce the resources, there was still the danger of corruption. He further explained that this situation at WMO had resulted in the innovation of a guide and manual on policies and procedures for fellowships managements which aimed to create more efficient and transparent fellowships programme management at the Organisation. He further noted that in order to create an efficient system, several requirements were needed including: 1) clear responsibilities and background information; 2) a transparent application procedure; 3) effective management in processing fellowships; 4) details on stipends, allowances, travel and insurance; 5) monitoring and evaluation; 6) group training and familiarization visits; and 7) application and award packages. Mr. Adebayo acknowledged that WMO had received a lot of information from UN/DESA for the development and implementation of an open, transparent, clear and efficient system for the management of its fellowships programme.

160. Turning to the topic of partnerships, Mr. Adebayo stated that WMO entered into semi-agreements with strategic partners because partnerships were not just about raising money, but about fostering multiplier effects in recipient countries. He noted that for the past two years, the fellowship programme at WMO, due to the strength and diversity of its partnerships, had been successful at securing resources and achieving results. Some examples of partnerships included:

- a. Regional Training Centres (RTCs):
 - > Ewha Womans University, Korea
 - > Kyoto University, Japan
 - > Nanjing University of Information Science and Technology, China
 - > University of Hannover, Germany
 - > University of Reading, United Kingdom
- b. Attachment to National Meteorological Services:
 - > China Meteorological Administration (CMA)
 - > US National Oceanic and Atmospheric Administration (NOA)

161. In his concluding remarks, Mr. Adebayo highlighted that WMO had contributed to: 1) human resources development in meteorology, climatology and hydrology for over half a century; 2) transparency, which had increased significantly; 3)

monitoring and evaluation; 4) shifting toward a more online-based system; 5) addressing needs in the area of climate-related fields; and 6) wider collaboration and partnership to accommodate increasing training demands. He further added that WMO was trying to be more proactive about gender balance, and service delivery in developing countries. As a result, WMO recently entered into partnership with a Women's Institute in Korea to conduct atmospheric science. He believed that this venture illustrated another example of how a programme based on merit and openness assisted in securing sustainable and successful partnerships.

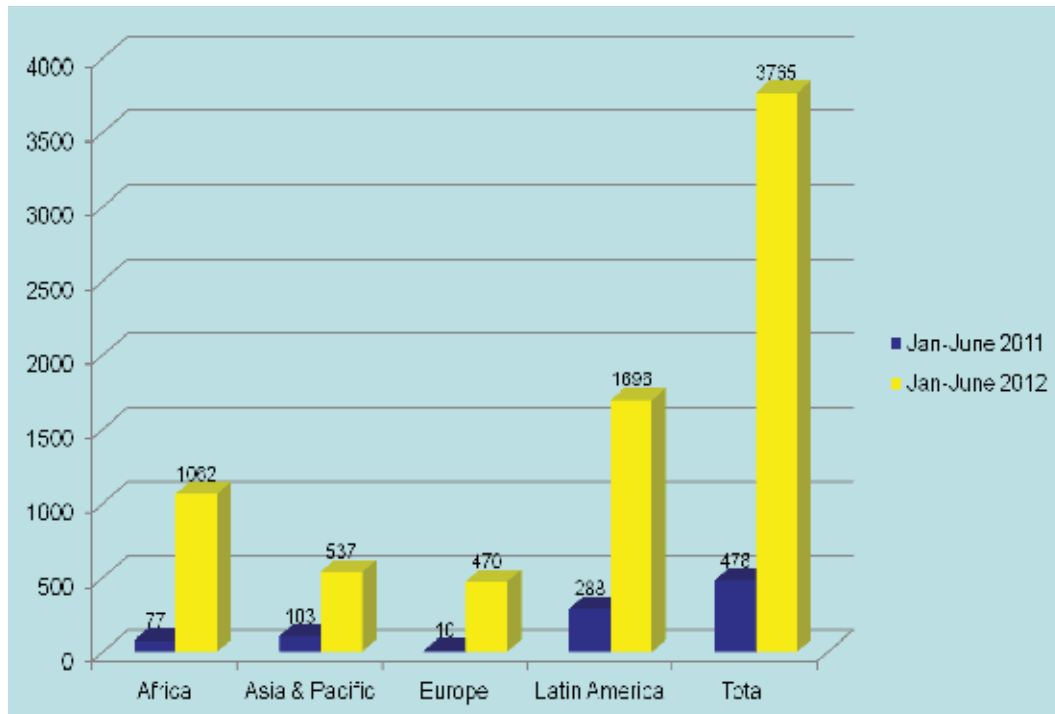
162. Ms. Salavin from OHCHR queried about the partnerships and whether the various organizations were providing training, hosting or both. Mr. Adebayo responded that the institutes provided both training and hosting of fellows. For example, WMO's partners in China and Korea were funding as well as hosting fellows while the partners in United Kingdom, Russia and Germany were only hosting them.

W. Presentation of the Web-Based Nomination and Monitoring Application InTouch by Ms. Susanne Walleczek, International Atomic Energy Agency (IAEA)

163. Ms. Walleczek opened her presentation with a brief introduction of the InTouch communication platform developed by the IAEA's Technical Cooperation Department in 2010 to facilitate and expedite the implementation of technical cooperation projects. She pointed out that InTouch had four objectives: 1) to facilitate implementation processes of technical cooperation projects; 2) to maintain contacts between IAEA and potential, current and former stakeholders in the technical cooperation programme; 3) to promote the use of Member State capacities through the technical cooperation programme; and 4) to keep in touch with the technical cooperation community. She stated that in 2011, 123 countries had entered into a technical cooperation agreement with the IAEA and the project budget allocation was 105.3 million Euros. In 2011 the Technical Cooperation Department had implemented 12,401 activities including fellowships, scientific visits, training courses and expert missions. She further noted that InTouch had been developed to respond to the Member States' request for greater use of institutional capacities in all regions, and to facilitate and streamline the management of the human resources component of the IAEA's technical cooperation programme.
164. Turning to the features of InTouch, Ms. Walleczek highlighted that there was a possibility to complete and submit profiles and applications online. She further indicated that the main users of InTouch were: 1) applicants for meetings and training courses, expert assignments, fellowships, and scientific visits; 2) national institutions and regional offices; 3) technical cooperation project counterparts; 4) National Liaison Officers and 5) IAEA staff. With regards to InTouch processes, she stated that anyone could register for the InTouch platform and applicants could complete a profile and upload documents such as language certificates, diplomas or medical

certificates. Once applicants had completed their profile, their application would be forwarded to the relevant counterpart institution for support and verification, and then submitted to the National Liaison Officer (NLO), who would approve and present the application to the IAEA.

Figure 5
Submission of Applications to IAEA through InTouch



165. Ms. Walleczek summarized that the number of applications submitted through InTouch had increased by nearly 800% in the first 6 months of 2012 as compared to the first 6 months of the use of the platform in 2011. She indicated that in 2012 during the General Conference Meeting, a resolution was passed to strengthen technical cooperation activities. Part of the recommendations was to encourage Member States that were not using the InTouch communication platform to do so as soon as possible and improve the tool by sharing experiences and lessons learnt. Ms. Walleczek concluded by highlighting the advantages of InTouch: 1) only complete applications were submitted; 2) implementation processes were expedited; 3) it provided an overview of registered experts and institutions; 4) duplications were avoided; 5) all stakeholders could view the status of applications; 6) documents were also readily available for future applications; and 7) previous involvement of the applicant was visible.

166. Mr. Rudi from UN/DESA asked whether the 105.3 million Euros were allocated to technical cooperation programmes or fellowships trainings. Ms. Walleczek responded that the overall budget was used to implement three project components: human resources, training activities and procurement.
167. Mr. McGrath from TWAS raised the question whether InTouch had monitoring systems in place for serial applicants. Ms. Delhommeau from IAEA responded that the system did not screen applicants. It only received applicants that were approved by the (NLO), the Project Manager, and the Technical Officer who conducted the overview of the applicant in terms of their background.
168. Mr. Zaid from UNESCO wanted to know which procedures were followed by IAEA to choose the best candidates with regards to quotas in countries. Ms. Walleczek explained that in the preparation phase of the programme, IAEA had allocated a certain budget per Member State and as consequence a certain number of projects were approved by the Board within that budget. Each Member State knew the projects it had as well as the budget because the programme was based on government commitment and had to align with national development plans. Therefore, only the best candidates received a fellowship.

X. ITTO's Web-based Fellowship Alumni Network: Information Exchange and Opportunities for Innovative Activities by Ms. Chisato Aoki, International Tropical Timber Organization (ITTO)

169. Ms. Aoki opened her presentation by providing a brief history of ITTO. Headquartered in Yokoyama, Japan, ITTO had two regional offices, one in Gabon and one in Brazil, and was established in 1986 under the auspices of UNCTAD. ITTO had 63 participating Member States consisting of 25 timber producing countries and 38 timber consuming countries. In 2011, ITTO celebrated its 25th anniversary. ITTO annually provided 50-60 fellowships with an average of USD 5,800 per person and a ceiling of USD 10,000 per person. The annual budget of fellowship awards was about USD 300,000 and the total amount reached about USD 6.8 million over the past 23 years. The funds were from voluntary contributions, mainly from Japan and USA. The ITTO Secretariat requested voluntary contributions of about USD 400,000 each year at the Council Session.
170. Ms. Aoki stated that a new International Tropical Timber Agreement had entered into force in December 2011, with a new objective to promote the expansion and diversification of international trade in tropical timber from sustainably managed and legally harvested forests, and to promote the sustainable management of tropical timber producing forests. She further mentioned that ITTO had a budget of over USD 3 million for over 800 projects and activities, and that one of the most successful activities was the fellowship programme, which started in 1989. The pro-

grammatic objectives were to promote human resources development, strengthen professional expertise in member countries in tropical forestry and related disciplines, especially promoting sustainable forests management.

171. She highlighted that since 1989, fellowship awards had been given to more than 1,200 participants from approximately 50 countries, 30% of whom were women. Ms. Aoki noted that under the fellowships scheme, participants were working to solve the challenges of deforestation, illegal logging, loss of biodiversity, and climate change issues and had also been contributing to sustainable forest management in their home countries. However, the participants did not have the opportunity to contact each other to exchange ideas and experiences. Ms. Aoki noted that ITTO therefore planned to create an alumni fellowship network in response to those challenges and promote a platform where fellows could network to exchange expertise and to create innovative collaborative activities.
172. Ms. Aoki explained that the beneficiaries of ITTO's fellowships programme were junior to mid-career level professionals who worked in public service, universities, research industries, NGOs, industries and ITTO projects in mainly timber producing countries. She believed that they were important human resources to be utilized, not only nationally, but also regionally and internationally. Therefore, creating a fellowship alumni network would provide a great opportunity to expand those activities. ITTO, she continued, undertook a fellowship impact assessment survey in 2010 and presented the results during the last SFO meeting at UNESCO in 2010. According to the survey, she stated, 95% of respondents showed interest in participating in a fellowship alumni network, if created, as they wanted to share their ideas with fellows in other countries and to strengthen collaborations. Ms. Aoki mentioned that ITTO also needed to maintain long-term contact with fellows, in order to conduct impact assessment surveys and provide opportunities for consultancies in projects. She also believed it was important to reveal the long-term impact to donors for continuous or new funding.
173. According to her, the network was also important because it reached individuals in various fields and countries, obtained new information quickly, and incubated new ideas through discussion and information exchange as well as provided new solutions to challenges in the areas of deforestation, illegal logging, loss of biodiversity and climate change issues. ITTO planned to create an action-oriented web-based network to help connect the fellows and also because it was cost effective, especially under a limited budget. The initial cost to create the web-based platform would be around USD 8,000, with a small server maintenance fee paid annually, depending on the contract with the web company. The fellows could obtain the necessary information they needed to communicate with other fellows swiftly. Additionally, she added, it would be visible not only to fellows, but also Member States, donors and potential donors and the public. Therefore, the long-term activity and the impact

of the fellowship programme would be visible to the public, which could promote more support for the programme, financially and technically.

174. Ms. Aoki further expressed that the web-based network would connect fellows in the following ways: 1) providing a list of fellows, list of fellow publications, current activities and achievement of fellows; 2) providing a search function of collaborators who have common interest and appropriate expertise through key word search functions; and 3) helping fellows to take collaborative actions. In this way, she continued, fellows would report any development on collaborative projects to ITTO, and the latter would upload the project planning and achievements on the web.
175. Ms. Aoki concluded her presentation by stating that the expected outcomes for the web-based network were: 1) innovative collaboration among fellowship alumni; 2) contribution to enhance ITTO projects and activities; and 3) continuous and new funding for the programme. Regarding the long-term contribution of the network, Ms. Aoki expressed that ITTO had contributed to sustainable management of tropical forests, and therefore, mitigating climate change and ultimately improving the earth environments and peoples livelihood for future generations.
176. Ms. Carbonneau from the World Bank wondered how ITTO had managed to reach earlier alumni. Ms. Aoki informed participants that during the impact assessment survey in 2010, ITTO tried to reach the alumni generations, namely, all the fellows who were trained from 2001 to 2010 and admitted that this exercise was quite challenging since many had moved to other places and/or had changed their email addresses. Therefore, ITTO had lost contact with those fellows and that was why they believed it was necessary to create a web-based platform to keep in touch.
177. UN/DOALOS Alumni, Mr. Andrei Polejack asked whether the privacy laws in Japan had any bearing on the way ITTO structured the web-based initiative. Ms. Aoki responded that in fact Japan had strict privacy laws, but ITTO had a contract with a web company which created the ITTO website and ITTO specifically requested that they designed a high security webpage with a code to ensure the protection and private information of fellows.

Y. Towards Harmonization of the Purchasing Power of UN Fellowships Stipend Rates - A Review of Procedures and Methodology by Mr. Tom Rudi, United Nations Department of Economic and Social Affairs (UN/DESA)

178. Mr. Rudi recalled that the subject of stipend rates had been on the agenda of the meetings of the fellowships community many times in the context of discussions on the simplification and harmonization of rules and procedures. In all cases, it had been recognized that a revised methodology for the establishment of stipend rates could not be considered simple, nor had there always been a perfect harmony of practice among the agencies as ad hoc rates were applied too often.

179. Mr. Rudi explained that the rates were based on previously approved fixed percentages of Daily Subsistence Allowance (DSA) for each country. Since DSA rates were reviewed every month by the International Civil Service Commission (ICSC), stipend rates were also updated monthly by UN/DESA and uploaded on the Training & Fellowships Website to reflect the cost of living fluctuations thus representing adjustable amounts which were subject to change. In addition, stipend rates were expected to be reviewed every three years based on submission of cost-of-living questionnaires for each country in order to determine more accurately the purchasing power of stipends due to increases or decreases in costs of living.
180. For ease of reference and as a source of information for participants who might not have been involved previously in this matter, Mr. Rudi then summarized the discussions and conclusions reached at earlier Meetings in order to set the stage for in-depth discussions and any possible breakthrough in the existing procedures and methodology for the calculation of stipend rates.
181. He recalled that the United Nations fellowship stipend system had functioned according to principles defined by the Consultative Committee on Administrative and Budgetary Questions (CCABQ). Any revised methodology was coordinated by three entities: UN/OHRM, UNDP and UN/DESA in its capacity as Focal Point for inter-agency fellowship coordination, based on the following guidelines established by the former Conditions of Service Section/OHRM:
1. Under the revised system, the resident stipend rate for each country would be established as a percentage measured in bands of 2.5 percent and rounded up to the next multiple of 2.5 per cent pertaining to the ratio between the resident stipend amount justified on the basis of actual living costs of fellows and the applicable first 60 days' DSA rate in the country. The travel rate stipend, which is payable only for the first 30 days, would be established at a rate 50 percent higher than the resident rate, but not to exceed 100 percent of the DSA.
 2. The 2.5 per cent band would normally be established by reference to the regular DSA rate for the capital city and not on the basis of any special rates which may have been set for specified hotels. The 2.5 percent band level would be applicable on a country-wide basis, unless a separate 2.5 percent band level is warranted.
 3. A periodic review of the adequacy of the stipend rates in terms of the established 2.5 per cent band would be conducted every three years on the basis of a survey of actual costs, unless the situation warrants earlier review. These reviews would serve to verify whether fellowship stipend rates should remain at their current level or move to another level.
 4. The stipend rates established were maximum rates. As with current practice, rates below the maximum should be applied when the circumstances of fellows

so justify with respect to their institutional support by academic or training entities, or when fellows were located in an area where the cost of living was significantly lower than in the capital city.

5. If separate stipend rates for specific institutions or locations were considered justifiable, for example, in view of the number of fellows, recommendations thereon should include supporting documentation. Individual exceptions would be considered on a case-by-case basis in accordance with existing procedures between the local United Nations authority and the United Nations agency concerned.
 6. In order to establish accurate percentage levels for stipend rates, designated offices were also requested to verify that the DSA rates were up to date for all locations where the fellows reside. If necessary, a separate DSA survey should be undertaken and the results submitted to the Headquarters of the agency responsible for DSA matters for the country or territory, together with the information on fellowship stipend rates.
182. As regards the procedural steps taken to determine the fellowship stipend rates, Mr. Rudi pointed out that normally a global review was undertaken every three years and the Training and Fellowships Section of UN/DESA would send out questionnaires on the cost of accommodation, meals and incidental expenses to all fellows in countries with no UNDP presence. For stipend rates in countries where there were UNDP offices, cost-of-living questionnaires were sent to the local UNDP offices by the Chief of Compensation and Classification Section of UNDP, New York. However, it was not clear whether this function would continue to be performed by UNDP now that organizations would be charged for the services UNDP provided. UNDP had confirmed to UN/DESA the willingness to complete fellowship cost-of-living questionnaires if organizations would agree to set aside a special fund to finance the exercise. In absence of such a fund, it was not certain which office would have to perform that function. UN/DESA had no resources to conduct field surveys independently other than to collect and analyze the received questionnaires on room and meals costs. The estimated values of these questionnaires varied considerably and often did not permit meaningful conclusions.
183. Turning to the methodologies used so far, Mr. Rudi noted that for a decade (1977 – 1987), the UN fellowship community had applied a stipend methodology that used two tracks: (a) For countries in Europe stipend rates were established primarily on the basis of recommendations obtained from the relevant national authorities, including the national placement and supervising agencies. In most cases, the national authorities provided documentation to justify their views on the adequacy of stipend rates, sometimes with a completed questionnaire on room and meals costs. Since some national authorities tended to maintain the rates at the level at which their bilateral fellows were paid, there had been some complaints on the part of UN

fellows on the inadequacy of the stipend rates for certain countries in Europe. (b) For countries outside Europe, stipend rates were based on actual costs of meals and lodging in the establishments frequented by UN fellows and incidental expenses. Unlike Europe, the stipend rates for these countries were reviewed periodically on the basis of up-to-date information from UNDP country offices on the cost of living. So the stipend rates for these countries were more realistic than those for European countries.

184. Mr. Rudi recalled that in view of these discrepancies, the Senior Fellowships Officers took an in-depth review of the adequacy of the existing methodology. In this regard, the Consultative Committee on Administrative and Budgetary Questions encouraged the Fellowships Services of the UN system to come forward with concrete proposals for a new methodology. In 1987, they proposed to replace the existing methodology with a new one which would link the stipend rates to the DSA rates. Under this methodology, the resident rate for each country was established as a percentage (rounded to the next higher 5% interval) based upon the ratio between the resident stipend amount, linked to actual living costs of fellows, and the applicable “first 60 days” of DSA rate in the country. The travel rate had generally been established at a rate 50% higher than the resident rate but not exceeding 100% of the DSA.
185. Mr. Rudi stated that the experience over the five-year period 1989 to 1994 had demonstrated that the methodology was functional since it had allowed automatic increases or decreases due to inflation, based on the DSA rates which reflected the actual cost of living. However, Senior Fellowships Officers believed that there was still room for improving the methodology.
186. In 1994, they proposed to retain the methodology but to change to 2.5% the existing 5% band that linked stipend rates to the DSA. This recommendation had been approved by the appropriate UN bodies as it represented a further refinement of the existing methodology in that it would permit more accurate revisions in rates and would address some of the issues relating to the gap between the UN stipend rates and the bilateral rates in some countries.
187. In 2006, Senior Fellowships Officers expressed concern that the stipend rates for 96 countries had not been reviewed since 1989 and did not reflect properly the true cost of living. Mr. Rudi shared that the Meeting in 2006 came up with a proposal, which subsequently was endorsed by the UN Conditions of Service Section, to revise the stipends in arrears since 1989 based on a percentage of DSA, without cost of living questionnaires. The OHRM Conditions of Service Section had to apply 35% of the prevailing DSA rate of the first 60 days to calculate the resident rate stipends across the board. Travel rate stipends were calculated at 52.5 percent of the DSA (resident rate plus 50% of it). However, this was a one-time exercise undertaken on an exceptional basis.

188. Mr. Rudi further explained that over the years, organizations had come up with other methodology proposals which had their merits and downsides. The most comprehensive study had been conducted by ILO. The formula of ILO related the resident rate stipend to 40% of the reduced DSA, i.e. 40% of the DSA after 60 days. They retained the travel rate stipend at 50% higher than the resident rate. ILO had gone even further by proposing to establish a third fellowship rate, called long-term “after-60-days” rate, which would be equivalent to 30% of the DSA after 60 days. This rate would be applied to any training exceeding 180 days. The ILO methodology did not meet with support because setting a fixed percentage of the reduced DSA for all countries was arbitrary and the reduced rate of the DSA was not justifiable because the charges incurred by fellows for their accommodation were not subject to reduction after 180 days. The proposal on the third rate, long-term after 180 days, had some merit. It encouraged the Senior Fellowships Officers to establish, when warranted, a third rate, namely, an academic rate based on cost of accommodation provided by the respective academic institutions. It was lower than the resident rate and was applied from the starting date of the fellowship. The methodology proposals of ILO were creative and represented serious studies on how to streamline the purchasing power of stipend rates in each country.
189. Turning to UNIDO’s approach, Mr. Rudi mentioned the development of three possible scenarios toward a more practice-oriented methodology. The first was the proposal for a floating factor between 40% to 50% as a basis for comparison with the DSA after 60 days, even though the percentage was admittedly arbitrary. It should be noted that UNIDO had been the pioneer of the 40% factor which ILO adopted in its formula, as well. A second possibility was an approach similar to the Remuneration Correction Factor as applied by the UN in 1987 to compensate for the loss of purchasing power of professional UN salaries due to the dollar erosion in five countries outside the United States. With regards to fellowship stipend rates, this could lead to the following approach: maintain the following five major groups of host countries: European market-economy countries, the then European planned-economy countries, European developing countries, the non-European market economy countries and the non-European developing countries; average the monthly dollar equivalent of the DSAs after 60 days for the countries of each group, calculate 40% of the average, set a ceiling and a floor of 5%.
190. WHO had come up with a different formula in search of a new stipend rate methodology and had suggested the application of the travel rate at 60% of DSA after 60 days for the first two months. WHO had hoped that this could ease the problem of clothing for fellows in absence of a clothing allowance. Regarding the resident rate, WHO had suggested applying a factor equivalent to 30% of the DSA after 60 days if the fellows continued to stay in one place.

191. In 2010, the representatives of the CEB Secretariat had invited the Senior Fellowships Officers to look at the possibility of linking the stipend rates to the salaries of National Professional Officers (NPO). The UN Office of Human Resources Management studied this alternative methodology for calculating the stipend rates and concluded that stipends were not a salary but a contribution towards living expenses. The NPO salary was based on the amount that the local job market paid for work performed. Post adjustment was exclusively linked to international salaries and could not be applied to local salaries. Conceptually, OHRM had difficulty supporting that recommendation. Furthermore, NPOs were not used in Headquarter locations and NPO salary scales did not exist for all duty stations. In light of this, OHRM did not consider this recommendation feasible. In their view, the use of DSA remained the most appropriate reference for calculating the stipend as it compensated for living expenses relating to accommodation, food and incidentals and was regularly updated by the ICSC. As in the past, ad hoc changes to the stipend could be made in individual cases, when necessary.
192. In light of past experiences, Mr. Rudi summarized that no analysis had shown that the existing methodology had become inadequate. It had been in existence and functioning satisfactorily for a long time. He therefore, suggested that it would be more relevant to discuss possible improvements within the existing framework than to explore new formulas, even though new ideas would be welcome. The existing formula was based on actual cost of living in each country although it was difficult to collect data. In addition, it was linked to the DSA which was reviewed monthly. These were two fundamental premises which made the existing stipend rate calculations more reliable and realistic. If there were discrepancies in the purchasing power of stipends in certain countries, the existing system allowed for adjustments through ad hoc rates until a full review would be conducted.
193. The very fact that the stipend methodology reappeared on the agenda of SFO Meetings many a time demonstrated that there had been issues that needed attention. Cases in point could be:
- a. The difference in the purchasing power of stipends in certain countries within the same region. In some countries the stipends seemed to be too high, in some others too low, even though their level of economic development was not much different.
 - b. The calculation of the travel rate at 50% above the resident rate could need another review. In some countries such a percentage would not be justifiable.
 - c. Stipend rates tended to become outdated without a regular review every three years.
 - d. Stipend rates were based on the DSA of the capital city while the majority of

fellows were placed in cities where the DSA was lower than in the capital city which would mean that fellows could be overpaid in these cases.

- e. There was a lack of sufficient data for a good number of countries with or without a UNDP presence.
194. Mr. Rudi suggested looking at the possibility of engaging all UN agencies by requesting information on the actual living expenses or by facilitating the distribution of questionnaires to all UN agency fellows in the framework of any potential shared fellowship services in the UN system. Colleagues were also invited to consider the suggestion of UNDP to establish a joint fund in order to enable UNDP to conduct cost-of-living surveys. Local UNDP offices would have the responsibility of ensuring the accuracy of the information provided by fellows in the cost-of-living questionnaires and calling the attention of the designated agency in a timely manner to circumstances which might require temporary establishment of ad hoc rates. As in the past, UN/DESA would be responsible for soliciting and collecting information on cost-of-living of fellows in the United States of America, Canada, Japan, Australia and New Zealand. For Europe, the information could be provided by UNDP regional offices in Copenhagen and Bratislava, assisted by European National Placement and Supervising Agencies.
 195. The presentation was followed by a discussion that started with a clarification question from OHCHR regarding the flexibility to adjust the rates. Mr. de Tomassi from UN/DESA emphasized that the published rates represented maximum rates and it was possible to apply lower rates under certain circumstances depending on where the fellows were located. In some countries there existed resident and academic rates. Fellows at universities who had the advantage of staying in a dormitory received a lower stipend rate due to lower cost of accommodations and meals.
 196. In cases where it was deemed necessary to increase the rates, agencies were requested to fill in and forward the cost-of-living questionnaire to UN/DESA. The latter would then submit it to OHRM Conditions of Service Section for the approval of a higher ad hoc stipend rate.
 197. Referring to the bands used to calculate the stipend rates, Mr. Rudi underlined that the 5% bands were reduced to 2.5%. He guarded against using it as a percentage that SFO could add or deduct from the stipend. Stipend rates were calculated based on formulas approved by OHRM Conditions of Service Section as the sole authority on this matter. The SFO community was expected to apply these rates. If they were not sufficient they could be reviewed based on a cost-of-living survey, submitted to UN/DESA which in turn, would submit ad-hoc rates to OHRM.
 198. During the discussions, the issue of when to apply the stipends came up. Mr. de Tomassi recalled that at the SFO Meeting in 2002 participants agreed on a minimum

timeframe of 3 months (with the exception of WHO) for an individual training to be considered a fellowship. Training with duration of less than one month could be called study tour and in that case DSA would apply, while for two-month-long programmes, travel stipend would apply for the first month and resident rates for the second month. Mr. de Tomassi emphasized that as members of the UN system, Senior Fellowship Officers were supposed to make reference to these two parameters - type of training and duration.

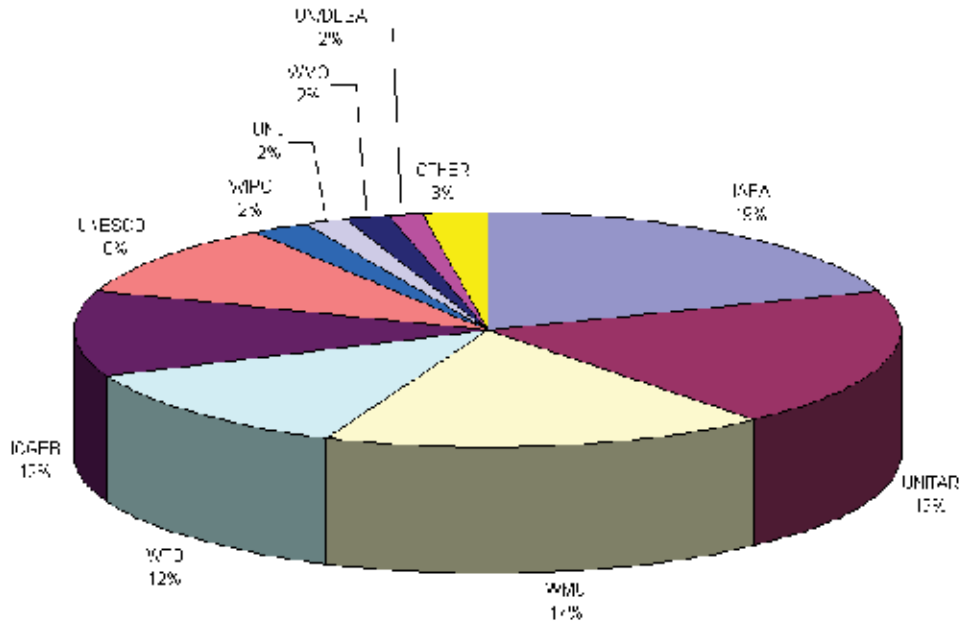
Z. Update on Medical Insurance of Fellows by Mr. Paul Debrabandere and Mr. Benedict Butaye, Vanbreda International

199. Mr. Butaye provided a brief history of Vanbreda International and its recent acquisition by Cigna. He described the evolution of the Vanbreda fellowship contracts and provided key figures relating to reimbursements, claims paid to fellows for 2010-2012, as well as the new services and renewal proposals for 2013 premiums.
200. He explained that Vanbreda was acquired by Cigna two years ago, in 2010, and this acquisition had allowed Vanbreda to improve their service proposition for medical insurance plans. He added that this service proposition was based on two pillars: 1) increase customer centricity; 2) support organizations and help them realize their long-term financial stability. He mentioned that Vanbreda was a market leader in the world of intergovernmental organizations while Cigna was a market leader for expatriats with a global reach. Together, Cigna and Vanbreda covered over 870,000 insured persons worldwide, and were able to settle claims from any part of the world. With regards to supporting organizations and helping them realize their long-term financial responsibility, Mr. Butaye expressed that Vanbreda was able to make additional savings by broadening their existing worldwide provider network, by deepening their tariff agreements and by offering access to their in-house US domestic network. He explained that Vanbreda also offered health management tools, and health and well-being assessments to assist employers reduce absenteeism and increase productivity.
201. Mr. Butaye believed that this proactive approach not only generated gains, but also provided tools to foster health awareness. This was accomplished through Health Risk Assessments which were now offered to clients. Thanks to Cigna, Vanbreda now had in-house underwriting capacities. Mr. Butaye stated that Vanbreda had 8 offices and representations in 8 different countries allowing them to offer 24/7 live, multilingual customer services. Mr. Butaye informed participants that Vanbreda processed over 1300 communications per day and settled. 12,000 medical bills per day. He also mentioned that Vanbreda had plan members in over 185 countries in the world, and processed total annual reimbursements in the amount of 550 million Euros.

202. Regarding the evolution of fellowship insurance, Mr. Butaye stated that in 2003 it was decided to split the fellowship category from that of other non-staff categories and to carve them out into a specific group. This “pooling” had resulted in stable and unchanged premiums for the participating organizations since 2003. Vanbreda had one primary goal, to stabilize premiums. He stated that this goal was accomplished successfully.
203. Regarding the results, Mr. Butaye mentioned that for the past 3 calendar years, global reimbursements had increased at a higher pace than the premiums. From September 2011 to August 2012, outpatient expenses had increased by 12%. He mentioned that there was also a wide increase regarding reimbursements for in-patient hospitalization (+101%), due to the increase in high-cost insurance claims (exceeding 10,000 dollars per person each year). He noted that the increase in overall reimbursements by 31% resulted from an increased utilization: more claims (+50%) and more invoices (+35%) had been processed, and the number of hospital admissions had increased from 41 admissions to 67 (=+64%).
204. With reference to reimbursements per organization, Mr. Butaye mentioned that the IAEA remained the number one organization to file for reimbursements, but was also the main contributor; followed by UNITAR, WMU, WTO and ICGEB. He stated that the same pattern occurred within the host countries: Switzerland, Sweden, France, Italy and Austria were the countries where a majority of claims had originated from.
205. On the service side, Mr. Butaye briefly discussed their guarantee of payments scheme in terms of time efficiency and added that Vanbreda was working to enhance internal performance guarantees by settling each claim within 2 working days upon receipt, and answering an email within 48 hours, e.g. in case a guarantee of payment was requested. In case of emergency, he continued, Vanbreda issued the Guarantee of Payments within 2 hours provided it was requested by phone.
206. Concluding his presentation, Mr. Butaye stated that Vanbreda would continue to be a customer-oriented organization. Therefore, Vanbreda offered their clients a revamped website, with a newly restructured portal and plan member section. He further stated that information regarding what to do in case of hospitalization would also be provided on the website. It would also be possible to download claim forms, and find out how to obtain a letter of guarantee in case of emergency. He also stressed that the website would provide information on settlement notes, cost estimate forms, and a provider directory (including a link to Vanbreda’s US domestic network). Mr. Butaye further underlined that Vanbreda had published an extensive list of toll-free numbers on their website in order to provide fellows and trainees with more and cheaper possibilities to contact Vanbreda.

Figure 6

Reimbursement by organization (Sep 2011-Aug 2012)



207. Mr. Adebayo from WMO sought the opinion of Vanbreda colleagues in connection with countries where doctors required fellows to pay a deposit before a consultation and some fellows were hesitant to place a USD 400 deposit and needed the re-assurance that they would be reimbursed. He further stated that in some countries like the US, identification cards supporting medical insurance were required, while Vanbreda did not issue such cards.
208. Ms. Salavin from OHCHR raised the question whether Vanbreda funded repatriation in case of major health problems. Mr. Butaye responded that there was a \$10 deductible with the first claim and the rest was fully reimbursed by Vanbreda. For organizations with a medical scheme and with a maximum reimbursement of USD

6. Conclusions and Recommendations of the 19th Senior Fellowships Officers Meeting

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

Handbook for Senior Fellowships Officers

Recommendation No. 1: While recognizing that the Fellowship Handbook had not yet been endorsed as a whole package by the relevant CEB mechanisms under the Human Resources Network, and bearing in mind the United Nations efforts of “Delivering as One”, the Meeting proposes to submit the Handbook to the Finance and Budget Network for its consideration. UN/DESA will report on further progress during the next meeting.

Recommendation No. 2: In view of recommendation No.1, and recognizing that the UN system Fellowships Services are de facto already using the Handbook and that its contents have already been approved by the predecessors of the HR Network, with two minor exceptions (notably with regard to visa and airport fees), the participants agreed by consensus to distribute the Handbook within their agencies as a reference and working tool, leaving it to the discretion of each agency to implement the document’s provisions as applicable.

Training and Fellowship Selection Criteria

Recommendation No. 3: The Meeting revisited the fellowship selection criteria in line with recommendation No.6 of the 18th Meeting. While it was recognized that additional or alternative criteria might be required in line with agreements which govern individual programmes, the participants expressed consensus on the following broad selection criteria which are expected to ensure transparency:

- > academic meritocracy
- > professional aptitude
- > linguistic proficiency
- > leadership potential
- > long-term commitment of the fellows to the needs of their countries national capacity development needs (e.g. priorities established in the country programme)
- > regional capacity development needs
- > gender balance in the award of fellowships

- > fair distribution of fellowships, study tours and group training among beneficiary countries and their nationals

Capacity Development

Recommendation No. 4: The Meeting notes the significant contribution of fellowship programmes to building broad-based national capacities in beneficiary countries. To better respond to the growing needs of these countries, the Meeting recommends the design of training programmes which would provide capacity development and networking opportunities and would link theory with practice by combining, to the extent possible, customized academic/ technical training with practicum. These will continue to be delivered through fellowships, study tours, group training and alumni networking.

Alumni Networking

Recommendation No. 5: The Meeting agrees that alumni networks are a critical tool to support a new generation of leaders and professionals in enhancing the development efforts in their own countries and to find borderless solutions. Therefore the Meeting considers the creation of alumni networks as best practice in the follow-up of training activities. The Meeting recommends that Fellowship Services should draw on the experience and good practices of some agencies by encouraging the establishment of alumni networks, either with a formal or informal structure. Such networks will help to ensure continued knowledge dissemination (e.g. e-tutor), exchange of ideas and good practices on national and regional issues and serve as a source for future fellowship impact assessment. Fellowship Services should explore the possibility to build alumni networks into future programmes as an integral part of the activity.

Stipend Methodology

Recommendation No. 6: The purchasing power of stipend rates remains a concern for both fellows and Fellowships Services. Until such time that cost-of-living surveys can be carried out, the participants agree that the current methodology for the calculation of the maximum stipend rates based on DSA remains the most practical and realistic methodology. When the adequacy of maximum stipend rates for a specific country is questioned the issue will be addressed through UN/DESA on an ad hoc basis.

Regionalization of Training and Fellowships

Recommendation No. 7: The Meeting discussed the regionalization of fellowships in the context of South-South and Triangular Cooperation and acknowledges that capacity development in many regions calls for new approaches. One of them is the need-based regional approach. Fellowship programmes of some agencies have

already started to provide need-based regional capacity development opportunities in recognition of the changing nature of development assistance. Other agencies already implement regional training. These programmes are encouraged since they foster South-South and Triangular Cooperation and reinforce capacities in the South and North-South networking.

Partnerships

Recommendation No. 8: The establishment of partnerships was discussed among others in the framework of the UN Academic Impact initiative (UNAI). In essence, the UNAI initiative calls on the academic community to promote and advance the fellowship goals of the United Nations through better matching the academic innovation with particular areas of work of the United Nations in order to bring about concrete results and changes on the ground. The Meeting recognizes the growing importance of partnerships, including with national/ regional entities, the private sector and other stakeholders, in the implementation and delivery of training and fellowship activities. The Meeting calls upon the national placement and supervising agencies to facilitate and expand, to the extent possible, the global partnership between the UN and the academic and training institutions in their respective countries in line with the UNAI initiative.

Vanbreda International Health Insurance

Recommendation No. 9: The Meeting expresses satisfaction with the medical insurance coverage of trainees brokered by Vanbreda International and takes note of the change from Les Assurances Générales de France to CIGNA Life Insurance Company of Europe (CLICE) effective 1 January 2012. The insurance carrier change was merely an administrative exercise since the insurance of the trainees remained the same and the rate for 2013 remains unchanged.

Working Smarter: Efficient and Effective Fellowships Management

Recommendation No. 10: The Meeting discussed the topic Working Smarter: Efficient and Effective Fellowships Programme Management. It was agreed that working smarter required bold initiative to change mindsets, restructure what seems outdated and adapt the working habits and methods to the current needs of all stakeholders. Among the stepping stones to effective and efficient fellowships programme management are the following:

- > know the goals and priorities of the relevant organization
- > know the needs of the beneficiary country
- > design or restructure the fellowship policies and procedures to ensure transparency, efficiency and effectiveness in the selection process

- > streamline the processing procedures
- > create strong and diverse partnerships in delivery
- > gain from and exchange knowledge with other regions
- > monitor the trainees throughout the training period
- > conduct impact assessment
- > create alumni networks

Sharing the Meeting's outcomes with each Agency's/ Organization's Headquarters

Recommendation No. 11: Based on past experiences and in order to facilitate the inter-agency coordination, it is recommended to share best practices and measures already adopted by sister agencies and the conclusions and recommendations of SFO Meetings with the relevant offices in each agency/ organization, including the agency's representative in the CEB Human Resources Network and CEB Budget and Finance Network in order to build consensus and facilitate the implementation of the agreed approach expressed by the Meeting. Furthermore to ensure the sharing of updated information, knowledge and best practices, the Meeting strongly recommends an active and continued use of the UN/DESA/ SFO E-Room.

(<https://eroom.un.org/eRoom/facility/DESACDOUNSystemSeniorFellowshipsOfficers>)

Rotation of Inter-Agency Fellowship Coordination and Next Meeting

Recommendation No. 12: Taking into account the spirit of “Delivering as One” and doing more with less on the basis of shared responsibilities, the Meeting endorses the principle of the rotational approach for the future organization of the Meeting, just as it is applied for hosting it. In view of the past experience with fellowship and training programmes, the representatives of IAEA will explore with their Senior Management the possibility of becoming the first agency to take over from UN DESA the organization of the next Meeting in 2014. The Meeting requests the organizer of the 20th SFO Meeting to explore the possibility to arrange the Meeting in Turin in consultation with ITC-ILO or alternatively in Belgium in consultation with BTC and Vanbreda International.

Conclusions:

Acknowledgment to UN/DESA: The Participants expressed their appreciation to UN/DESA as Focal Point for inter-agency fellowship coordination for the excellent organization of the Meeting and for DESA's relevant contributions to the design of the agenda and on its contents.

Acknowledgement to the Host : The Participants heartfully expressed their deep appreciation to the host of the 19th Meeting of Senior Fellowships Officers and National Placement and Supervising Agencies, ICTP, for their warm welcome in Trieste, their generosity and excellent logistical arrangements which facilitated the fruitful discussions and results of the deliberations.

7. Closing Statements

210. Mr. Treleani, on behalf of ICTP, thanked participants for coming to Trieste and stated that he had learned a lot from the Meeting. He thanked UN/DESA for the organisation of the Meeting and IAEA for introducing the fellowship programme which had become a really important component of ICTP's portfolio. He stated that ICTP was implementing numerous fellowship schemes, and had found a reference frame and best practices to guide their programmatic activities. He thanked participants for acknowledging ICTP's hospitality and expressed his sincerest pleasure in hosting the Meeting. He concluded by articulating that he was looking forward to the next Meeting in Turin and that he was pleased to be part of the Senior Fellowship Officers family.
211. The Secretary of the Meeting, Mr. de Tomassi thanked participants for a very successful meeting and reiterated his belief that the Meeting had been very positive, creative, and at the same time practical, as participants were able to achieve tangible results in providing recommendations that were sensible and concrete. He expressed his strong appreciation to ICTP, for a splendid meeting, and for providing the platform and environment to facilitate the deliberations. He further thanked the City of Trieste, ICTP and, in particular Professor Treleani, Ms. Delconte and the technical staff for their valuable support. He also expressed his appreciation to the National Bureau of Statistics of China for providing a national perspective on how Fellowship Officers could increase collaboration, provide and obtain support. Mr. de Tomassi further thanked his team, Mr. Rudi and Ms. Theocharis from UN/DESA for the organisation of the Meeting, for their contributions during the Meeting and for serving as Rapporteur. In closing, he thanked Meeting participants for providing a positive, open and constructive team spirit to the Meeting. He further expressed his pride as a Meeting participant because one goal of the UN had been to build a cohesive UN system and the Meeting, he stated, had proven that it was possible, and not just a dream.
212. Mr. Zaid thanked participants for the honour of chairing the Meeting, and for the seriousness, sense of humour, kind deliberations and active contributions each participant provided to the Meeting. He thanked ITCP, which he believed, as a prestigious institution of science, education and science creation, was an example of cooperation between donor countries and science institutions in providing life to intellectual principles and the intellectual solidarity enshrined in UNESCO's constitution. He further thanked the ITCP team and the City of Trieste for their generosity and kindness and for raising the standard of hosting the Meeting. He also thanked the colleagues from UN/DESA, Mr. de Tomassi, Mr. Rudi and Ms. Theocharis for their sense of professionalism, and wonderful preparation of documents, for their kindness and for making the relationships between Meeting participants as lovely as possible.

8. Annexes

ANNEX I: AGENDA

TUESDAY, 25 SEPTEMBER 2012

Morning

09:30 Registration

10:00 **A.** Opening Address

Mr. Seifallah Randjbar-Daemi, Deputy Director, ICTP

10:10 **B.** Welcome Address

Ms. Antonella Grim, Councillor for Education

Mayor's Office, City of Trieste

10:15 Election of Officers and Adoption of the Annotated Agenda

10:30 **C.** General Introduction

Presentation by Mr. Daniele Treleani, ICTP

D. *Presentation by Mr. Furio de Tomassi, Secretary of the Meeting,*

UN/DESA

11:00 Coffee Break

11:15 **E.** Report on the Implementation of the Recommendations of the 18th

Meeting of Senior Fellowships Officers

Presentation by Mr. Tom Rudi, UN/DESA

11:45 **F.** Useful Reference Tools for Senior Fellowships Officers

Presentation by Ms. Andrea Theocharis, UN/DESA

12:15 Lunch

Afternoon

I. Fellowships and Capacity Development

14:00 **G.** Success Stories and Best Practice in the Fellowship World From

Fellowship to Leadership United Nations Division for Ocean Affairs

and the Law of the Sea (UN/DOALOS)

Presentation by Mr. Francois Bailet, UN/DOALOS

a) Guest Speakers: *Mr. Mohamed Mmadi Ahamada,*

Commissioner for Production, Transportation, Tourism and the
Development of Infrastructure of the Autonomous island of Ngazidja,
Union of the Comoros Former fellow of the UN/DOALOS-Nippon
Foundation Fellowship Programme

b) *Mr. Andrei Polejack*

Technical Advisor for the Coordination of Ocean Affairs & Antarctica
Brazilian Ministry of Science and Technology, Former fellow and
Alumni Representative of the UN/DOALOS-Nippon Foundation
Fellowship Programme

14:40 **H.** Developing Multi-Skilled Capacities in the Developing Countries

Presentation by Mr. Cesar M. Mercado, DCAAP

15:15 **I.** United Nations University Capacity Development Activities

Presentation by Mr. Srikantha Herath, UNU-ISP

15:40 Coffee Break

15:55 **J.** The Indigenous Fellowship Programme as Capacity Training Programme

Presentation by Ms. Estelle Salavin, OHCHR

16:15 **K.** Enabling and Limiting Factors for the Contribution of Fellowships to
Capacity Development Field-Based Lessons Learned on Capacity
Development

Presentation by Mr. Cesar M. Mercado, DCAAP

16:35 **L.** Training and Learning for Capacity Development for the World
of Work

Presentation by Ms. Jeannette Shalabi, ITC-ILO

- 16:55 **M.** Creating Strong Fellowship Alumni Networks - The Experience of the UN Division for Ocean Affairs and the Law of the Sea
Presentation by Mr. Francois Bailet, UN/DOALOS
Presentation by Mr. Andrei Polejack, Former fellow and the Alumni Representative of the UN/DOALOS-Nippon Foundation Fellowship Programme
- 17:30 Welcome Reception hosted by
International Centre for Theoretical Physics, ICTP
- 18:30 Guided tour through the City of Trieste (optional)

WEDNESDAY, 26 SEPTEMBER 2012

Morning

II. Current Trends in Fellowships Programmes

- 09:30 **N.** Vision of Shared Fellowships Services in the UN System
Presentation by Mr. Furio de Tomassi, UN/DESA
- 10:00 **O.** Regionalization of Fellowships - Trend towards South-South and Triangular Cooperation TWAS's South-South Fellowship Programme
Presentation by Mr. Peter McGrath, TWAS
- 10:25 **P.** The World Bank's Scholarships Program and Partnership Universities in Africa
Presentation by Ms. Danielle M. Carbonneau, the World Bank
- 10:45 Coffee Break
- 11:00 **Q.** Needs-based Capacity Development – Regional Approach
Presentation by Mr. Francois Bailet, UN/DOALO
- 11:25 **R.** Tested Frameworks for Honing Highly Efficient and Effective Facilitators in Developing Countries
Presentation by Mr. Cesar M. Mercado, DCAAP

11:50 **S.** Fellowships and National Execution - International Statistical Training
and Cooperation between the Chinese Government and the
United Nations

Presentation by Ms. Di Wei, NBSC

12:15 **T.** Fellowships and Technical Cooperation – The Case of the Belgian
Development Agency

Presentation by Ms. Regine Debrabandere, BTC

12:30 Discussion on Implications of Current Trends for the UN System and
National Placement and Supervising Agencies

12:45 Lunch

Afternoon

III. Fellowship Administration and Management

14:00 **U.** Trends in Sources of Funding: Public-Private Partnerships
for Fellowships

Presentation by Ms. Karen Gladbach, PAHO/WHO

14:30 **V.** Working Smarter: Efficient and Effective Fellowships
Programme Management

Presentation by Mr. Yinka Adebayo, WMO

15:00 **W.** Utilizing the full Capacities of the Web Presentation of the
web-based nomination and monitoring application InTouch

Presentation by Ms. Susanne Walleczek, IAEA

15:30 Coffee Break

15:45 **X.** ITTO's Web-based Fellowship Alumni Network: Information

Exchange and Opportunities for Innovative Activities

Presentation by Ms. Chisato Aoki, ITTO

16:15 **Y.** Towards Harmonization of the Purchasing Power of UN

Fellowships Stipend Rates - A Review of Procedures and

Methodology

Presentation by Mr. Tom Rudi, UN/DESA

16:45: **Z.** Update on Medical Insurance of Fellows

Presentation by Mr. Paul Debrabandere and Mr. Benedict Butaye,

Vanbreda International

THURSDAY, 27 SEPTEMBER 2012

Morning

09:30 Preliminary Discussion on Recommendations of the Meeting

10:30 Coffee Break

10:45 Presentation of the Draft Recommendations

11:00 Adoption of the Recommendations

11:15 Wrap-up and Closing Statements

ANNEX II: LIST OF PARTICIPANTS

INTERNATIONAL ATOMIC ENERGY AGENCY (IAEA)

1. Ms. Nathalie DELHOMMEAU
Programme Management Assistant
Division for Africa
Department of Technical Cooperation
Vienna International Centre
P.O. Box 100
1400 Vienna, Austria
Tel. +431 2600 22430
E-Mail: N.Delhommeau@iaea.org

2. Ms. Maria Angeles RUBIN HASIBAR
Programme Management Assistant
Division for Latin America
Department of Technical Cooperation
Vienna International Centre
P.O. Box 100
1400 Vienna, Austria
Tel. +431 2600 22402
E-mail: M.A.Rubin-Hasibar@iaea.org

3. Ms. Susanne WALLECZEK
Associate Information Officer
Finance and Information Management Section
Department of Technical Cooperation
Vienna International Centre
P.O. Box 100
1400 Vienna, Austria
Tel. +43(1)2600-22541
E-Mail: S.Walleczek@iaea.org

INTERNATIONAL MARITIME ORGANIZATION (IMO)

4. Ms. Patricia SLESSOR
Head, TC Human Resources & Fellowships Unit
4 Albert Embankment
London SE1 7SR, United Kingdom
Tel. +44-20 7463 4024
Fax +44-20 7463 4257
E-mail: pslessor@imo.org

INTERNATIONAL TRAINING CENTRE OF THE INTERNATIONAL LABOUR ORGANIZATION (ITC/ILO)

5. Ms. Jeannette SHALABI
Chief,
Programme Development and Regional Cooperation
Viale Maestri del Lavoro 10
10127 Turin, Italy
Tel. +39 011 693 6771
Fax +39 011 693 6773
E-Mail: j.shalabi@itcilo.org

INTERNATIONAL TROPICAL TIMBER ORGANIZATION (ITTO)

6. Ms. Chisato AOKI
Senior Research Assistant, ITTO Fellowship Programme
Pacifico Yokohama 5F, 1-1-1 Minato Mirai
Nishi-ku, Yokohama, 220-0012, Japan
Tel. +81 45 223 1110
Fax +81 45 223 1111
E-mail: aoki@itto.int

**UNITED NATIONS DEPARTMENT OF ECONOMIC
AND SOCIAL AFFAIRS (UN/DESA)**

7. Mr. Furio DE TOMASSI
Chief
Human Resources Management
Programme Support Service, Capacity Development Office
New York, NY 10017, USA
Tel. +1 212 963 8343
Fax +1 212 963 1270
E-mail: tomassi@un.org

8. Mr. Tom RUDI
Human Resources Officer
Programme Support Service, Capacity Development Office
New York, NY 10017, USA
Tel. +1 212 963-6146
Fax +1 212 963-1272
E-mail: rudi@un.org

9. Ms. Andrea THEOCHARIS
Associate Human Resources Officer
Programme Support Service, Capacity Development Office
New York, NY 10017, USA
Tel. +1 212 963 4856
Fax +1 212 963 1273
E-mail: theocharis@un.org

**UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL
ORGANIZATION (UNESCO)**

10. Mr. Ali ZAID
Chief
Fellowships Section
7, Place de Fontenoy
75352 Paris Cedex 15, France
Tel: +33 1 45 68 15 07
Fax: +33 1 45 68 55 03
E-mail: a.zaid@unesco.org

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
(UNIDO)**

11. Ms. Kwai-Chin KOPECKY
Study Tour and Fellowship Programme Coordinator
Programme Development & Technical Cooperation Division
Office of the Managing Director
Vienna International Centre, Room D1984
Post Box 300, A-1400 Vienna, Austria
Tel. +43 1 26026 3649
Fax +43 1 21346 3649
E-mail: k.kopecky@unido.org

12. Mr. Mounir GHRIBI
Associate Scientific Officer
UNIDO Focal point for the Fellowship programme
at ICS-Trieste
AREA Science Park, Padriciano 99
34149 Trieste, Italy
Tel. +39 040 9228105
E-mail: M.Ghribi@unido.org and mounir.ghribi@ics.trieste.it

**UNITED NATIONS DIVISION FOR OCEAN AFFAIRS AND THE LAW OF
THE SEA (UN/DOALOS)**

13. Mr. Francois BAILET
Fellowship Program Coordinator
DC2 0414, UN Plaza
New York, NY 10017, USA
Tel. +1 917-367-5186
E-mail: bailet@un.org

**UNITED NATIONS OFFICE OF THE HIGH COMMISSIONER FOR
HUMAN RIGHTS (OHCHR)**

14. Ms. Estelle SALAVIN
Human Rights Officer - Coordinator of the Indigenous
Fellowship Programme
Indigenous Peoples and Minorities Section
Rule of Law, Equality and Non-Discrimination Branch
48, Avenue Giuseppe-Motta, Office 2-07
CH-1211 Geneva 10, Switzerland
Tel. +41 22 92 89141
Fax: +41 22 928 9066
E-mail: esalavin@ohchr.org

UNITED NATIONS UNIVERSITY (UNU)

15. Mr. Srikantha HERATH
Academic Program Director and Senior Academic Programme
Officer
Capacity Development
UNU Institute for Sustainability and Peace
United Nations University Headquarters
5-53-70 Jingumae
Shibuya-ku, Tokyo 150-8925
Japan
Tel. +81-3/5467-1212
Fax: +81-3/3499-2811
E-mail: herath@unu.edu

WORLD BANK

16. Ms. Danielle CARBONNEAU
Scholarships Administrator
Scholarships Program, World Bank Institute
1818 H Street, NW - MSN J4-402
Washington DC 20433, USA
Tel. +1 202-458-2507
Fax: +1 (202) 522-4036
E-mail: dcarbonneau@worldbank.org

WORLD HEALTH ORGANIZATION (WHO) /PAN AMERICAN HEALTH ORGANIZATION (PAHO)

17. Ms. Karen GLADBACH
Manager, Training and Fellowships
WHO/PAHO
525 23rd Street, NW
Washington, DC 20037, USA
Tel. +1 202 974 3806
Fax +1 202 974 3611
E-mail: gladbach@paho.org

WORLD METEOROLOGICAL ORGANIZATION (WMO)

18. Mr. Yinka ADEBAYO
Chief
Education and Fellowships Division
7 Bis, Avenue de la Paix
Case Postale 2300
1211 Geneva 20, Switzerland
Tel. +41 22 7308 205
Fax +41 22 7308 041
E-mail: YAdebayo@wmo.int

WORLD MARITIME UNIVERSITY (WMU)

19. Ms. Susan JACKSON
Associate Registrar
Academic Services
Citadellsvagen 29
P.O. Box 500, S20124 Malmö, Sweden
Tel. +46 40 356 322
Fax: +46 40 12 84 42
E-mail: sj@wmu.se

ARGONNE NATIONAL LABORATORY (ANL)

20. Ms. Sunaree HAMILTON
International Programs Manager
Nuclear Engineering Division, Bldg 223
IL 60439 Argonne, USA
Tel. +1 (630) 252-1050
Fax: +1 (630) 252-3634
E-mail: shamilton@anl.gov

BELGIAN DEVELOPMENT AGENCY (BTC)

21. Ms. Régine DEBRABANDERE
Coordinator International Services
Rue Haute 147
1000 Brussels, Belgium
Tel. +32 (0)2 505 37 00
Fax +32 (0)2 502 98 62
E-mail: Regine.Debrabandere@btcctb.org

DEVELOPMENT CENTER FOR ASIA AFRICA PACIFIC (DCAAP)

22. Mr. Cesar M. MERCADO
President/CEO
SOLAIR Bldg. Bonifacio hall, University of the Philippines,
E. Jacinto St., Diliman,
Quezon City 1101, Philippines
Tel. +632 - 926-9522
E-mail: ces.dcaap@yahoo.com

**DEUTSCHE GESELLSCHAFT FUER INTERNATIONALE
ZUSAMMENARBEIT (GIZ)**
[German International Cooperation Services for Sustainable Development]

23. Ms. Marie BUSUTTIL-SCHROETER
Business Unit Industrialized Countries
Group Asia/Pacific
Friedrich-Ebert-Allee 40
53113 Bonn, Germany
Tel. +49 228 4460-1335
Fax +49 228 4460-2335
E-mail: marie.busuttill-schroeter@giz.de

INTERNATIONAL CENTRE FOR THEORETICAL PHYSICS (ICTP)

24. Mr. Daniele TRELEANI
ICTP Programme for Training and Research in Italian
Laboratories
Strada Costiera 11
34151 Trieste, Italy
Tel. + 39 040 2240 605
Fax +39 040 224 163
E-mail: dtrelean@ictp.it

25. Mr. Dag Harald JOHANESSEN
Assistant Director / Director Administration
Strada Costiera 11
34151 Trieste, Italy
Tel. + 39 040 2240 590
Fax +39 040 224 599
E-mail: dhj@ictp.it

26. Ms. Federica DELCONTE
Secretary
Strada Costiera 11
34151 Trieste, Italy
Tel. +39 040 2240 9932
Fax +39 040 2240 7932
E-mail: iaeafellow@ictp.it

27. Ms. Petra KRIZMANCIC

Assistant

Strada Costiera 11

34151 Trieste, Italy

Tel. +39 040 2240 9932

Fax +39 040 2240 7932

E-mail: iaefellow@ictp.it

**ISTAT - ADVANCED SCHOOL FOR STATISTICS AND
SOCIOECONOMIC ANALYSES**

28. Mr. Salvatore FAVAZZA

Head, Technical co-operation unit

Pzza Indipendenza 4

00185 Rome, Italy

Tel. +390646733624

Fax +390646738292

E-mail: favazza@istat.it

29. Ms. Maria Pia SORVILLO

Senior officer

Director's Office

Pzza Indipendenza 4

00185 Rome, Italy

E-mail: sorvillo@istat.it

NATIONAL BUREAU OF STATISTICS OF CHINA

30. Ms. DI Wei

Acting Director, Division of Multilateral Relations

Department of International Cooperation

57 Yuetan Nanjie

100826 Beijing, China

Tel. + 86-10-6878 2257

E-Mail: dw@stats.gov.cn.

TWAS - THE ACADEMY OF SCIENCES FOR THE DEVELOPING WORLD

31. Mr. Peter MC GRATH
TWAS Programme Officer
ICTP Campus, Strada Costiera 11
34151 Trieste, Italy
Tel. +39 040 2240-571
Fax +39 040 2240-689
E-Mail: mcgrath@twas.org

32. Ms. Cristina SIMOES
TWAS Fellowships Office
ICTP Campus, Strada Costiera 11
34151 Trieste, Italy
Tel. +39 040 2240-314
Fax +39 040 2240-689
E-mail: fellowships@twas.org

33. Ms. Fabrizia NISCIO
TWAS Exchanges Office
ICTP Campus, Strada Costiera 11
34151 Trieste, Italy
2 9
Tel. +39 040 2240-330
Fax +39 040 2240-689
E-mail: associateship@twas.org

VANBREDA INTERNATIONAL

34. Mr. Paul DEBRABANDERE
Deputy Director
Global IGO Solutions
Plantin en Moretuslei 299
2140 Antwerpen, Belgium
Tel. + 32 217 6869
E-Mail: paul.debrabandere@vanbreda.com

35. Mr. Benedikt BUTAYE
Key Account Manager
Global IGO Solutions
Plantin en Moretuslei 299
2140 Antwerpen, Belgium
Tel. + 32 3 217 57 41
E-mail: Benedikt.Butaye@vanbreda.com

GUEST SPEAKERS & FELLOWSHIP ALUMNI:

**UNITED NATIONS DIVISION FOR OCEAN AFFAIRS AND THE LAW OF
THE SEA (UN/DOALOS) – NIPPON FOUNDATION FELLOWSHIP PRO-
GRAMME**

36. Mr. Mohamed Mmadi AHAMADA
Commissioner for Production, Transportation, Tourism and Infrastructure Devel-
opment of the Autonomous island of Ngazidja
Route Corniche, Union des Comores
Tel. + 2693384348
Fax + 2697644647
E-Mail: ahamadam@yahoo.fr

37. Mr. Andrei POLEJACK
Technical Advisor for the coordination of Ocean Affairs &
Antarctica
Ministry of Science and Technology
Brazil
E-mail: andrei.polejack@gmail.com

OBSERVERS:

TWAS - THE ACADEMY OF SCIENCES FOR THE DEVELOPING WORLD

38. Ms. Sabina CARIS
TWAS Exchanges Office
ICTP Campus, Strada Costiera 11
34151 Trieste, Italy
Tel. +39 040 2240-330
Fax +39 040 2240-689
E-mail: associateship@twas.org

39. Ms. Sara DALAFI
TWAS Fellowships Office / OWSD Fellowships
ICTP Campus, Strada Costiera 11
34151 Trieste, Italy
Tel. +39 040 2240-687
Fax +39 040 2240-689
E-mail: info@twows.org

40. Ms. Payal PATEL
TWAS Fellowships Office
ICTP Campus, Strada Costiera 11
34151 Trieste, Italy
Tel. +39 040 2240-493
Fax +39 040 2240-689
E-mail: fellowships@twas.org

ANNEX III: CONCLUSIONS AND RECOMMENDATIONS OF THE 18th SFO MEETING

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 50 Recommendations of 18th Senior Fellowships Officers Meeting 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, 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 lessons learnt 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.