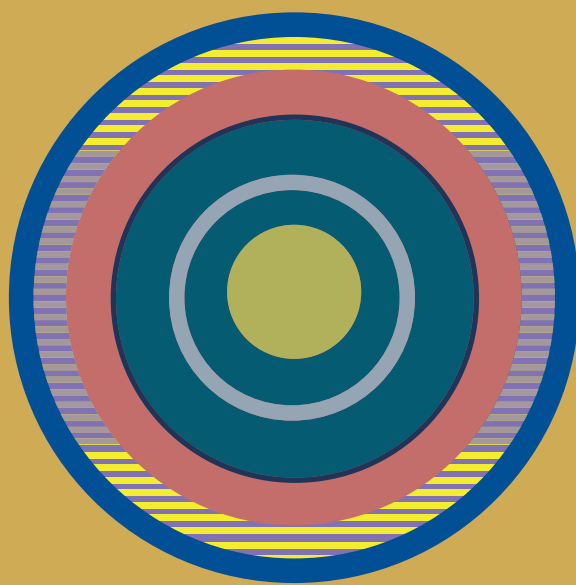




# 20th Meeting of Senior Fellowship Officers of the United Nations System Organizations and National Placement and Supervising Agencies

Turin, Italy,  
30 September - 2 October 2014

**Final Report**



United Nations





20<sup>th</sup> Meeting of Senior Fellowship Officers of the United Nations System, National Placement and Supervising Agencies, 30 September - 2 October 2014, Turin, Italy

## Table of Contents

Table of Contents .....	2
Introduction .....	1
<b>1.</b> Opening Statements and Introductory Presentation .....	1
<b>2.</b> Four decades of fellowship programmes – achievements and challenges .....	2
<b>3.</b> Current trends in fellowship programmes .....	4
<b>4.</b> Fellowship Administration and Management .....	9
<b>5.</b> Conclusions and Recommendations of the 20th Senior Fellowship Officers Meeting .....	11
<b>6.</b> Closing Statements .....	13
<b>7.</b> Annexes .....	15
ANNEX I: Agenda .....	15
ANNEX II: List of Participants .....	18
ANNEX III: Conclusions and Recommendations of the 19th Senior Fellowships Officers Meeting ..	22



## **Introduction**

1. The Senior Fellowship Officers of the United Nations system and some major national placement and supervising agencies convened their 20th Meeting at the Headquarters of the International Training Centre of the International Labour Organization (ITC/ILO) in Turin, Italy, from 30 September to 2 October 2014. In line with the recommendation of the 19th SFO meeting to apply a rotational approach to the organization of SFO meetings, the Meeting was organized for the first time by the International Atomic Energy Agency (IAEA), in close coordination with ITC/ILO 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 fellowship agencies. As many as 30 representatives from eleven UN entities and twelve leading national placement and supervising agencies attended.
3. Participants unanimously elected Mr Furio de Tomassi, Chief, Personnel Service Capacity Development Office, United Nations Department of Economic and Social Affairs (UN/DESA) as chairman of the Meeting. Ms Susanne Walleczek, Associate Information Officer, Finance and Information Management Section, Department of Technical Cooperation, International Atomic Energy Agency (IAEA), acted as Secretary of the Meeting and Ms Magdalena Sanguinetti, IAEA, was elected as Rapporteur.
4. This having been the 20th SFO meeting, the agenda covered the achievements and challenges of four decades of fellowship programmes, current trends in fellowship programmes, and fellowship administration and management matters. The agenda, as adopted by the Meeting, is attached as Annex I.
5. The conclusions and recommendations made by the participants are reflected in Chapter 6.

### **1. Opening Statements and Introductory Presentation**

6. Ms Patricia O'Donovan, Director, International Trade Centre of the International Labour Organization welcomed the participants to the ITC-ILO premises. She was pleased that ITC-ILO could host this biennial meeting and was looking forward to hear about the outcome of the fruitful discussions that would certainly take place in the following days.
7. Ms O'Donovan's opening address was followed by general introductory statements by Ms Susanne Walleczek, International Atomic Energy Agency (IAEA), and Mr Furio de Tomassi, Chief, Personnel Service Capacity Development Office, United Nations Department of Economic and Social Affairs (UN/DESA) as elected chairman of the Meeting.
8. After four decades of fellowship programmes and meetings of the UN Fellowships network, they referred to this "anniversary" meeting as an occasion to look back, be proud of the achievements and to look forward by exchanging information and experiences on current and future trends and challenges. Mr Furio de Tomassi received special recognition as his experience with the UN and in capacity development was considered crucial for a fruitful meeting with meaningful conclusions and recommendations. Tribute was paid to Mr Ali Zaid, the Chair of the 19th meeting, for his past dedication to the UN Fellowships network and in view of his upcoming retirement. Finally, the ITC/ILO team was acknowledged for their generosity to host the meeting and to ensure smooth logistics.

9. Ms Magdalena Sanguinetti, International Atomic Energy Agency (IAEA) briefly recalled the 12 conclusions and recommendations agreed upon at the 19th SFO meeting and the floor was opened for meeting attendees to provide feedback on their implementation or application over the previous two years. Several issues raised during the tour de table proved that the recommendations are serving their purpose by providing guidance or a back-up, like in the case of the Fellowships Handbook or the importance of having transparent selection criteria for fellows. Other points of discussion were further elaborated in presentations along the meeting agenda, like the issue of Fellowship networks and the issue of partnerships.

## **2. Four decades of fellowship programmes – achievements and challenges**

### *Four decades of fellowship programmes – achievements and challenges*

Presentation by Mr Tom Rudi, United Nations Department of Economic and Social Affairs (UN DESA)

10. Mr Rudi briefly outlined the pioneering efforts made as early as in the 1950s to bring about some inter-agency fellowship coordination and highlighted the major accomplishments reached and the challenges encountered by the Senior Fellowships Officers from 1974 to date.

11. Over this 4-decade period, the Meeting had served as the main framework for inter-agency coordination on system-wide issues pertaining to the implementation and management of training and fellowships. In terms of attendance, the Meeting had grown in scope and strength. It had become an all-inclusive forum comprising the entire spectrum of the UN system organizations as well as major national placement and supervising agencies. Major achievements of the Meeting had been in terms of common approaches, simplification and harmonization of policies, procedures, terminology and entitlements.

12. Among the more recent issues on the agenda were the unified medical insurance with Vanbreda International/Cigna, gender balance, partnerships with the private sector, non-governmental organizations, civil society and academia, and finally, the contribution of the fellowships programmes to capacity building and capacity development in the Member States.

13. The challenges faced by the various fellowship programmes were information sharing and harmonization, encouraging the participation of women in training activities, and enhancing South-South cooperation.

14. The way forward would be marked by the UN post-2015 development agenda that focuses on sustainable development with 17 goals and 140 targets. In the meantime, the UN Secretary-General's Five Year Action Agenda and his recent statements on Development Cooperation and Investing in a Brighter Future would serve as a guide. Exploring new ways to raise additional resources with public and private, domestic and international partners, would certainly be another important issue.

### *ITTO Fellowship Program Success Stories*

Presentation by Ms Chisato Aoki, International Tropical Timber Organization (ITTO)

15. Ms Aoki presented the framework of ITTO and its fellowship programme, which was established in 1989 with the objective to provide funds to individuals to assist them in developing expertise in sustainable tropical forest management, industries and trade. In total, 1300 fellows had benefitted from the programme, of which 30% were female candidates – although an increase to nearly 50% had been observed in the past five years. Some interesting aspects of the programme were the existence of a selection panel and the maximum award of US \$10 000 per person (with an average of US \$5800), as well as the variety of activities supported: participation in conferences, short-term training courses and internships; preparation, publication and dissemination of technical documents (MSc or PhD theses, or field manuals) and post-graduate studies.

16. As a result of the fruitful discussions held during the 19<sup>th</sup> SFO meeting in 2012, ITTO had carried out a success story survey which was to be published to commemorate the 25<sup>th</sup> anniversary of the ITTO fellowship programme.

17. The questionnaire was sent to 650 fellows with the request to describe the impact that the fellowship had had on their career, and to provide a clear example of personal success based on the skills and knowledge acquired. Fellows were also requested to provide examples of the usefulness/relevance of the ITTO fellowship programme in promoting sustainable forest management and development in their respective countries.

18. Fellows expressed interest in holding regional meetings and applauded the creation of the ITTO fellowship network, enabling them to share and further enhance knowledge gained through their training. Fellows also mentioned having a competitive edge at the moment of searching a job position, thanks to the knowledge obtained through the fellowship.

19. Ms Aoki presented three concrete success stories that illustrated the importance of the fellowships to enhance capacities for sustainable management of tropical forests.

20. Upon a request from the ITTO donors, a study would be carried out to identify the training needs of member countries and then meet these needs in the best possible way by matching host institutions and industry with fellows. ITTO was also preparing a strategic plan for needs-based training in member countries. ITTO was also planning to establish partnerships with the private sector as well as with other UN agencies.

#### *Making an Impact: WHO Fellow Success Stories*

Presentation by Ms Karen Gladbach, World Health Organization (WHO)/  
Pan American Health Organization (PAHO)

21. Ms Gladbach presented three concrete success stories of PAHO fellows. One Skype video-conference was established with an Ethiopian fellow and one video on a Haitian fellow was projected. Both fellows expressed their enthusiasm about the fellowship offered to them and its usefulness for their personal careers and their institutions.

22. Ms Gladbach introduced the concept of impact assessment at three defined levels, namely 'some impact', 'considerable impact' and 'sustainable impact'. 'Some impact' was defined as gained skills, an opportunity to apply or share it with others. 'Considerable impact' was defined as significant improvement of competence leading to better performance and better outcome, sharing with others. 'Sustainable impact' was defined as establishing new services, applying new procedures, and capacity building, likely to be sustained beyond the fellow's direct involvement.

23. Other ideas presented for discussion were senior fellows monitoring the more junior fellows, the issue of at-home training replication, and the precondition of a minimum service time following the fellow's return to their originating country and institution, in direct relation to the cost invested in the fellowship.

24. Ms Gladbach also informed about the successful establishment of partnerships with non-traditional donors, like the Melinda & Bill Gates foundation.

#### *Fellowships as a component of technical cooperation projects*

Presentation by Ms Susanne Walleczek, International Atomic Energy Agency (IAEA)

25. Ms Walleczek highlighted the IAEA technical cooperation (TC) programme as the main mechanism through which the IAEA delivers services to its Member States. The IAEA's technical cooperation programme enables Member States to build, strengthen and maintain capacities in the safe, peaceful and secure use of nuclear technology in support of sustainable socioeconomic development, through the implementation of national, regional and interregional projects. As an integral part of these projects, fellowships and scientific visits are one of the four types of activities



that are carried out. There are three pre-requisites for a TC fellowship award, namely: it must be included in the work plan of an on-going project, the nomination must be channeled through the project counterpart and endorsed by the National Liaison Officer. In addition, other selection criteria are the academic background, language skills, gender balance and the ability to apply the knowledge gained upon return to the home country.

26. Future challenges to be faced by the IAEA in terms of its delivery through fellowships are the establishment of a system for regular follow-up and monitoring of fellows, gender balance, partnerships and assessing the performance of host institutions.

27. In a Skype video-conference with a former TC fellow from Costa Rica who was hosting and supervising IAEA fellows in the laboratory where he worked, Mr Chin Pampillo explained that he was replicating the knowledge he had received through two TC fellowships he had been awarded.

28. The importance of offering incremental training to one and the same person was confirmed by the success story of the former fellow, Mr Chin Pampillo.

*IAEA Fellows and Scientific Visitors from a Member State perspective – Overview of Two Decades'*  
Presentation by Ms Laura Kristančič Dešman, Slovenian Nuclear Safety Administration (SNSA)

29. Ms Laura Kristančič Dešman presented an overview of her country, Slovenia, and the structure and functioning of the SNSA. She focused on the facts and procedures of their fellows and scientific programme with the IAEA. Fields of activity requested by the trainees have broadened with time and now cover areas of nuclear and radiation safety, nuclear energy, human health and isotope and radiation technology applications. As a consequence, the number of host institutions involved in the trainings has also increased.

30. The SNSA implements this programme with enormous dedication and personal involvement, helping with accommodation and logistic arrangements as well as with visa processing. Their quick response time and dedication probably explains the constant increase of successful placements.

31. In spite of the shortage of financial and human resources and the extra effort that this programme requires, the SNSA considers that the experience has been of mutual benefit for the SNSA, the IAEA and the trainees.

### **3. Current trends in fellowship programmes**

*UNIDO's Fellowship Programme – Case Study: Group Fellowship Programme in Textile Technology and Impact on the Textile Sector in Bangladesh*

Presentation by Ms Kwai-Chin Kopecky and Mr David Yuen-Hoi LEE,  
United Nations Industrial Development Organization (UNIDO)

32. Ms Kopecky and Mr Lee introduced UNIDO's technical cooperation training programmes that focused on poverty alleviation, trade capacity building and energy and environment. As a specific example, they described UNIDO's group fellowship programme which provided six candidates from Bangladesh with a Master's degree in textile and fashion-related areas from UK and German universities. Given that the textile sector contributes 13% to Bangladesh's GDP and accounts for over 80% of the country's export earnings, developing the specific skills required and thus generating employment contributes to alleviating poverty. It was pointed out that 80% of the 5 million directly employed in Bangladesh's textile sector are women. The programme had a total cost of €220 000, which was financed by the European Union and the Norwegian Agency for Development Cooperation (NORAD). The continued support given by the national Government and institutes to the Fellows at their work place before and after their return was key to the success of the endeavor. Partnerships with other agencies to maintain sustainability and expand the scope of potential benefits played a crucial

role. In spite of the challenges encountered, 5 out of 6 fellows successfully completed the 12-month Master's degree course.

33. Based on this and similar experiences, UNIDO had drawn some lessons on prerequisites for successful technology transfer (i.e. group or individual fellowships). Among those are that fellowships should be demand-driven; a good national absorption capacity should exist (competent fellows with support from their respective national institutions); and good international expertise has to be available (competent teachers, host institutes). Seeking partnerships with private entities was to be encouraged. It was pointed out that seeing through the customer's eyes and thus understanding their needs is fundamental for being successful in the provision of technical cooperation. Although resources are limited, creativity is unlimited.

*UNU-IAS Integrated approach to education, research and training fellowship programme*

Presentation by Mr Srikantha Herath, United Nations University (UNU)

34. UNU is the academic and research arm of the United Nations and as such contributes, through research and education, to efforts to resolve pressing global problems of human survival, development and welfare. Based on research on a series of topics, those identified as being of mutual interest by different countries led to the establishment of Regional Training Centres (RTCs) with long term programmes. UNU has 13 research and training centres in 12 countries.

35. In 2009 UNU became a partner in a coalition of universities engaged in sustainability science and established a new institute to address and study sustainability. A procedure for each UNU RTS to implement postgraduate programmes was established. UNU-ISP in Tokyo started a Master of Science degree in Sustainability, Development and Peace in 2010 and a PhD programme in Sustainability science in 2012. The aim was to train international professionals with a broad holistic viewpoint based on sustainability with specific expertise in an environmental topic. Existing fellowship programmes were converted to postgraduate programmes.

36. As new educational fields such as Sustainability Science do not have established teaching materials and methodologies, and the impacts of climate change are primarily local, localized solutions and local capacity development are required.

37. In 2009 the University Network for Climate and Ecosystems Adaptation Research (UN-CECAR) was established to develop local capacities through interdisciplinary approaches. Mr Herath briefly described the structure of UN-CECAR and its main products in the fields of needs assessment, education, capacity development and collaborative research.

38. In view of the need to increase outreach, a hybrid model was developed that allows both video conference based class rooms, and students to learn individually. A handbook for facilitators has also been prepared.

39. In addition to bringing disciplines together, it is also necessary to bring stakeholders together to work towards solutions collectively. UNU is working towards integrating research, education and capacity development, inter alia by training a large number of competent practitioners and building stakeholder partnerships. Mr Herath then described as an example the training modules of UN-CECAR's Training Programme on Climate Change Downscaling Approaches and Applications.

40. Financing capacity development programme development and providing fellowships remain major challenges. In recent years UNU core funding has decreased, while specific programme contributions have gone up. The private sector could be attracted by offering access to UNU's good network of fellows who represent good potential employees.

### *Training Program and Training System at JAEA*

Presentation by Mr Shintaro Ito, Japan Atomic Energy Agency (JAEA)

41. Mr Ito introduced the Japan Atomic Energy Agency (JAEA), which was founded in 1956 for research and development of nuclear science and technology including human resource development (HRD) in the field of radiation utilization. JAEA's Nuclear Human Resource Development Center (NuHRDeC) worked at the national and international levels, offering various types of training via the establishment of cooperation activities with universities and other national Japanese institutions, and cooperating with the IAEA and Asian nuclear cooperation agencies, inter alia through the "Instructor Training Programme" (ITP).

42. Mr Ito elaborated on the ITP, a 6-8 weeks course established in 1996 under the sponsorship of the Ministry of Education, Culture, Sports, Science and Technology of Japan, to contribute to human resource development in Asian countries using Japan's knowledge, experiences and know-how in peaceful uses of nuclear energy, and to establish and maintain a human network among participating countries. The ITP is designed to train the trainers, who, after returning home are expected to act as instructors of the so called "Follow-up Training Courses" (FTC) in their own country. They have an obligation to replicate and report on it, and the replicating effect is 12:1. If necessary and upon request, JAEA provides instructors for 1-2 weeks that travel to the country and give special lectures or provide technical advice, as needed, to successfully finalize the FTC.

43. Japan's Nuclear Human Resource Development Network (JN-HRD Net) currently consists of 71 members, namely relevant national institutions, private entities and organizations, and promotes nuclear human resource development national, inter-organizational and international cooperation activities. Mr Ito elaborated on the two main activities of the JN-HRD Net, the Joint Japan-IAEA Nuclear Energy Management School and the IAEA Trainee Programme for fellows and scientific visitors.

### *E-fellowships / virtual fellowships / group fellowships*

Presentation by Ms Nathalie Delhommeau, International Atomic Energy Agency (IAEA)

44. Ms Delhommeau informed about the latest developments in the IAEA in the use of e-fellowships, virtual fellowships and group fellowships, with a view to making the training more efficient and cost-effective.

### *Trends in learning and organizational solutions*

Presentation by Mr Robin Poppe, International Training Centre of the International Labour Organization (ITC-ILO)

45. Mr Poppe described the cross-cutting challenges in the learning setting identified by ITC-ILO, based on which ITC-ILO reinvented their training solutions, shifting from face-to-face paper-based, to on-line learning and resources. ITC-ILO had therefore set up their "e-campus project", offering a variety of knowledge resources in multimedia, making learning mobile (location indifferent) and networked. The ITC-ILO website had been enhanced accordingly and offers a blog on learning, training and technology at ITC-ILO, where articles are published at least monthly. Also, the standard and on-line training offer of ITC-ILO is available through catalogues available from the website. The mobile learning platform has a separate website, in which ITC-ILO offers state-of-the-art mobile learning methods, expanding education beyond the classroom and using mobile tools to create engaging, shared and interactive learning experiences. The website also offers a "participants network", a virtual venue to bring together former ITC-ILO course participants, providing them an interactive platform to establish professional links among them and to share knowledge and information. ITC-ILO also offers a "Learning Link", the webpage of a global event which brings together representatives of development learning and training institutions and their partners to share practices, strengthen cooperation, and enhance effectiveness in contributing to contemporary capacity development challenges. A Wiki on transformational learning is also available, as well as a repository

of participatory learning, training and knowledge sharing methods, where it is possible to search for useful, effective and relevant learning and training methodologies, divided by training aim.

46. Mr Poppe pointed out that the top-down learning approach was becoming obsolete. Whereas detaining knowledge signified power before, nowadays power lay in creating and releasing knowledge.

*Alumni networking – Linked-in Fellowship platform*

Presentation by Ms Susanne Walleczek, International Atomic Energy Agency (IAEA)

47. As a result of the presentations and discussions, and the ensuing recommendation of the 19<sup>th</sup> SFO meeting two years ago, the IAEA technical cooperation programme created the “IAEA TC Fellows Alumni Group” on LinkedIn. LinkedIn was selected because it is an established platform with the acceptance of more than 260 million users, and provides both moderating tools to manage the group and track invitations, as well as some data analysis capabilities. Invitations were sent to several thousand former fellows and the uptake was more than encouraging. From a few links in April 2014, the network grew to 955 links in September 2014. All link requests are filtered to confirm that the requester is indeed a fellow. Interactions were initially not substantive, but with time evolved to more useful conversations.

48. The front page of the LinkedIn group acts as a message board, where expert and trainee nuclear scientists can share perspectives on recent academic papers, novel radiotherapy techniques, and contemporary issues in the field of nuclear safety and security. IAEA staff are also encouraged to join and participate in discussions.

*The global alumni network of GIZ*

Presentation by Ms Raphaela Kuehn, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

49. Ms Kuehn introduced GIZ as a German federal enterprise offering workable, sustainable and effective solutions in political, economic and social change processes worldwide. GIZ offers demand-driven, tailor-made and effective services for sustainable development, operating on behalf of both public and private bodies in Germany and abroad, also working closely with the private sector. It is represented in more than 130 countries, with more than 16 thousand employees across the globe. Since 1964 GIZ had tried to maintain ties with all former participants of GIZ capacity-development programmes and scholarship holders. With time, their interest expanded to also include people who worked, studied and built up contacts in Germany or with German institutions abroad, focusing on people who created bonds with Germany and who identify themselves with the goals and values of German international cooperation activities, creating a network of alumni and partners. The goal of this network is to empower these personalities as “Global Partners of Germany” to actively support sustainable development activities. Among the benefits for GIZ are that alumni offer local knowledge, help ensure sustainability of the programmes through partnership-based ownership. GIZ ensures access to qualified experts and managers in terms of expertise, language skills and methodological knowledge, while alumni act as high-level door-openers and help GIZ create a more favorable environment for GIZ projects. As a consequence, project impact is higher and therefore its sustainability degree is also higher. Alumni benefit from participating in this network through expanded contacts, better career perspectives by accessing a job pool, the possibility to exchange learning with peers and access to further training, and finally cooperating in projects with GIZ and other players of the German international cooperation scene. At the global level, the “Alumniportal Deutschland” enables virtual cooperation with more than 100 thousand members, 1100 groups and an average of 4300 job offers. At the local level, GIZ provides infrastructure for local alumni and network activities, fostering self-initiated cooperation, and facilitating contacts through the “Who-is-Who” service.

*ITTO Fellowship Network: A Social Media Platform to Facilitate Knowledge Sharing and Collaboration among Fellows*

Presentation by Ms Chisato Aoki, International Tropical Timber Organization (ITTO)

50. ITTO started to develop its “Fellowship Network” in October 2013 following a request expressed by former fellows in a Fellowship Impact Survey. The Network was implemented in June 2014 to foster both collaboration among fellows and long-term contacts with fellows to use their capacities in ITTO projects and to show long term impacts to donors.

51. A social media platform was chosen because it was considered the most cost effective, offering efficient communication and public visibility. The Network was developed by an external consultant during seven months, at a cost of US \$3000; the annual maintenance cost is US \$300.

52. Interested persons may create an account and register as member, associate or guest. ITTO fellows and alumni would register as member to take advantage of the full function of the network; non-fellows or host institutions could register as associate which would allow them to interact with other members of the Network and upload information.

53. The information contained in members’ profiles on their specific expertise is of particular relevance as ITTO uses this information when looking for a consultant.

54. The network is used for sharing of information (on ITTO announcements, publications, member activities and achievements), as a discussion forum and to pursue common interests, like on events or job opportunities. It has been found that the network is of benefit for both fellows – as a means to share and obtain information, and ITTO – as a means to announce ITTO events and as a mailing list.

55. It is planned to further expand the use of the network to link with other networks and to establish closer links between the fellows and ITTO projects. ITTO considers that the fellowship network will activate more conservation and sustainable management of tropical forests.

*United Nations – Nippon Foundation Fellowship Alumni Network*

Statement read on behalf of the Alumni Representative, Mr Abbas Daher

56. The United Nations – The Nippon Foundation of Japan Fellowship Programme was founded in 2004 by the United Nations and The Nippon Foundation of Japan to provide capacity-building and human resource development to developing States Parties and non-Parties to the United Nations Convention on the Law of the Sea (UNCLOS) through a new Fellowship Programme. The objective of the fellowship is to provide opportunities for advanced education and research in the field of ocean affairs and the law of the sea, and related disciplines including marine science in support of management frameworks, to Government officials and other mid-level professionals from developing States, so that they may obtain the necessary knowledge to assist their countries to formulate comprehensive ocean policy and to implement the legal regime set out in UNCLOS and related instruments.

57. The United Nations – Nippon Foundation Fellowship Alumni Network was launched in 2009 to provide a global dynamic platform for fellows from all around the world to continue sharing experiences and developing strong ties both among themselves and with universities and research institutions. The Network had evolved since its creation and is considered one of the most diversified alumni networks with more than 100 members from 60 countries speaking 36 different languages.

58. Alumni are geographically divided into eight regions represented by regional representatives and are invited to annual meetings.

## 4. Fellowship Administration and Management

### *Harmonization of Security Policies for Trainees in Hardship and Non-Hardship Duty Stations*

Presentation by Mr Tom Rudi, United Nations Department of Economic and Social Affairs  
(UN DESA)

59. Mr Rudi pointed out that streamlining security policies across the board was a necessity of our time. The General Assembly Resolution A/RES/61/263 on Strengthened and Unified Security Management System reaffirms the critical importance of cooperation and coordination among all the United Nations entities in the implementation of a unified and integrated system-wide policy for safety and security. Mr Rudi reiterated the principle that the United Nations Secretariat, organizations, funds and programmes share a common responsibility for the safety and security of their staff.

60. The shift in trainee placements from developed to developing countries, the regionalization of placements, the increasing security risk levels in many countries, especially in hardship duty stations, as well as the change from risk avoidance to risk management call for a review of the training and fellowship practices and procedures with a view to complying fully with the UN Security Management System policies, streamlining them in the fellowship and training programmes as well as harmonizing them across the interagency system.

61. To facilitate a smooth deployment of fellows to the field and to ensure a safe and efficient implementation of the training and fellowship programmes, Fellowships Services must work in tandem with the above security entities, namely DSS, IASMN and UNDP, to ensure that trainees comply with the policies of the UN Security Management System and meet the requirements of the Minimum Operating Security Standards (MOSS) and the requirements of the Minimum Operating Residential Security Standards (MORSS).

62. This can be achieved by requiring that fellows and study tour participants complete the self-learning training courses 'Basic Security in the Field' and 'Advanced Security in the Field' prior to the commencement of their assignment. Furthermore it is mandatory for all the United Nations system fellows and study tour participants to obtain security clearance for their official travel, regardless of location. Upon arrival at the duty station, fellows must report to the Designated Official who will provide a security orientation and will brief them on security, MOSS, MORSS and other information such as schedule of regular briefings, compliance with all UN security policies, handouts on emergency situations, etc.

63. Mr Rudi explained that the United Nations Security Management System is also applied to all persons in receipt of official invitations to attend special events sponsored by the United Nations organizations such as conferences, meetings, workshops, seminars, forums, etc. which are held at a venue other than the premises of a United Nations Security Management System organization. It should be noted that special events should not be held in locations assessed as Security phase 4 and above.

64. The Malicious Act Insurance Policy (MAIP) was also addressed in the presentation. It is an inter-agency insurance policy within the United Nations Security Management System that covers also trainees who participate in and comply with all the requirements of the Security Management System at the duty station for death or disability caused by a Malicious Act, defined as hostilities, revolution, rebellion, insurrection, riots or civil commotion, sabotage, explosion of war weapons, terrorism, murder, assault or an attempt thereat. If there is indication that certain individuals did not comply with the security management system requirements, they will not be covered by MAIP.

65. Mr Rudi also pointed out the UNDSS comprehensive learning package entitled "Women Security Awareness Programme" which aims at increasing the security awareness among female personnel.

*The WMO fellowship programme*

Presentation by Ms Hong Fan, World Meteorological Organization (WMO)

66. Ms Hong Fan informed that WMO education and training activities differentiated between short term training (up to 1 month) for professional development and long term fellowships (more than 1 month) to obtain qualifications. Emphasis was placed on supporting suitable candidates from least developed and developing countries and Small Island Developing States, as well as women.

67. She further outlined the selection process and selection criteria for accepting a candidate for a WMO fellowship. Prior to applying for a WMO-sponsored fellowship candidates must have obtained the acceptance of the host institution. WMO priority areas for 2016-2019 are Global Framework for Climate Services (GFCS), capacity building, WMO Integrated Observations and Information Systems, disaster risk reduction and aviation meteorology.

68. WMO does cost-sharing with some of their partners in Asia, Europe and USA.

*PAHO Partnerships: Networks for the Future*

Presentation by Ms Karen Gladbach, World Health Organization (WHO)/  
Pan American Health Organization (PAHO)

69. Ms Gladbach presented two cases of newly established partnerships, namely the OAS-PAHO-GCUB Scholars Program and the Humphrey-PAHO Fellows. The respective processes, timelines and programmes, and the role of the multiple partners were explained. In the case of the OAS-PAHO partnership, both institutions emphasize the goal to consolidate access to quality education for all as a key to strengthening democratic institutions, promote human development and equality, positively influence economic growth and eradicate poverty. Synergies had been identified in the goals of both the Huber Humphrey and the PAHO/WHO fellowship programmes. Ensuring goal alignment and synergies among the partners is fundamental to the success of the partnership.

70. Ms Gladbach emphasized that there is no need for money to cross hands, since other resources – administrative and/or technical expertise – can be shared in a successful partnership. She invited the SFOs to seek the challenge of collaborating with other existing fellowship programmes, to dare and start small and seek synergies.

*Fellowships in nuclear science: Management in CIEMAT'*

Presentation by Ms Pilar García Ibañez, Centro de Investigaciones Energéticas, Medioambientales y Tecnológicas (CIEMAT)

71. Ms García Ibañez gave a brief introduction of CIEMAT (Centro de Investigaciones Energéticas, Medioambientales y Tecnológicas), a public research organisation under the Spanish Ministry of Economy and Competitiveness focusing on research and technology in the areas of energy and environment. CIEMAT's activities are structured around projects which form a bridge between R&D&I and social interest goals. R&D&I activities are complemented by activities in the areas of education, technology transfer, rendering technical services to both public and private entities, and providing advice to the administrations and representations of Spain in a diversity of international forums.

72. CIEMAT's goal is to intensify international relations and cooperation by looking for new international strategic collaborations, applying strategic tools to promote CIEMAT interests and research results at the international level, and reinforcing the collaborative network through new partners in both the public and the private sectors.

73. Ms García Ibañez also briefly described CIEMAT's collaboration in placing IAEA fellows in Spain.

### *Impact of fellowships in the US*

Presentation by Ms Sunaree Hamilton, Argonne National Laboratory (ANL)

74. The Argonne National Laboratory (ANL) is operated by the University of Chicago for the U.S. Department of Energy. One of its programme objectives is to provide support for U.S. participation in IAEA activities in the transfer of peaceful uses of nuclear technologies and applications to the broadest possible spectrum of IAEA Member States. The IAEA-ANL training programme is carried out through joint training courses and fellowships in areas of greatest need to IAEA Member States.

75. The training course programme provides short term training at ANL. For over 35 years, ANL has hosted 200 joint U.S./IAEA training courses on various topics of peaceful uses of nuclear technology. In the past 10 years, over 1400 persons from over 140 IAEA Member States have participated. The fellowship programme provides longer term training at several U.S. facilities (hospitals, universities, laboratories, etc.). In the past 10 years, over 900 scientists, engineers, physicians and other relevant professionals from developing countries were awarded fellowships in the U.S., in various fields and for various durations ranging from one week to 10 months.

76. Ms Hamilton then presented the results of a survey among fellows and training course participants that had been carried out to assess the effectiveness and impact of the training received in the U.S. The responses clearly showed high satisfaction with the technical quality, host institutions, relevance and knowledge received. The responses confirmed that fellowships and training courses have a significant impact on the ability of participants to develop and apply their skills and that participants disseminate the acquired skills to colleagues and also remain in contact with their hosts. Challenges identified by the respondents were related to fellowship training duration and stipend amounts. Overall, the survey demonstrated the difficulty in obtaining enough responses to enable analysis.

77. Ms Hamilton also showed the “Impact Map” created by ANL, with videos and success stories of their fellows, displayed in a world map according to country of origin.

### *Medical Insurance of Fellows by Vanbreda International*

Presentation by Mr Benedikt Butaye, Vanbreda International

78. Mr Butaye focused on the rebranding of Vanbreda International to Cigna as of 1 February 2015, the evolution of the fellowship insurance and key figures of 2013 and 2014. In connection with the rebranding, Mr Butaye emphasized that there would be no change in coverage and service.

79. Additionally, Mr Butaye introduced Cigna’s new website that provides the possibility to search providers and submit claims online. Cigna branded ID cards would be issued for fellowships over 3 months, and distributed through the respective UN organization. With regard to renewal terms, no changes were foreseen for 2015.

80. Mr Butaye also pointed out that for fellowships in the U.S., it is cheaper to seek medical assistance at one of the Vanbreda/Cigna network providers. High deposits or upfront payments can be avoided if the health provider belongs to the Cigna network. Contact points are available in many countries, with toll-free phone numbers.

## **5. Conclusions and Recommendations of the 20th Senior Fellowship Officers Meeting**

### **1. SFO Meetings and Coordination**

81. The Meeting takes note of the impressive achievements of the UN fellowship programmes during the past 40 years and pledges to continue working united as one in order to expand the inter-agency fellowship cooperation and coordination and to contribute through education and training to the



achievement of the new 17 Sustainable Development Goals (SDGs) of the post 2015 Development Agenda of the United Nations.

82. In particular, the Meeting participants recognize the usefulness of the SFO meetings as a means to learn from one another and maximize the effectiveness of the fellowship programmes in the UN System organizations and recommend the establishment of a new electronic platform (on a pilot basis it can be United Connect) for more regular interaction and communication among the SFOs and national placement and supervising agencies.

## **2. Handbook for Senior Fellowships Officers**

83. Recognizing that the Handbook is widely used and appreciated as a standard-setting reference tool among the UN System organizations, the Meeting recommends its continued use and encourages all stakeholders to share any requests for suggested amendments/updates prior to the next SFO meeting.

84. Furthermore, the meeting recommends the deletion of the word ‘Senior’ from the title of the Handbook containing the main guidelines into “UN Fellowship Officers’ Handbook”.

## **3. Training programmes**

85. The Meeting recognizes the importance of implementing effective and targeted capacity-building in developing countries and takes note of the efforts undertaken by several UN agencies to develop training programmes that are tailor-made to the requirements of Member States in specific areas. The Meeting notes with satisfaction that some agencies have already implemented the needs-based approach in Member States and recognized its potential benefits. In order to promote such approach, the Meeting suggests agencies adopt needs-based training to better meet the capacity building requirements of the Member States.

## **4. Alumni networking**

86. The Meeting notes the positive response that the establishment of fellow alumni networks has elicited in encouraging exchange of information and fostering mutual support among fellows and recommends that the development of fellow alumni networks be further encouraged and that the SFOs report on further developments at the next meeting.

## **5. Partnerships**

87. In line with Goal 17 of the SDGs, the Meeting recognizes the value of global partnerships to support fellowship programmes. While it is recognized that each agency’s fellowship programme has its own mandate, the Meeting suggests the seeking of synergies and, when appropriate, collaborating with other agencies, both within and outside the UN system, with similar goals to maximize the potential of the fellowship programmes. The Meeting recommends further exploring global partnership opportunities, including Public Private Partnerships, to increase funding and outreach for training programmes.

## **6. Current trends in fellowships**

88. The Meeting takes note of current trends and developments in the delivery of fellowship programmes of UN agencies and encourages SFOs to exchange information and experiences with the application of modern approaches of transformational learning through the use of various e-learning tools.

89. The Meeting considers that the modality of “train the trainers” is an efficient and effective way to scale up training and should be encouraged.

90. In addition, the Meeting underlines the importance of the following elements for successful fellowships:

- flexibility and communication during implementation;
- the commitment of the home country to utilize the fellow's acquired knowledge and skills upon completion of the fellowship; and
- appropriate correlation between training duration and the length of the fellow's service commitment on return to their home country.

## **7. Safety and Security of Trainees**

91. The Meeting agrees that the security policies, procedures and practices applied to trainees in the field should be harmonized to be in line with the UN General Assembly resolution A/RES/61/263 on the Strengthened and Unified Security Management System. To ensure the trainees' compliance with the requirements of the United Nations Security Management System in hardship and non-hardship duty stations, the Meeting recommends the budgeting and mainstreaming of security components in fellowship planning and implementation.

## **8. Vanbreda International Health Insurance**

92. The Meeting expresses satisfaction with the medical insurance coverage of trainees brokered by Vanbreda International and takes note of the rebranding of Vanbreda into Cigna as of 1 February 2015. The Meeting further appreciates that the rate of the insurance of trainees will remain unchanged in 2015.

## **9. Rotation of Inter-Agency Fellowship Coordination and Next Meeting**

93. Following up on Recommendation 12 of the 19th SFO Meeting, the Meeting reiterates the principle of the rotational approach for future organizations of the Meeting and encourages the participating organizations to explore the possibility of rotating the organization of the Meeting after the 21st SFO Meeting. The Meeting further requests the organizer of the 21st SFO Meeting to explore the possibility of arranging the Meeting in Washington, D.C. in consultation with WHO/PAHO or alternatively in Belgium in consultation with BTC and Vanbreda International/Cigna.

## **10. Meeting logistics**

94. The Meeting agrees that in view of the United Nations endeavours to 'go paperless', the reports on the SFO meetings will no longer be printed, but made available on the new electronic platform. The Meeting further decides that future Meeting reports will no longer be verbatim reflections of the meeting discussions, but will consist of a Summary of Discussions, Agenda, List of Participants, Conclusions and Recommendations. In addition, all presentations made during the Meeting will be made available online and members are encouraged to interact on topics raised.

## **6. Closing Statements**

95. In her closing statement, Ms Walleczek thanked all participants for their valuable contributions to make the meeting a success. She hoped that the deliberations had met the expectation of those who had attended for the first time, so that they would come again to the next meeting. All participants had appreciated the active interactions and lively discussions during the meeting.

96. She expressed her sincere appreciation to Mr de Tomassi for his excellent chairmanship at this 'anniversary' meeting, for his guidance based on his extensive experience, and for his dedication to

the Senior Fellowship Officers meetings throughout many years. She also hoped that Mr de Tomassi would be present again at the next SFO meeting in 2016.

97. Ms Walleczek thanked ITC/ILO for generously hosting the meeting and extending a warm welcome to all participants. She emphasized the wonderful atmosphere of the meeting room and ITC/ILO's generous hospitality in the beautiful city of Turin.

98. She emphasized that the value added of the SFO meetings was the opportunity to bring together different experiences, share good practices and learn from each other with a view to maximizing the effectiveness of the fellowship programmes. She further encouraged all participants to continue interacting with each other and share with their colleagues the information gathered.

99. Mr de Tomassi thanked the participants for the honour of chairing the meeting and re-emphasized the importance of bringing together representative of many UN organizations and host institutions to exchange experiences.

## 7. Annexes

### ANNEX I: Agenda

**TUESDAY, 30 September 2014**

#### **Morning**

- 09:30 Registration
- 10:00 Opening Address  
Ms Patricia O'Donovan, Director  
International Trade Centre of the International Labour Organization (ITC-ILO)
- 10:15 Organizational Session:
  - Election of Officers
  - Adoption of the Agenda
- 10:30 General Introduction  
Ms Susanne Walleczek, International Atomic Energy Agency (IAEA)
- 10:45 Coffee break
- 11:15 Implementation of the Recommendations of the 19<sup>th</sup> Meeting of Senior Fellowship Officers  
Ms Magdalena Sanguinetti, International Atomic Energy Agency (IAEA)  
*Summary and Tour de Table*

#### ***I. Four decades of fellowship programmes – achievements and challenges***

- 12:00 *Four decades of fellowship programmes – achievements and challenges*  
Presentation by Mr Tom Rudi, United Nations Department of Economic and Social Affairs (UN DESA)  
*Questions & Answers*

12:45 Lunch

#### **Afternoon**

- 14:00 *ITTO Fellowship Program Success Stories*  
Presentation by Ms Chisato Aoki, International Tropical Timber Organization (ITTO)  
*Questions & Answers*
- 14:45 *Making an Impact: WHO Fellow Success Stories*  
Presentation by Ms Karen Gladbach, World Health Organization (WHO)/  
Pan American Health Organization (PAHO)  
*Questions & Answers*
- 15:30 Coffee break
- 16:00 *Fellowships as a component of technical cooperation projects*  
Presentation by Ms Susanne Walleczek, International Atomic Energy Agency (IAEA)  
including some 'success stories' on video  
*Questions & Answers*
- 16:15 Skype conference with former fellow Juan Chin, Costa Rica
- 16:30 *IAEA Fellows and Scientific Visitors from a Member State perspective – Overview of Two Decades'*  
Presentation by Ms Laura Kristančič Dešman, Slovenian Nuclear Safety Administration  
*Questions & Answers*
- 17:15 Departure for city tour at the campus Reception generously offered by ITC/ILO  
(Return foreseen at about 20:00 hrs)

## **WEDNESDAY, 1 October 2014**

### **Morning**

#### ***II. Current trends in fellowship programmes***

- 09:30 *UNIDO's Fellowship Programme – Case Study: Group Fellowship Programme in Textile Technology and Impact on the Textile Sector in Bangladesh*  
Presentation by Ms Kwai-Chin Kopecky and Mr David Yuen-Hoi LEE, United Nations Industrial Development Organization (UNIDO)  
*Questions & Answers*
- 10:15 *UNU-IAS Integrated approach to education, research and training fellowship programme*  
Presentation by Mr Srikantha Herath, United Nations University (UNU)  
*Questions & Answers*
- 10:45 Coffee break
- 11:15 *Training Program and Training System at JAEA*  
Presentation by Mr Shintaro Ito, Japan Atomic Energy Agency (JAEA)  
*Questions & Answers*
- 11:45 *E-fellowships / virtual fellowships / group fellowships*  
Presentation by Ms Nathalie Delhommeau, International Atomic Energy Agency (IAEA)  
*Questions & Answers*
- 12:15 *Trends in learning and organizational solutions*  
Presentation by Mr Robin Poppe, International Training Centre of the International Labour Organization (ITC-ILO)  
*Questions & Answers*
- 12:45 *Alumni networking – Linked-in Fellowship platform*  
Presentation by Ms Susanne Walleczek, International Atomic Energy Agency (IAEA)  
*Questions & Answers*
- 13:00 Lunch

### **Afternoon**

- 14:00 *The global alumni network of GIZ*  
Presentation by Ms Raphaela Kuehn, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)  
*Questions & Answers*
- 14:30 *ITTO Fellowship Network: A Social Media Platform to Facilitate Knowledge Sharing and Collaboration among Fellows*  
Presentation by Ms Chisato Aoki, International Tropical Timber Organization (ITTO)  
*Questions & Answers*

#### ***III. Fellowship Administration and Management***

- 15:00 *Harmonization of Security Policies for Trainees in Hardship and Non-Hardship Duty Stations*  
Presentation by Mr Tom Rudi, United Nations Department of Economic and Social Affairs (UN DESA)  
*Questions & Answers*
- 15:45 Coffee break
- 16:10 *The WMO fellowship programme*  
Presentation by Ms Hong Fan, World Meteorological Organization (WMO)  
*Questions & Answers*
- 16:40 *PAHO Partnerships: Networks for the Future*  
Presentation by Ms Karen Gladbach, World Health Organization (WHO)/ Pan American Health Organization (PAHO)  
*Questions & Answers*

- 17:10 *Fellowships in nuclear science: Management in CIEMAT'*  
Presentation by Ms Pilar García Ibañez, Centro de Investigaciones Energéticas,  
Medioambientales y Tecnológicas (CIEMAT)  
*Questions & Answers*
- 17:40 *Impact of fellowships in the US*  
Presentation by Ms Sunaree Hamilton, Argonne National Laboratory (ANL)  
*Questions & Answers*
- 18:15 Departure for dinner organized by ITC/ILO (optional, at participants' own cost)

**THURSDAY, 2 October 2014**

**Morning**

- 9:30 *Medical Insurance of Fellows by Vanbreda International*  
Presentation by Mr Benedikt Butaye, Vanbreda International  
*Questions & Answers*
- 10:20 Presentation and adoption of the Draft Recommendations
- 11:00 Coffee break
- 11:30 Presentation and adoption of the Draft Recommendations (cont'd.)
- 12:30 Wrap-up and Closing Statements

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## **ANNEX III: Conclusions and Recommendations of the 19th Senior Fellowships Officers Meeting**

After thorough discussion, the Meeting participants agreed on the adoption of the following conclusions and 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 Fellowship 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 ties 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 up- dated 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.



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