Impact Assessment Survey of the ITTO Fellowship Programme

Chisato Aoki, Ph.D.
International Tropical Timber Organization (ITTO)
Objectives of the Presentation

- An Impact Assessment Survey - a significant impact of ITTO Fellowship Program!
- Contribution Analysis - an effective tool for Fellowship Impact Assessment!
- Visualization of impact - good effect of investment

More funding from donors
Flow of the Presentation

1. Brief history of ITTO Fellowship Programme
2. Impact Assessment Survey (Method & Results)
3. Lessons learned from Contribution Analysis Approach
International Tropical Timber Organization (ITTO)

- Established in 1986 - UNCTAD
- Objective: Promotion of conservation and sustainable management, use and trade of tropical forest resources
- US$350millions for over 900 projects & policy work
60 member countries

- 33 producer countries (80% of Tropical forests)
- 27 consumer countries (90% of Tropical Timber trade)
- Major impacts on decision-making
International Tropical Timber Council (ITTC)

60 member countries

ITTO Secretariat

Executive Director

Reforestation
Forest Management

Forest Industry

Economic inform. Market intelligence

Management Services

Fellowship Programme
**ITTO Fellowship Programme (1989—now)**

- **Objective:** To develop human resources and enhance professional expertise in member countries in tropical forestry, forest industries and related disciplines nationally and internationally.

<table>
<thead>
<tr>
<th>Period</th>
<th>1st Phase</th>
<th>2nd Phase</th>
<th>3rd Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus</td>
<td>Forest industry and timber marketing</td>
<td>ITTO’s Year 2000 objective (SFM)</td>
<td>Sustainable management, use and trade of tropical forest resources</td>
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<tr>
<td>Funding</td>
<td>Project</td>
<td>Project</td>
<td>Freezailah Fellowship Fund</td>
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*ITTO: International Tropical Timber Organization*
Trend of Fellowship Activities (1083 fellows)
ITTO Fellowship Programme
(1989 – now)

Funding: US$7.9 million (voluntary contribution: Japan, U.S. others)

Award: US$6.3 million (US$300,000/year)

Fellows: Around 1,100 fellows (30% women)

50-60 fellowships/year
Fellowship Impact Assessment

Purpose:

◆ Commemoration of 10th anniversary of FFF

◆ Impact at individual, institutional, national & International levels

◆ Different impact on short-term and long term activities
Fellowship Impact Assessment

Method:

◆ Contribution Analysis approach
◆ 8 Key milestone pathway
◆ Impact Assessment Survey Questionnaire (Excel)
Logic Pathway and Benefit Chain

INPUT
- Policies
- Clear objectives
- Compacts
- Partnerships
- Fellows
- Resources

ACTIVITY
- Selection
- Placement
- Training
- Mentoring
- M&E

OUTPUTS
- Positive reaction
- Learning
- Behaviour change

USAGE
- Enabling conditions
- Use of gained competence
- Contribution to Performance

IMPACT
- Improved Capacity
- Improved Services
- Improved Outcomes For Clients
8 Key milestones pathway

1. Clear objectives
2. Fair and transparent selection of fellows
3. Relevant and appropriate placement of fellows
4. Successful and timely completion of fellows’ program
5. Return home to relevant position
6. Evidence of positive contribution to work
7. Evidence of positive development in performance
8. Improved performance leading to enhanced services and benefits provided to community
Survey Questionnaires

2 Sections:

1. Personal Profile (22 items)
2. Fellowship activities & impacts (33 items):
   - 21 multiple choices
   - 12 open ended

(1) Personal Data:

- Name:
  - Last name
  - First name
  - Other:

- Gender: (Please choose from the drop down list)
- Age: (Please choose from the drop down list)
- Country of origin: (Please choose from the drop down list)
- Country where you live now: (Please choose from the drop down list)

- Current Position:
- Type of employer: (Please choose from the drop down list)
- What is your professional specialty?
- Current qualification: (Please choose from the drop down list)

- Qualification before undertaking an ITTO Fellowship: (Please choose from the drop down list)
- Did you receive your current qualification as a result of the ITTO Fellowship? (Please choose from the drop down list)

Today's date (date/month/year):

(2) Fellowship activity and its impact

1. When did you complete your fellowship? (Please choose from the drop down list)
2. What type of activity did you carry out? (Please choose from the drop down list)
3. Of what subject did you carry out your fellowship activity? (Please choose from the drop down list)
4. Your answer was "other" in the previous question please specify your subject
5. In what type of organization did you carry out your fellowship activity? (Please choose from the drop down list)
6. In what country did you carry out your work? (Please choose from the drop down list)
7. To what extent did the organization provide relevant expertise and adequate resources for your fellowship activity? (Please choose from the drop down list)
8. Did you publish scientific papers, books, field manual or national language reports etc. based on the result of your fellowship activity? (Please choose from the drop down list)
9. Did you establish your home country after completion of your fellowship activity? (Please choose from the drop down list)
10. If you answer "No" to the previous question, why?
11. Did you achieve a relevant job position or job promotion after completion of the fellowship? (Please choose from the drop down list)
12. If you answer "yes" to the previous question, what position did you achieve?
Survey Questionnaires
(Section 2: Fellowship activity & impacts)

Examples:

◆ Did you achieve a relevant job position or job promotion after completion of the fellowship?

   If you answer "Yes" to the previous question, what position did you receive?

◆ To what extent, have you improved productivity and performance in your home organization after completion of your fellowship?

   If you answer “significantly” or “very significantly” to the previous question, please explain with concrete and verifiable examples.
Survey Respondents

1. March & April 2010

2. Sent questionnaires to 376 fellows by e-mail (completed between 2000-2009)

3. Response rate 55% (206 respondents)

4. Women (30%)
Respondents’ background

Age
- 20’s
- 30’s
- 40’s
- 50’s

Area
- Latin America
- Asia/Pacific
- Africa

Employer
- Developing Consumer
- Other
- Private sector
- NGO
- Government
- Research
- University
- NGO
- Government
- Research
- University

Activity
- Study tour
- Publication
- Conference
- Short Training
- Graduate Program
- Short Training
- Graduate Program

Graduate Program

Short Training

Study tour

Conference
Overall Results of the Survey

1. All positive feedback

2. Significant impacts on capacity development in tropical forestry and industries at individual, institutional, national and international levels

3. Long-term activity shows slightly better impact on job promotion than short-term activity
Following 8 key milestones

1. Clear objectives:
   - 100%
   - Due to critical evaluation and screening by Selection Panel and Secretariat
Following 8 key milestones
1. Clear objectives (continued)

Impact based on the objective:

- 99% contributed to promotion of SFM
- 90% contributed to reforestation and forest conservation
Following 8 key milestones

1. Clear objectives (continued)

Cost effective training:

◆ 100 % achievable and cost-effective education and training plans.

◆ Due to strict screening by Secretariat & Selection Panel based on the budget guideline and selection criteria
8 Key milestones pathway

2. Fair and transparent selection of fellows

- Selection Procedure assures “Fair and Transparent” selection of fellows

- Selection Criteria:
  1. Consistency with program objective
  2. Qualifications of applicant
  3. Wider applications and benefits nationally and internationally
  4. Reasonableness of costs
  5. Balance of Gender, Country, Priority
8 Key milestones pathway

Selection Procedure (Fair and Transparent)

- Council: Nomination of Selection Panel
- Secretariat: Pre-evaluate applications by experts
- Selection Panel: Final selection
- Council: Approval
8 Key milestones pathway

3. Relevant and appropriate placement of fellows

- Fellows choose training institutions
- Selection Panel scrutinizes appropriateness
- 99% satisfied with host institutions
8 Key milestones pathway

4. Successful and timely completion of fellows’ program

1. All submitted final reports and certificates
2. 90% completed on time
8 Key milestones pathway

5. Return home to relevant position

1. 89% returned home immediately
   - 6% Master or Ph.D study overseas
   - 2% job overseas

2. Now 84% stay in home country
   - 10% Ph.D Program overseas
   - 6% international job

Not much Brain drain
8 Key milestones pathway
(5. Return home to relevant position)

- 59% achieved relevant job position or job promotion after completion
- 83% achieved relevant job position or promotion eventually thanks to fellowship activities
- Long term activities achieved more job promotion than short term activity
8 Key milestones pathway

6. Evidence of positive contribution to work (Institutional Strengthening)

- 86% improved productivity and performance

  Ex. Remote sensing for forest management

- 52% got relevant job position or promotion
Following 8 Key milestones pathway

6. Evidence of positive contribution to work (Institutional strengthening)

- 90% passed knowledge and experiences

1. Seminar and workshops
2. Trained community people
3. Teaching at universities
4. National and international conferences
5. 73% published papers, books, manuals, national language reports
Following 8 Key milestones pathway

6. Evidence of positive contribution to work (Institutional Strengthening)

◆ Professional and personal development

85% hold advance degree in forestry

- 39% - Ph.D.
- 46% - Masters

- 45% - direct results of the Fellowship
- Others - inspired by Fellowship activity
7. Evidence of positive development in performance (Institutional strengthening)

- 82% developed new programme/innovation

  ex 1. Satellite Image and Light Detection and Ranging data (Indian)

  ex 2. New timber drying method (Ghanaian)

  ex 3. New forestry curriculum (professors)
8 Key milestones pathway

7. Evidence of positive development in performance (continued)

◆ 86% strengthen professional networks

◆ International collaboration

◆ 93% wants to join a Fellowship Alumni Network
8 Key milestones pathway

8. Improved performance leading to enhanced services and benefits provided to community

- 83% contribution to national forestry and environmental policy

- Legal framework for small scale logging (DRC)
- Forest policy review (Ghana)
- Management strategy for disease affecting teak (India)

- 44% contribution to international forestry issues (climate change)
Various Impacts of Fellowships (206 respondents)

- Job promotion
- Productivity
- New programs/innovation
- Passed knowledge
- Publication
- Advanced Degree
  - PhD
  - Master
- Professional networks
- SFM
- Reforestation
- National forestry policy
- International forestry issues

[Bar chart showing various impacts with percentage values for each category.]
### Following 8 key milestones

#### Working areas, past and present

<table>
<thead>
<tr>
<th>Working areas</th>
<th>Past</th>
<th>Present</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sustainable forest management</td>
<td>42%</td>
<td>35%</td>
</tr>
<tr>
<td>2. Biodiversity conservation</td>
<td>10%</td>
<td>11%</td>
</tr>
<tr>
<td>3. Efficient utilization and processing of tropical timber/Forest industry</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>4. Community Forestry</td>
<td>8%</td>
<td>4%</td>
</tr>
<tr>
<td>5. Reforestation/Forest conservation</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>6. Tropical timber economy, market and trade</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>7. Climate change mitigation/adaptation</td>
<td>3%</td>
<td>11%</td>
</tr>
<tr>
<td>8. Agroforestry</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>9. Forest landscape restoration/rehabilitation</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>10. Combating illegal logging</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>11. Mangrove conservation/restoration</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>12. Forest policy and planning</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>13. Other (including no response)</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Conclusion

◆ ITTO gives impact on human resources development in forestry sector through Fellowship Program.

The Program gave impacts at individual, institutional, national and international levels.

◆ Contribution Analysis is an effective tool for fellowship impact assessment.

◆ Key milestones pathway is good indicator and framework to design survey and evaluate impacts.
Cooperation from employers and host institutions will make 360 degree view of the impacts.

A longitudinal impact survey of selected fellows and stakeholders is recommended.

We will try annual survey to monitor fellows’ contribution in future.
Thank you for your attention!
Please visit our website.

www.itto.int
Impact Assessment Survey of the ITTO Fellowship Programme

Chisato Aoki, Ph.D.
International Tropical Timber Organization

International Tropical Timber Organization (ITTO) undertook a survey\(^1\) in 2010 to assess the impact of the ITTO Fellowship Programme over the past decade in commemoration of the 10th anniversary of the establishment of the Freezailah Fellowship Fund. The survey results showed that the Programme has had a significant impact on capacity development in tropical forestry, timber industries and related disciplines in ITTO member countries. ITTO Fellows have continued to promote ITTO’s major objective, that is, sustainable forest management at national and international levels. The survey design, which used the contribution analysis approach, proved to be a good method to assess the long-term impact of the Fellowship Programme.

This article provides a brief sketch of the history of the ITTO Fellowship Programme, summarizes the results of the impact assessment survey, and suggests further improvement in usage of the contribution analysis for fellowship impact assessment.

**ITTO Fellowship Programme**

**The First Phase:** The ITTO Fellowship Programme started in 1989, as a project PD60/89 (F,M,I) under the Committee on Forest Industry, with a view to “implement, a manpower development and institution strengthening Programme consisting of short term fellowships, which will assist the development of tropical timber resources and industries in producing Member countries”. The programme mainly supported short term activities (82%), such as study tours, participation in conferences and short training courses, and tailor made-institutional training, with many early fellows being trained in forest industry operations (39%) and timber marketing (19%).

**The Second Phase:** In 1993, the Fellowship Programme was renewed under a new project PD1/93 Rev. 1 (M,F,I) with an aim to “promote human resources development and institutional strengthening in the forestry sectors of member countries”. It expanded its scope and particularly to promote the ITTO’s Year 2000 Objective. This objective stipulated that all internationally traded tropical timber should originate from sustainably managed forests by the year 2000. As a result more people were trained in sustainable forest management and reforestation (68%) during this phase. Forest industry and timber marketing activities reduced to 25% to 17%. In addition, this phase of the programme supported more post-graduate degree studies (12%) than the first phase (2%), although the main focus remained on short-term activities.

**The Current Phase:** In 2000, the Freezailah Fellowship Fund was created to honor the achievements of ITTO’s first Executive Director and to expand funding opportunities. The objective of the ITTO Fellowship Programme has been further clarified; that is, “to develop human resources and enhance professional expertise in member countries in tropical forestry, tropical timber industries and related disciplines, with a view to promoting sustainable management of tropical forests, efficient utilization and processing of tropical timber, and better economic information on the international trade in tropical timber”.

The programme has supported more post-graduate degree studies, with about half of the fellows obtaining Masters and Ph.D. degrees in forestry and related disciplines. The proportion of fellows trained in the field of reforestation and forest management has

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\(^1\) The survey was designed according to the contribution analysis approach that was recommended and adapted by the 17th Meeting of the Senior Fellowship Officers of the United Nations System in 2008 (United Nations 2009; Rotem et al. 2010).
almost doubled (79%) from that of the first phase (42%), reflecting global concerns over deforestation of tropical forests and climate change. More detailed information about the three phases of the Programme can be found in an ITTO quarterly publication, Tropical Forest Update (Aoki 2006).

Overall Trend: To date, the Fellowship Programme has received total voluntary contribution of about US$7.9 million from the governments of Japan (75%), U.S.A. (13%), the Netherlands (7%), Australia (4%), and others (1%). Over the past two decades, the ITTO Fellowship Programme has awarded about US$6.3 million to 1083 young and mid-career individuals from research institutes (32%), governments (28%), universities (17%), NGOs (12%), the private sector (5%) and others (6%) (see Figure 1). About 30% of the fellows have been women. Nationals of 44 member countries of ITTO have received fellowships. The fellowships have been almost equally distributed to producer member countries in Asia Pacific (32%) and in Africa (30%), with slightly less in Latin America and Caribbean (23%). The rest of the fellowships were awarded to developing consumer countries, such as Nepal and China (11%) and developed consumer countries (4%) (allowed in cases where the fellow's activity benefits producer member countries). (see Figure 2.)

The number of applications has been increasing over the years. During the last decade, a total of about 3,200 applications have been received (although only about 540 fellowships (17%) were awarded), showing the strong demand for support under the Programme.

Overall, the focus of the Programme remains on short-term activities: short training courses and internship Programmes (30%), conference participation (19%) and study and/or demonstration tours (9%). However, the last decade has seen an increase in support for longer-term activities such as post-graduate studies (46%) and publication of manuals and monographs (9%). The proportion of fellows applying for awards to fund post-graduate studies continues to increase. (see Figure 3.)
The next section examines the impact of the Fellowship Programme on capacity development in ITTO member countries based on the survey results.

**Fellowship Impact Assessment Survey**

Method: An impact assessment survey questionnaire was prepared based on the contribution analysis approach that was recommended and adapted by the 17th Meeting of the Senior Fellowship Officers of the United Nations System in 2008 (United Nations 2009; Rotem et al. 2010). The design of the questionnaire complied, as much as possible, with the key milestones pathway for impact assessment of fellowships that was stipulated in the contribution analysis approach. The key milestones are: (1) clear objectives, (2) fair and transparent selection of fellows, (3) relevant and appropriate placement of fellows, (4) successful and timely completion of fellow’s Programme, (5) return home to relevant position, (6) evidence of positive contribution to work, (7) evidence of positive development in performance, and (8) improved performance leading to enhanced services and benefits provided to community.

The questionnaire contained 11 items about personal profile and 33 questions about fellowship activity and its impacts. Fourteen items were open-ended questions while the others were multiple choice questions. The question items are found in the annex of this paper.

The questionnaire was sent to 376 fellows who had completed their fellowships between 2000 and 2009 via e-mail in March and April 2010. Due to changes in e-mail addresses of many fellows who completed fellowships in the early years of this period, the overall response rate was 55%.

Survey respondents: Responses were received from 206 former fellows in 34 ITTO member countries. Eighty-five percent of the fellows were from producer countries in Africa (30%), Asia Pacific (30%) and Latin America/Caribbean (26%), while 12% were from developing consumer countries, such as Nepal and China, and 2% from developed consumer countries. Thirty-five percent of all respondents were women. The breakdown of respondents’ current ages was: 20-29 (5%), 30-39 (44%), 40-49 (33%), 50-59 (16%) and 60 and above (2%). The respondents currently work for universities (27%), research institutes (24%), governments (17%), NGOs (10%), intergovernmental organizations (6%), consulting companies (3%), industry or trading companies (2%) and other organizations (11%). Forty-one percent of the respondents undertook post-graduate degree programmes, 32% participated in short training courses or internship Programmes, 12% attended international conferences, 10% published technical documents, and 5% undertook study or demonstration tours.

Results: All the respondents gave positive feedback about the benefits of the ITTO Fellowship Programme. The survey results show that the programme has had significant impacts on capacity development in tropical forestry, tropical timber industries and related disciplines in ITTO producer member countries. The major findings are shown below according to the 8 key milestones pathway mentioned above.

1. **Clear objectives:** All the fellows had clear objectives aligned with the ITTO’s objectives and priorities as they were critically evaluated and screened by the Selection Panel members and the ITTO Secretariat based on ITTO objectives and priority areas. The fellows were selected based on assessment of their training needs against their educational background and work experience when they applied for fellowships. The costs associated with the fellowship activities were strictly examined by the Secretariat based on the workplan and budget provided by the fellows. Therefore, all the fellows had achievable and cost-effective education and training plans.

The survey result shows that almost all respondents (99%) have contributed to promotion of sustainable forest management in their countries. About 90% of the respondents also contributed to reforestation and forest conservation in their countries. For example, a Cameroonian fellow became a focal point for mangrove conservation in his country,
2. **Fair and transparent selection of fellows:** The selection procedure of the ITTO Fellowship Programme assures fair and transparent selection of fellows. Firstly, fellowship applications are pre-evaluated by the experts of the ITTO Secretariat, based on the clear criteria and priority areas of ITTO Fellowship Programme. The selection criteria are:

1. Consistency of the proposed activity with the Programme's objective and priority areas,
2. Qualifications of the applicant to undertake the proposed fellowship activity,
3. The potential of the skills and knowledge acquired or advanced under the fellowship activity to lead to wider applications and benefits nationally and internationally, and
4. Reasonableness of costs in relation to the proposed fellowship activity. In addition, consideration is given to geographic and gender balance; balance among the ITTO priority areas; and competency in the language in which the training will be undertaken.

The applications are then evaluated and selected, taking into account the pre-evaluation given by the Secretariat, by the Selection Panel members who are elected at the International Tropical Timber Council once a year. The Selection Panel comprises three experts from producer member countries and three from consumer member countries, and is chaired by the Vice-Chairperson of the Council. The Panel discusses selection of fellowships mostly by e-mail, and at the Council when necessary. Finally, a final list of fellowship applications is recommended to and approved by the Council. Therefore, the whole process is fair and transparent.

3. **Relevant and appropriate placement of fellows:** ITTO does not place the fellows to host institutions. Instead, it is the fellows who choose their training institutions at the time of application. As mentioned earlier, the Selection Panel scrutinizes the appropriateness of the proposed host institutions based on the fellows' backgrounds, their intended activities and ITTO's priority areas.

The survey results show that a majority of respondents (81%) undertook their activities at either universities or research institutes. The remaining respondents carried out their activities within NGOs (5%), governments (4%), intergovernmental organizations (4%), industries (1%) and others (4%). Almost all respondents (99%) replied that the host institutions provided relevant expertise and adequate resources for their fellowship activities and were satisfied with the quality of the host institutions.

4. **Successful and timely completion of fellows programme:** All ITTO Fellows submitted a final report on their activities and achievements and certificates of completion of their activities. Their reports and certificates have shown that the fellows have successfully accomplished their education and training objectives and gained competency in their professional expertise.

A survey for host institutions was not conducted this time. However, regular correspondence with the host institutions provides feedback on whether the fellows' performance and achievements are satisfactory and positive. This assures that the placement of the fellows is relevant and appropriate.

5. **Return home to relevant position with adequate support:** The survey results show that the fellowship awards have clearly made an impact on fellows' professional development and improved their career prospects. More than half of the respondents (59%) achieved a relevant job position or job promotion after completion of their fellowship activities. A majority of the respondents (83%) replied that their promotion or new job position was attributed to the skills and knowledge that they gained from the fellowship activities. Attaining a relevant job position or promotion was more common for those who undertook a post-graduate degree programme (74%), tailored training internships (71%) or publication of manuals and monographs (67%) than for those whose awards facilitated short training course participation (47%) and conference attendance (42%).

Most respondents (89%) returned home immediately after completion of their fellowship activities while 6% continued advanced study (Masters or Ph.D. programmes) overseas.
and only 2% took a job overseas. Currently 10% of respondents are undertaking Ph.D. programmes abroad while 6% are working overseas, for international organizations or global consulting companies related to tropical forestry and sustainable development. It therefore appears that the majority of ITTO fellows remain in their home countries, indicating that the Fellowship Programme contributes to human capacity development in ITTO producer member countries. “Brain Drain” does not seem to be a concern of the ITTO Fellowship Programme.

6. Evidence of positive contribution to work: A majority of the respondents (86%) replied that they have improved their productivity and performance in the institution where they work. More than a half of the respondents (52%) replied that their fellowship enabled them to contribute to institutional capacity enhancement, resulting in achievement of relevant job position or job promotion. For instance, many fellows learned and applied Geographic Information Systems (GIS) and remote sensing techniques to improve the land use mapping and forest planning in their countries, thereby improving the institutional performance of land use and forest management.

A majority of the respondents (90%) passed the knowledge and experiences that they acquired from their fellowship activities to others. For example, many people conducted workshops and seminars at work and regions where they work, trained community members, gave lectures at universities and post-graduate schools, presented results of the fellowship activities at national or international conferences and published papers. In fact, 73% of the respondents published scientific papers, books, field manuals or national language reports based on the results of their fellowship activities.

Most fellows have continued professional and personal development. In fact, 85% of the respondents currently hold an advanced degree in forestry and related disciplines at the Ph.D. (39%) or Masters (46%) level. Among them, 45% of the fellows responded that they had received their current qualification as a direct result of the fellowship activities, while others continued their higher education inspired by their fellowship activities.

7. Evidence of positive development in performance: Many respondents (82%) replied that they developed new programmes or innovative ways of working that have led to more effective work performance at their institutions. For instance, an Indian fellow developed techniques to process satellite images and Light Detection and Ranging (LIDAR) data for forest cover monitoring, growing stock and biomass assessment. A Ghanaian fellow developed a smoke dryer to replace conventional kilns, thereby improving efficiency of timber processing. Many university professors replied that they had improved teaching and research skills and developed new courses, curriculums and research proposals in tropical forestry and related issues.

The fellowships helped the fellows to strengthen professional networks. A majority of the fellows (86%) replied that the contacts that they developed through their fellowships strengthened professional networks and enhanced their work performance and productivity, and some succeeded in fostering international collaboration in their work.

A majority of the fellows (93%) showed interest in joining an ITTO Fellowship alumni network, if created, to share their experiences and exchange ideas. Current critical issues concerning tropical forests are no longer regional concerns, but global challenges, which require collaborative solutions. A web-based discussion group for ITTO Fellowship alumni could serve as a platform to solicit innovative ideas for sustainable management and utilization of tropical forests, including their role in climate change mitigation and adaption.

8. Improved performance leading to enhanced services and benefits provided to community (nationally and internationally): A majority of the respondents (83%) replied that the knowledge, skills and networks that they gained from the fellowships helped them to influence national forestry and environmental policy in their home country. Half of them responded that they have had a significant impact on policy making. For instance, a fellow from Democratic Republic of Congo led an initiative to improve the legal framework for small-scale logging in the Orientale province of the country, contributing to the national effort to combat illegal logging by small-scale loggers. Ghanaian fellows
contributed to an on-going forest policy review Programme in Ghana and played key roles in national policy making as members of several national committees. A Venezuelan fellow was commissioned to work with the Legal Adviser of the Director General of Forestry Department to draft the management plan for Ticoporo Forest Reserve, developing a new management model based on shared responsibility between local communities and the state government which became fully effective in 2008. An Indian fellow has been requested by the Ministry of Environment and Forests to investigate diseases affecting teak and to propose appropriate management strategies for the country.

Just under half of the fellows (44%) are currently working on international forestry issues. Consistent with global trends, many of them are working on issues related to climate change, especially REDD.

Figure 4 shows various impacts of fellowships.

**Further Improvement of Usage of the Contribution Analysis Approach**

The contribution analysis approach proves to be a very effective tool to assess and demonstrate the impact of the Fellowship Programme. The key milestones pathway provides useful indicators and framework to design a survey questionnaire and analyze survey data in a logical manner. This approach serves as a good guidance not only for assessment of the impact of the fellowships but also for planning, implementing and monitoring the fellowships.

The impact assessment study undertaken this time reflects the views of the ITTO Fellows. For a more holistic assessment of impacts, fellows’ employers and host institutions need to be surveyed in the framework of the contribution analysis approach. However, this requires more time and resources. Considering the current limitation of resources, it is suggested that a more in-depth survey be sent to the employers and training institutions of a sample of respondents, allowing more detailed information to be obtained cost-effectively.

As recommended in the 17th Meeting of the Senior Fellowship Officers, it would be useful to request cooperation from new fellows’ employers and host institutions to sign a compact or an agreement before commencement of the fellows’ activities, which assures a follow-up evaluation of the fellows’ performance and contribution from other stakeholder’s view. A longitudinal impact survey of selected fellows and their stakeholders could be conducted in a certain time interval. This could show a long-term performance and successful story of the fellows. This would require good communication among all the stakeholders including the UN agencies. A web-based fellowship alumni network could facilitate this communication.
Conclusion and Summary

The Impact Assessment Survey of the ITTO Fellowship Programme has shown a significant impact on capacity development in tropical forestry, timber industries and related disciplines in ITTO member countries. The contribution analysis approach adapted in the impact assessment proves to be an effective tool to show the long-term impact of the fellowships in a holistic manner. The eight key indicators used in the analysis provided a useful framework to monitor the benefits of the Fellowship Programme. The major findings based on the key indicators are summarized as follows:

1. All the fellows conducted their fellowships with clear objectives aligned with the ITTO's objectives and priorities, and still continue to contribute to promotion of one of the major ITTO objectives, sustainable forest management.

2. All the fellows were selected in a fair and transparent selection procedure.

3. All the fellows were placed in relevant and appropriate host institutions based on the fellows' backgrounds and their intended activities.

4. The Fellows' final reports and certificates of completion of their training activities have shown that the fellows have successfully accomplished their education and training objectives and gained competency in their professional expertise.

5. Most fellows (89%) returned home immediately after completion of their fellowship activities, and currently 10% of the fellows are undertaking Ph.D programmes aboard while only 6% are working overseas for international organizations or global consulting companies. “Brain Drain” does not seem to be a concern of the ITTO Fellowship Programme.

6. A majority of the fellows (86%) have improved their productivity and performance in the institution where they work, and more than half of the fellows achieved relevant job position or job promotion resulting from their fellowship activities. Most fellows (90%) passed the acquired knowledge and experiences to others, and continued professional and personal development.

7. Many fellows (82%) developed new programmes or innovative ways of working that led to more effective work performance at their institutions, and a majority of the fellows (86%) strengthened professional network through their fellowships.

8. A majority of the fellows (83%) have applied the knowledge, skills and networks that gained from the fellowships to influence in national forestry and environmental policy in their home countries, and 44% of the fellows are currently working on international forestry issues, such as climate change.

Note: This paper is based on an article “Following the fellows: Assessment of the ITTO Fellowship Programme shows far reaching impacts” to be appeared in the coming issue of the ITTO Tropical Forest Update.

References


ANNEX

Question Items in Survey Questionnaire

(1) Personal Data:
1. Name
2. Gender
3. Age
4. Country of origin
5. Country where you live now
6. Current Position
7. Type of employer
8. What is your professional specialty?
9. Current qualification
10. Qualification before undertaking an ITTO Fellowship
11. Did you receive your current qualification as a result of the ITTO Fellowship?

(2) Fellowship activity and its impact
1. When did you complete your fellowship?
2. What type of activity did you carry out?
3. On what subject did you carry out your fellowship activity?
4. If your answer was "other" in the previous question, please specify your subject.
5. In what type of organization did you carry out your fellowship activity?
6. In what country, did you carry out your activities?
7. To what extent did the organization provide relevant expertise and adequate resources for your Fellowship activities?
8. Did you publish scientific papers, books, field manual or national language reports etc. based on the result of your fellowship activities?
9. Did you return to your home country after completion of your fellowship activity?
10. If you answer “No” to the previous question, why?
11. Did you achieve a relevant job position or job promotion after completion of the fellowship?
12. If you answer “Yes” to the previous question, what position did you receive?
13. To what extent do you think that any promotion or new job position was due to the skills and knowledge that you gained from the Fellowship?
14. What subject do you mainly work on now?
15. As a result of the Fellowship, have you developed new programs or innovative ways of working that have led to more effective work performance?
16. If you answer “yes” to the previous question, please explain how and what.
17. To what extent do you pass the knowledge and experiences obtained from your fellowship to others?
18. If you answer “significantly” or “very significantly” to the previous question, please provide examples.
19. To what extent, have the contacts and networks that you developed through your fellowship enhanced your work performance and productivity?
20. If you answer “very significantly” or “significantly” to the previous question, how did the new contacts and networks enhance your work performance and productivity?
21. To what extent, have you improved productivity and performance in your home organization after completion of your fellowship?
22. If you answer “significantly” or “very significantly” to the previous question, please explain with concrete and verifiable examples.
23. At what management level, did you have an impact?
24. To what extent, did the Fellowship help you to influence national forestry or environmental policy in your home country?
25. If you answer “significantly” or “very significantly” to the previous question, please explain with concrete and verifiable examples.
26. How would you assess your contribution to reforestation/forest conservation in your country?
27. If you answer "moderate" or "very large" to the previous question, please explain how and where.
28. How would you assess your contribution to sustainable management of tropical forest in your home country?
29. If you answer "moderate" or "very large" to the previous question, please explain with concrete and verifiable examples.
30. Are you currently working on international forestry issues?
31. If you answer "yes" to the previous question, please explain how and where.
32. Do you have any further comments on the impacts of your Fellowship, including on your personal growth.
33. Would you be interested in joining a mailing list of ITTO Fellowship Alumni, if created?

Note: An entire questionnaire form created in MS Excel is available on request.