



*Annual
Report
2003*

JJ/WBGSP
THE JOINT
JAPAN/WORLD BANK
GRADUATE
SCHOLARSHIP
PROGRAM

A Capacity Building
Initiative for
Developing Countries

WORLD BANK INSTITUTE

Promoting knowledge and learning for a better world



THE WORLD
BANK

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MISSION STATEMENT

The World Bank has long recognized that the development of human resources, and hence of institutions, is the most important factor in promoting sustainable economic development. The Joint Japan/World Bank Graduate Scholarship Program awards scholarships for graduate studies to well-qualified mid-career professionals, who are then expected to apply and to disseminate the newly acquired knowledge and skills in promoting the socio-economic development of their own and other developing countries.



*MESSAGE
FROM THE
PRESIDENT*



In my message last year, I expressed confidence that the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) would continue to fulfill its mandate of instilling knowledge and skills in future policy-makers in the developing world. This year, the JJ/WBGSP's mission continues apace with the number of scholarships awarded more than doubling, from 130 to over 300. This increase would not have been possible without the extraordinary generosity of the Government of Japan, the program's sole donor.

Let me take this opportunity to convey my special thanks to the people of Japan and their elected representatives for the increase in funding and the pursuit of humane values that the funding allows. As expressed by Japanese officials, those values rest on care and concern for the weak and impoverished. The Government of Japan considers poverty, environmental destruction, and infectious disease as threats to the very existence of humanity. The academic studies to be undertaken by JJ/WBGSP's new scholars in economics, public health, and environmental science address these very areas of concern and will help poor countries meet their development challenges in the years ahead.

Officials in Japan have recognized that these challenges are especially concentrated in Africa. This year, 40 percent of the scholarships awarded by the JJ/WBGSP went to African scholars, giving Africa a higher percentage of awards than any other region. Additional awards have been provided through JJ/WBGSP's partner universities in Africa, bringing the total number of JJ/WBGSP scholarships in the region to nearly 1,000 since the inception of the program in 1987.

The scholarship program is Japan's gift to the world, for which the Japanese people and their government deserve special recognition, as well as the deep appreciation of people the world over.

James D. Wolfensohn

A handwritten signature in dark ink, appearing to read "James D. Wolfensohn". The signature is fluid and cursive, with a long horizontal stroke at the end.

President, The World Bank

*MESSAGE
FROM THE
VICE PRESIDENT,
WORLD BANK
INSTITUTE*



Last year, the World Bank Institute (WBI) adopted a country-focused business model, customizing its capacity building programs to countries' priority needs and maintaining a sustained presence at the country level.

To achieve concrete outcomes in capacity enhancement, we identified some 40 focus and priority countries, such as Afghanistan, Guatemala, and Sierra Leone which will receive special attention. These countries, among the world's poorest and most troubled, were chosen because of the capacity building challenges and opportunities they present.

To support WBI's work in improving development effectiveness at the country level, we are now awarding a greater percentage of scholarships under the Joint Japan/World Bank Graduate Scholarship Program to applicants from focus countries. This year, 45 percent of the scholarships went to candidates from these countries including Ethiopia and the West Bank and Gaza. The JJ/WBGSP has awarded nearly 3,000 scholarships in its 17-year history and many have gone to the world's most impoverished countries.

WBI strives to reduce poverty by capturing, integrating, and disseminating global and local knowledge. The JJ/WBGSP serves these goals well, because scholars undertake studies at the Master's degree level related to the their countries' development needs and, by far, most return home to put their newly acquired knowledge to constructive use. With its sharp focus on low-income countries, the program is well aligned with the priorities of the World Bank and WBI's new strategic direction.

In closing, I would like to express my personal appreciation, as well as that of all my colleagues here at WBI, to the Government of Japan for funding the program for the last 17 years. Japan's total contribution now exceeds US\$120 million, providing tangible proof that Japan is solidly committed, not only to the program, but to meeting development needs worldwide.

Frannie A. Leautier

A handwritten signature in black ink, appearing to read 'Alut', which is a stylized representation of the name Frannie A. Leautier.

Vice President, World Bank Institute



THE PROGRAM'S TIES TO JAPAN

The Joint Japan/World Bank Graduate Scholarship Program has its origins in Japan's meteoric economic growth, and its astonishing transformation from World Bank borrower to major World Bank lender.

When Japan joined the World Bank in 1952, the postwar nation was running chronic trade deficits. The next year, in 1953, Japan borrowed \$250 million from the International Monetary Fund to tide it over hard currency shortfalls. Between 1953 and 1966, Japan borrowed \$850 million from the World Bank to develop modern highways, the bullet train system and other projects. At one point, Japan was the Bank's second largest borrower.

"We have been striving to build modern Japan as it is, by implementing appropriate economic policies," the Honorable Ryutaro Hashimoto, then Minister of Finance and later Prime Minister of Japan, explained at the World Bank-IMF annual meeting in 1989. During its development process, Japan became "fully aware of the importance of human resources."

"Japan's loans from the Bank will be fully repaid in July, 1990," Mr. Hashimoto announced. And he added, "Hoping that the developing countries will find something meaningful in this Japanese experience, I am pleased to announce that Japan is now prepared to contribute a total of about \$300 million to the Bank over a three-year period."

The World Bank Graduate Scholarship Program is supported as a part of this fund — the Policy and Human Resources Development Fund (PHRD) — a Japanese initiative to provide special assistance to strengthen human resources in developing countries.

Over the years, Japan has expanded its commitment to this endeavor. Meanwhile, it has contributed over \$120 million to the World Bank Graduate Scholarship Program (renamed the Joint Japan/World Bank Graduate Scholarship Program in 1995 to reflect Japan's central role). These funds have covered tuition, subsistence and travel costs for scholars, as well as the costs of Program administration.

Five Partnership Programs were launched in four universities in Japan starting in 1995. One, at Yokohama National University, draws on Japan's special expertise in infrastructure development. Another, at the University of Tsukuba, focuses on policy management. Three others, at Keio University, Yokohama National University, and Saitama University/GRIPS, specialize in tax policy. These initiatives augment Japan's commitment to human resources development in the developing world.



PROGRAM HIGHLIGHTS AND ACHIEVEMENTS



I would like to take this opportunity to express my deep thanks to the Government of Japan and the World Bank for their contribution to sustainable development in my country (Jordan).

Thank you so much for this Program and for your great efforts to close the gap between developed and developing countries, for the benefit of all humanity.

*Yours truly,
Amgad Khundakji
Ministry of Agriculture
Jordan*

- 2,887 scholarships were awarded to professionals in over 150 host universities in 32 countries during the past decade and a half, including 402 in 2003. Over 400 scholars are currently receiving financial support.
- About two-thirds of the scholars are from humble and poor backgrounds.
- Close to 70% of the scholars are experienced public servants; many have worked in high decision-making capacities.
- Scholars study in challenging socio-economic development themes, including:
 - o Development Studies/Economics;
 - o Public Administration/Public Policy/Management;
 - o Environment;
 - o Health/Childcare/Gender Studies;
 - o Agriculture;
 - o Infrastructure Management; and
 - o Information Technology.
- Increasing numbers of scholars are studying in higher education institutions in Europe and developing countries.
- Further outreach and capacity building were achieved through Partnership Programs with 11 partner universities where 745 scholars have studied. Four partner universities in Africa received training and support in instituting and offering their graduate programs.
- 97 percent of award recipients have completed their degrees.
- Four out of every five alumni are either working in their home country or in another developing country.

Program Description

The Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) was initiated 17 years ago as part of the Japanese Grant Facility which was later consolidated into one Trust Fund—the Policy and Human Resources Fund (PHRD)—set up by the Government of Japan to encourage and strengthen human resources development in less-developed countries. The program mandate is to provide mid-career professionals in developing countries exposure to the latest techniques and knowledge available through graduate studies. Upon completion of their studies, the scholars are expected to return to their

home countries in order to apply and to disseminate their newly acquired knowledge and skills to enhance the socio-economic development of their countries. Scholars are not eligible for employment in the World Bank and the International Monetary Fund headquarters and field offices for three years after they finish their academic studies.

The JJ/WBGSP utilizes two schemes of operation to deliver its mandate: The “Regular Program” and the “Partnership Programs.”

REGULAR PROGRAM		PARTNERSHIP PROGRAMS														Grand Total
		Columbia	McGill	CERDI	Tsukuba	YNU- INFRA	Keio	YNU- TAX	GRIPS	Abidjan- Cocody	Yaounde II	Makerere	Ghana	Harvard	Subtotal	
Years																
1987	31	-	-	-	-	-	-	-	-	-	-	-	-	-	-	31
1988	59	-	-	-	-	-	-	-	-	-	-	-	-	-	-	59
1989	54	-	-	-	-	-	-	-	-	-	-	-	-	-	-	54
1990	90	-	-	-	-	-	-	-	-	-	-	-	-	-	-	90
1991	87	-	-	-	-	-	-	-	-	-	-	-	-	-	-	87
1992	105	24	-	-	-	-	-	-	-	-	-	-	-	-	24	129
1993	117	26	-	-	-	-	-	-	-	-	-	-	-	-	26	143
1994	102	24	11	11	-	-	-	-	-	-	-	-	-	-	46	148
1995	111	26	8	8	9	9	-	-	-	-	-	-	-	-	60	171
1996	116	25	-	8	-	-	5	10	-	-	-	-	-	-	48	164
1997	122	24	8	-	10	15	5	-	5	-	-	-	-	-	67	189
1998	147	23	-	-	-	-	5	10	5	6	7	6	5	-	67	214
1999	180	22	-	-	10	15	5	-	5	-	-	7	6	12	82	262
2000	277	14	-	-	-	-	5	10	5	7	7	7	7	14	76	353
2001	115	15	-	-	10	15	5	-	5	7	7	7	7	15	93	208
2002	117	14	-	-	-	-	5	5	5	7	7	7	7	9	66	183
2003	312	14	-	-	10	15	5	5	5	7	7	7	-	15	90	402
Totals	2142	251	27	27	49	69	40	40	35	34	35	41	32	65	745	2887

The Regular Program

This Program is very flexible and allows the scholars from the World Bank member countries to study in any host university of World Bank member countries, except their home countries (see p.24 for scholarship eligibility criteria). Scholars may pursue a graduate study program in any socio-economic development field at the master's level. The study areas have mostly included economics, public policy and globalization, sustainable development, including natural resources and environmental management, agriculture and rural development, urban and regional planning, and infrastructure, and health, population, and education.

The Partnership Programs

These programs enable the scholars to receive specialized graduate training in selected universities around the globe (see p.26 for detailed description of these programs). Scholars may pursue a master's degree in themes

related to economics and public policy and management; infrastructure management; public finance and taxation policy; and public policy in international development (see Table 2).

Since 1992, a number of Partnership Programs have been launched in universities in Canada, France, Japan and the United States. The Programs in Canada and France were transferred, in 1998, to four African universities located in Cameroon, Cote d'Ivoire, Ghana and Uganda. The Partnership Programs span the globe and address a variety of development concerns as the list below shows. These programs combine academic rigor with specialized training in practical aspects of development policymaking (see Table 2).

The Partnership Programs in Japan, which started in 1995 in four universities, further manifest Japan's commitment to improving human resources in the developing world. These programs draw on Japan's expertise in areas of infrastructure development, policy management, and tax policy which are all taught in English.

TABLE 2		PARTNERSHIP PROGRAMS		
HOST COUNTRY	UNIVERSITY	PROGRAM SPECIALTY	YEAR BEGUN	YEAR CONCLUDED
USA	Columbia University	Economic Policy Management	1992	
Canada	McGill University	Economic Policy Management ¹	1993	1998
France	Université d'Auvergne	Economic Policy Management ²	1993	1998
Japan	University of Tsukuba	Policy Management	1995	
Japan	Yokohama National University	Infrastructure Management	1995	
Japan	Keio University	Tax Policy and Management	1996	
Japan	Yokohama National University	Public Policy and Taxation	1996	
Japan	Saitama University/National Graduate Institute for Policy Studies (GRIPS)	Public Finance	1997	
Cameroon	Yaoundé II University	Economic Policy Management	1998	
Côte d'Ivoire	University of Cocody	Economic Policy Management	1998	
Ghana	University of Ghana	Economic Policy Management	1998	
Uganda	Makerere University	Economic Policy Management	1998	
USA	Harvard University	Public Administration in Int'l. Devt.	1999	

¹ The program at McGill was co-sponsored with the African Capacity Building Foundation (ACBF). It was taught in English, and focused on Anglophone Africa. The Program was later transferred to the University of Ghana at Legon and Makerere University in Uganda in 1998.

² The program at the Université of d'Auvergne, Centre d'études et recherches sur le développement international (CERDI) was also co-sponsored with the African Capacity Building Foundation. It was taught in French, and focused on Francophone Africa. The program was later transferred to the Yaoundé II University in Cameroon and the University of Cocody in Côte d'Ivoire in 1998.

PROGRAM PERFORMANCE, 1987-2002

During 1987-2002, the JJ/WBGSP awarded a total of 2,485 scholarships for studying in 150 universities in 32 World Bank member countries, of which 1,830 were in its Regular Program and 655 in its Partnership Programs.

Performance in the Regular Program, 1987-2002

The annual scholarship awards under the Regular Program grew steadily from 31 in 1987 to a peak of 277 in 2000.

Development Themes

The JJ/WBGSP has strived to support human resources development in the developing countries by approving awards in critical areas that contribute to addressing the social, institutional, and economic dimension of poverty alleviation in the developing countries. While at the outset of the Program, the themes emphasized the economic, finance, planning and management aspects of development; the scope

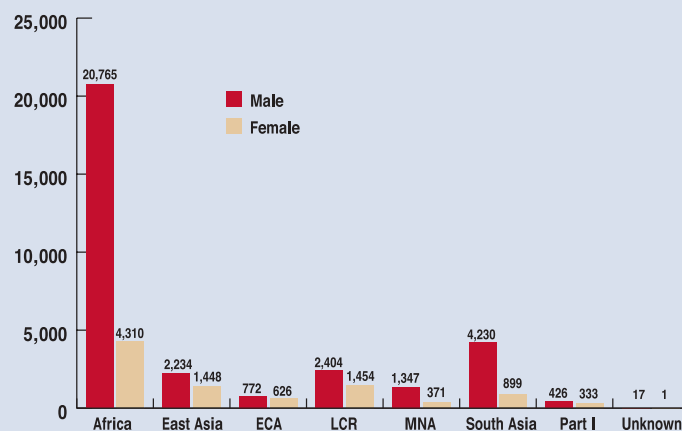
of the Program has extended in recent years to include studies in areas of sustaining environmental and social development; supporting infrastructure development; and building strong and modern financial and information systems. Moreover, to further support the investment in people, studies related to health and population, as well as education are included in the scope of the Program.

Regional Distribution of Scholars and the Host Universities

Most scholars have come from the Africa region (a total of 829 or 33.4 percent), followed by East Asia (497 scholars or 20 percent) and South Asia (337 or 13.6 percent), where the majority of the world's poor population lives and the poverty alleviation needs are most acute. East Asian countries received a higher number of awards during 1999-2001 in recognition of their financial crisis and in response to the urgent need for highly trained policy making personnel in this region.

FIGURE 1

JJ/WBGSP REGULAR PROGRAM APPLICANTS
DISTRIBUTION BY REGION AND GENDER 1987-2003





Program Effectiveness and Impact

Studies tracing higher degree achievements and the living and working conditions of scholars have been conducted since 1994. The latest study was undertaken in June 2000. The Program is in the process of updating the study in the year 2004. These studies have attempted to answer two main questions:

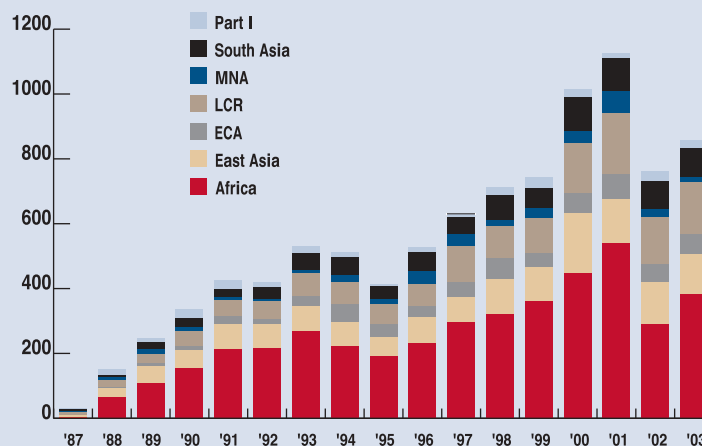
- Did the scholar receive the degree he or she was supposed to attain with the JJ/WBGSP scholarship? and
- Where is the scholar living and working, now that the scholarship period is complete?

Over 57% of the scholars attended host universities in Europe, especially in the United Kingdom, while a little under a third studied in North America, especially in the United States (27%). A small but growing number of scholars chose to attend host universities in Australia and New Zealand and developing countries, especially in Asia, Africa, and Latin America.

The studies found that nearly all scholars (97 percent) attained the degree for which the scholarship was awarded. In those few cases in which the scholar did not earn the degree, the scholar was usually requested to return home by his or her government, returned home for family reasons, or for reasons not related to the study program. In some cases, JJ/WBGSP doctoral students completed their period of study with an

FIGURE 2

JJ/WBGSP REGULAR PROGRAM FEMALE APPLICANTS DISTRIBUTION BY PROGRAM YEAR AND REGION 1987-2003



“ABD” degree (All But Dissertation). The scholars in this category are not included in the “degree attainment” category. In only one case did a scholar fail to obtain a degree because of academic shortcomings.

In addition, most scholars (a total of 629 scholars, or 85 percent) are either living and working in their home country or another developing country or are employed by multilateral development agencies. All scholars who have returned to their home country have assumed job responsibilities equal to or greater than those that they had before they accepted the JJ/WBGSP scholarship. More than 40 percent are employed in primarily policy-making related positions. Roughly 60 percent have taken on greater responsibilities than before.

Geographic analysis of variations across home regions indicated that the percentage of scholars living and working in their home country varied from a high of 82 percent for the Middle East and North Africa (MNA) region to 68 percent for the Europe and Central Asia (ECA) region. It should, however, be noted that the MNA region accounted for only 5 percent of the total Program alumni. With respect to absolute numbers, the Africa Region, with 30 percent of the total alumni, had the largest number of scholars (177) living and working in their home country, followed by the East Asia and Pacific Region with 105.

The selection of universities in the two most-favored host countries (the United Kingdom and the United States) did not

appear to be a contributing factor to whether or not the scholars returned to their home countries. Among those who have not returned to their home country, almost equal numbers had studied in the United Kingdom or the United States as reflected in the total group. However, the return rate was higher when scholars studied in Continental Europe, where immigration policies are less liberal.

A very high proportion (over 70 percent) of those who have not returned to their home country were studying for doctoral degrees. Degree attainment rate for the doctoral program is 91 percent, whereas for the master’s degree and its equivalent, it is 99 percent. As a result, the JJ/WBGSP no longer awards scholarships for doctoral or M.Phil. candidates. In order to further encourage the scholars to return to their home countries, the JJ/WBGSP now supports studies by candidates whose visas limit their ability to remain in the host country after completing their studies.

*Dear Government of Japan
and JJ/WBGSP Officials:*

*I would like to take this
opportunity to thank your
Excellencies and express my
sincere appreciation for your
scholarship to further my
studies at Williams College
in the USA for an M.A. in
Development Economics.*

*I have completed my Master’s
and returned to Thailand.
I am delighted to find that the
Development Economics program
has enhanced my competency
as a good policy planner. The
program broadened my skills
and knowledge and taught
me about new paradigms in
economics that I can apply to
the development of my country.*

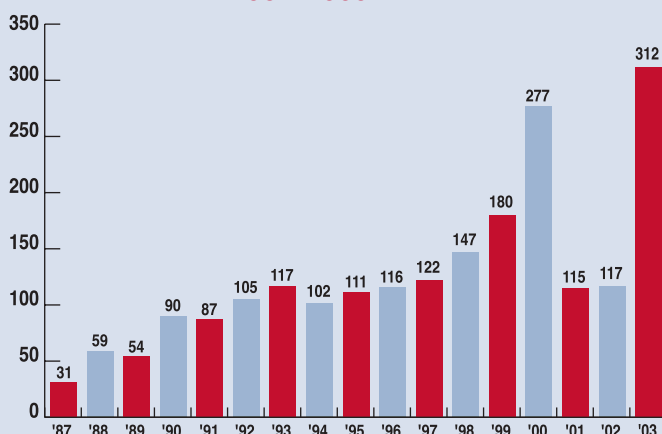
*Thank you again for a
memorable and very useful
experience.*

*Yours sincerely,
Ms. Worawan Plikhamin
Policy and Plant Analyst 5
Bangkok, Thailand*

(Williams College)

FIGURE 3

JJ/WBGSP REGULAR PROGRAM AWARDEES
1987-2003



Performance and Innovations in the Partnership Programs, 1987-2002

Specialized Capacity Building

Early in 1991, the JJ/WBGSP further extended its outreach to policymakers in developing countries by offering them a tailor-made program to suit their special needs. The program focuses on practical aspects of economic policy analysis and development management to build the human resources capacity and alleviate the acute shortages of trained policymakers, principally in public sector. Under this program, about 25 scholars a year are selected at a university for intensive studies leading to a master's degree related to the fields of economic policy and management.

Columbia University in New York was selected through competitive bidding as the cooperating institution for this program and offered opportunity to host the

“Program in Economic Policy Management (PEPM).” Staff from the World Bank also delivered lectures, presented seminars, and discussed case studies under this program. During 1987-2002, 237 scholars studied for a Master degree under this program. The breakdown of the first six PEPM applicant groups and JJ/WBGSP-funded scholars by gender and home region indicates that the patterns were similar to those of the JJ/WBGSP Regular Program. About 18 percent of the applicants were female. The largest number of applicants came from the Africa Region, while the second largest group came from the South Asia Region.

Institution and Human Capacity Building in Africa

Background and Programs Description

The early success of PEPM at Columbia University prompted the African Capacity Building Foundation (ACBF) to seek the



JJ/WBGSP for advice and assistance, in 1993, to establish additional programs in selected African universities. The programs aimed at: (a) strengthening the institutional and human capacity of the selected host African universities to offer a master's degree in economic policy analysis and management, on a sustainable basis; and (b) to train a critical mass of African economic managers and policy advisors, primarily in the public sector, with the required professional skills and aptitudes to address Africa's challenging poverty and socio-economic problems.

In order to serve the two major international languages of Africa, the new program was divided into Anglophone and Francophone arrangements. ACBF and JJ/WBGSP agreed on an implementation plan that called for the selection of two Northern universities to launch the programs, with the understanding that the programs would be transferred to African universities within four to five years.

McGill University in Québec, Canada, was chosen for the Anglophone Program, while the Centre d'études et de recherches sur le développement international (CERDI), at the Université d'Auvergne in Clermont-Ferrand,

France, was chosen for the Francophone Program. McGill, in turn, selected as its two partners the University of Ghana at Legon and Makerere University in Uganda. CERDI selected as its partners, the University of Cocody in Côte d'Ivoire, and the University of Yaoundé II in Cameroon. Both Northern universities transferred their programs to their partners in 1998.

The Partnership Programs in Africa were established through grant agreements involving JJ/WBGSP, ACBF, and host universities. The agreements in each university were to be undertaken in two phases. Phase I consisted of both activities that strengthened the human and institutional capacities of the host African universities to perform their training functions and those activities that trained the critical mass of the in-take policymakers. The former involved: upgrading the infrastructure and the enabling environment and facilities of the universities and that of their human resources through staff developments while the latter involved training 120 students in master's degree programs in economic policy management in three cohorts. The implementation of Phase II is now in effect.

Performance at Host African Universities

The performance, in terms of both institutional and human capacity building, in the African universities has been varied — encouraging in most aspects, quite challenging in others. Review missions and evaluation studies³ were undertaken for all four universities and have provided insightful feedbacks. Supervision missions subsequently followed these studies in 2002 (see p.20) to open up discussions with the authorities in respective universities on the modification and further fine-tuning of the programs.

Achievements and Impact

Performance in terms of the number of the scholars trained in all universities was roughly in line with the objectives of the programs. Four cohorts of about 30 students each have either completed or are on the way to completing their studies in both Anglophone and Francophone universities. Tracer studies are needed to assure the quality of the graduates and their effectiveness and impact in contributing to the socio-economic development of their countries.

Performance in terms of strengthening the human and institutional capacities of the host African universities to perform their training functions have been quite diverse and varied across the host universities. To improve the enabling environment for scholars, most universities undertook to establish and upgrade their computer systems, including the Internet, and improved the access of the scholars to these facilities. Upgrading the infrastructure, and in some cases refurbishing the classrooms, posed

more of a challenge to the universities that were strapped for funding.

Human resources strengthening in terms of upgrading the quality of the teaching staff, through inviting guest speakers, arranging attendance in seminars and training, both locally and abroad, and twinning at the original Northern universities for existing staff, proved to be more challenging than expected. While some training-of-trainers and other seminars were organized and attended by the teaching staff, inviting guest speakers and arranging regional and international training on a regular basis, proved to be too expensive and inadequate. In African partner universities, the absence of full-time, dedicated, and well-remunerated academic staff hampered teaching quality of the program.

Implementation and Sustainability

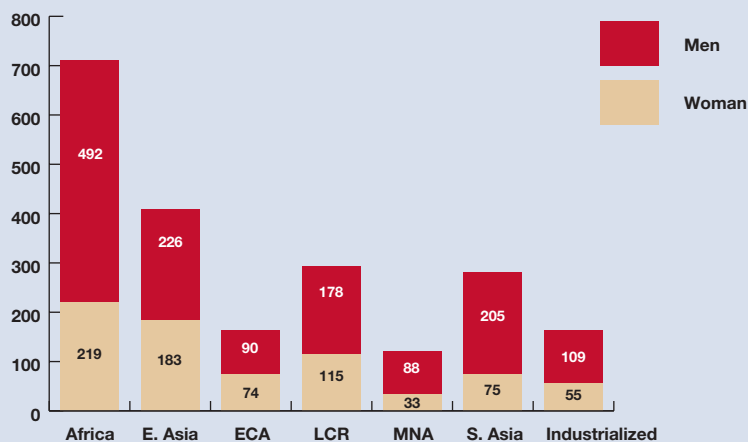
Program implementation has been challenging, yet the experience has accorded both the host universities and donors with valuable lessons learned in undertaking Phase II of the project.

Quality of the Program of Studies. The initial program of studies prepared by the Northern partners, consisting of a program of coursework followed by an internship, was later adjusted to fit the requirements of the host African Universities. In most cases, especially in the Anglophone universities, the course load was found to be too heavy compared to that expected in other university programs, locally and abroad. The balance between the offered courses needed to be fine-tuned to emphasize economics, as opposed to management courses, and reduce the load of the language training. In other circumstances, at Makerere University, for example, the

³Revue à mi-parcours du Programme de formation en gestion de la politique économique de L'Université de Yaoundé II, septembre 2001; Revue à mi-parcours du Programme de formation en gestion de la politique économique de L'Université d'Abidjan-Cocody, September 2001; Report of the Mid-Term Review of the Economic Policy Management Program at University of Ghana, 2002; and Report of the Mid-Term Review of the Economic Policy Management Program at Makerere University, May 2002.

FIGURE 4

JJ/WBGSP REGULAR PROGRAM AWARDS:
DISTRIBUTION BY HOME REGION AND GENDER 1987-2003



program played an important catalytic role, thus leading the University to reexamine its rules and regulations regarding graduate degrees and adopt a more flexible approach to respond to scholars' needs and the demands of the market place.

Management and Governance Programs.

Management and Governance programs differed widely across the host Universities. In one case, (Ghana) changes in the management of the program took place to enhance teamwork and efficiency in the program, while in another case, (Cameroon) teaching responsibilities are more diffused than cohesive. In all cases, the upper echelon and supervisory boards and steering committees need to meet more regularly, not only to provide the required directions to the newly established programs to adjust to domestic and regional market place requirements, but also to forge support for graduates and alumni with future employers. The management team also needs to publicize the program more assertively in local, regional, and international arena to improve the marketability of its graduates and to forge alliances with future donors and client scholars and their employers.

Program Financing and Costs. Program financing seemed more than adequate in the Francophone institutions while resources seemed

to be quite tight in the Anglophone universities. The budgetary resources assigned to universities in the former group were underutilized and posed challenges in terms of the absorption capacities of the universities, while funds in the latter group seemed inadequate, especially in terms of subsistence allowances for the local students and internship expenses. Payment systems seemed adequate and the necessary safeguards to assure the integrity of the financing were in place.

Sustainability and Ownership. The adaptations of the program of studies to the specific regional circumstances and environment have improved the ownership and the sustainability of the programs. Continuous staff upgrading and networking would further enhance the academic viability of the Programs. While capacity building is a long-term goal, the donors' contribution will eventually taper off, and the host universities have been encouraged to rationalize tuition fees and initiate cost-sharing arrangements with student and sponsoring employers through rigorous marketing. Marketing activities would not only publicize the program and generate additional students and sponsors, but also help to enhance employment opportunities of the new graduates and the alumni.

HUMAN CAPACITY BUILDING THROUGH OTHER UNIVERSITIES

Partnership Programs in Japan

The JJ/WBGSP has developed five Partnership Programs in Japan in order to further improve the outreach of the Partnership Programs in Asia, particularly in East Asia, and to benefit from Japan's geographic comparative advantage and understanding of development conditions and obstacles faced by the region.

Background and Description

In 1994, JJ/WBGSP representatives traveled to Japan to explore the interest of Japanese universities in offering graduate study in English in development-related fields. The response was favorable and the first two programs were selected through competitive bidding and launched in 1995: a program in policy management at the University of Tsukuba and a program in infrastructure management at Yokohama National University.

Later, two additional Partnership Programs in taxation policy were established. Consequently, a program in tax policy and management at Keio University and a program in public policy and taxation at Yokohama National University were launched in 1996. A third program in tax policy and administration was added in 1997 at Saitama University and was later transferred to the National Graduate Institute for Policy Studies (GRIPS). GRIPS is a government-sponsored graduate school and research institute dedicated to policy research and the systematic collection and dissemination of policy-related information. The number of scholars in each cohort varies among the universities.

Achievements and Impact

In all, 233 scholars have studied in these programs. While the capacity building impacts of this effort and their effect on the socio-economic development of the home countries are yet to be verified through tracer studies, the design of the programs provided ample opportunities for positive results. This is especially true for the three tax programs, which are closely associated with the Japanese National Tax Agency, a major agency of the National Tax Administration (NTA). By maintaining liaisons with tax authorities in many developing countries, NTA has become a focal point for the study of comparative tax systems. The scholars in the tax-related programs participate weekly in the activities of the National Tax College operated by NTA, which accords them ample opportunities to apply their university studies in practical ways.

Partnership Program at Harvard University

A partnership program with Harvard University was initiated in 1999 that involved creating a new program, leading to a Master of Public Administration in International Development (MPA/ID). The MPA/ID program is a rigorous economics-centered program designed to prepare development practitioners to further update and improve their policymaking capacities. The JJ/WBGSP sponsors a maximum of 15 new scholars each year for the contracted five years, and 65 scholars have been trained so far. Phase II of this partnership will commence soon.



Other Innovations and Outreach Modalities

Website and Electronic Applications

To further enhance its outreach efforts, the JJ/WBGSP launched its website in 2001. In addition to providing information on the nature of the scholarships through Regular and Partnerships Programs, applications can now be downloaded directly from the website. The website has been popular; according to the web statistics reports of the World Bank Institute, between September 2002 and June 2003, there were 885,427 page requests from visitors to the scholarship website, 195,981 download requests, and 48,420 visitors used the on-line application form. During this period, the JJ/WBGSP website was consistently ranked among the top three most visited sites within the World Bank Institute, and during the month of August 2002 it had the most document requests of all WBI sites.

Expanding the Website in 2003

During 2003, significant enhancements were made to the website. An on-line application form was implemented so that applicants could apply via the internet. When entering their information, applicants get automatic validation of their entries based on JJ/WBGSP eligibility criteria. To increase the audience and to provide information on JJ/WBGSP activities the Secretariat now periodically issues Newsletters. Participants can sign up for the Newsletter on-line or send an email to the Secretariat. Another step taken to increase participation over the internet was the creation of a web-based Discussion Forum. The forum was initiated as a platform to engage participants in discussions ranging from development issues to their personal experiences with their programs of study. Discussion topics that the JJ/WBGSP has hosted include: community building, capacity building, and program outreach. The Discussion Forum has provided an interactive space for participants to initiate debates on the current and

emerging development issues, explore opportunities of sharing knowledge, and volunteer to provide assistance for colleagues from other regions. A summary of the recent Discussion Forum dialogue is provided in the Newsletter.

In recognition of the achievements of the JJ/WBGSP alumni and their contribution to the capacity building of developing countries, the Program publishes profiles of alumni on the website. The profiles are a means to promote the results of the Program, create an alumni community, let members be better informed about each other by drawing attention to their contributions to the development process in their countries, and to provide an opportunity for people interested in the Program to learn directly from the former scholars. Along the same lines the JJ/WBGSP has begun to further support and promote its graduating scholars by posting their CVs on the website.



TABLE 3 DEVELOPMENT THEMES IN ACADEMIC YEAR 2003

DEVELOPMENT THEMES	NUMBER OF SCHOLARSHIPS
DEVELOPMENT STUDIES, ECONOMICS	73
PUBLIC POLICY, PUBLIC ADMINISTRATION, MANAGEMENT	73
ENVIRONMENT	51
HEALTH, CHILDCARE, GENDER STUDIES	37
AGRICULTURE	22
INFRASTRUCTURE MANAGEMENT	12
INFORMATION SYSTEMS AND TECHNOLOGY	7
OTHER (POVERTY REDUCTION, MEDIA, ETC...)	7



International Network of Universities and Regional Alumni

In order to increase the visibility of the JJ/WBGSP and forge exchange of information between the alumni, a network of regional alumni has been established and encouraged. Regional alumni coordinators (RAC) are active around the globe, in East Asia and Pacific Region, South Asia Region, and West and East Africa Region, and in Latin America and the Caribbean Region.

RACs distribute application forms, questionnaires, annual reports, publications,⁴ and brochures to scholars and prospective applicants in their region; contact regional institutions and universities to increase awareness of each program's initiatives; and attempt to raise funds for their activities. In addition, the RAC in the South Asia Region has taken advantage of technology to enhance networking through establishing a website that contains information on events, an alumni picture gallery, and a virtual directory. Additional professional information on alumni are planned to be included to improve employment and networking opportunities for the alumni.

Videoconferences and Seminars

Taking advantage of technology to spread knowledge, the JJ/WBGSP arranged interactive tele-seminars on "Sensible Tax Reform" for scholars of Universities of Saitama, Keio, and Yokohama in Japan. Fellows in Washington, from the International Development Policy Program at Duke University, also participated in this event. Additional seminars were also arranged for Partnership Programs in Africa. These included, for instance, a seminar on "State Timber Corporation of Sri Lanka" for scholars at University of Ghana and Makerere University; a seminar on "Policy-Based Finance—The Experience of Postwar Japan," and on "Japanese National Railways Privatization Study – the Experience of Japan and Lessons for Developing Countries" for scholars of all African Partnership Programs; two seminars on "Tax Evasion and Corruption" and "The Economics of Tax Evasion" for scholars of the four Partnership Programs in Africa and the five Partnership Programs in Japan.

⁴JJ/WBGSP publications can also be accessed electronically, by logging on to www.jolis.worldbankimflib.org and clicking on the link Jolis Library Catalogue. In the search section, type Joint Japan/World Bank Graduate Scholarship Program, which brings up all of the JJ/WBGSP's publications.

PROGRAM PERFORMANCE IN 2003 AND BEYOND

In 2003, a total of 402 candidates were awarded scholarships, of which 312 were in the Regular Program and 90 were in Partnership Programs (See Table 1).

Performance in the Regular Program in 2003

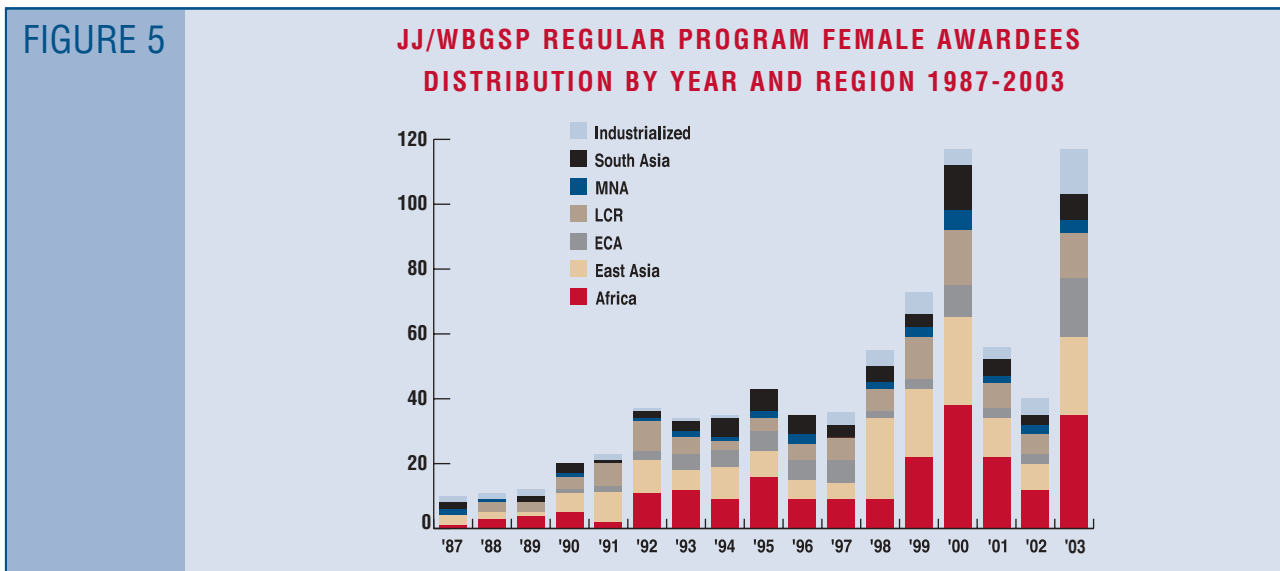
Development Themes and Poverty.

Over 60 percent of the scholars in the Regular Program came from humble and poor backgrounds, where the parents had education levels of high school or lower. The majority of scholars (53 percent) studied economics, development studies, public policy, and management areas; followed by environment (16.7 percent); and health/childcare and gender studies (13.5 percent) (see Table 3). In many cases scholars are pursuing degrees in fields directly related to poverty reduction.

Geographic Distribution, Affiliation and Gender. Similar to previous years, the regional distribution is: Africa (37.2 percent), East Asia (17.9 percent), Eastern Europe–ECA

(10.3 percent), Latin America and Caribbean –LAC (12.8 percent), Middle East and North Africa –MNA (6.1 percent), South Asia (9.6 percent), and Part I (6.1 percent). The MNA region continues to be underrepresented compared to other regions. There are continuous contacts with the Executive Directors representing the region in order to find ways to encourage more applicants to apply.

Looking at where the scholars were applying, it was interesting to note that 54.5 percent were admitted to European universities, 31.7 percent to North American Institutions, 5.1 percent to Asian Institutions, 2.2 percent to African, Latin American and Middle East institutions, and 4.8 percent to Oceania. 7.4 percent of the total number of scholars are admitted to institutions in the developing world. The distribution of the scholars among different types of employers was as follows: public sector (66 percent), private sector (10.6 percent), NGOs (13.1 percent), and regional and international organization (8.7 percent). Over one-third of the scholars in the Regular Program were women.





New Developments in 2003

One of the eligibility criteria for the Regular Program was changed in 2002. Applicants now need to present a proof of admission to at least one university at the time of submitting their request for JJ/WBGSP scholarship, instead of just applications to at least two universities. This measure resulted in some savings in administrative efforts, as the number of applications dropped by just under 40 percent from the year before to 2,723. However, in 2003 the Program received 3,020 applications, an increase of 10 percent from the previous year.

Performance in the Partnership Programs in 2003

In order to monitor and evaluate the Partnership Programs, several missions were undertaken in 2002. Notably, two missions—one in conjunction with ACBF—were conducted to open up discussions with the representatives of respective African universities on the modification of their programs and to draw on the lessons learned thus far in launching Phase II of the Master's in Economic and Policy Management (EPM) programs.

The mission revisited several implementation challenges. In particular, the mission reiterated the importance of marketing the EPM programs. The universities, in turn, assured the mission

that they would utilize their alumni, connections, and communications with their respective central banks to promote their programs. Furthermore, it was pointed out that the universities needed to undertake measures to assure the sustainability of the EPM programs during Phase II and beyond, including offering short-term training and workshops to generate funds.

In addition, the directors of the EPM programs were urged to enhance their management efficiencies by devoting additional time to their programs and improving their communication, both with scholars and sponsors. Lastly, in order to enhance the quality of the governance of the program, the university officials agreed to reactivate regular meetings of steering and other governing committees.

In 2003 a mission went to Europe (the United Kingdom, France and The Netherlands) where the following institutions were visited: Institute for Housing and Urban Development Studies, Institute of Social Studies, London School of Economics and Political Sciences, London School of Hygiene and Tropical Medicine, University of Cambridge, University College of London, CERDI, and IHE Delft. The mission also met with scholars studying in these three countries. Many issues were discussed, especially the scholars' contribution to the Discussion Forum on the website.

PROGRAM FINANCIAL PERFORMANCE

Source of Funds

The JJ/WBGSP is funded entirely by the Government of Japan and administered by the World Bank Institute (see Table 4).

As shown in Table 4, the increase in funding has varied widely, ranging from no increase (between FY89 and FY90) to nearly 65 percent (between FY90 and FY91). In general, there has been an increase each year, except in FY01 and FY02. In FY03 the Program received an increase of 23.3 percent from the previous year.

Each year, part of the increase is used to offset inflationary trends that result in higher education costs. The Program, however, has been successful in limiting the increases in the annual average cost per scholar to well below the rate of inflation for higher education in the principal host countries – the United States and the United Kingdom. In the years before FY92 – when only the Regular Program was in operation – a major program goal was to increase the number of new scholars within the resources provided by the Government of Japan. The significant increase in the number of new scholars in those years is an example of this policy.

The launching of the Partnership Programs, starting in 1992, has been a major factor in determining the number of new Regular Program scholarships that can be awarded. JJ/WBGSP was fortunate to receive enough financial support to permit it to establish eleven Partnership Programs and increase the

	FY	AMOUNT
	88	1,000,000
	89	1,887,000
	90	1,887,000
	91	3,109,000
	92	4,349,000
	93	5,349,000
	94	6,049,000
	95	7,647,500
	96	8,966,000
	97	11,210,700
	98	11,870,265
	99	12,148,900
	0	13,476,541
	1	10,539,909
	2	10,159,937
	3	12,523,148
	4	To be announced

number of scholarships in the Regular Program each year from 1992 through 2000. A target of 150 new Regular Program scholars was established for the 1998 selection, while in 1999, 180 were selected. In 2000, the selection of 277 scholars in the Regular Program created a 50 percent increase from the previous year. In 2003, by selecting 312 scholars to receive scholarships, the Program has more than double the number of recipients from 2002. This relatively large increase was only possible due to the Government of Japan's commitment to the Program.



To the Government of Japan:

I write to express my enduring gratitude and deepest appreciation to the esteemed people and Government of Japan for their generosity and continued support for the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP).

It is indeed a great honor to have been awarded this valuable scholarship. At the same time, I fully understand that this honor comes with a responsibility to carry out all of the values and objectives of the Program.

I am sure that all of my fellow scholars at Columbia University fully share and echo all of my sentiments.

I remain

*Sincerely yours,
Mohammad H. Ghassemi
Columbia University
Program in Economic Policy Management*

(Iran)

Use of Funds

The amounts allocated each year have made it possible for the Program to support 2,887 scholars between 1987 and 2003 at the annual levels shown in Table 4. In FY2000, just over half the JJ/WBGSP's expenditures went to the Regular Program, and the remainder, excluding administrative costs, went to the Partnership Programs. Within the Regular Program, over 60 percent was spent on new scholars and the remaining on renewals. In 2003, 75 percent was spent on new scholars and the remaining 25 percent was spent on renewals.

By far the largest of the Partnership Programs in terms of financial outlays are the Columbia and Harvard Universities programs, which have had about 15 scholars per year in each cohort. Although each of the five Partnership Programs in Japan has a high per scholar cost, the overall impact on the budget is somewhat lessened by the low number of scholars.

Cost per Scholar

The estimated average annual cost per scholar in the various JJ/WBGSP programs varies from a low of about \$18,000 to more than \$57,000 in the Regular Program.

Length of Awards and the Effects on Program Financing

Initial awards are for the first year of study only. Near the end of the first year, the scholars' academic performance is evaluated and a decision is made as to whether to continue a second year of support if the academic program so requires. More than 50 percent of all scholars are admitted to programs that require two years of study, and the performance of nearly all scholars merit renewal for the second year. Thus far, only one scholar has not been renewed because of academic inadequacy.

Many scholars try to increase the duration of JJ/WBGSP financial support by making requests for additional degrees or other forms of support. In order to maximize the number of new scholars that the Program is able to finance each year, the Secretariat finds it necessary to deny all these requests.

PROGRAM ADMINISTRATION

The administration of the JJ/WBGSP is undertaken through a Steering Committee and a Secretariat. The Steering Committee provides the overall policy and direction for the program and annually selects candidates to receive scholarships. The Secretariat is responsible for the day-to-day function of the JJ/WBGSP. The current members of these entities are shown below.



Steering Committee-2003

Chairman

Frannie A. Léautier
Vice President, World Bank Institute

Deputy Chairman

Yuzo Harada
Executive Director, for Japan, World Bank

Members

Neil Hyden,
Executive Director, for Australia, Korea,
New Zealand, World Bank

Geoffrey B. Lamb,
Vice President, Resource Mobilization,
World Bank

Wafik Grais,
Senior Advisor, Financial Sector, World Bank

Katherine Marshall,
Director, Development Dialogue on Value
and Ethics, World Bank

Louis A. Kasekende,
Executive Director, for Botswana, Burundi,
Ethiopia, World Bank

Marito H. Garcia,
Sector Manager, Education, Latin America
and the Caribbean Region, World Bank

Secretariat-2003

Administrator
Abdul-Monem Al-Mashat

Program Officer
Marie des Neiges Grossas

Program Assistants
Song Li Ting Fong
Maria-Isabel Ruiz-Galindo

Junior Professional Associates
Timothy Mark Maruska
Francis Coloso Sunaz

DETAILED DESCRIPTION OF THE REGULAR PROGRAM

DURATION OF THE SCHOLARSHIPS

Most scholarships are granted to complete a master's degree or its equivalent. Awards are given for one year at a time and may be extended to a second consecutive year if the scholar has maintained satisfactory academic performance and the academic program so requires.

THE AMOUNT OF THE AWARD

The average annual scholarship award is about \$30,000. However, award amounts vary by host country and university.

EXPENSES COVERED

Specifically, awards cover:

- Tuition and required medical insurance for the scholar only, payable directly to the university;
- Subsistence allowance covering living expenses; and
- Two economy-class one-way tickets between the home country and the host university, in addition to an allowance to cover expenses incurred while traveling.

EXPENSES NOT COVERED

- Expenses for the scholar's family;
- Additional travel, including field trips during the study program;
- Educational equipment, such as computers;
- Expenses related to research, supplementary educational materials, or participation in workshops or seminars while at the university.

BASIC ELIGIBILITY CRITERIA

All Applicants

To apply for any JJ/WBGSP scholarship, the applicant must:

- Be a national of a World Bank member country eligible to borrow.
- Be under 45 years of age, preferably under the age of 35 and normally 25 years and above.
- Hold a bachelor's degree or its equivalent in a development-related field; have a superior record in previous academic work.
- Have at least 2 (preferably 4 to 5) years of recent, full-time professional experience in the applicant's home country or in another developing country, and preferably in public service.
- Secure an admission to a master's degree program.

Applicants to the Regular Program must also:

- Submit evidence of current unconditional admission (copies of formal acceptance letters) to at least one university and proof of application to another university located in any World Bank member country except the applicant's country; and
- Propose a program of study related to development. Usually this will be in a field such as economics, business, management, environment, urban/rural planning or a related area. The Program has also made awards in such development-related fields as health, education, population, agriculture, engineering, information systems and aquatic resources provided that the focus of the study is on public policy aspects of these fields.

OTHER SELECTION CRITERIA

The Regular and Partnership Programs give priority to:

- Applicants from low-income countries.
- Women.
- Applicants with few other resources and from lower income groups.
- Applicants who have had no previous opportunities for graduate study outside their home country.

In addition, the selection process in all JJ/WBGSP programs:

- Seeks to maintain a geographical balance among regions of the world, and World Bank member countries.

The Program does not support:

- Applicants who already hold a graduate degree from an industrialized country and from institutions such as the Asian Institute of Technology (AIT) in Thailand or the Indian Institute of Technology (IIT), in India.
- Applicants who are residing, working, or already studying for a graduate degree in an industrialized country.
- Permanent residents or nationals of an industrialized country.
- Applicants who are refugees or have a political asylum status.
- Applicants for MBA degrees.
- Applicants for Ph.D. and M.Phil. degrees.
- Applicants for J.D., L.L.M. or S.J.D. degrees unless related to human rights or environment.

Executive Directors, their alternates, staff of the World Bank Group (the World Bank, International Finance Corporation, International Development Association, Multilateral Investment Guarantee Agency, and International Center for Settlement of Investment Disputes), consultants, and relatives of the aforementioned are excluded from consideration.

In accepting the scholarships, the awardees consent to the employment restriction policy of the JJ/WBGSP and recognize that they will not be able to work at the World Bank or IMF Headquarters and field offices for three years after completion of their academic programs.



DETAILED DESCRIPTION OF THE PARTNERSHIP PROGRAMS

PROGRAMS IN USA



COLUMBIA UNIVERSITY

Program in Economic Policy Management

CONTENT: Eleven courses, not previously offered, form the nucleus of the one-year academic segment of this program, followed by a three-month internship in a multilateral aid organization. The internship is a requirement for graduation. Upon successful completion of the program, scholars receive a master's degree in Public Administration from Columbia University.

The one-year academic program starts with a required introductory summer preparatory session that emphasizes language and mathematical skills, computing, accounting, and statistics.

The regular academic program includes three core courses that span two semesters: microeconomics policy management, macroeconomics policy management, and management skills for policymakers. The courses are based on an analysis of case studies and real-world economic policy issues. Additional perspective courses provide a broad understanding of the nature of development in a global economy. Staff from the World Bank deliver lectures, present seminars, and discuss case studies.

ELIGIBILITY CRITERIA: The basic eligibility criteria are the same as those for the Regular JJ/WGBSP. In addition, applicants must meet Columbia University's admission requirements, such as successful achievement on the Test of English as a Foreign Language (TOEFL) and the Graduate Record Examination (GRE).

APPLICATION PROCESS: Each year, Columbia receives many applications for the program. Columbia faculty screens the applications and nominates about 30 candidates for consideration by the JJ/WBGSP Steering Committee, of which 15 candidates are selected for financial support.

HARVARD UNIVERSITY

Program in Public Administration in International Development

CONTENT: The Partnership Program with Harvard University started in the fall of 1999. The program of study leads to a Master of Public Administration in International Development (MPA/ID). The MPA/ID program is a rigorous economics-centered program designed to prepare development practitioners.

The duration of the program is 21 months including a three-month internship. The JJ/WBGSP sponsors a maximum of 15 new scholars each year for the contracted five years.



PROGRAMS IN AFRICA

*The University of Ghana, in Ghana,
Makerere University, in Uganda,
The University of Cocody, in Côte d'Ivoire, and
The University of Yaoundé II, in Cameroon*

The JJ/WBGSP and ACBF jointly sponsor 30 scholars in each program to study for their master's degree in Economic Policy Management (EPM). The duration of the anglophone programs at Makerere University, in Uganda, and the University of Ghana at Legon, in Ghana, is 18 months, including a three-month internship. The duration of the francophone programs at Cocody University, in Côte d'Ivoire, and Yaoundé II University, in Cameroon, is 15 months, including a three-month internship.



PROGRAMS IN JAPAN

ELIGIBILITY: The five Partnership Programs in Japan are open to applicants from all World Bank member countries that are currently eligible to borrow. However, the programs differ from the other JJ/WBGSP Partnership Programs in one important respect: they are open only to scholars who are selected and supported by JJ/WBGSP. Details regarding the JJ/WBGSP Partnership Programs in Japan are provided in the sections that follow.

UNIVERSITY OF TSUKUBA

Program in Policy Management

This two-year master's degree program is designed to admit cohorts of 10 scholars in odd alternate years. The Graduate School of International Political Economy (GSIPE) manages the program within the university, although scholars may study in many parts of the institution. The university nominates 20 applicants for each cohort and JJ/WBGSP selects 10 nominees for sponsorship.



YOKOHAMA NATIONAL UNIVERSITY

Program in Infrastructure Management

Yokohama National University's (YNU) program in infrastructure management aims to help mid-career professionals gain expertise in the economic and engineering aspects of managing all forms of infrastructure. Within the university, the School of International and Business Law administers the program, although scholars may study in many parts of the institution. The JJ/WBGSP scholars in this program gain valuable practical experience with the assistance of the Japan International Cooperation Agency (JICA). New cohorts in this two-year program start in April of odd alternate years. The number of scholars increased from nine in the first cohort to 15 in the following cohorts.



Program in Public Policy and Taxation

The Graduate School of Economics of YNU manages the program in Public Policy and Taxation, drawing on coursework from many other parts of the institution. This program is entirely separate from the infrastructure management program also located on the YNU campus. However, some faculty members teach in both programs.





KEIO UNIVERSITY

Program in Tax Policy and Management

Keio University is well known internationally as one of Japan's leading private universities. It holds the distinction of being the first Japanese university to admit foreign students, a tradition which began in the 19th Century. Scholars have opportunities to study in many parts of the university under the overall management of the Graduate School of Business and Commerce. The first cohort began studies in April 1996. New cohorts begin their studies in April each year. The JJ/WBGSP and Keio University signed a new agreement for a renewed partnership in 2003.

NATIONAL GRADUATE INSTITUTE FOR POLICY STUDIES (GRIPS)

Master's Degree Program in Public Finance

The major aim of the Program is to train future fiscal leaders in taxation. Particular emphasis is placed on the education and training of government officials from developing countries worldwide who work in tax administration or equivalent departments. Administrative aspects of taxation are taught in the context of developing countries' economic and social development. An internship at the national Tax Administration (NTA) contributes to the students' experience of real problems faced during daily operation of tax administration.

The master's degree one-year program in Public Finance is taught in English.

The JJ/WBGSP and GRIPS signed a new agreement for a renewed partnership in 2003.

APPLICATION PROCEDURES

THE REGULAR PROGRAM

Application forms for the Regular Program are available from the end of September through January 31st of each year. Forms are available in English, French, Spanish, and Portuguese. Candidates may download the forms or apply online at the program web site:

<http://www.worldbank.org/wbi/scholarships>

Requests for application forms by mail should be sent to:

The World Bank
The JJ/WBGSP Secretariat
MSN J3-303
1818 H Street NW
Washington, DC 20433 USA
FAX: (202) 522-4036

THE PARTNERSHIP PROGRAMS

Application forms for the Partnership Programs are available from the cooperating university at different times depending on each Program's application cycle.

AFRICA

MAKERERE UNIVERSITY IN UGANDA

Professor J. Ddumba-Ssentamu
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Email: maecon@uol.co.ug
Website: <http://www.makekere.ac.ug/economics/>

UNIVERSITY OF COCODY IN CÔTE D'IVOIRE

Professor Mama Ouattara
Director, Programme de
Formation en Gestion de
la Politique Economique
UFR-SEG/CIRES
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Email: gpe@globeaccess.net

UNIVERSITY OF GHANA IN GHANA

Professor G. Kwaku Tsikata
Head, Department of Economics
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Email: Economics@ug.gn.apc.org
Website: <http://www.ug.edu.gh>

UNIVERSITY OF YAOUNDÉ II

Professor Claude Njomgang
Director, Faculty of Economics and
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Economic Policy Management Program
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JAPAN

KEIO UNIVERSITY

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Website:
<http://www.fbc.keio.ac.jp/directory/directory.html>

NATIONAL GRADUATE INSTITUTE FOR POLICY STUDIES (GRIPS)

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2-2 Wakamatsu-cho, Shinjuku-Ku
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Website: <http://www.grips.ac.jp/index-e.html>

UNIVERSITY OF TSUKUBA

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YOKOHAMA NATIONAL UNIVERSITY

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Email: Infra.office@iblaw.ynu.ac.jp
Website: <http://www.igss.ynu.ac.jp/index-e.htm>

YOKOHAMA NATIONAL UNIVERSITY

Professor Shinjiro Hagiwara, Director
Director, Master's Program in Public
Policy & Taxation
79-3 Tokiwadai, Hodogaya-ku
Yokohama, Kanagawa 240-8501, Japan
FAX: (81-45) 339-3504

UNITED STATES OF AMERICA

COLUMBIA UNIVERSITY

Professor Arvid Lukauskas
Acting Director, Program in Economic
Policy Management
1034 International Affairs Building
420 West 118th Street
New York, NY 10027 USA
FAX: (212) 854-5935
Website: <http://www.columbia.edu/>

HARVARD UNIVERSITY

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Director, MPA/ID Program
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Website: <http://www.ksg.harvard.edu/programs/mpaid/>

A P P E N D I X

Table A1
JJ/WBGSP Regular Program Applicants: Distribution by Region and Gender 1987-2003

Region	Africa	E. Asia	ECA	LCR	MNA	S. Asia	Unknown	Part 1	Total
1987-1999									
Total	16,606	2,499	909	2,445	1,080	3,465	18	580	27,602
# Male	13,954	1,629	535	1,641	856	2,941	17	347	21,920
# Female	2,652	870	374	804	224	524	1	233	5,682
2000									
Total	2,275	372	146	352	199	480	0	45	3,869
# Male	1,827	189	82	200	159	378	0	19	2,854
# Female	448	183	64	152	40	102	0	26	1,015
2001									
Total	2822	288	145	419	256	459	0	34	4,423
# Male	2,283	150	69	232	186	360	0	16	3,296
# Female	539	138	76	187	70	99	0	18	1,127
2002									
Total	1,542	260	105	313	88	365	0	50	2,723
# Male	1,252	129	52	165	66	278	0	20	1,961
# Female	290	131	53	148	22	87	0	30	761
2003									
Total	1,830	263	93	329	93	362	0	50	3,020
# Male	1,449	137	34	166	78	275	0	24	2,163
# Female	381	126	59	163	15	87	0	26	857
Grand Total									
Total	25,075	3,682	1,398	3,858	1,718	5,129	18	759	41,637
# Male	20,765	2,234	772	2,404	1,347	4,230	17	426	32,195
# Female	4,310	1,448	626	1,454	371	899	1	333	9,442

Table A2**JJ/WBGSP Regular Program Applicants: Distribution by Region and Country 1987-2003**

AFRICA	1987-1999	2000	2001	2002	2003	Totals
Angola	67	12	10	4	2	95
Benin	341	37	69	22	37	506
Botswana	54	5	7	3	9	78
Burkina Faso	287	42	45	38	41	453
Burundi	79	6	19	5	5	114
Cameroon	551	66	129	42	86	874
Cape Verde	9	11	3	1	3	27
Central African Republic	50	8	9	7	12	86
Chad	139	67	64	21	31	322
Comoros	14	3	4	1	3	25
Congo, Democratic Republic of	576	45	100	48	53	822
Congo, Republic of	184	68	61	21	18	352
Cote d'Ivoire	363	38	55	18	32	506
Djibouti	13	7	2	1	1	24
Equatorial Guinea	7	0	2	6	0	15
Eritrea	15	5	12	30	16	78
Ethiopia	875	134	180	143	213	1,545
Gabon	25	3	8	2	2	40
Gambia, The	111	15	12	14	21	173
Ghana	1,376	187	214	166	183	2,126
Guinea	170	42	67	23	31	333
Guinea Bissau	23	0	0	1	3	27
Kenya	1,383	266	231	113	111	2,104
Lesotho	64	9	12	8	10	103
Liberia	118	8	11	3	2	142
Madagascar	242	38	28	12	52	372
Malawi	308	46	66	40	29	489
Mali	201	13	21	7	10	252
Mauritania	62	5	8	6	9	90
Mauritius	17	0	1	6	3	27
Mozambique	41	10	17	4	3	75
Namibia	35	7	6	2	2	52
Niger	131	15	52	47	33	278
Nigeria	3,058	411	605	298	348	4,720
Rwanda	140	14	26	8	23	211
Sao Tome & Principe	7	1	2	2	0	12
Senegal	269	50	70	24	27	440
Seychelles	4	0	0	0	0	4
Sierra Leone	343	30	39	18	10	440
Somalia	104	4	0	0	1	109
South Africa	99	5	11	9	8	132
Sudan	530	36	35	19	16	636
Swaziland	51	14	3	4	4	76
Tanzania	1,599	186	177	102	101	2,165
Togo	154	34	42	32	33	295
Uganda	1,358	145	128	73	91	1,795
Zambia	535	87	110	69	87	888
Zimbabwe	424	40	49	19	15	547
Grand Total	16,606	2,275	2,822	1,542	1,830	25,075

Table A2**JJ/WBGSP Regular Program Applicants: Distribution by Region and Country 1987-2003**

E. ASIA	1987-1999	2000	2001	2002	2003	Totals
Cambodia	73	14	12	14	11	124
China	1024	70	46	56	81	1277
Fiji	12	3	0	6	1	22
Indonesia	384	94	64	54	29	625
Kiribati	2	1	0	1	0	4
Korea	67	11	7	0	0	85
Lao PDR	21	5	8	1	5	40
Malaysia	57	4	3	2	7	73
Mongolia	30	21	15	10	11	87
Myanmar	76	34	58	46	40	254
Papua New Guinea	11	3	1	3	10	28
Philippines	450	64	37	34	35	620
Solomon Islands	2	0	0	0	0	2
Thailand	139	23	12	9	8	191
Tonga	9	0	0	0	1	10
Vanuatu	0	0	2	0	1	3
Vietnam	132	25	23	24	22	226
Western Somoa	10	0	0	0	1	11
Grand Total	2,499	372	288	260	263	3,682

JJ/WBGSP Europe and Central Asia Applicants: Distribution by Region and Country 1987-2003

ECA	1987-1999	2000	2001	2002	2003	Totals
Albania	65	13	5	8	5	96
Armenia	15	7	5	3	2	32
Azerbaijan	16	3	2	2	2	25
Belarus	30	6	3	5	2	46
Bosnia	10	1	2	0	0	13
Bulgaria	84	10	10	12	6	122
Croatia	8	0	0	1	4	13
Czech Republic	16	2	0	0	1	19
Estonia	9	2	2	3	1	17
Georgia	21	10	17	12	8	68
Hungary	63	1	3	2	1	70
Kazakhstan	20	4	7	3	4	38
Kyrgyz Rep.	23	7	13	7	5	55
Latvia	7	2	1	0	4	14
Lithuania	6	4	6	3	2	21
Macedonia	5	0	2	0	2	9
Moldova	12	4	3	5	2	26
Poland	48	3	0	2	2	55
Portugal	10	1	0	0	0	11
Romania	84	13	16	6	6	125
Russia Federation	77	13	13	6	8	117
Slovak Republic	17	2	3	1	1	24
Slovenia	6	0	1	3	0	10
Tajikistan	3	2	2	2	4	13
Turkey	150	18	7	10	10	195
Turkmenistan	2	0	0	0	1	3
Ukraine	35	8	10	3	3	59
Uzbekistan	16	9	9	5	5	44
Serbia and Montenegro	51	1	3	1	2	58
Grand Total	909	146	145	105	93	1398

Table A2**JJ/WBGSP Regular Program Applicants: Distribution by Region and Country 1987-2003**

LCR	1987-1999	2000	2001	2002	2003	Totals
Antigua	4	0	1	1	0	6
Argentina	194	24	22	30	27	297
Bahamas	10	1	0	1	0	12
Barbados	25	1	2	0	1	29
Belize	9	0	0	0	1	10
Bolivia	97	11	20	15	18	161
Brazil	156	25	31	17	20	249
Chile	139	6	14	19	12	190
Colombia	282	48	46	30	29	435
Costa Rica	51	3	8	7	2	71
Cuba	0	0	1	1	0	2
Dominica	17	1		2	2	22
Dominican Republic	22	5	3	0	1	31
Ecuador	130	15	26	11	10	192
El Salvador	32	8	4	1	1	46
Grenada	8	3	0	0	1	12
Guatemala	28	3	2	4	1	38
Guyana	43	6	8	6	5	68
Haiti	66	25	52	25	25	193
Honduras	26	1	7	2	4	40
Jamaica	65	7	7	12	7	98
Mexico	443	68	48	45	55	659
Nicaragua	25	2	7	7	8	49
Panama	15	1	2	4	0	22
Paraguay	26	0	1	2	1	30
Peru	283	58	74	51	62	528
St. Kitts	2	1	0	1	1	5
St. Lucia	28	1	6	1	1	37
St. Vincent	12	0	0	0	1	13
Suriname	9	0	0	0	0	9
Trinidad & Tobago	45	1	7	1	2	56
Uruguay	81	18	14	13	22	148
Venezuela	71	8	6	4	9	98
West Indies	1	1	0	0	0	2
Grand Total	2,445	352	419	313	329	3,858

Table A2**JJ/WBGSP Regular Program Applicants: Distribution by Region and Country 1987-2003**

MNA	1987-1999	2000	2001	2002	2003	Totals
Afghanistan	11	2	2	0	1	16
Algeria	135	29	46	14	17	241
Bahrain	4	0	0	0	0	4
Egypt	390	93	68	17	34	602
Iran	59	15	16	3	3	96
Iraq	18	1	4	1	1	25
Jordan	109	9	14	16	3	151
Kuwait	6	0	1	0	0	7
Lebanon	23	4	1	0	1	29
Libya	6	0	0	0	2	8
Malta	2	0	0	0	0	2
Morocco	132	15	48	10	10	215
Oman	6	0	1	5	1	13
Saudi Arabia	11	0	0	0	1	12
Syria	25	1	9	1	1	37
Tunisia	76	2	26	6	2	112
West Bank and Gaza	16	15	10	10	11	62
Yemen Republic	51	13	12	5	5	86
Grand Total	1,080	199	258	88	93	1,718

JJ/WBGSP Regular Program Applicants: Distribution by Region and Country 1987-2003

SOUTH ASIA	1987-1999	2000	2001	2002	2003	Totals
Bangladesh	717	62	53	57	51	940
Bhutan	25	4	8	5	9	51
India	1,030	96	83	114	119	1,442
Maldives	38	2	3	3	0	46
Nepal	703	94	103	67	61	1,028
Pakistan	740	199	172	100	100	1,311
Sri Lanka	212	23	35	19	22	311
Grand Total	3,465	480	457	365	362	5,129

Table A2**JJ/WBGSP Regular Program Applicants: Distribution by Region and Country 1987-2003**

PART I	1987-1999	2000	2001	2002	2003	Totals
Australia	13	0	0	0	0	13
Austria	1	0	0	0	0	1
Belgium	4	1	0	0	0	5
Canada	34	1	0	0	0	35
Cyprus	21	0	0	0	0	21
Finland	4	0	0	0	0	4
France	36	0	0	0	0	36
Germany	22	1	0	0	0	23
Greece	31	1	0	0	0	32
Iceland	1	0	0	0	0	1
Ireland	9	0	0	0	1	10
Israel	16	2	0	0	1	19
Italy	21	0	0	0	0	21
Japan	173	35	31	50	45	334
Qatar	1	0	0	0	0	1
Netherlands	7	0	0	0	0	7
New Zealand	3	0	0	0	0	3
Norway	2	0	0	0	0	2
Singapore	16	1	3	0	2	22
Spain	18	2	0	0	1	21
Sweden	4	1	0	0	0	5
Switzerland	1	0	0	0	0	1
Taiwan	1	0	0	0	0	1
United Kingdom	44	0	0	0	0	44
United States	97	0	0	0	0	97
Grand Total	580	45	34	50	50	759

	1987-1999	2000	2001	2002	2003	Totals
Total of Developing Member Countries	27,004	3,824	4,389	2,673	2,970	40,860
Total of Industrialized Countries	580	45	34	50	50	759
Unknown	18	0	0	0	0	18
Total Member Countries	27,602	3,869	4,423	2,723	3,020	41,637

Table A3**JJ/WBGSP Regular Program Awards: Distribution by Region and Gender 1987-2003**

Region	Africa	E. Asia	ECA	LCR	MNA	S. Asia	Part 1	Total
1987-1999								
Total	404	265	96	184	66	188	118	1,321
# of Men	292	153	56	114	48	143	91	897
# of Women	112	112	40	70	18	45	27	424
2000								
Total	112	45	20	35	19	37	9	277
# of Men	74	18	10	18	13	23	4	160
# of Women	38	27	10	17	6	14	5	117
2001								
Total	43	20	6	17	8	13	8	115
# of Men	21	8	3	9	6	8	4	59
# of Women	22	12	3	8	2	5	4	56
2002								
Total	36	23	10	17	9	12	10	117
# of Men	24	15	7	11	6	9	5	77
# of Women	12	8	3	6	3	3	5	40
2003								
Total	116	56	32	40	19	30	19	312
# of Men	81	32	14	26	15	22	5	195
# of Women	35	24	18	14	4	8	14	117
Grand Total								
Total	711	409	164	293	121	280	164	2,142
# of Men	492	226	90	178	88	205	109	1,388
# of Women	219	183	74	115	33	75	55	754

JJ/WBGSP Regular and Partnership Programs Awards: Distribution by Region and Country 1987-2003

Region	Africa	E. Asia	ECA	LCR	MNA	S. Asia	Part 1	Total
1987-1999								
Total	532	362	161	229	90	248	119	1741
# of Men	386	210	90	141	68	194	91	1180
# of Women	146	152	71	88	22	54	28	561
2000								
Total	147	61	26	41	22	47	9	353
# of Men	94	29	14	23	15	31	4	210
# of Women	53	32	12	18	7	16	5	143
2001								
Total	78	41	20	26	10	25	8	208
# of Men	42	22	10	13	8	19	4	118
# of Women	36	19	10	13	2	6	4	90
2002								
Total	72	33	14	25	12	17	10	183
# of Men	43	19	9	16	9	11	5	112
# of Women	29	14	5	9	3	6	5	71
2003								
Total	151	71	43	49	21	48	19	402
# of Men	105	42	18	32	16	37	5	255
# of Women	46	29	25	17	5	11	14	147
Grand Total								
Total	980	568	264	370	155	385	165	2887
# of Men	670	322	141	225	116	292	109	1875
# of Women	310	246	123	145	39	93	56	1012

Table A4**JJ/WBGSP Scholarship Awards: Distribution by Region and Country 1987-2003**

AFRICA	1987-1999	2000	2001	2002	2003	Totals
Angola	2	3	1	0	0	6
Benin	16	6	0	1	4	27
Botswana	3	1	0	0	0	4
Burkina Faso	21	5	2	2	8	38
Burundi	7	2	1	2	3	15
Cameroon	20	7	3	4	5	39
Cape Verde	1	1	0	0	1	3
Central African Republic	1	3	2	2	3	11
Chad	8	4	1	3	2	18
Comoros	1	1	0	2	0	4
Congo, Democratic Republic of	5	2	3	3	2	15
Congo, Republic of	7	4	2	2	4	19
Côte d'Ivoire	14	3	3	2	3	25
Djibouti	0	1	0	0	0	1
Eritrea	2	1	1	0	6	10
Ethiopia	33	7	5	3	8	56
Gabon	4	0	1	0	1	6
Gambia	5	1	1	0	3	10
Ghana	53	6	4	6	6	75
Guinea	14	4	2	0	5	25
Guinea-Bissau	0	1	0	0	0	1
Kenya	38	8	6	5	12	69
Lesotho	1	2	0	1	1	5
Liberia	6	1	1	0	0	8
Madagascar	16	4	3	1	6	30
Malawi	12	4	1	2	1	20
Mali	7	2	0	1	3	13
Mauritania	4	0	1	1	2	8
Mauritius	1	0	0	1	1	3
Mozambique	2	0	1	0	0	3
Namibia	3	0	1	0	0	4
Niger	5	4	2	1	4	16
Nigeria	55	8	5	3	7	78
Rwanda	9	3	1	1	6	20
Sao Tome & Principe	2	0	0	0	0	2
Senegal	12	5	3	2	5	27
Seychelles	1	0	0	0	0	1
Sierra Leone	9	5	3	3	6	26
Somalia	3	0	0	0	0	3
South Africa	6	0	2	0	3	11
Sudan	16	7	3	3	5	34
Swaziland	3	1	0	1	0	5
Tanzania	27	9	3	3	8	50
Togo	7	4	1	3	4	19
Uganda	40	6	5	4	7	62
Zambia	18	8	3	3	5	37
Zimbabwe	12	3	1	1	1	18
TOTAL	532	147	78	72	151	980

Table A4**JJ/WBGSP Scholarship Awards: Distribution by Region and Country 1987-2003**

EAST ASIA & PACIFIC	1987-1999	2000	2001	2002	2003	Totals
Cambodia	12	1	5	4	7	29
China	126	8	7	5	11	157
Fiji	2	0	0	0	0	2
Indonesia	32	9	4	4	9	58
Kiribati	0	0	0	1	0	1
Korea	15	1	0	0	0	16
Lao PDR	9	2	1	1	3	16
Malaysia	5	1	0	1	2	9
Mongolia	17	9	3	3	7	39
Myanmar	21	10	5	4	12	52
Papua New Guinea	3	1	0	1	1	6
Philippines	47	7	5	2	5	66
Thailand	19	5	5	1	2	32
Tonga	2	0	0	0	1	3
Vietnam	50	7	6	6	11	80
Western Samoa	2	0	0	0	0	2
TOTAL	362	61	41	33	71	568

JJ/WBGSP Scholarship Awards: Distribution by Region and Gender 1987-2003

EUROPE & CENTRAL ASIA	1987-1999	2000	2001	2002	2003	Totals
Albania	9	1	0	2	1	13
Armenia	8	1	1	0	4	14
Azerbaijan	4	1	1	0	1	7
Belarus	6	0	0	2	1	9
Bosnia	1	0	0	0	0	1
Bulgaria	17	3	4	1	3	28
Czech Republic	1	0	1	0	1	3
Croatia	2	0	0	0	1	3
Estonia	3	0	0	0	0	3
Georgia	9	3	1	1	4	18
Hungary	11	0	0	0	1	12
Kazakhstan	6	0	2	1	2	11
Kyrgyz Republic	2	2	2	1	2	9
Latvia	4	0	0	0	1	5
Lithuania	2	1	2	0	1	6
Macedonia	3	0	0	0	0	3
Moldova	3	1	0	2	0	6
Poland	3	1	0	0	1	5
Romania	14	3	1	1	6	25
Russia Federation	18	0	0	0	3	21
Serbia and Montenegro	2	0	0	0	1	3
Slovak Republic	4	0	0	0	0	4
Slovenia	3	0	0	0	0	3
Tajikistan	2	1	0	1	0	4
Turkey	9	3	1	1	5	19
Turkmenistan	0	0	1	0	0	1
Ukraine	6	3	2	0	0	11
Uzbekistan	9	2	1	1	4	17
TOTAL	161	26	20	14	43	264

Table A4**JJ/WBGSP Scholarship Awards: Distribution by Region and Country 1987-2003**

LCR	1987-1999	2000	2001	2002	2003	Totals
Argentina	18	4	2	3	4	31
Bahamas	0	1	0	0	0	1
Belize	2	0	0	0	0	2
Bolivia	8	1	1	1	3	14
Brazil	16	3	2	3	3	27
Chile	16	2	2	0	4	24
Colombia	24	5	4	1	5	39
Costa Rica	4	0	1	2	0	7
Dominica	1	0	0	0	1	2
Dominican Republic	2	0	0	0	0	2
Ecuador	13	2	1	1	1	18
El Salvador	2	1	2	1	1	7
Grenada	1	1	0	0	0	2
Guatemala	6	0	0	1	1	8
Guyana	13	2	1	1	1	18
Haiti	11	4	0	3	3	21
Honduras	1	0	1	0	1	3
Jamaica	4	1	0	1	0	6
Mexico	28	5	4	1	7	45
Nicaragua	2	0	0	1	2	5
Panama	0	0	0	0	0	0
Paraguay	1	0	0	0	0	1
Peru	35	5	3	2	6	51
St. Kitts	1	0	0	0	1	2
St. Lucia	2	0	1	1	0	4
St. Vincent	1	0	0	0	1	2
Suriname	1	0	0	0	0	1
Trinidad & Tobago	5	0	0	1	1	7
Uruguay	6	3	1	1	2	13
Venezuela	5	1	0	0	1	7
TOTAL	229	41	26	25	49	370

JJ/WBGSP Scholarship Awards: Distribution by Region and Country 1987-2003

MNA	1987-1999	2000	2001	2002	2003	Totals
Afghanistan	1	0	0	0	1	2
Algeria	10	4	2	2	1	19
Egypt	30	5	3	1	6	45
Iran	11	3	1	1	2	18
Iraq	2	0	0	0	0	2
Jordan	12	1	1	2	1	17
Lebanon	1	1	0	1	0	3
Morocco	13	3	2	1	1	20
Oman	0	0	0	0	0	0
Syria	0	1	0	0	0	1
Tunisia	6	0	1	1	1	9
West Bank & Gaza	3	3	0	2	6	14
Yemen Republic	1	1	0	1	2	5
TOTAL	90	22	10	12	21	155

Table A4**JJ/WBGSP Scholarship Awards: Distribution by Region and Country 1987-2003**

SOUTH ASIA	1987-1999	2000	2001	2002	2003	Totals
Bangladesh	30	8	3	2	10	53
Bhutan	9	0	3	3	5	20
India	101	14	8	4	11	138
Maldives	4	1	0	0	0	5
Nepal	43	5	3	3	5	59
Pakistan	45	15	6	3	11	80
Sri Lanka	16	4	2	2	6	30
TOTAL	248	47	25	17	48	385

JJ/WBGSP Scholarship Awards: Distribution by Region and Country 1987-2003

PART I	1987-1999	2000	2001	2002	2003	Totals
Australia	1	0	0	0	0	1
Belgium	1	0	0	0	0	1
Canada	4	0	0	0	0	4
Cyprus	1	0	0	0	0	1
Ireland	1	0	0	0	0	1
Italy	1	0	0	0	0	1
Japan	103	9	8	10	19	149
Sweden	1	0	0	0	0	1
United Kingdom	1	0	0	0	0	1
United States	5	0	0	0	0	5
TOTAL	119	9	8	10	19	165

TOTAL AWARDEES	1987-1999	2000	2001	2002	2003	Totals
Total of Developing Member Countries	1,622	344	200	173	383	2,722
Total of Industrialized Countries	119	9	8	10	19	165
Total Member Countries	1,741	353	208	183	402	2,887

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Mohd. Ramli Wajib (1989-95)

Vice Presidents and Senior Managers

Yoshiaki Abe (1991-94)

Shinji Asanuma (1987-91)

Jean Baneth (1987-89)

Marito H. Garcia (2002-Present)

Wafik Grais (2003-Present)

Isabel Guerrero (1998-2000)

Aklilu Habte (Advisor) (1987-89)

Motoo Kusakabe, VP, RMC (1999-2002)

Geoffrey B. Lamb (2003-Present)

Callisto Madavo (1987-89)

Katherine Marshall (1990-Present)

Ontefetse K. Matambo (1993-94)

Mustapha K. Nabli (2000-2002)

Gobind Nankani (1996-97)

Mieko Nishimizu, VP, SAR (1995-2000)

Michel Petit (1989-95)

SECRETARIAT, 1987-2002

Supervising Manager

Timothy King (1987-91)

Armand Van Nimmen (1991-95)

Alexander H. ter Weele (1995-96)

Ray C. Rist (1997-2000)

Michael N. Sarris (2000-2002)

Kabir H. Ahmed (2002-2003)

Karin C. Millett (2003-present)

Administrator

A. Robert Sadove (1987-1991)

Frank Farner (1991-98)

Abdul-Monem Al-Mashat (1998-present)

Program Officer

Maribel de Liedekerke (1988-2000)

Shobha Kumar (1991-2000)

Marie des Neiges Grossas (1995-present)

Program Assistant

Maria-Isabel Ruiz-Galindo (1998-present)

Maria Orellano (1999-2002)

Song Li Ting Fong (2001-present)

Junior Professional Associates

Timothy Mark Maruska (2003-present)

Francis Coloso Sunaz (2003-present)

Information Technician

Logan Van Tassel (1991-95)

Anita Woods (1996-2000)

Team Assistant

Shirly Rajan (1997-98)

Monica Civali (1999-2000)



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