

DESCRIPTIVE RESUME/PROFILE: COLLEN V. KELAPILE



Photo above: Secretary-General Ban Ki-moon (right) meets with Colleen Kelapile, Chairman of the Advisory Committee on Administrative and Budgetary Questions (ACABQ).

16 September 2011 (Photo # 484545)

Also available as part of United Nations records (www.un.org) as document A/C.5//64/4

1. Personal Information

I was born on 10th July 1968, in the village of Maitengwe in northern/central part of the Republic of Botswana. I am married and a father of 1 son. I am very fluent in English and Setswana, which are the two official languages in Botswana. I am also very fluent in my mother tongue, Ikalanga.

2. Educational Background

*Upon successful completion of **primary education** from 1978-1984 at Mengwe Primary School (Maitengwe), graduating with a second class (Grade B), I was admitted to **high school** at Molefi Secondary School (Kgatleng District) from 1985 – 1989. I graduated with a second class (Grade B) at junior secondary level (1985 to 1987) and first class/division one (Grade A) at senior secondary level (1988 to 1989).*

*After completing Secondary School in 1989, I participated and completed an intensive **mandatory National Service program** (“Tirelo Sechaba”). For a period of 12 months, in 1990/1991, I*

was assigned to a medical clinic in a rural village of Sojwe (Kweneng District) working with a team of practitioners (a doctor, a nurse and a social worker).

Following completion of the National Service Program, I was admitted to the **University of Botswana** in the capital city of Gaborone from mid-1991 to mid 1995 to pursue a **Bachelor of Arts Degree (Public Administration and Political Science)**. I graduated in 1995 at the top of my class (Grade B+) with 4 year average of 75%.

The 4 year B.A. Degree course content covered international relations; world/comparative politics; politics in Africa, including in the Southern African region and Botswana; political philosophy; political economy; history of economic thought; administrative law; constitutional law and human rights; public policy analysis; development administration; financial administration; personnel administration, including the civil service in my native country of Botswana. To familiarize with actual practice, there was an internship program, during which I was attached to the Francistown City Council for 2 months.

In the first and second years of the B.A Degree study in particular, the course content introduced the students to general theories and the basics in the fields of political science; political philosophy; public administration; economics; sociology, including research methods; and elements of statistics, including data gathering and analysis.

3. Other training, workshops and seminars attended

In 2000, I participated in a workshop on the **United Nations budgetary process**, organized in New York by the UN Institute for Training and Research (UNITAR).

In 1999, I participated in a workshop on **the Structure, Drafting and Adoption of UN Resolutions**, also organized in New York by UNITAR.

In 1997, I represented the Ministry of Foreign Affairs at a training seminar on the **Conduct of United Nations Peacekeeping Operations**, organized in Gaborone (Botswana) by the African Centre for the Constructive Resolution of Disputes (ACCORD).

In 1996, I represented the Ministry of Foreign Affairs at a workshop on **Record Retention and Disposal** for action officers in the Botswana civil service, organized in Gaborone.

*In 1996, I represented the Ministry of Foreign Affairs at a **Productivity** seminar, organized in Gaborone by the Botswana National Productivity Center.*

*In 1996, I attended a training course on **Computer use and Software** (WINDOWS, WORD and E-Mail), organized in Gaborone by the Institute of Development Management.*

*In 1996, I attended the **10th Professional Course for Foreign Diplomats**, held at the Foreign Service Institute in New Delhi, India. I completed with distinction. The course brought together 21 young diplomats from developing countries in Africa, Asia, Latin America and Caribbean, and the newly independent Eastern European states. In addition to broader global political situations topics, the course content also covered **International Economic Relations and Commercial Diplomacy**; and **International Economic Diplomacy and Management Techniques**. The group also received training from **Asset Aptech School for Software Exports Training** on CIP, DOS, WINDOWS, MS WORD and MS EXCEL.*

4. Work and Professional Experience

*My entry into public service started in June of 1995, when I was offered employment at the **National Assembly** (Botswana Parliament). I worked as part of a team of officers, under the supervision of the Clerk of the National Assembly, entrusted with the editing of official records of parliamentary proceedings. In search of better opportunities, I left in July of the same year.*

*From August to September 1995 I also briefly worked with the **Ministry of Local Government and Lands**. I was Secretary to the “Kweneng” Land Board, with the mainly responsibility of ensuring accurate interpretation and application of Botswana’s land administration legislation.*

*My employment with the Board was similarly short-lived, as I searched for further suitable career opportunities. I was successfully vetted, interviewed and subsequently offered employment with the **Ministry of Foreign Affairs** of Botswana on 1st October 1995.*

*At the Foreign Ministry’s Headquarters in Gaborone, I dealt briefly with the **Organization of African Unity** (now African Union). I was later re-assigned for the following 3 years until June 1998 to serve as a Desk Officer responsible for multilateral issues, working as part of a team under the supervision of the Director for multilateral affairs. I dealt mainly with the **United Nations and all its***

*related Funds and Programs and the Specialized Agencies. I also was responsible for other political and economic organizations, including the **Movement of Non-Aligned Countries (NAM)** and the **Global Coalition for Africa (GCA)**.*

*In July 1998, I was transferred to the **Permanent Mission of Botswana to the United Nations** in New York, as part of the diplomatic staff working under the Ambassador and Permanent Representative. I mainly served as **Botswana's representative in the UN's Administrative and Budgetary (Fifth) Committee** for 6 years until December 2003. In light of the thinly spread personnel on the office's staffing table, I also covered political issues before the **United Nations Security Council** and facilitated liaison with headquarters **on legal and treaty matters** in the UN context.*

*In 2000, at the 55th Session of the UN General Assembly, I was **elected to serve in the bureau of Fifth Committee as Vice-Chairman**. As a representative of my country and Vice-Chairman, I facilitated consultations on numerous issues, resulting in the "broadest possible agreement", or the consensus required by UN General Assembly resolution 41/213 of 1986 in reaching decisions in the Committee. With good drafting skills, I also participated in drafting language for UN resolutions.*

*While in Fifth Committee, I served as **Assistant Coordinator** from 1999 to 2000, and later became the **Coordinator of the African Group's Fifth Committee experts** for the following 3 years (2001–2003). My role was to facilitate a common African position on UN budgetary and administrative matters.*

*From 1999 to 2000, I represented Botswana as an observer in the **UN's Committee for Program and Coordination (CPC)**. When Botswana was formally elected a full member of the CPC from 2001 to 2003, I became the representative of my native country in that Committee. The CPC is a subsidiary body of both the General Assembly and Economic and Social Council (ECOSOC) entrusted with the responsibility to ensure that mandates approved by the governing bodies are properly translated into actionable programs and implemented in a coordinated fashion.*

*At the 42nd Session of the Committee in 2002, I was **elected by the 34 members to serve in the bureau of the CPC as its Vice-Chairman**. As a member and Vice-Chairman of the CPC, I again facilitated negotiations on several items before the Committee. From 2001 to 2003, I in parallel represented my country as an observer in the **UN's Committee on Conferences**.*

*On 7th November 2003, following the endorsement by the African Heads of State and Government at the African Union (AU) Summit in Maputo (Mozambique), I was **elected by the 58th***

Session of the UN General Assembly to serve in its Advisory Committee on Administrative and Budgetary Questions (ACABQ) for a 3-year term beginning 1st January 2004. For the period of my service with the ACABQ, my government has granted me leave from national diplomatic service since January 2004, which was recently extended to 31st December 2012.

*I was by acclamation **re-elected** on 3rd November 2006 at the 61st Session for a 2nd term that ended on 31st December 2009. Recently on 6th November 2009, following another endorsement by the AU Summit in Sirte (Libya), I was **again re-elected** by the UN General Assembly for a further 3-year period starting 1st January 2010 up to 31st December 2012.*

*For 3 consecutive times since January 2008 and through December 2010, the 16 members of the ACABQ **unanimously elected and re-elected me to serve as Vice-Chairman** of this highly regarded UN financial advisory body. As Vice-Chairman of the ACABQ, I from time-to-time preside over the Committee's review of several issues. I also very occasionally represent the Chairperson of ACABQ at the deliberations of the General Assembly's Fifth Committee when the latter is unable to do so.*

As member of the ACABQ, I continue to apply my 14 years of accumulated knowledge of career in multilateral diplomacy, including proven competency on administrative and budgetary matters affecting the United Nations system organizations. The ACABQ, which I am presently part of, renders multi-dimensional expertise and advice to the 192 members of the United Nations and the respective governing bodies in the UN family, including in the following areas.

*It reviews and makes recommendations on the numerous **UN peacekeeping budgets, good offices and political envoys** across the globe – in Africa, Asia and Middle East, Latin America and Caribbean and Europe - including their backstopping and support from UN headquarters in New York. Such an undertaking requires comprehension of the political context and environment these UN operations are deployed. With the perpetual and phenomenal growth since the early 1990s, the annual cost of UN peacekeeping is in excess of US\$8 billion.*

Over the past years, previously as a representative of my country and now as a member and Vice-Chairman of the ACABQ, I have played, and continue to play a part in the elaboration of the administrative and budgetary implications of the recommendations made in 2000 by the “Brahimi Panel” and other successor panels on UN global peace operations, aimed at improving the capacity of the UN to better plan, launch and manage peace operations.

I have come to understand that peace-making and peacekeeping mandates, as defined by the Security Council, and the human and financial resources authorized by the General Assembly, can and should be effectively discharged and managed. I have also come to appreciate that preventive diplomacy and mediation is not only cheaper but crucial to UN success in this regard.

*For years now in my diplomatic career, I have been actively involved in the process leading to approval of **seven (7) UN biennial program budgets** to fund other core mandates of the UN, spanning the period from 1998 into 2010. As a member of the ACABQ, this process entails rendering informed guidance to the UN membership on the management and spending of a biennial assessed financial contribution now totaling approximately US\$5 billion, and an additional US\$10 billion in voluntary funding. I have excellent knowledge of the “politics” of agreeing on the UN budget and how each member state of the UN influences what it wants to pay.*

*Amongst the many budgetary initiatives which I continue to play a role is the “work-in-progress” on implementing UN reforms. This includes **Results-Based Budgeting (RBB)** proposed by Secretary-General M. Kofi Annan in 1997 and formally adopted by the UN General Assembly in 2000. I continue to play a part to ensure that RBB is not just a concept but has to be further refined to render it not only “fit for the purpose” for which it was introduced. Through RBB, I have learnt that the organizational objectives, indicators of achievement and performance measures adhere to the SMART (Specific, Measurable, Attainable, Realistic and Time-bound) principles and guidelines.*

*As an important supplement to RBB, the Member States are increasingly demanding implementation of **Results-Based Management (RBM)**, and a clear system of **Governance** and **Accountability** for results. I continue to closely follow these matters which are important in the UN’s effective delivery of programs and activities. I am fully aware of the concerns expressed by the Member States, what their expectations are, and what the Organization deserves in clearly articulating the underlying concepts and eventual implementation of RBM, Governance and Accountability at the United Nations.*

*In the context of knowledge-sharing and its management, and the efforts to harmonize UN operations through the “**delivering as one**” initiative, the United Nations Funds and Programs, which the ACABQ is mandated to oversee, are presently not only drawing upon guidance of the ACABQ on RBB and RBM. These entities also rely of the Committee’s advice on the on-going development and implementation of the **International Public Sector Accounting Standards (IPSAS)** and **Enterprise Resource Planning (ERP)**.*

*In the face of constantly increasing **safety and security** challenges in its field operations for which the UN has no choice but to be present, a key aspect of the role of the ACABQ is to facilitate the attainment of the organization's declared goal of "how to stay", rather than being preoccupied with "when to leave" which many times has been in haste and premature. Especially in the after-math of the unfortunate security mishap in Baghdad 6 years ago, I was part of the process leading to the overhaul of previous security arrangements and the subsequent creation of the UN Department of Safety and Security (DSS).*

I am familiar with the security challenges the Organization presently faces. As a member of the ACABQ, I continue to provide input to the unfolding further re-thinking of safety and security measures, especially following the Algiers bombing 2 years ago to ensure that the Organization effectively secures both its personnel, premises and other installations.

*As a member of the ACABQ, I also continue to make invaluable contribution on the broader **human resources management** reforms. This includes the recently adopted contractual arrangements and work underway to exhaustively implement the approved recommendations previously made by the "Re-design Panel" on **Administration of Justice** at the UN. I understand in this context, that like any other organization, the UN needs a well developed and clearly articulated legal regulatory human resources framework, governed by precise and unambiguous Staff Regulations and Rules. The UN - as a legitimate leader in global norm-setting - must set a good example on how it manages its human resources, including through adoption of industry standard labor laws and practices.*

*In addition, the consolidation of the appropriate role of the newly established **Office of Information and Communications Technology (OICT)**, as well as designing the right mechanisms to ensure the Organization's **disaster preparedness and business continuity**, are key matters that I am aware of their importance in the day-to-day functioning of any organization, with no exception to the UN Secretariat.*

Since joining the UN Advisory Committee on Administrative and Budgetary Questions (ACABQ) in 2004, I have been part of the Committee's familiarization field visits to the UN operations in Sierra Leone, Cambodia, the Democratic Republic of Congo, Haiti, Lebanon, Syria, Cyprus, Italy (Rome and Brindisi), and Thailand. For 2010, I will take part in the Committee's planned similar visits to the Sudan, Nairobi(Kenya) and Addis Ababa (Ethiopia) to appreciate the UN operations and the extent of effectiveness of partnership with the African Union in peace operations deployed in the African region.

The foregoing demonstrates that, over the years, and through my national career diplomatic service as an adviser within the UN context, I have undoubtedly amassed in-depth understanding of the core tenets of the political, administrative, management, financial and budgetary framework of the United Nations, as well as its functioning. I am equally acquainted and conversant with the mandates and administrative/management/budgetary/financial systems of the UN field-based operational Funds and Programs and the Specialized Agencies.

5 Major international meetings/conferences attended

*Since being stationed in New York, from 1998 to present, I have followed all the UN major meetings and conferences convened in New York, and familiar with their outcomes. In 2000 in particular, I represented my country (Botswana) in the negotiation of the **Millennium Summit Declaration**, which sets the globally accepted time-bound targets to address critical needs and wants affecting human-kind.*

*In 2003, I was a member of the delegation of Botswana to the **13th Summit of the Movement of Non-Aligned Countries (NAM)**, held in Kuala Lumpur, Malaysia.*

*In 2002, I was a member of the delegation of Botswana to the **12th Ministerial Meeting of the NAM**, held in Durban, South Africa.*

*In 1997, I was a member of the delegation of Botswana to the **52nd Session of the UN General Assembly** in New York, USA. This was a crucial gathering which coincided with the launching by the former UN Secretary-General, Mr. Kofi Annan, of ground-breaking UN agenda for reforms, with far-reaching political, administrative, management and budgetary implications to the United Nations system Organizations.*

*In 1997, I was a member of the delegation of Botswana to the **10th Ministerial Meeting of the NAM**, held in New Delhi, India.*

*In 1997, I was member of the delegation of Botswana to the **16th session of the UN Commission on Human Settlements**, held in Nairobi, Kenya.*

*In 1996, I was a member of the delegation of Botswana to the **UN Conference on Human Settlements (Habitat II)**, held in Istanbul, Turkey.*

