

JPO Programme

2002

Country Office

Questionnaire

Results

2002 Country Office Questionnaire

Results

Presentation

The Junior Professional Officer (JPO) Service Centre is a branch of the United Nations Development Programme's Office of Human Resources. At the time this questionnaire was distributed, it administered 250 "active" JPOs working for the following agencies: UNDP and its affiliated funds/programmes (DDC¹, IAPSO², UNCDF³, UNDGO⁴, UNIFEM⁵, UNV⁶), UNFPA⁷ and UNOPS⁸. The current JPOs are sponsored by 18 countries⁹ and serve in 88 duty stations worldwide.

Relocated from New York to Copenhagen in summer 2001, the JPO Service Centre is based on the premises of the UN/UNDP Nordic Office. In line with the UN reform and the UNDP corporate change process, the JPO Service Centre aims at becoming a "one-stop-shop", covering the whole range of issues relating to JPO administration, such as human resources, finance, travel, etc. The work programme thus aims at streamlining work processes and procedures and at greatly reducing response time. The ultimate objective remains to better serve and support the JPOs, who are making a sizeable contribution to the UN community's effort aimed at creating environment for sustainable human development.

¹ Drylands Development Centre (DDC)

² Inter-Agency Procurement Services Office (IAPSO)

³ United Nations Capital Development Fund (UNCDF)

⁴ United Nations Development Group Office (UNDGO)

⁵ United Nations Development Fund for Women (UNIFEM)

⁶ United Nations Volunteers (UNV)

⁷ United Nations Population Fund (UNFPA)

⁸ United Nations Office for Projects Services (UNOPS)

⁹ Austria, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, the Netherlands, Norway, Portugal, Spain, Sweden, Switzerland and the United Kingdom. The Republic of Korea also participates in the Programme but is not funding any JPOs at the moment. Besides, Australia will resume its participation and Monaco will join the Programme in January 2003.

Against this background, the annual dissemination of questionnaires to all JPOs is vital to ensuring that the JPO Service Centre is kept abreast of all the major developments that have a bearing on the performance and well being of the JPOs, as well as to solicit feedback regarding the recent track record of the JPO Service Centre itself.

Besides, following the commitment made to the JPO Service Centre partners, three other client satisfaction surveys (Donor Countries, Country Offices and Headquarters Bureaux) were disseminated in October-November 2002.

The present document is the synthesis of the answers as well as the analysis of the key results obtained in the first edition of the Country Office survey.

All the questionnaires received have been treated in the strictest confidence so as not to reveal individual opinions and observations.

The present survey was divided into three sections, labelled as follows:

- **Co-operation with the JPO Service Centre** (7 questions);
- **Information needs** (8 questions);
- **General comments, ideas and feedback** (3 questions).

The survey was accessible online on the JPO Service Centre website (www.jposc.org). An e-mail announcing the launch of the survey was sent to all stakeholders on 1st October 2002. The deadline for answering was 3 November 2002. As an option, the respondents were offered a possibility to reply to the survey using a Word document format.

The respondents were asked to base their answers to the questionnaire on their experiences over the past year.

The results and comments made will be carefully analysed and taken into account to the extent possible.

The team of the UNDP JPO Service Centre would like to take this opportunity to express its gratitude to all our partners, and especially those that have taken time to complete this survey, for their continuous support.

Participation rate

Global participation (42/131)

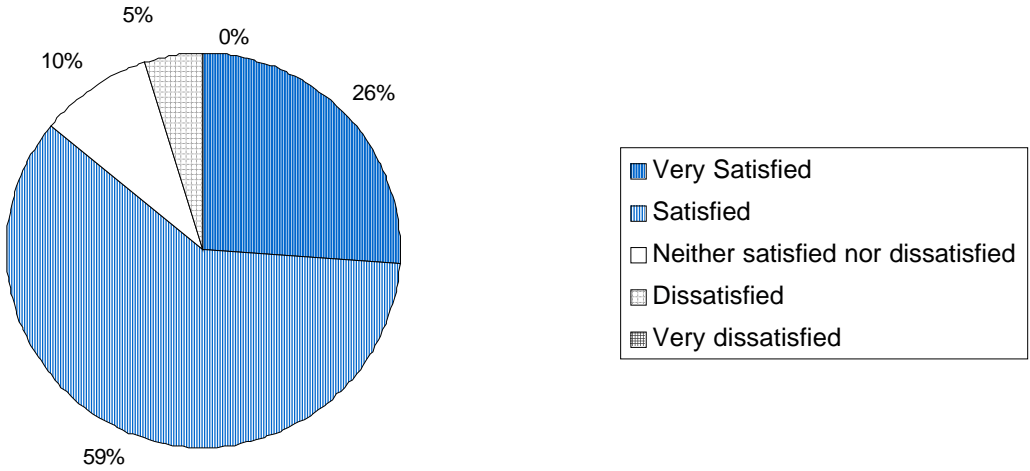
32 %

The present survey was sent to the 131 UNDP Country Offices worldwide. Forty-two answers were received, coming from 29 Country Offices hosting JPOs and 13 Country Offices currently without JPOs.

Section 1

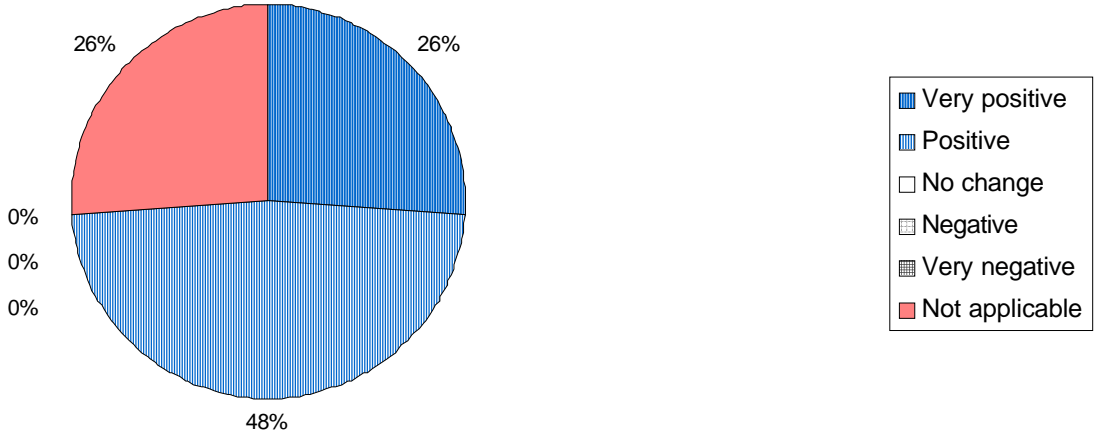
Co-operation with the JPO Service Centre

1.1 To what extent were you satisfied with the co-operation between our offices during the most recent recruitment cycle?



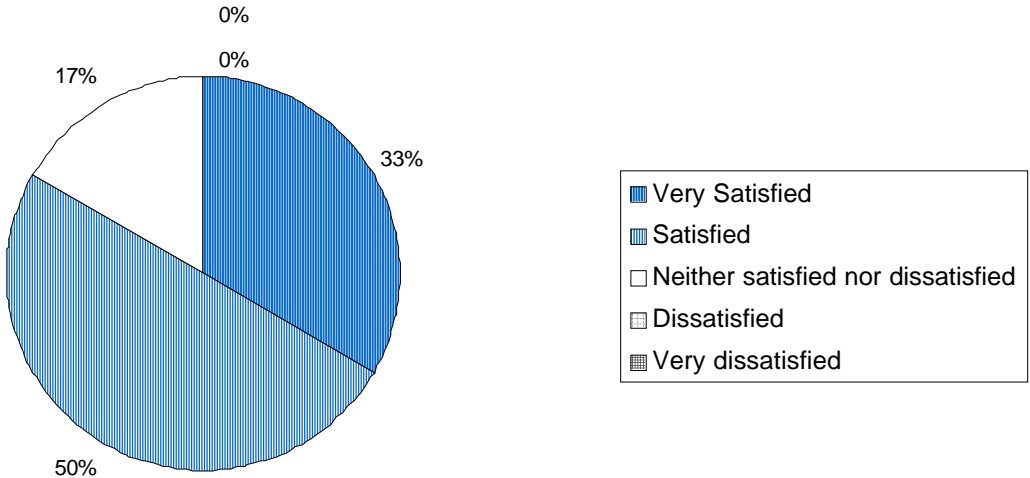
| | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-------------|------------------------------------|--------------|-------------------|
| Global (42 answers) (11/25/4/2/0) | 26 % | 59 % | 10 % | 5 % | 0 % |

1.2 How would you rate the change in quality of services provided by the JPO Service Centre after the move from New York to Copenhagen in July 2001?



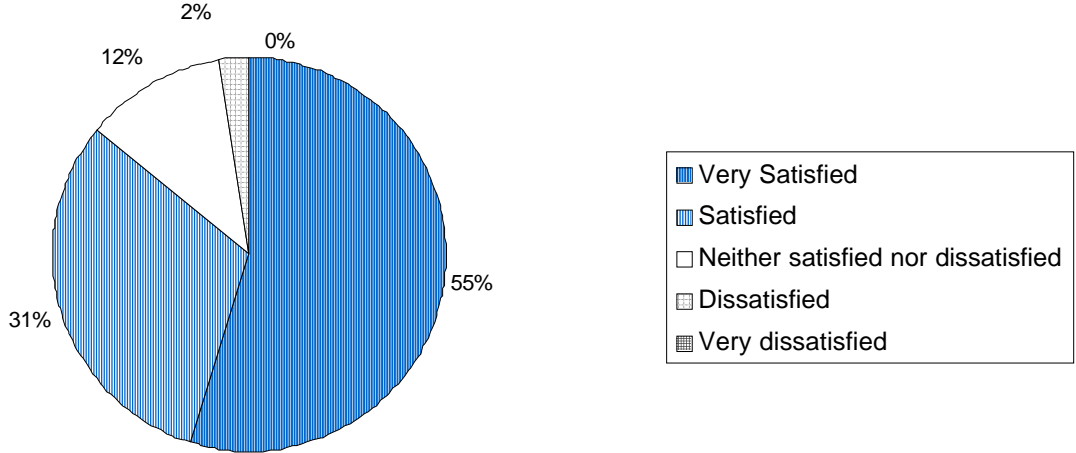
| | Very positive | Positive | Neither positive nor negative | Negative | Very negative | Not applicable |
|--|---------------|-------------|-------------------------------|------------|---------------|----------------|
| Global (42answers)(11/20/0/0/0/11) | 26 % | 48 % | 0 % | 0 % | 0 % | 26 % |

1.3 Generally speaking, to what extent are you satisfied with the administrative support provided by the JPO Service Centre to your office in relation to the JPOs serving at your duty station?



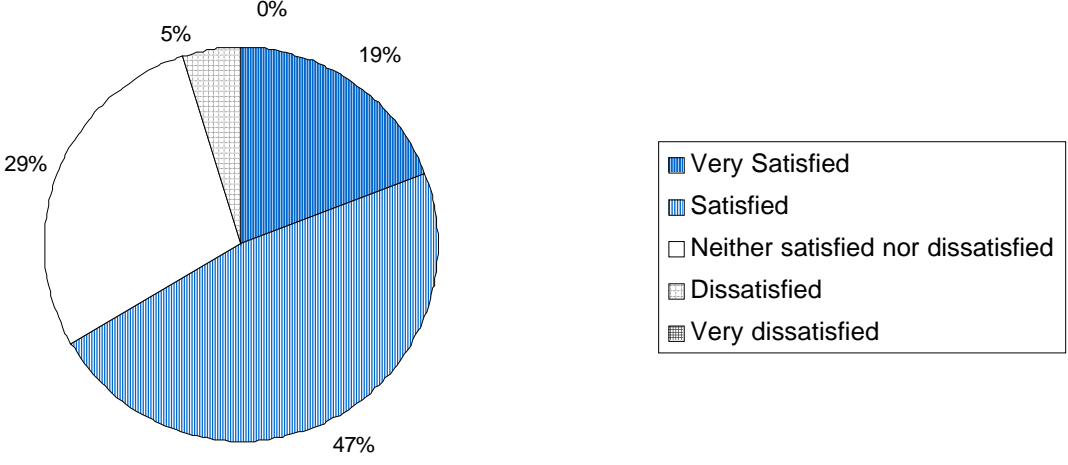
| | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-------------|------------------------------------|--------------|-------------------|
| Global (42 answers) (14/21/7/0/0) | 33 % | 50 % | 17 % | 0 % | 0 % |

1.4 When communicating with the JPO Service Centre, to what extent are you satisfied with the overall timeliness of our response (taking into consideration our 72 hour response time policy)?



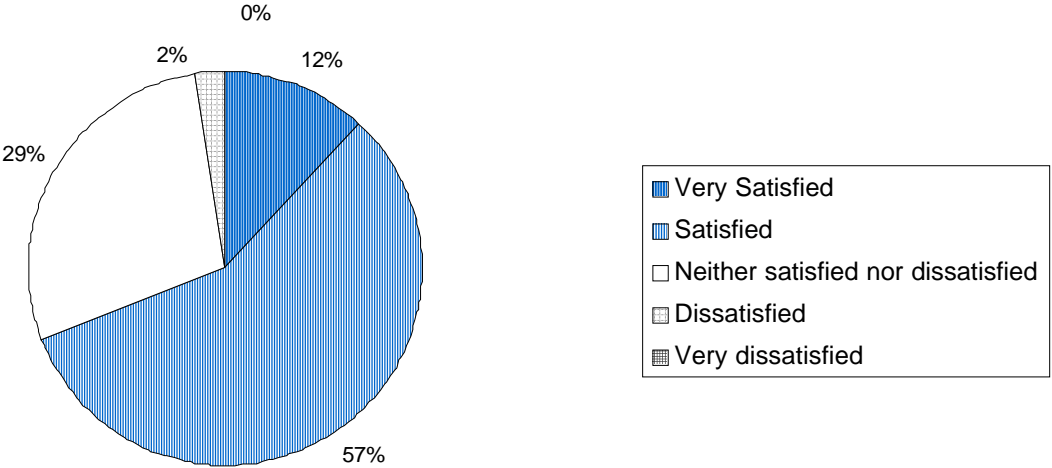
| | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-------------|------------------------------------|--------------|-------------------|
| Global (42 answers) (23/13/5/1/0) | 55 % | 31 % | 12 % | 2 % | 0 % |

1.5 To what extent are you satisfied with the information support received in relation to the PPO training course in New York?



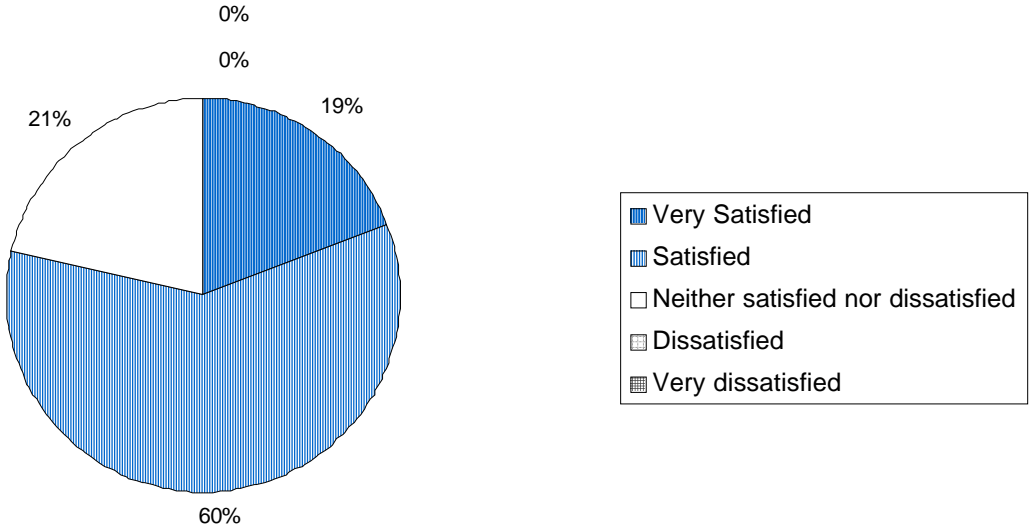
| | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-------------|------------------------------------|--------------|-------------------|
| Global (42 answers) (8/20/12/2/0) | 19 % | 47 % | 29 % | 5 % | 0 % |

1.6 To what extent are you satisfied with the administrative support received in relation to the PPO induction course in New York?



| | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-------------|------------------------------------|--------------|-------------------|
| Global (42 answers) (5/24/12/1/0) | 12 % | 57 % | 29 % | 2 % | 0 % |

1.7 To what extent are you satisfied with the administrative support received in relation to JPOs separating?

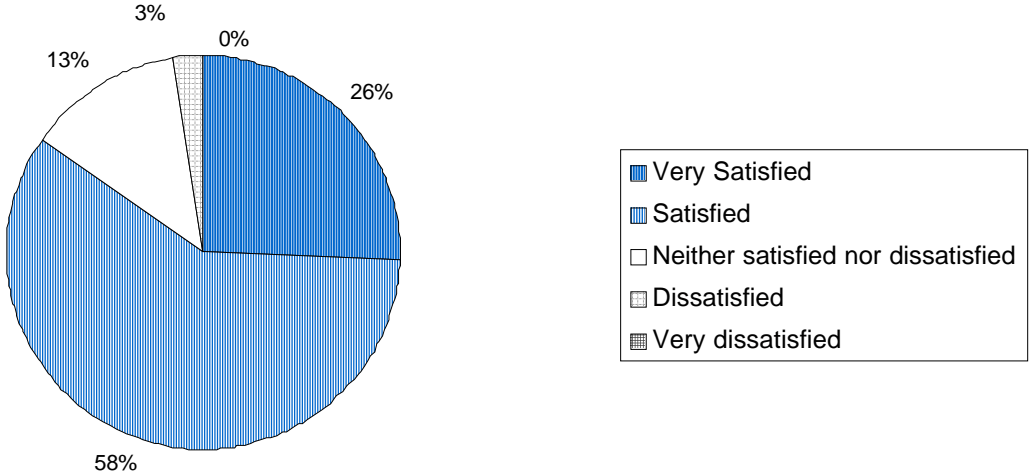


| | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|--|----------------|-------------|------------------------------------|--------------|-------------------|
| Global (42 answers) (8/25/9/0/0) | 19 % | 60 % | 21 % | 0 % | 0 % |

Section 2

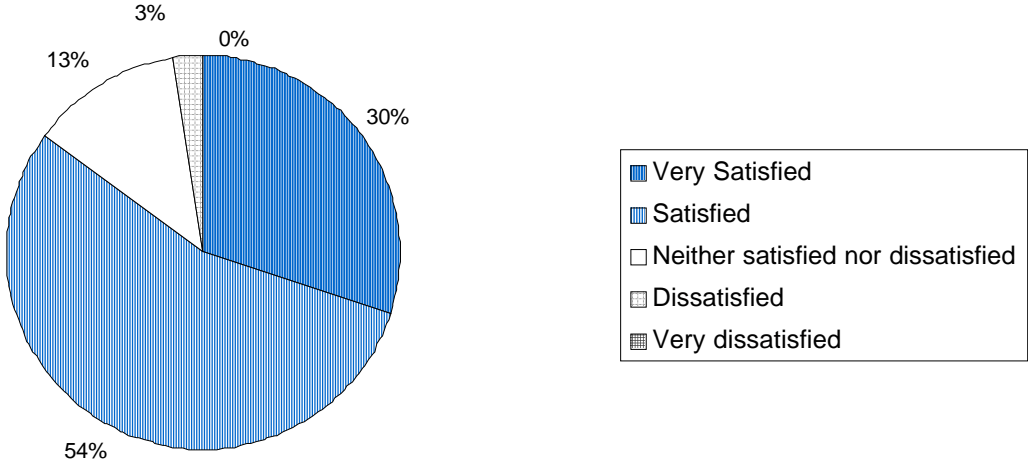
Information needs

2.1 To what extent are you satisfied with the information available regarding the procedures and requirements for requesting a new JPO?



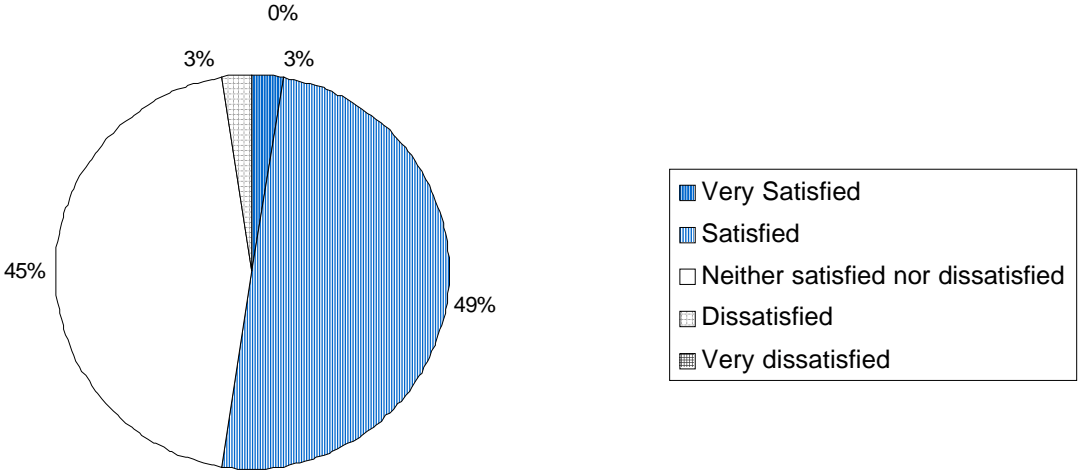
| | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-------------|------------------------------------|--------------|-------------------|
| Global (39 answers) (10/23/5/1/0) | 26 % | 58 % | 13 % | 3% | 0 % |

2.2 To what extent are you satisfied with the guidelines for creating Terms of Reference for a JPO?



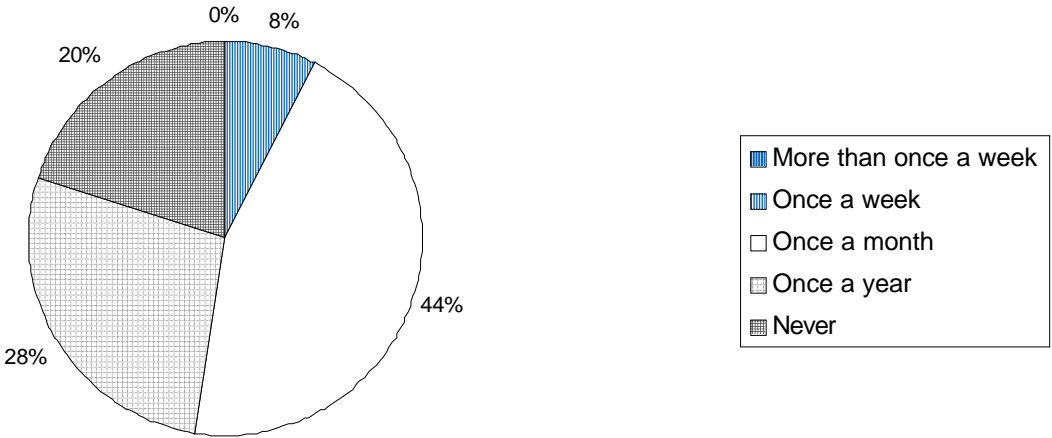
| | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-------------|------------------------------------|--------------|-------------------|
| Global (41 answers) (12/22/5/1/0) | 30 % | 54 % | 13 % | 3% | 0 % |

2.3 To what extent are you satisfied with the existing guidelines for DTTA expenditure?



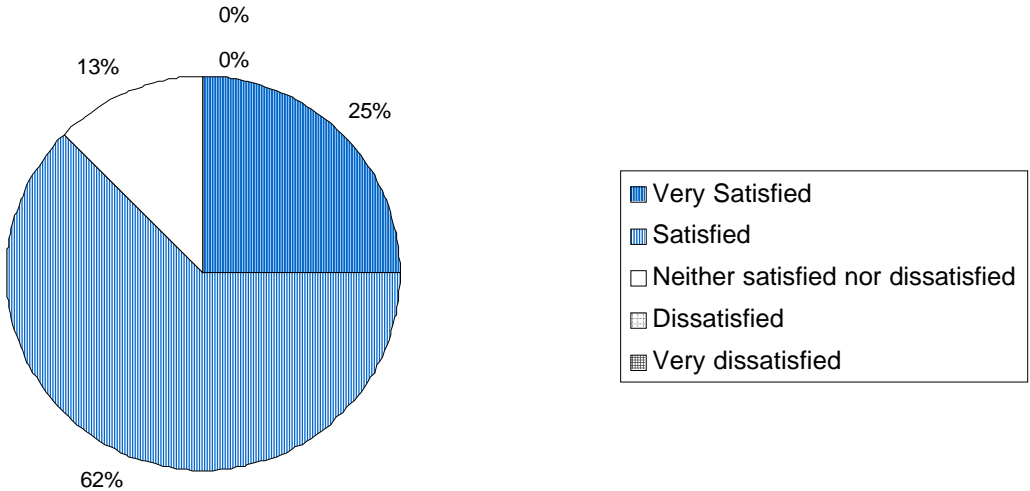
| | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|---|----------------|-------------|------------------------------------|--------------|-------------------|
| Global (40 answers) (1/20/18/1/0) | 30 % | 54 % | 13 % | 3 % | 0 % |

2.4 How often do you use/visit the JPO Service Centre website (www.jposc.org)?



| | More than once a week | Once a week | Once a month | Once a year | Never |
|---|-----------------------|-------------|--------------|-------------|-------------|
| Global (40 answers) (0/3/18/11/8) | 0 % | 8 % | 44 % | 28 % | 20 % |

2.5 If you use the JPO Service Centre website, to what extent are you satisfied with the way the website meets your duty station’s information needs in respect of the JPO Programme?



| | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|--|----------------|-------------|------------------------------------|--------------|-------------------|
| Global (32 answers) (8/20/4/0/0) | 25 % | 62 % | 13 % | 0 % | 0 % |

2.6 What kind of information would you like to see added in the website's Country Office Corner (www.jposc.org - Online Admin Services - Country Office Corner)?

22 comments were received. They can be grouped under the following categories:

Needs fulfilled (8 comments)

"It is once JPO's needs are agreed upon at the country office that appropriate additional information needed could be specified. In the meantime, I believe that the JPO SC offers very valuable information."

"Available information is satisfactory."

"Current info is adequate."

"Satisfied."

"The website meets our CO' s information needs."

"The current information is just adequate. No need to add anything."

"The CO Corner contains the information needed especially circulars, manuals, and formats."

"The section is very comprehensive and fully meets our needs."

More information about the JPOs' assessment and experience sharing (5 comments)

"There should be also a system to capture the experience and knowledge that JPOs accumulate in the course of their assignments in each CO."

"Success stories."

"LESSONS LEARNED BY OTHER JPOs."

"JPO's experience sharing and assessment of their tenures with UNDP etc."

"Information on potential candidates, previous supervisors' performance assessment."

More information on the JPOs' recruitment and placement (4 comments)

"List of available JPOs and their profiles."

"List of JPOs by gender, nationality and funding country."

"Full information about candidates interested in JPO assignments."

"To be able to track the recruitment process of a JPO for a specific country/project."

Better web visibility and others (3 comments)

"Everything refers to the current year. What about the previous years?"

"Making it more visible would help."

"We know that it is a newly arranged site, however, highlights of the new entries will help."

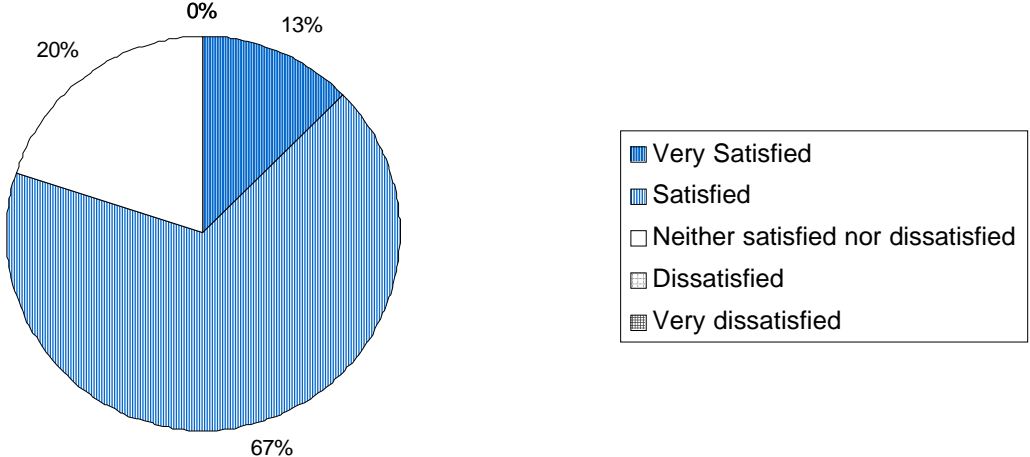
More information about the JPOs' entitlements (2 comments)

"I would like to see information about JPO's staff benefits."

"Orientation information on how to use DTTA funds."¹⁰

¹⁰ Note of the JPO Service Centre: please find this information under the website section "training/learning opportunities".

2.7 To what extent were you satisfied with the JPO brochure, which was disseminated in April 2002?



| | Very satisfied | Satisfied | Neither satisfied nor dissatisfied | Dissatisfied | Very dissatisfied |
|--|----------------|-------------|------------------------------------|--------------|-------------------|
| Global (40 answers) (5/27/8/0/0) | 13 % | 67 % | 20 % | 0 % | 0 % |

2.8 What could we do to better address your duty station's information needs?

34 comments were received. They can be grouped under the following categories:

Needs fulfilled (11 comments)

"Current efforts are good steps in the right direction."

"The information provided is enough."

"Satisfied."

"We are satisfied with the response to our information needs. I think that the new JPO portal is an excellent tool and the new ways for recruiting JPOs will facilitate the communication among all parties involved."

"We feel that the website is already fulfilling our information requirements."

"Nothing at present."

"None, we are satisfied with the present set up."

"I believe you are doing all you can, and this in an imaginative and practical way - a model for all UNDP units to emulate."

"A good job is being done."

"We are happy with the info provided now."

"We are very satisfied with the support provided so far."

Recruitment and status of the requests for a JPO (14 comments)

"Keep us more updated on what happened with our submissions."

"Interest fields of donors."

"Recruitment of JPOs is very slow."

"Progress report to the country office on the status of recruitment (what has been done and what should be completed)."

"Keep COs fully informed on the status of their requests for JPOs."

"As far as info is concerned, we consider it a satisfactory, however, more speedy action on recruitment would be required."

"List of Donor countries funding JPOs updated."

"It will be great if the recruitment time could be shortened."

"Despite the availability of information on where the donors' geographical preferences lie, it is not always clear when the candidates become actually available, and where/how they are eventually assigned."

"The JPO SC should also be able to lobby more strongly for COs where serious needs exist despite the lack of immediate donor interest."

"Improve information on donor preferences regarding country of assignment, substantive sector, and number of posts available any specific year."

"Annotated list of potential JPOs."

"Inform on the reasons why a donor is not interested in funding a request for a JPO in our country."

"We would suggest specific links for individual Country Office programmes, so that, based on the announced TORs, the JPOs can access more relevant information."

Provide more general information (6 comments)

"Regularly circulate e-mails on the services that you are providing."

"Have a regular electronic bulleting reaching us with updated news and options."

"Establish a regular mailing list with new/added info."

"We would like to be advised who is our focal point in the JPO Service Centre."

"Country-based information - best practices on how JPOs are best utilized by COs."

"The list of JPOs who have worked in the CO, and the areas they have worked in, not only currently and in the future, but some information regarding the past. So one can judge on the management of the JPOs at Country level."

Other comments (3)

"I do not know where to put this: the timing of the JPO training course was not at all convenient to our office as the JPO could have contributed to an learn a lot from the UN week we are holding at the moment."

"Activate more the JPO network."

"Get your website to be less dependent on a high speed in connectivity."

Section 3

General comments, ideas and feedback

3.1 What are the three most positive things you have to say about the JPO Service Centre?

79 comments were received. They can be grouped under the following categories:

- **promptness** of the responses and actions to queries from the Country Offices (19 comments)
- **efficiency and quality** of the services provided (13 comments)
- good **structure and organisation** of the Service (9 comments)
- commitment and friendliness of the JPO Service Centre **staff** (7 comments)
- **information** sharing (8 comments)
- **innovativeness** and proactive attitude (6 comments)
- **quality of the JPOs** selected (6 comments)
- **quality of the website** (5 comments)
- other comments (5)

“Proactive.
Result oriented.
Innovative.”

“Very responsive to the current UNDP needs.
Very informative in terms of the current management of the JPO system.
A good tool for supportive information to the donor governments.”

“Responsive.
User-friendly.
Well-structured and professional set-up.”

“Excellent website.
Timely responses.
Good coordination.”

“Well organised.
Speedy reply.
Attractive website.”

“Effective.
Quick.
Reliable.”

“Outgoing and communicative.
Listening.
Prompt action and response.”

“Efficient.
Prompt.
Helpful.”

“Refreshingly innovative.
Sensitive and timely in communications.
Helped this CO to achieve a break-through: agreement of the Australian government to assign a JPO.”

“Faster response to request for information.
Better functioning web site.
In general, better management support to JPOs in Country Office.”

“Much clearer information, seems very complete.
Very quick reaction. Very dynamic/proactive interaction.
Good discussion on contract of JPOs, your asking for regular feedback.”

“Web site is really helpful.
Very good quality of response.
Excellent staff.”

“Speed.
Clarity of communication.
Excellent liaising with donors.”

“Increased responsiveness.
Understanding the CO needs.
Improved communications and info sharing.”

“A real professional outfit.
Client-centred.
Committed to innovation.”

“JPOs are very satisfied.
Timeliness is well respected.
Visibility has greatly improved.”

“It's fast.
Reliable.
Sufficiently automated.”

“Good matching of competencies with job requirements.
Flexibility.
Rapid response.”

“Personalized service.
New website appears complete.
Good JPO training course.”

“Quality of service.
Immediate response.
Team work.”

“Good selection.
Responsive.
Entrepreneurial.”

"Your response time is very timely.
The quality of JPOs is very high."

"Responsiveness.
Professional."

"Timely info. to duty station.
Innovative ideas in mobilizing resources/matching demand and supply."

"Well-organized donor campaign.
Established system in recruitment."

"It puts all services in one place and has a close relation with donors."

"Quick response."

"All are positive."

"Quality of the identified JPO currently working in our office. The JPO is matching hundred percent the job requirements and proves to be more than an asset for the CO."

"We do not have sufficient experience of interaction with Centre to form a clear opinion."

"Quick response time to answer queries on line."

"Sorry, I was not aware of your services until this questionnaire arrived."

"Administrative support."

3.2 What are the three most negative things you have to say about the JPO Service Centre?

25 comments were received. They can be grouped under the following categories:

- **length of the recruitment** process (8 comments)
- **problems to get some JPOs** for the Country Office (5 comments)
- lack of **knowledge regarding the JPO entitlements** (3 comments)
- problems of **communication** and feedback (3 comments)
- problems with the **training budget** (2 comments)
- other (4 comments)

“Sensitivity to staff concerns.
Incomplete information regarding JPOs roles.
JPO networking.”

“Takes a long time to identify a candidate.
Like to see more proactive & service-oriented services.”

“Recruitment time.
Move to ALD contract system.”

“Not enough knowledge of the steps to be followed to get a JPO
Insufficient information on the progress of requests for JPOs.”

“Delay in fielding candidates
Delegate to UNDP, the lengthy process of follow up with governments for recruitment of JPOs.”

“The recruitment and placement process takes too long.
For duty stations not so preferable for donors, more advocacy by the JPO SC on behalf of the CO needed. In case COs not particularly interesting for donors, the onus is on the CO. Even in those cases, efforts/leads by the CO are not necessarily followed-up by the SC.”

“Insufficient marketing development challenges and opportunities available to some countries perceived as not "sexy" enough to attract prospective JPOs.”

“It lacks the history of the JPO system, which would make the development of the programme more transparent.”

“Not enough info regarding troubleshooting.”

“Limited number of JPOs approved by donors worldwide.”

“As mentioned before, maybe more contact when we have placed a request for candidates (we placed on over 8 months ago and are not sure where this went... and if it went nowhere, why and what could be next steps.”

“JPOs do not have enough funds in the DTTA budget line.”

“Country Office is not able to know if they are getting JPOs or not in a reasonable amount of time. This could be further improved.”

“Lack of support to identify training courses for JPOs.”

“During the past two years it has been impossible for this CO to access the services of a JPO.”

“Confusion with former JPOs on DTTA, home leave, separation.”

“They have not identified proper JPO focal points in the country offices that have served as the liaison with the Service Centre, and often information gets lost in the way because it reached too many people and not the right one.”

“Little feedback on CO performance concerning JPOs.”

3.3 Other comments, ideas and feedback

21 comments were received. They can be grouped under the following categories:

Acknowledgement and congratulations (12 comments)

"Keep up the good work -- it is a pleasure working with you!"

"The website appears to be very well designed with all needed information at the disposal of users at the country level."

"Just continue like this, you are doing great! Thanks."

"Services have improved with the move to Copenhagen. There is more interaction between the Service Centre and CO during the recruitment process."

"Keep on ! You are in the right direction ! Good work ! All our congratulations for the many improvements since your move to Copenhagen."

"We are grateful for significant improvements in JPO Centre's work. Congratulations for a good job done so far, and hope that our successful cooperation will continue."

"Thank you for all your support!!!!!"

"We are very happy with the input of the JPOs themselves."

"Keep it up!"

"Thanks for giving us to give you feedback."

"We are satisfied with the service of the JPO Service Centre and would like to make more use of your services and JPOs in the future."

"I must honestly say that as presently there are no JPO in this CO and that there is yet to discuss and finalize the office's needs for JPOs, we cannot share targeted comments at this stage. On a personal note and being a former JPO, I found that there is a dedicated team working to boost further the JPO programme. Congratulations!"

Budget issues (3 comments)

"It would be good to have an option of "not applicable" for certain questions. This office has not had a JPO in more than a year, and the operational questions (e.g. those related to the PPO course) did not really refer to our recent experiences. Finally, I would like to highlight that the JPO SC definitely seems to be on a dynamic path - many innovations such as the 50-50 cost-sharing on extension for a third year are very promising for the sustainability and "modernization" of the JPO programme."

"We have received the new guidelines about 50% funding of JPOs from the respective COs admin budgets. We have some concerns in this respect as we believe the CO is already contributing by providing training to the new JPO on development issues through involving them in the implementation of the UNDP Programme; especially in light of the continuous short cuts and restriction on the COs ' Admin Budget."

"It will be very useful to know about the new procedure for the appointment of the JPO's, for we understand they will be appointed through ALD contracts."

Recruitment issues (3 comments)

"Would like to see more JPOs being fielded to the Pacific region."

"We have been looking for a JPO for environment, and we have not gotten one yet."

"We have also received requests for information of people who want to participate in the JPO programme but are not citizens from the donor countries. Is this information available in the JPO portal?"¹¹

Feedback issue (2 comments)

"Give your feedback to Resident Representatives as to job satisfaction of JPOs."

"It is going in the right direction. More regular feedback when JPO requests cannot be met could be useful."

Terms of Reference issues (1 comment)

"We need to discuss the difficulties of "moving agenda", i am afraid that the JPO assigned to this office was told of a different set of tasks he would be handling but then in the course of recruitment the CO changed activities somewhat and I believe the JPO was rather disappointed. we need advice on how to remedy this."

¹¹ Note from the JPO Service Centre: this information is available under "The recruitment process" section.