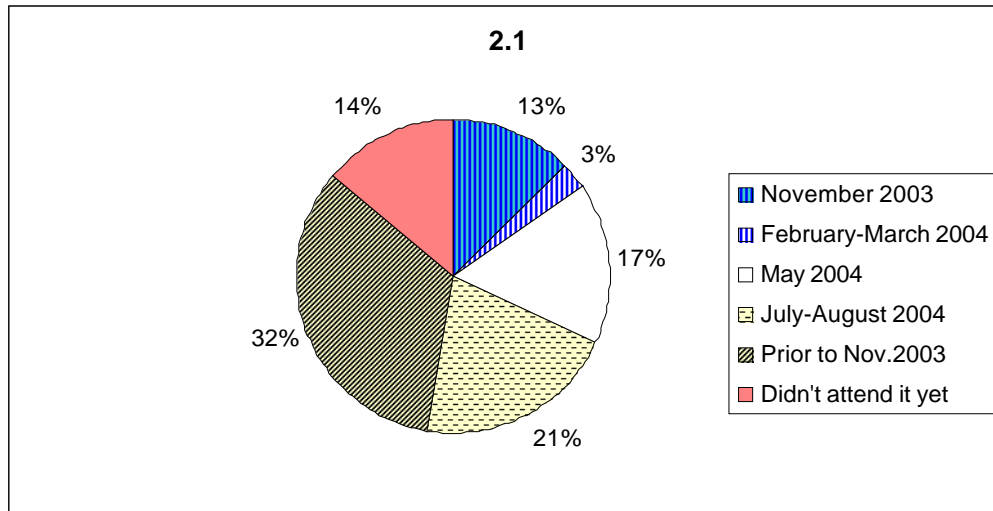


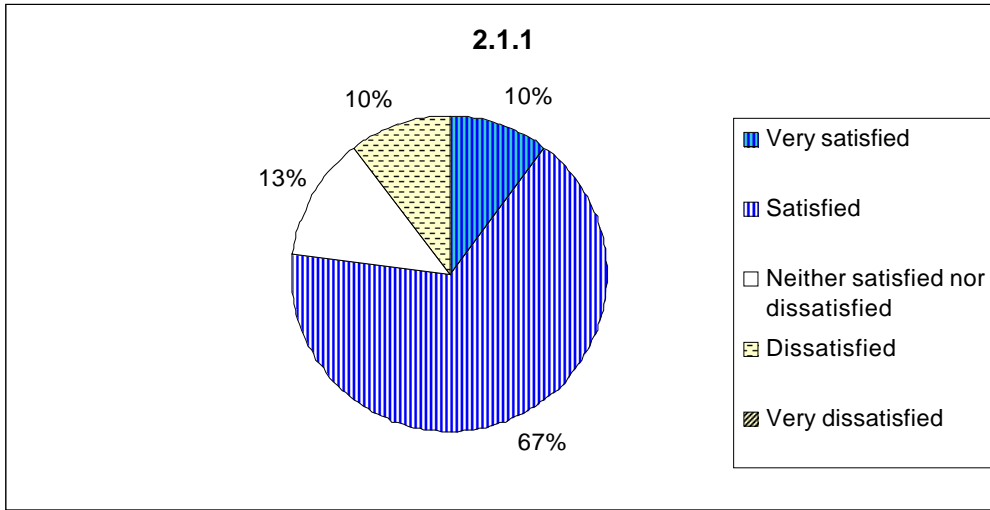
## Section 2 – Training and Learning

### 2.1 When did you attend the JPO induction course?

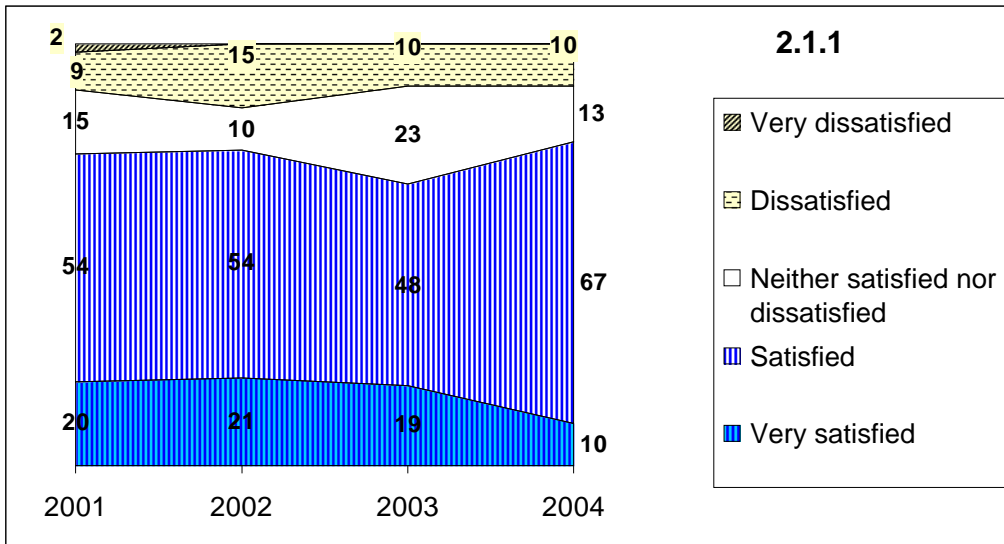


	Prior to Nov. 2003	November 2003	Feb - March 2004	May 2004	July - August 2004	Did not attend it yet
<b>2004 results</b> 72 answers (24/9/2/12/15/10)	<b>32 %</b>	<b>13 %</b>	<b>3 %</b>	<b>17 %</b>	<b>21 %</b>	<b>14 %</b>

**2.1.1** *If you have attended the PPO course in the last 12 months, how satisfied were you with the subjects covered in the training course?*

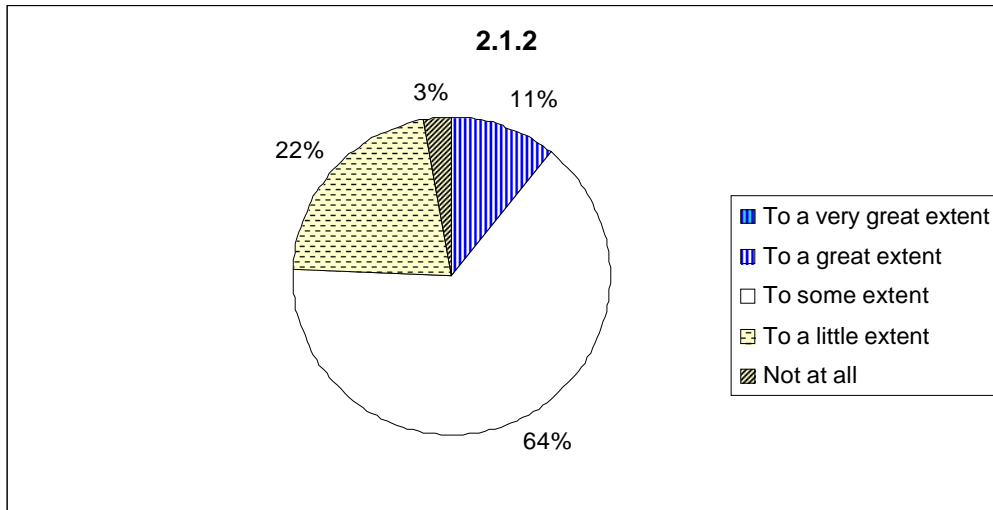


	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
<b>2004 results</b> 39 answers (4/26/5/4/0)	<b>10 %</b>	<b>67 %</b>	<b>13 %</b>	<b>10 %</b>	<b>0 %</b>
<b>2003 results</b> 48 answers (9/23/11/5/0)	19 %	48 %	23 %	10 %	0 %
<b>2002 results</b> 48 answers (10/26/5/7/0)	21 %	54 %	10 %	15 %	0 %
<b>2001 results</b> <sup>17</sup> 104 answers (21/56/16/9/2)	20 %	54 %	15 %	9 %	2 %

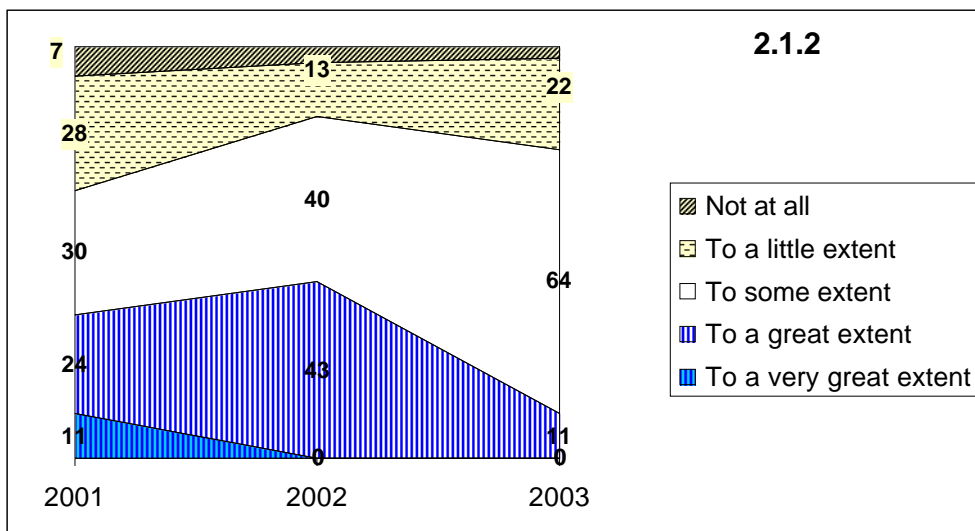


<sup>17</sup> Wording of the question in the 2001 Survey: "To what extent were you satisfied with the Training Course?"

**2.1.2** *If you have attended the PPO course in the last 12 months, to what extent have you already applied some of the new learning from the training course to your job?*



	To a very great extent	To a great extent	To some extent	To a little extent	Not a all
<b>2004 results</b> 37 answers (0/4/24/8/1)	<b>0 %</b>	<b>11 %</b>	<b>64 %</b>	<b>22 %</b>	<b>3 %</b>
<b>2003 results</b> 47 answers (0/20/19/6/2)	0 %	43 %	40 %	13 %	4 %
<b>2002 results</b> 46 answers (5/11/14/13/3)	11 %	24 %	30 %	28 %	7 %



### 2.1.3 What would you have added or changed to make the training course more useful to you?

#### Methodology:

“Fewer presentations and more case studies.”

“Reduction of the number of units included in the training. There were too many contradictions.”

“Less topics, more interactive.”

“Too many subjects, or not enough time available.”

“Less PP presentations more practical assignments.”

“Fewer topics, but greater depth in some of the more thematic/practice areas.”

“More in depth knowledge of specific issues.”

“More in-depth smaller subject work shops/clinics.”

“More practical/ know how/ sharing of experiences/ clinics.”

“More practical information.”

“Have the resource people preparing their presentation and the working group slightly more organised: it felt that we all had to fake a brainstorming for 10 minutes for no real result. Also what is a point of organising group presentation if other groups cannot attend each other's work? I felt it was an enormous waste of resource: 2 weeks just for networking sounds a bit light...”

“Resource persons should be informed and prepared well. Needed more time for discussion, lesser topics, participation earlier (JPO within 2-4 months after joining).”

“The group was a bit too big (i.e. 36 participants). Could have emphasised team oriented activities and more participatory processes and informal team building exercises.”

“The course could be structured around the programme cycle. In general, it might be better to cover fewer topics but to go into more details. A lot of the information provided was very superficial.”

“More programming tools (as opposed to policy directions).”

“For each practice, in addition to explaining what UNDP does in those areas, it would be good to know why UNDP and what is the comparative advantage of UNDP.”

“It was a lot of information to digest in a very short time. I would have liked to attend more than one practice area discussion (but I understand the time constraint).”

“e-archives of sessions should be consulted in earlier stage of JPO assignment.”

“Discussion on "practical" issues.”

“More practical courses should be included, such as dealing with difficult situation with colleagues, etc.”

“More case studies and each JPO should present in the beginning of the course in 5 to 10 minutes the work (s)he is doing.”

“Concrete study cases from country offices.”

“The content was good but not the methodology. Our group made extensive evaluation that I believe can be used to improve the training.”

“There was too much time for management tools and too little time for the substantive areas of UNDP.”

There should have been far less generic information - what are the human rights?, what is democratic governance? -since a JPO/NPO should be familiar with all that. Instead more emphasis should have been laid on the specific UNDP approach and value added to the practice areas, and on the CCA-UNDAF-CPAP and programming cycle issues in general. The number of topics covered should have been smaller.”

“More time for financial and project management under the UNDP guidelines, Resource mobilization.”

“Focus on user demands.”

“Focus more on the thematic areas and work more in sub groups. This would help to have more internal discussion, better conversation with colleagues at HQ. Another option is to have a more sub regional induction course which would focus on regional issues and would be hosted by regional offices, including a fieldtrip. Less attention has been paid to M & E, planning, negotiation, etc.”

### **Subjects:**

“More information on the overall structure of UNDP and its functions; more specific information on rules/regulations pertinent to our (programming) work, in particular more training on the Programming and Procurement Manual; less general introduction and more substantive knowledge.”

“There should be more depth on specific practice areas and we shouldn't have to listen to briefings on practice areas that we have no interest in. Maybe it has already changed this way.”

“A session dedicated to the common negative experiences many JPOs make (slow start, lack of preparation by the office, perception of JPOs as "another set of hands" etc.), maybe to come up with a formal list of proposals for improvement. Although [*UNDP official*] promised after a session with us to take our concerns seriously and get back to us, he never did.”

“Learn also from "bad practices" in the history of the organisation.”

“Procedures.”

“More information on practical hands-on issues concerning financial management, procedures etc.”

“To know more about other UNDP focal areas in particular poverty and governance.”

“Not only program management, but also PROJECT management.”

“Add a session about communications skills.”

“Some more information on the S&H processes as our office was piloting that exercise with other ExCom agencies.”

“More sector training (ex. poverty reduction and UNDP policy in terms of this) to give us more meat on the bones. More CO-reality focused training since it's very clear that HQ and CO are light years apart when it comes to the frameworks for working.”

“The overview of the UN system and UNDP should be maintained, but more time for informal issues such as 'managing self'; negotiation techniques, relations with counterparts and management should be allocated. The idea of having case studies is good, but not for all sessions.”

“The subjects covered during the PPO training were fine even if many it was more the way to present them that could have been unsatisfactory (I understand that it is really linked to the quality of the speaker).”

#### **Networking, field and HQ approaches:**

“The training course was very useful, not so much the subjects covered, but the chance to meet HQ and get some insights on issues that we deal with on a daily basis.”

“More practical! Sometimes I felt that the divide between NYHQ and our country offices grew the more we got to know.”

“More region specific networking and activities.”

“The course was a quick overall look at the organisation - ideal since I had only been on duty for 2 months before the course - but information is too general to be applied in the field.”

“It may have been better if more attention was paid to the fact that not all JPOs have field experiences/programme experiences. Being assigned in HQ, it was very difficult for me to participate in some of the group works or answer questions which start with "Give us examples from your country office" or "What do you do in your country office?", particularly when we were discussing very programme-oriented issues. Also, I remember filling out a feedback sheet after every course in the PPO training - can JPOSC extract feedback from there? I think I gave a very similar feedback to the training organizers.”

#### **Balance between UNDP and other agencies:**

“The initial three day orientation attended along with UNDP NPOs and JPOs, the content covered was mostly UNDP oriented.”

“A separated induction course for JPOs working for UNIFEM.”

“More relevance to non-UNDP agencies and headquarters.”

“More on UNV and more time to discuss with other JPOs on their experiences in the field.”

#### **Timeframe:**

“I would have wished to have a say in WHEN to attend it. I had not started my assignment by the time I had to attend the course.”

“Attending induction course after 1.5 years of service is a bit of a joke...”

“I would have attended earlier - I had had to already go through a large majority of the issues covered, and the workshop at this stage offered only a limited amount of new information.”

“N/A because I decided not to attend.”

“Take the course earlier, although I requested from the beginning to participate early I only took part in the course after nine months of work for UNDP, so most of the information was not new and I spent a lot of time getting all this information myself in the first months of my assignment.”

“Participate in an earlier course. Since I work at HQ and had already served for more than 6 months, there was not much new for me.”

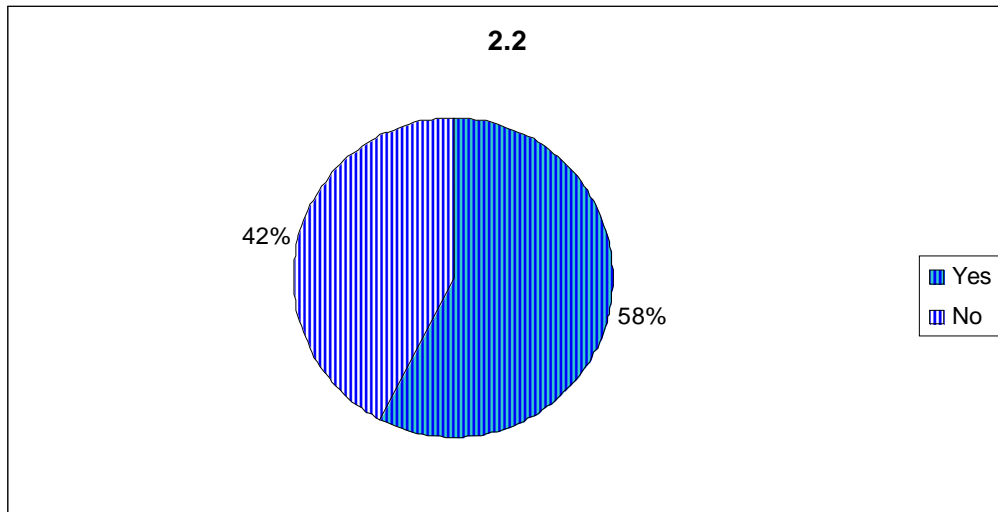
“I also suggest that the course is given when one had been approx 2 months at duty station.”

“I had already been in my duty station for more than 9 months when I attended the PPO induction course, so there were some topics that were less interesting for me personally. But on the other hand thinking about it, listening to other practice area issues was alright because one understands those as well better now, since many are cross-cutting. I especially enjoyed listening and discussing about the organizational structures and priorities and the issues related to "corporate" UNDP. Now I can see the larger perspective, I am working in a country office, but also in a larger, global office so to speak.”

“It should have taken place within the first 3-4 months of my assignment.”

“The training was fine in itself but some information would have been useful just after the EOD. Some others were useful after some months of work at the duty station.”

## 2.2 Did you use your DTTA budget to attend any training in the last 12 months?



	Yes	No
<b>2004 results</b> 73 answers (42/31)	<b>58 %</b>	<b>42 %</b>

### ***2.2.1 If yes, what kind of activity(ies) did the DTTA budget fund?***

“Part of course fees and part of travel. I covered the rest with my own money.”

“Attended an International training course on Logical framework, monitoring and evaluation.”

“A course on human security and its application on the local level.”

“Health in emergency course.”

“I am going to attend an UNFPA regional training workshop next week.”

“A 5 day course in South Africa and a 6 day workshop in Switzerland both in the water and sanitation sector.”

“Regional JPO Workshop in Vietnam and 5-week training on 'Facilitating Development' in Cape Town.”

“1. MDG course in Cairo;  
2. Participation in AGI workshop in Banjul;  
3. Project Management Course in Colombo.”

“JPO workshop in Hanoi / meeting with UNDP experts at HQ / meeting with my mentor.”

“Fiscal Decentralization and Local Governance training at Georgia State University, Atlanta.”

“Regional economic conference in Bishkek/Kyrgyzstan.  
5th JPO regional workshop in Hanoi/Vietnam on Private Sector Development.”

“Two Regional JPO Workshops (MDGs in Cairo and Partnering with Private Sector in Hanoi)”

“Postgraduate Courses in Monitoring and Evaluation, Impact Assessment, Poverty Reduction.”

“I participated in a peace-keeping and peace-building training programme just one month ago. Although the skills and knowledge I have got through the training have not much with the current job, it was truly a good training for my future career after JPO in UNDP.”

“CEPAL/ ILPES two week course on logical framework, monitoring and evaluation.”

“Workshops and training in Women, Peace and Security in the Arab Region, Human Rights and Development and Rule of Law in Post-Conflict States.”

“International Diploma in Humanitarian Assistance (Geneva), Geographical Information System Special Course, (Bangor) (this month).”

“Project Management training, Regional JPO workshop in Egypt, Workshop on CSO & PRSP organised by UNDP regional Centre SA.”

“Peace building course; Civil-Military Coordination course.”

“A regional workshop for UNFPA country office staff and government counterpart on Safe Motherhood.”

“2 weeks of work in the Honduras country office.”

“UNCITRAL Conference on Public Procurement Law (which is my field of expertise within the UN).”

“Regional Early warning and conflict prevention training in Turkmenistan, held by UN Staff College.”

“I attended the 2nd Asia Pacific Conference in RSH in Bangkok. I participated in a 2 weeks M&E training in Bangkok.”

“On-going online course on poverty, gender and employment.”

“Training on Balanced Scorecard.”

“Human Rights course.”

“Training on renewable energy.”

“Workshop about micro-projects in Burkina Faso.”

“MDG JPO workshop in Cairo.”

“In-house training.”

“Project Management Courses, Training Material.”

“Regional Planning Meeting ; World Bank Conference.”

“Development Economics.”

“Attending our division's regional planning meeting.”

“Asia Pacific Seminar on Climate Change.”

“Visit to CST BKK, training in Cambridge on SRHR.”

“Summer Course on International Humanitarian Law.”

“JPO Workshop in Cairo on MDGs.”

“Course for a masters in international health.”

“Coastal Management course.”

“Training on negotiations, mediation skills.”

“Project Management course.”

“Regional UNDP cluster meeting in Namibia.”

“attending a regional workshop on MDGs.”

“Microfinance Training; JPO Workshop on MDGs.”

“JPOSC Workshops.”

“JPO workshop.”

“Training course on Human Rights.”

“JPO regional workshop on MDGs, November 2003.”

“International Conference.”

“UNDP/Oxford Human Development Course.”

“Workshops on crisis prevention and recovery issues.”

“Conference and JPO seminar.”

“2 week training course”

“JPO regional training on MDGs in Cairo.”

“JPO regional WS.”

“a staff exchange with a UNDP CO.”

“JPO workshop.”

“- JPO workshops  
- Meeting with UNDP experts at HQ.”

“- MDGs in Cairo  
- Meetings (job search) in HQs.”

“World Bank Web Course on Macroeconomics.”

“Course on international humanitarian law.”

“Workshop on MDG.”

“Attending an International Development Conference.”

“Sarajevo training (October 2004).”

“Development economics.”

“Study tour & conferences.”

“2 weeks of work in another country office”

“Environmental law course”

“The International AIDS Conference in Bangkok.”

“Regional JPO Workshop”

“CPR workshop in Manila.”

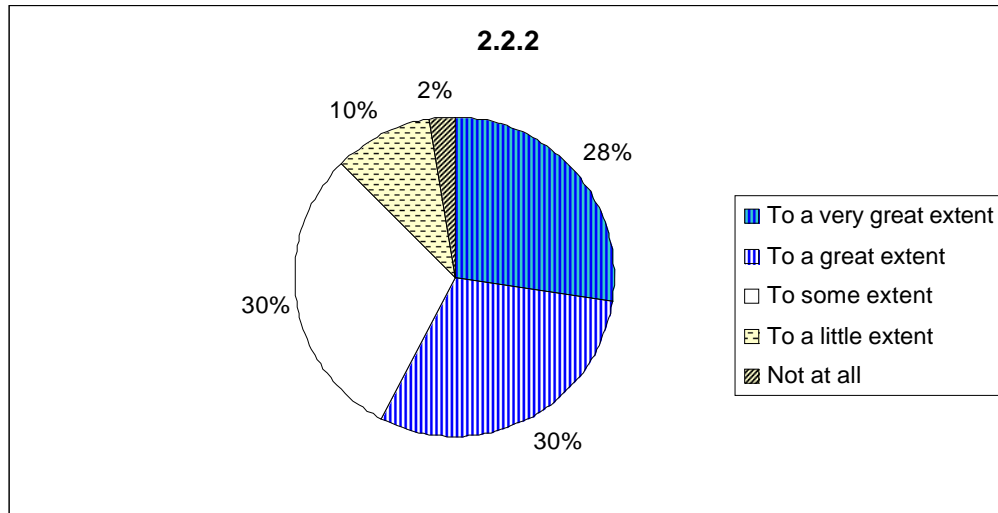
“Distance learning, development management.”

“Workshops organised by UNDP.”

“JPO MDG workshop in Cairo.”

“2 weeks training on mediation and conflict transformation in Austria.”

**2.2.2** *If yes, to what extent have you already applied some of the new learnings to your job?*



	To a very great extent	To a great extent	To some extent	To a little extent	Not a all
<b>2004 results</b> 40 answers (11/12/12/4/1))	<b>28 %</b>	<b>30 %</b>	<b>30 %</b>	<b>10 %</b>	<b>2 %</b>