

JPO Programme

2002

Donor Countries

Questionnaire

Results

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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

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.

contribution to the UN community's effort aimed at enabling environment for sustainable human development.

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 circulated 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 Donor Countries survey.

All the questionnaires received have been treated in the strictest confidence so as not to reveal individual opinions and observations. To that end, we also made this document available in three languages.

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

- **Co-operation and communication with the JPO Service Centre** (10 questions);
- **Your feedback on the JPO Programme from the JPOs** (4 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 (14/18)

78 %

The present survey was sent to the eighteen Donor Countries that were currently funding JPOs at the time this survey was launched:

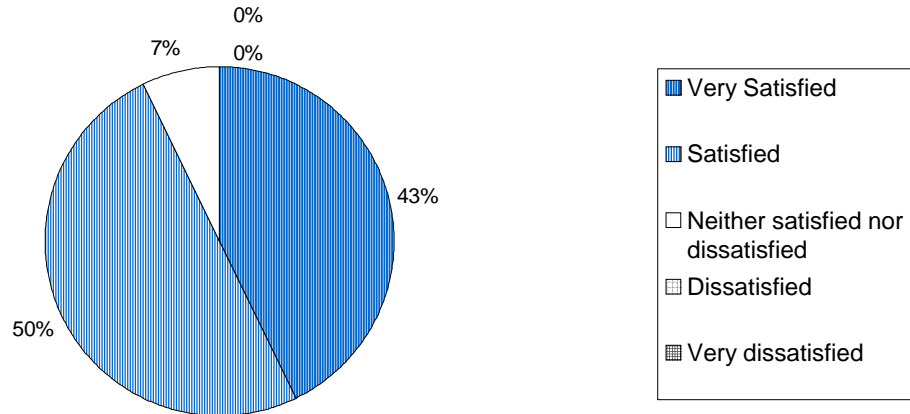
- Austria
- Belgium
- Canada
- Denmark
- Finland
- France
- Germany
- Ireland
- Italy
- Japan
- Luxembourg
- the Netherlands
- Norway
- Portugal
- Spain
- Sweden
- Switzerland
- the United Kingdom

Fourteen answers were received. The Donor Countries that replied to the survey fund 91 % of the JPOs administered by the JPO Service Centre.

Section 1

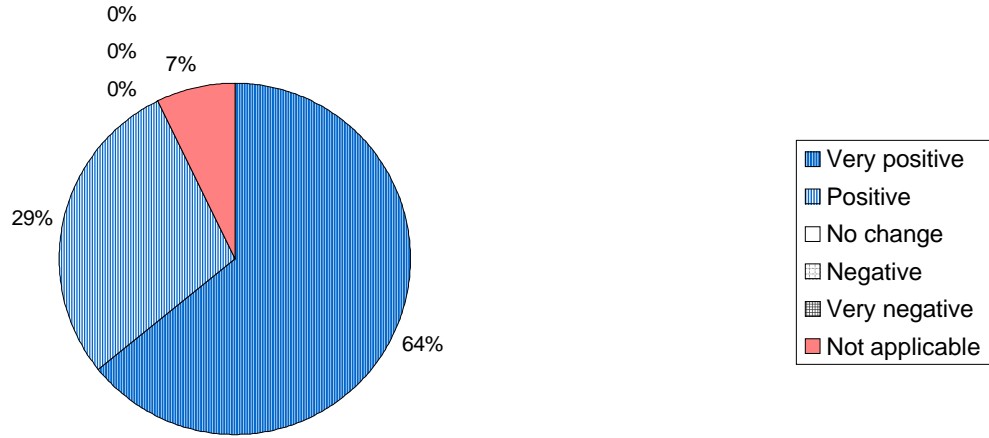
Co-operation and communication with the JPO Service Centre

1.1 Generally speaking, how satisfied are you with the extent to which the UNDP JPO Programme lives up to your Government's expectations?



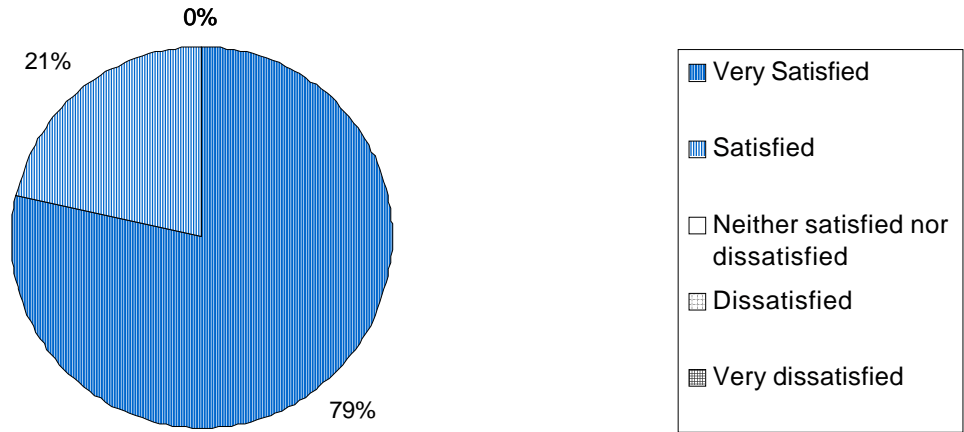
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (14 answers) (6/7/1/0/0)	43 %	50 %	7 %	0 %	0 %

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



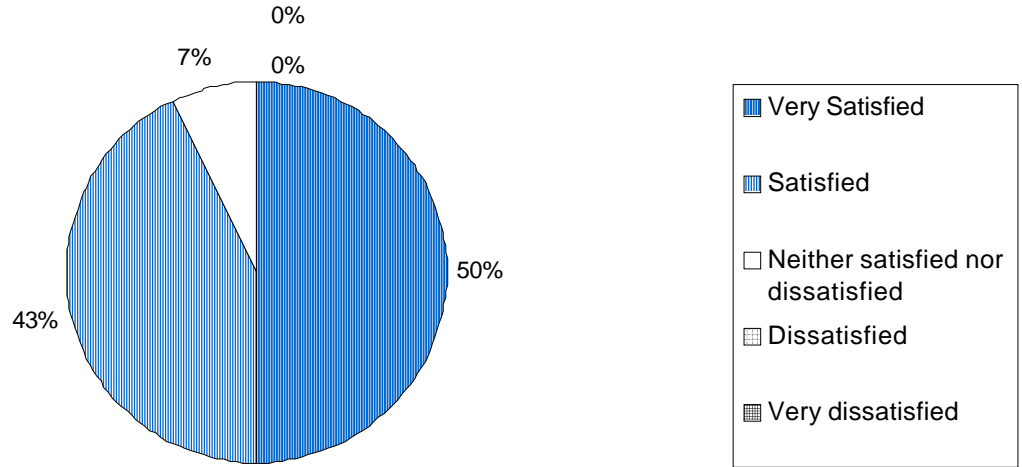
	Very positive	Positive	Neither positive nor negative	Negative	Very negative	Not applicable
Global (14 answers) (9/4/0/0/1)	64 %	29 %	0 %	0 %	0 %	7 %

1.3 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)?



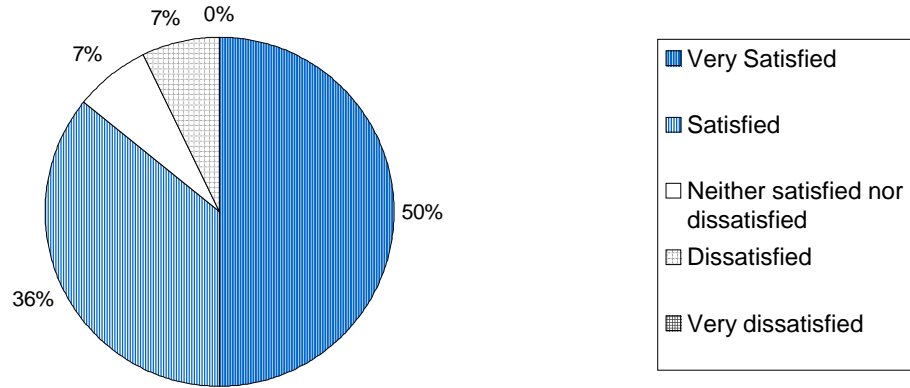
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (14 answers) (11/3/0/0/0)	79 %	21 %	0 %	0 %	0 %

1.4 To what extent are you satisfied with the accurateness of our responses to your questions and concerns?



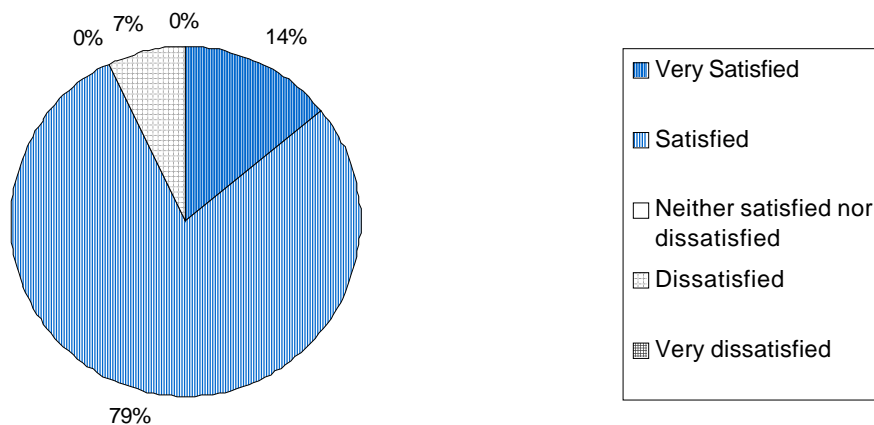
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (14 answers) (7/6/1/0/0)	50 %	43 %	7 %	0 %	0 %

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



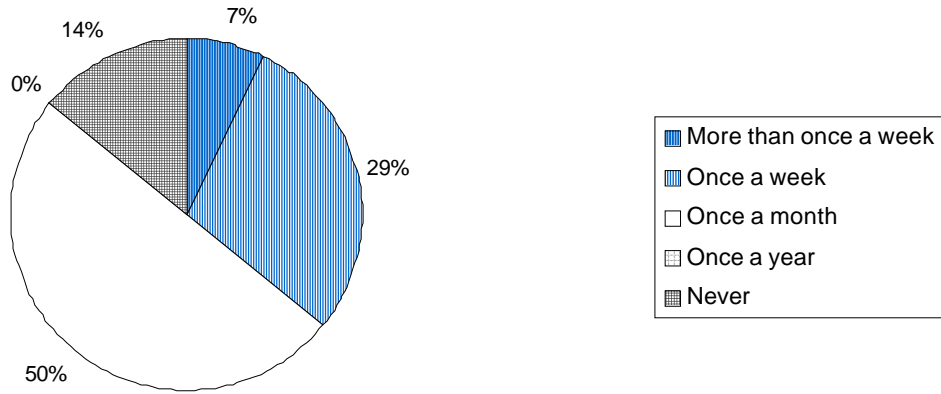
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (14 answers) (7/5/1/1/0)	50 %	36 %	7 %	7 %	0 %

1.6 To what extent are you satisfied with the way UNDP meets various reporting obligations towards your Government?



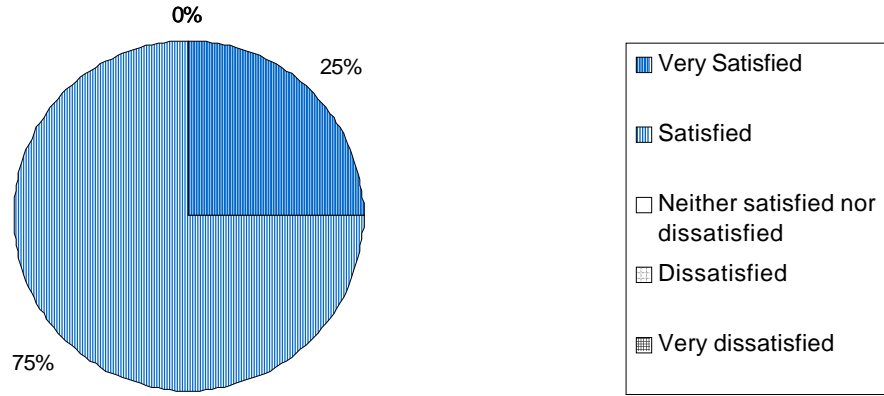
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (14 answers) (2/11/0/1/0)	14 %	79 %	0 %	7 %	0 %

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



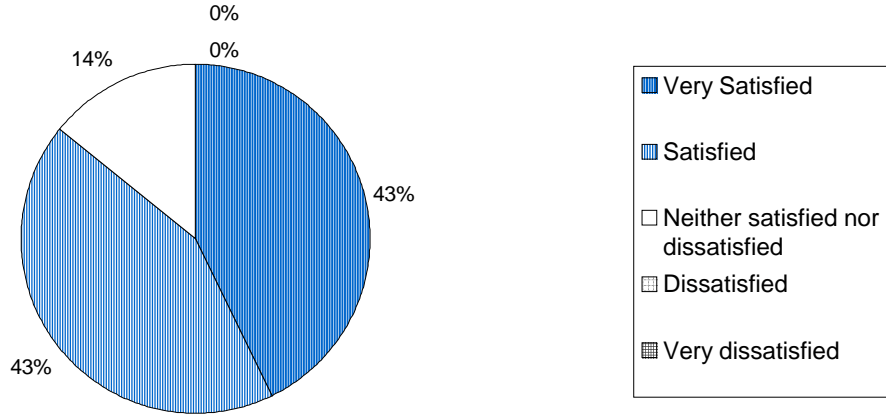
	More than once a week	Once a week	Once a month	Once a year	Never
Global (14 answers) (1/4/7/0/2)	7 %	29 %	50 %	0 %	14 %

1.8 If you use the JPO Service Centre website, to what extent are you satisfied with the way the website meets your Government's information needs in respect of the JPO Programme?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (12 answers) (3/9/0/0/0)	25 %	75 %	0 %	0 %	0 %

1.9 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 (14 answers) (6/6/2/0/0)	43 %	43 %	14 %	0 %	0 %

1.10 What could we do to better address your Government's information needs?

Eight comments were provided by the respondents:

“To inform the donor of how UNDP informs the JPOs of a possible assignment after the JPO assignment has terminated (apart from the website perhaps).”

“Report also on recruitment of former UNDP JPOs through projects and in other agencies.”

“Better information about budget matters.”

“We need credible and transparent feedback on the JPO performance.”

“It would be very useful to be automatically informed, when the JPO starts and ends his/her JPO-assignment. I made the experience that this is done in some cases but not in all.”

“Each partner has to agree on the fact that the JPOSC is the focus point for everything concerning the UNDP JPOs (situations such as Country Offices directly reaching an agreement with embassies without informing the JPOSC or the relevant Ministry of Foreign Affairs would therefore be avoided). Yet, I acknowledge this very same principle should be applied to our embassies! I am aware that not everything can be under control!”

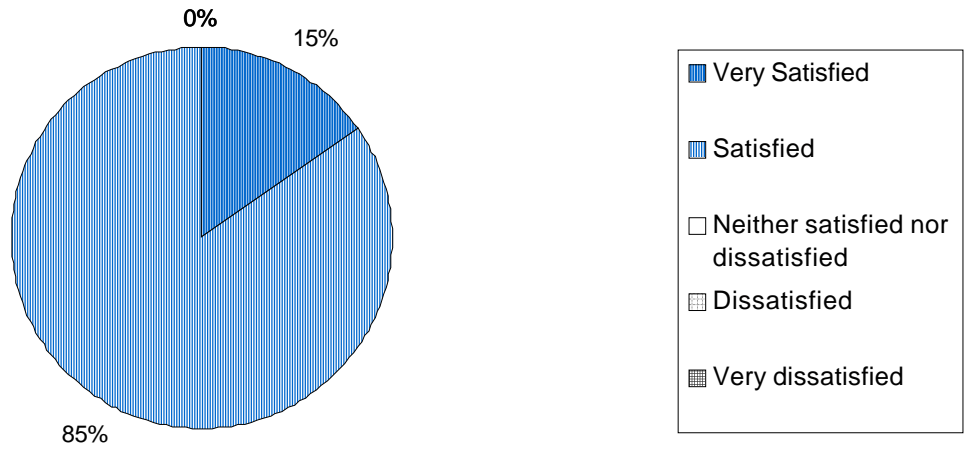
“Further information from the JPOs about the kind of work they carry out as well as their set of projects.”

“The information is accurate but you should draw the correspondents’ attention to the answer you would like to get. I did not think the donors were supposed to fill in the questionnaire: I first thought it concerned only the JPOs.”

Section 2

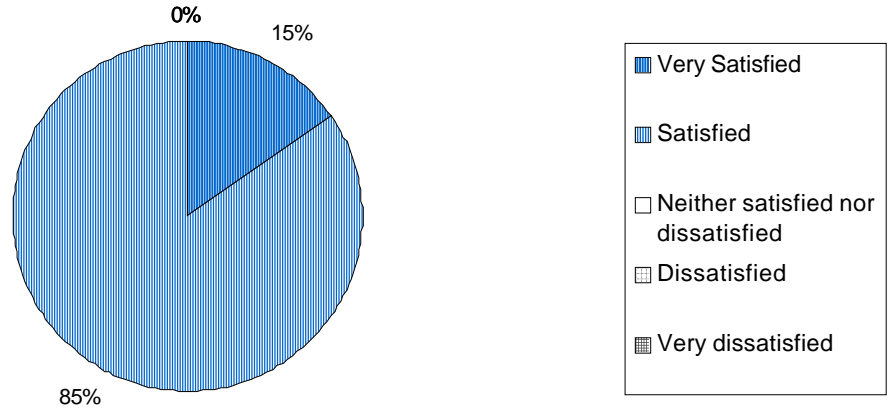
Your feedback on the JPO Programme from the JPOs

2.1 What is your general impression as to what extent the JPOs sponsored by your Government are satisfied with their assignments?



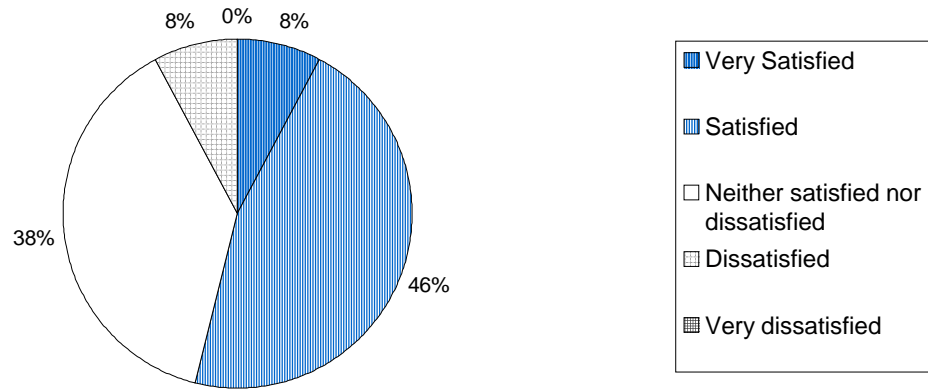
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (13 answers) (2/11/0/0/0)	15 %	85 %	0 %	0 %	0 %

2.2 What is your impression as to what extent the JPOs are satisfied with the degree to which they are acquiring new skills during their JPO assignment?



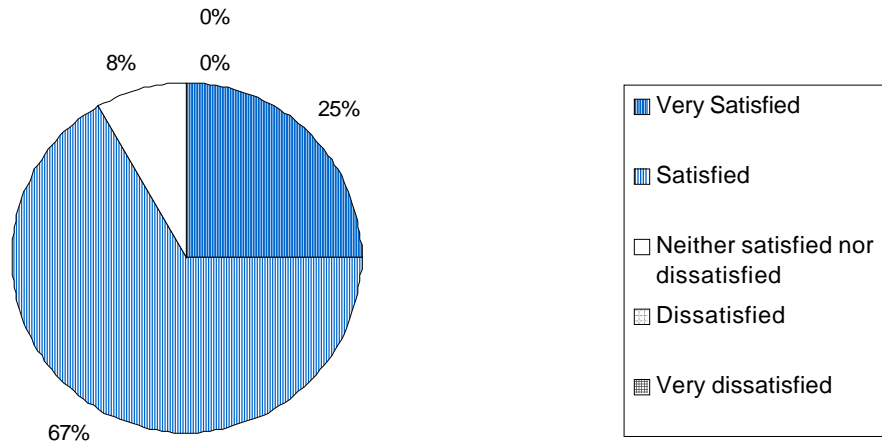
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (13 answers) (2/11/0/0/0)	15 %	85 %	0 %	0 %	0 %

2.3 What is your impression as to what extent the JPOs are satisfied with the training opportunities offered during a JPO assignment?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (13 answers) (1/6/5/1/0)	8 %	46 %	38 %	8 %	0 %

2.4 What is your impression as to what extent the JPOs are satisfied with the quality of services that are being provided to them by the JPO SC?



	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Global (12 answers) (3/8/1/0/0)	25 %	67 %	8 %	0 %	0 %

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?

40 comments were provided under this question. Some of them can be grouped under the following categories:

- 9 comments (22 %) concern the **promptness of the JPO Service Centre** to answering queries;
- 8 comments (20 %) deal with the **professionalism and commitment** of the JPO Service Centre Team;
- 6 comments (15 %) put the emphasis on the **quality of the website and/or the information provided** by the JPO Service Centre;
- 6 comments (15 %) deal with the **efficiency** of the JPO Service Centre;
- 6 comments (15 %) concern the **leadership and actor of change role** of the JPO Service Centre in UNDP.

“As it is one very well structured Centre for all the JPO matters, day-to-day administrative work has been simplified. Also the responses by the Centre to our requests always come within a very short period of time. So far there was no problem that wasn't solved.”

1. Good follow-up.
2. Immediate response.
3. Good information on ongoing activities.

1. Quick response.
2. Accurate answer.
3. Plentiful information on your website.

1. Client-oriented.
2. Prompt reaction to inquiries made by government and JPOs
3. Informative website.

1. Efficiency.
2. Responsiveness.
3. Use of technology for provision of services.

1. Prompt follow-up.
2. Close follow-up.
3. Efficient & dedicated workforce.

1. Service-oriented.
2. Good administrators.
3. Make the impression that they wish to improve administration (but not policy).

1. Easy as reference.
2. Good to have a whole centre dealing with the complexities of the JPO programme.
3. Good website.

1. The website, but it is not always accessible.
2. Excellent relations between Copenhagen and [my Donor Country].
3. Very good attention turned to the human aspects of the JPO problems when any.

1. Promptness.
2. Kindness.
3. Changes carried out.

1. Quality of the services provided to JPOs.
2. Prompt answers.
3. High quality of information – website and brochure.

1. A model of coordination.
2. UNFPA, UNICEF, UNHCR , WFP had better implement this organizational model, which would enable the standardization of the same recruitment process in the administrative realm, the same framework or model of agreement protocol.
3. Proof of a much-appreciated leadership.

1. Professionalism.
2. Service.
3. Promptness.

1. Efficiency/competence.
2. Promptness.
3. Kindness.

3.2 What are the three least positive things you have to say about the JPO Service Centre?

Fourteen comments were provided under this question, four of them dealing with the issue of the supervision of the JPOs.

1. Financial statement to the donor is not all satisfying which we believe will be in a better position overall when all subjects will be handled by the JPO SC during 2003.
2. Interviews by UNDP with the donor candidates would benefit from overall insight of the JPOs role/status etc related to the UNDP office the candidates are applying to; perhaps this would be something we could elaborate further together as this comment is a request from our JPOs as well.(despite the fact that the TOR and org chart can be read on yours and our website).

3. How does the JPO perform at the field office? If the supervisor function doesn't function, people on travel most of the time, hardship etc-how do we handle this together? Early alert from your office?

1. Lack of JPO Service Centre impact on the management of the JPO Programme at the local level or overall lack of UNDP policy.

2. No effective follow-up on complaints from JPOs about poor supervision.

3. No effective monitoring system.

1. Tend to receive the same inquiry from different persons in JPO SC.

2. Sometimes, hard to identify the person in charge.

3. Not enough follow-up services for the JPO.

"Beate's departure !"

"Only one, which refers to the initial period of the Centre. Too many requests initially to provide info due to the change in management processes. On the other hand, it is a positive sign of change."

"Inflexibility, little operational capacity."

"Coordination of the different JPO programmes in the United Nations system."

"It is unfortunate the JPO Service Centre cannot or does not want to get further involved when the JPOs have to tackle problems related to their supervisors at their work place."

3.3 Other comments, ideas and feedback:

“Since JPO SC has been established there is a significant improvement also as far as administration process is concerned.”

“I can only sing praises ! Are you fishing for compliments ???”

“The comments from the JPOs concern their Country Offices, not the JPO Service Centre.”

“It would be worth considering the possibility of transferring to Copenhagen the management of the JPOs of all UN agencies.”

“The Terms of Reference are very well carried out compared to earlier years. Also the fact that all Resident Representatives must include all relevant data in the TOR set up and put on the website makes it all clear for all parties. In this case the TORs will be very updated.

However, our comments from JPOs are that the TOR does not correspond (sometimes not at all) when the JPOs arrive to their respective duty stations. Can we learn anything from that?

In what way can we keep track on JPOs, almost to end their JPO assignment ,in the sense of how do UNDP inform them of possible work opportunities thereafter? (apart from what is written on your website). See earlier JPO conferences- what’s in for the donor?

How does UNDP look after the recommendations informed by the JPOs? [Our Country] and our JPOs had an excellent communication with former JPO Staff Officer Ms Beate Pawlikowski/New York which we, in this survey, would like to give all our best appreciation for the dedicated work she performed in New York.”

“Whenever a JPO is recruited, the representative of the Country Office should be held accountable for the success of the JPO-ship. If a supervisor of a unit of a Country Office consistently fails to integrate JPOs into his/her team, it should have negative consequences on the number of JPOs provided to all units of the Country Office.

UNDP would benefit from having a more active policy on the JPO Programme, currently it is our impression that the JPO Service Centre is only guided by the flexibility of the donor government to pay for various costs/transfers. Very rarely the JPO Service Centre takes action towards a Country Office.

68% of 44 former UNDP JPOs responded that UNDP does not take the training element of the JPO Programme seriously.

Introduction to the country office on arrival should be improved, including introduction to organizational structure of the office, priority areas, manuals and databases and HR Officer.

In spite of many requests, the JPO Service Centre still does not forward copy of the annual performance evaluation of JPOs to the donor government.

The JPO Terms of Reference seldom reflect the updated needs of the Country Office. Whenever a donor government offers to finance a position, the JPO Service Centre should confirm the continued need for that position and the contents of the TORs with the country office before the position is advertised.”