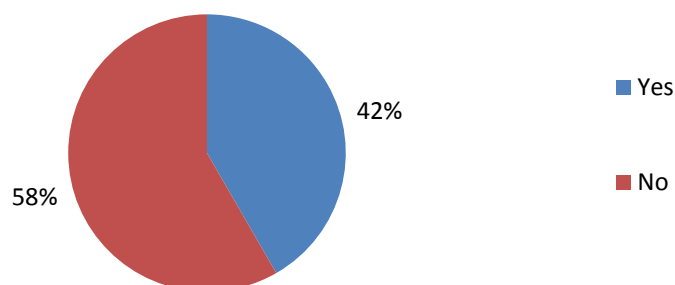
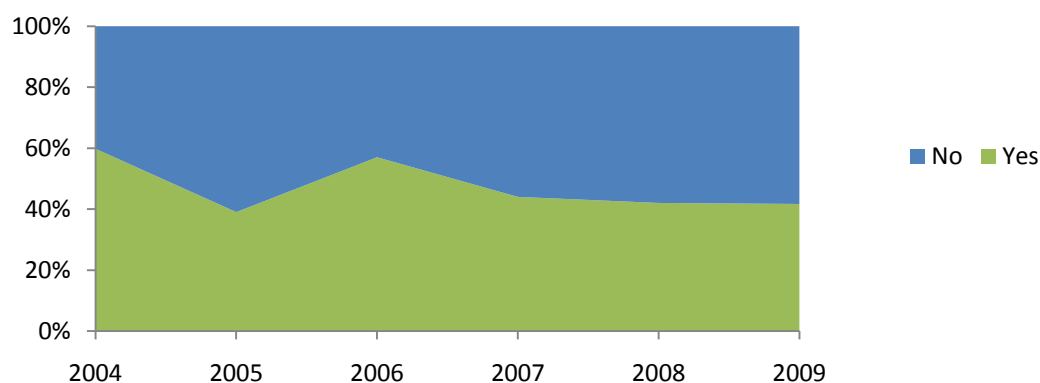


Section 3 – Training and Learning

3.1 Did you use your Duty-related Travel and Training Allowance (DTTA) budget for training/learning purposes in the last 12 months?



Comparison of global results from 2004 to 2009



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

| Activities | Institution / Organization | Thematic area | Duration | Cost | Would you recommend it to another JPO? |
|--|---|--------------------------------------|-------------------|-------------------------------|--|
| Roundtable | OSCE | Career Management | 2 days | only accommodation and travel | yes |
| training | SIDA | Humanitarian assistance | one week | | yes |
| Training | New York University | Communication for behavioural impact | 3 weeks intensive | 5000 USD | Yes |
| Course on Peacebuilding Programming | PATRIR | Conflict Prevention | one week | 1100 EUR + flight + half DSA | Yes |
| 1) Course on local responses to HIV, 2) HIV conference | 1) Royal tropical institute, Holland, 3) IAS | HIV | 3 weeks in total | 5,000 USD in total | both very valuable |
| Microfinance training | Boulder | Rural finance | 3 weeks | 3500 EUR | Yes |
| Online training | ILO | Value chains | 9 months | 2650 Euros | yes |
| Advanced M&E Workshop | IMA: www.imainternational.com | M&E | 5 days | USD 2100+DSA+Airfare | It is a good course if you have not worked on M&E for the past 1.5 year. It was good to get a better |

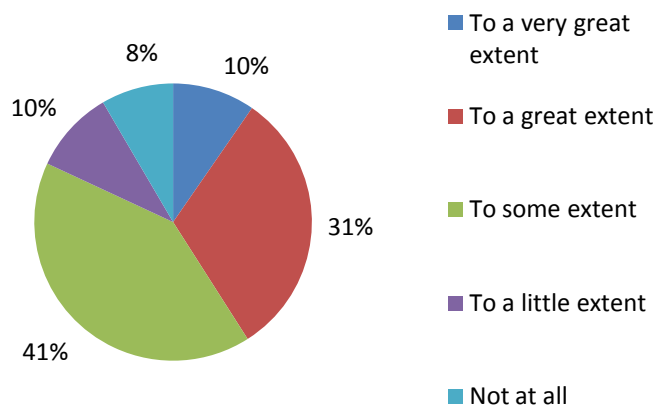
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|---|---|-------------------------------------|-------------------------------------|-------------------------------|---|
| | | | | | understanding of some project M&E but it did not look at more complex programme M&E and assessments of M&E systems to the extent I had hoped. |
| Communication for behavioural impact training | NYU | communication | 1 month | fee was 3500\$ | yes |
| training course | MDF | Leadership and Advanced management | 1 week | | yes |
| Governance in Conflict Prevention and Recovery / Intensive Seminar on European institutions | JPOSC/College of Europe | BCPR/BDP/EU | Total: 3 weeks | Total: 6000 | YES (both workshops) |
| Human Rights Course | Abo Akademi | human rights | 2 weeks | 1500 Euros | yes |
| Humanitarian Negotiation | Center for International Humanitarian Cooperation | Humanitarian Negotiation | Barcelona, Spain | | Yes |
| Training course in "Developing project proposals - Postal Management Course | ELD - APPU | Project elaboration - Postal Issues | 30 hours - 200 hours | 500 USD - 2000 USD | NO (non of them) |
| Policy Influencing | MDF | | 5 days | 3500 USD | No |
| Gender and development | IHEID | Development and gender | 3 months online and 4 days at Dakar | global : 2500 dollars | Yes, definitely |
| Training in Justice Sector reform and HRBA | International Human Rights Network | Democratic Governance / Justice | 5 days | Around 2 500 USD (course fee) | yes |
| one Regional meeting energy and environment community on practice in Panama October 2009 | UNDP | Energy and environment | 5 days | plane ticket: 800 USD | yes |
| training in NY | IDHA | humanitarian coordination | 1 month | US\$ 5.200 | yes, although little specialized |
| Professional short term training Course | University of east Anglia, UK | Climate change and development | 2 weeks | 3200 pounds | yes |
| VDA Final Workshop in Indonesia and JPO workshop, Maputo | UNDP | VDA and UN Coordination | One week each | Cannot remember | Yes, very much so |
| Programme and Project Management Training | Denkmodell | Programme and Project Management | 3 days | 1140 Euro | yes |
| language training | Alam Bahasa | | 10 days | | Yes, it is impossible to work without speaking Indonesian. |
| JPO workshop on UN Coordination | UNDP/JPOSC | Coordination | 5 days | travel costs | Yes |
| Training workshops | MDF, UNFPA | leadership and management, RBME | 1 week + 1 week | 2400 + 600 | yes |
| Training | MDF-ESA | Project management | 2 weeks | 4000 USD | Yes |

| | | | | | |
|--|--|---|------------------------------|--|--|
| course | MDF, Netherlands | M&E | 8 days | 3680 EURO | yes |
| Course | UNU/INCORE Course | Evaluation and Monitoring | 1 week | 2000 USD | Absolutely |
| JPO workshop Maputo | JPOSC | UN Coordination | 1 week | 3000 USD | yes |
| JPO Center training | JPO Center training | UN coordination | 1 week | - | Yes |
| TOT training Gender and Climate Change | GGCA and IUCN | | 3 days | Travel and per diems (no training fee) | yes |
| Training on HIV and Most at Risk Populations | Muhimbili University in Dar es Salaam, Tanzania | HIV/AIDS, Injecting Drug Users, Men who have sex with Men | 2 weeks | 1250 USD | Not really as it is a local course that might not come up again. |
| UNDP JPO workshop; academic training course | UNDP; Université Libre de Bruxelles | UN coordination; EU migration and asylum law | 1 week; 2 weeks | approximately \$3,000 | Yes |
| Recruitment Guidelines Review | WHO Regional Offices for Southeast-Asia | HR | HR | US 4000,- | Yes |
| DevInfo V6 database training | UNDG | M&E | one week | only DSA and ticket | yes |
| Training on UN Coordination | UNDP/ JPOSC | UN Coordination | 6 days | USD 2,000 | Yes |
| A) Two courses related to my assignment offered by a University in my duty station; B) A workshop organized by our organization. | A) New York University; B) Our organization. | A) Fundraising; B) Monitoring & Evaluation. | A) 2 x six weeks; B) 5 days. | A) 910 USD; B) Travel, terminals and DSA. | A) Similar courses, yes, |
| Conference on Sexual Reproductive Health | APCSRHR | Sexual reproductive health and rights | 4 days | 1600 USD | no |
| Training, Distance Learning Course, Symposium | UNDP/Columbia University; The Hague School of Local Governance; Collegio Complutense at Harvard University | Programme Management, Public Sector Management, Decentralisation and Local Governance | various (1 week to 1 year) | full utilisation of DTTA (3000 USD and 4000 USD) | yes |
| Technical conference participation for poster session | ASTHM | American Society for Tropical Hygiene Medicine- Neglected Tropical Diseases | One week | Approximately 1,500 USD | Yes |
| training on good governance | university of Pretoria | Governance | 2 weeks | around 500USD | yes |
| Course Refugee Law | American University El Cairo | Law | 1 week | 350 USD | yes |
| course | GCCA | course on gender and climate change | 3 days | 1000 | yes |
| Chinese lessons | ILO | Language studies | One semester | CHF 717 | Yes |
| Conference | | ICT for development | 5 days | approx 4000 USD, all included | yes |
| Postgraduate Diploma in Public Policies in Education | Universidad de Chile | Education | 8 months (3 hours/week) | USD 1,500 (special discount for working at UNDP) | Definitely |
| Training on Security Sector Reform | ISSAT (Geneva) and Bernadotte Folke Academy (Stockholm) | Security Sector Reform | 4 days | only travel and accommodation costs (no fees) | yes |
| | Conservation Strategy Fund | Environmental Economics | 2 weeks | 3000 USD | Yes |

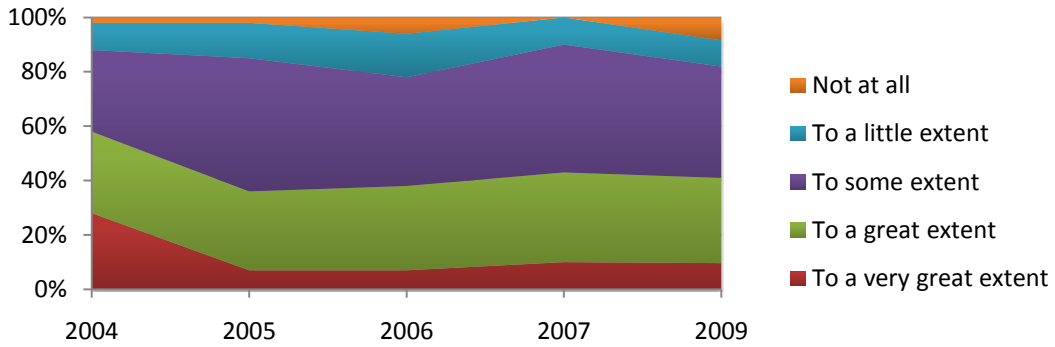
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|--|---|---|--|---|--------------------------------------|
| Distance learning course on National Human Rights Institutions | Human Rights Education Associates | Human Rights | 6 weeks | 725 USD | not completed yet |
| Training | Knowledge Management Institute, Washington D.C. | Knowledge Management | 5 days | 3000 dollars plus travel costs plus DSA (parts were covered by UNV) | Yes |
| Personal Management Skills | MDF Training & Consultancy, in the Netherlands | | 5 days | EUR 2380 all inclusive | Yes |
| Virtual Development Academy | Columbia University / UNDP | Programme management | 12 months | USD3000 | Highly recommended |
| summer courses | John Hopkins School of Public Health and London School of Tropical Medicine and Hygiene | epidemiology | 2 weeks | | Yes |
| Detail assignment with UNDP Brussels office | UNV/UNDP | Partnership with the European Commission | four weeks | travel costs and lump sum | yes |
| French Language Class | | | Trimester Courses at UN Language Classes | 500CHF per term | |
| COURSE ON PUBLIC FINANCIAL MANAGEMENT | INSTITUT FORHOM | PUBLIC FINANCIAL MANAGEMENT | 3 WEEKS | 4950 EUROS + ACCOMODATION | NO |
| Online microfinance training of trainers course | WB, ADB, AfDB, UNCDF (course book) | Inclusive finance | July-November 2009 | USD 300 | Yes |
| Summer Course | NYU | Integrated Marketing Communication | 3 weeks | 3000 | Yes |
| Trainings (2) | JPO service centre workshop + MDF | UN Coordination and Local Governance Capacity Development | both 1 week courses | no tuition but travel and DSA; LGCD course was EUR 1950 | Yes |
| Training | Development Work | Human Rights | 4 days | 1000 dollars | yes if it is in her/his duty station |
| International Conference | Transparency International | Anti corruption and Governance | 4 days | | Yes |
| Workshop/ IPDET 2009 | Carleton university | Planning, Monitoring, Evaluation and reporting | 4 Weeks | 12000 USD | YES |
| Training | NGO school | Monitoring and Evaluation | 5 days | 2000 Swiss Francs and accommodation, flight, etc | Yes |
| Training course | MDF | Monitoring and evaluation | 10 days | 2880 euros | No |
| On-line course | CEUR | gender, violence prevention, urbanism | 5 month | 400 | yes |
| participation to seminars | UNDP | good governance and electoral assistance | 1 week | 3 000 | yes |
| SEXUAL VIOLENCE RESEARCH INITIATIVES | RESEARCH MEDICAL COUNCIL | VIOLENCE AGAINST WOMEN | 1 WEEK | 400 US\$ | YES |
| Training | Center for international cooperation | International Humanitarian Assistance | 27 days | 6500 | Strongly recommend |

| | | | | | |
|---|---|--|--------------|--|--|
| Project management training | | | | | |
| Training course | Asian Disaster Preparedness Center (ADPC) | Disaster Risk Reduction | 2 weeks | tuition fee is USD 2,240 - DSA and ticket comes on top | Yes |
| on-line course | FLACSO University Argentina | Gender and Economics | 3 months | 600 dollars | Yes |
| Trainings | CENTER FOR INTERNATIONAL PEACE OPERATIONS - ZIF, AUSTRIAN STUDY CENTER FOR PEACE AND CONFLICT RESOLUTION - ASPR | Core courses in Peacekeeping and Peacebuilding | 2 weeks each | ZIF: 300 EUR, 1200 EUR ASPR | Yes, the ZIF course |
| training | Centre for African studies | leadership in RH and HIV/AIDS | 2 weeks | 5,000 USD | yes |
| Microfinance Training Course | Boulder Programme c/o ITC of Turin | Microfinance | 3 weeks | 3.000,00 € | Yes |
| Quality of Pharmaceuticals | | | | | Yes |
| Workshop | IPDET 2009, Carleton University | Planning, Monitoring, Evaluation and Reporting | 4 weeks | 12000 USD | Yes |
| Language Course | State University of Zanzibar | | 2 weeks | | |
| Language courses | | | | | |
| ILO Value Chain Course | ILO | Private sector development | 9 months | | yes, but requires 8 hours of work/week |
| IPDET (international development programme evaluation training) | Carleton University | M&E | 2 weeks | 500-6000? | Absolutely, so refreshing to be doing something challenging and high quality for once! |
| Training Course on the use of REDATAM | ECLAC, Santiago de Chile | Census Data Dissemination Applications | 2 weeks | US\$500 plus DSA, travel and terminal exp. | Yes, though it is very specific course in the area of demography, directed at disseminating census and survey results. |

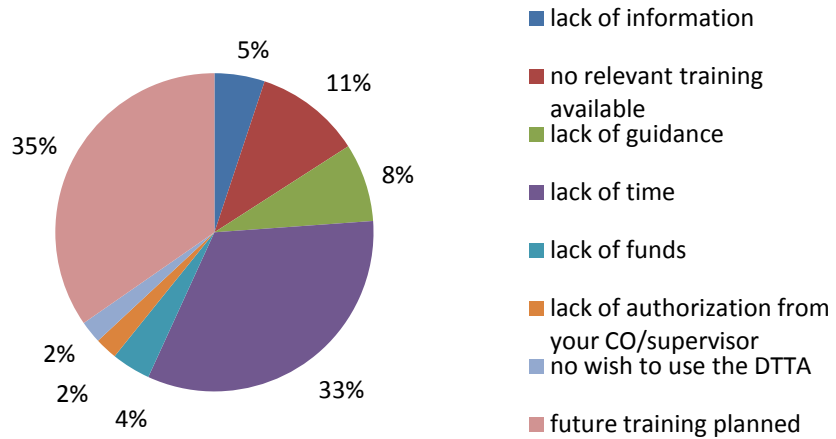
3.1.2 If yes, to what extent have you already applied some of the new learning to your job?



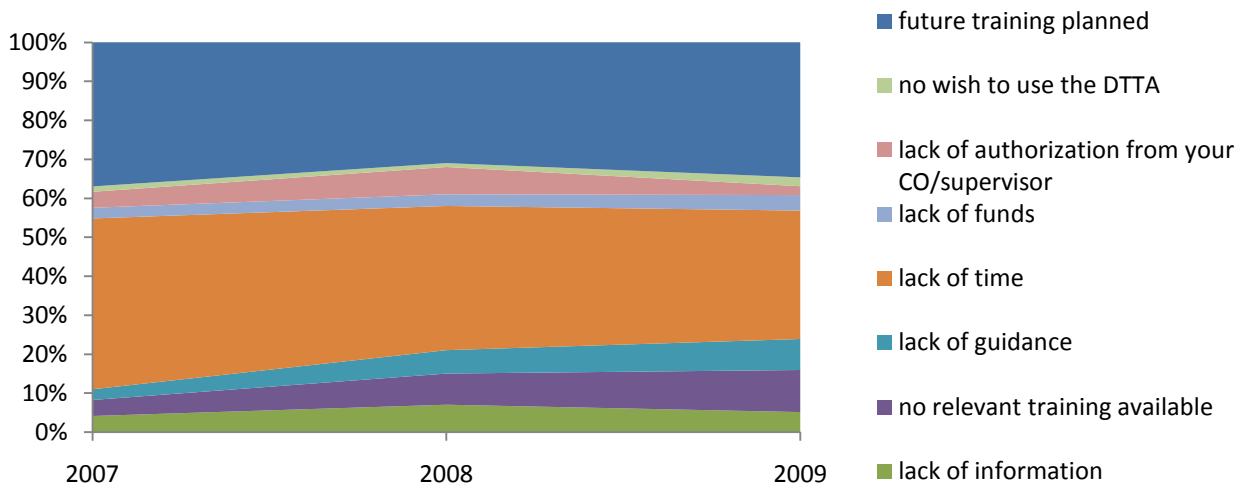
Comparison of global results from 2004 to 2009



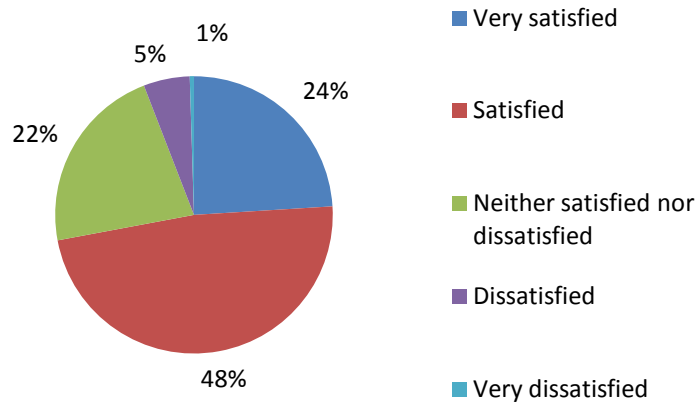
3.1.3 If you haven't used your DTTA, please select the closest statement(s)



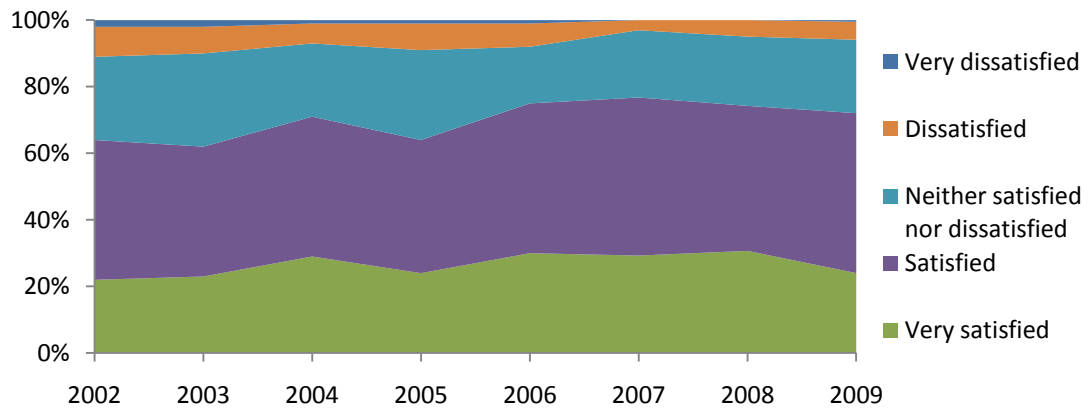
Comparison of global results from 2007 to 2009



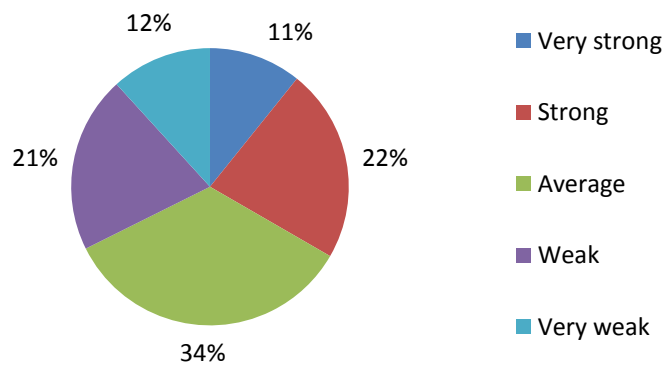
3.2 How satisfied are you with the training/learning opportunities available to you as a JPO?



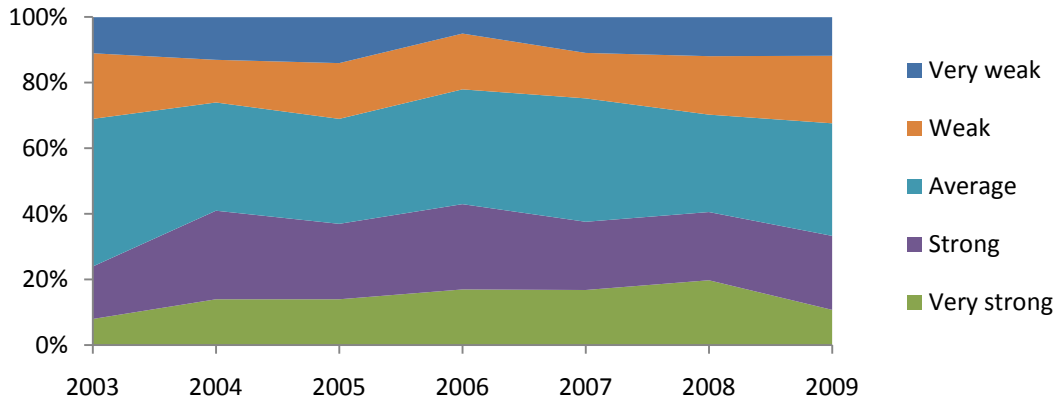
Comparison of global results from 2002 to 2009



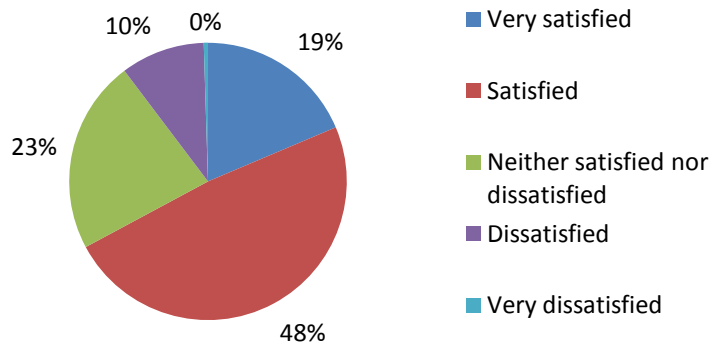
3.3 How would you rate the support given by your supervisor in the use of your DTTA?



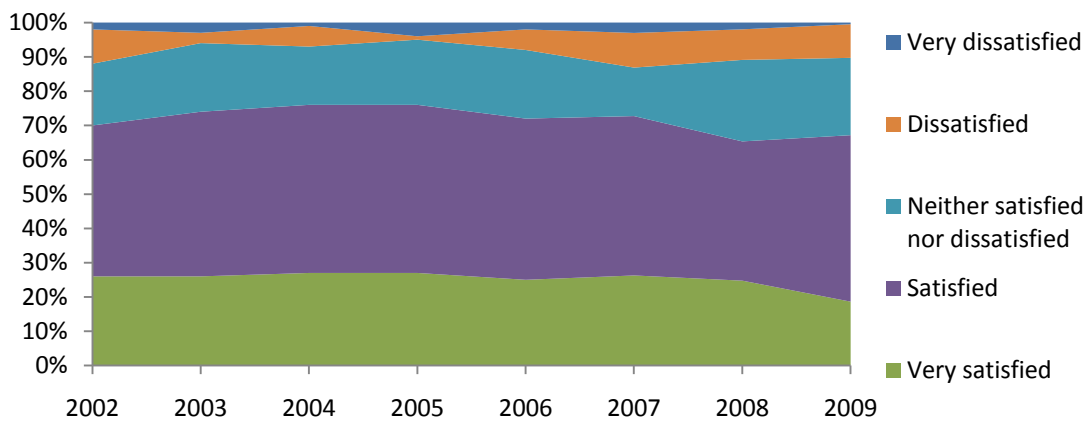
Comparison of global results from 2003 to 2009



3.4 How satisfied are you with the degree to which you have acquired new skills on-the-job?



Comparison of global results from 2002 to 2009



3.5 Further comments on training and learning:

“Couldn’t utilize the DTTA funds as my office was of the opinion that the funds will be charged for my field trips. Secondly was not much encouraged by the past management to utilize the funds”

“I do feel my workload and the responsibilities I am facing are impinging on investing time and energies into my training plan. I hope to get some support to change this this year...”

“I have learned a lot on strategic planning, coordination and running workplace programmes”

"It seems that all the travel that takes place in the office to regional seminars etc. is reserved for the non-JPO staff members, i.e. the office seems reluctant to invest the office's money on JPOs in this sense, perhaps as they are leaving anyway, so it would not make sense in the long-term interest of the office. Other than that, DTTA is of course a great advantage."

"DTTA could be more, since many courses at decent academic institutions cost more than 6000."

"I know that some countries get very little in DTTA and I should not complain too much about [my donor country's] contribution. However, when you are in certain duty stations there are no good training institutes at the country level and the really interesting courses that I have identified are in Europe or are organised by European organisations and you have to pay in Euros or Pounds. This makes the costs of the courses very high and you feel reluctant to invest in them."

"The DTTA money granted is a bit off. If, like me, you are stationed in a country like [], it is really expensive to travel from [here]. The JPOs at regional office get twice as much and their flights cost 30% less at least. I think this should be revised."

"Recently, I had interesting training opportunity in our UNDP office, such as Prince 2 foundation exam, and the participation to the DevInfo workshop. The problem is that my job in itself doesn't exactly fit with my interests in perspective of a career."

"It could be helpful if there is a website with the ratings from previous JPOs of the courses and training they made in the past by area or expertise."

"The Office of the Resident Coordinator in my duty station does not have too much funds, and specially no funds for trainings. Working at the RCO also means that you do not have access for trainings that are available to UNDP staff. This situation is absurd and should be solved."

"The main learning outcome is to be thrown into a deep ocean of unknowns and just have to keep your head over water without supervision!"

"Until date and because of the workload I had no opportunity to complete the mandatory courses nor other on line trainings. I expect to use the DTTA during 2010."

"I am not very satisfied with the courses that I chose for my DTTA. The contents and level of the courses were not adequate. Next year I will choose more carefully."

"there are some trainings which are not open to non UNDP JPOs"

"More guidance is required to make use of the DTTA. For example, I do have an interest in a specific field but am not sure how my supervisor would react if I am out of office to attend a training that is not necessarily linked to my current job.."

"Everything in the job is a learning by doing experience. With regard to the DTTA it is only up to yourself to find the time and the right course. However as the job is very demanding the timing is the issue."

"The LMS training activities are quite useful."

"I was forced to answer 3.3 and 3.4, even though I have not done any training yet, so please consider these answers invalid! I simply chose average in order to stay as neutral as possible."

"Since I had travelled quite a bit for work and for other training (more than other colleagues on the team), and the Centre Management was worried about too much travel and a need to stay in the office, my supervisor was hesitant to approve more travel. I therefore had a balance of USD 3000 unspent at the end. It may be useful that supervisors and other Management are made aware of the importance of JPO training. Also, should JPO training never exceed the 5 percent learning time? It is very difficult to abide by the 5 percent rule for JPOs, I think, and it may be useful to allow an increase for JPOs and make supervisors/management aware of such an allowance."

"The only relevant training for my work on offer seems to be the VDA section on coordination. However, the launch of the next round has been postponed so often that I fear I won't be able to participate."

"Now there seems to be a tendency towards e-learning and cutting costs so I don't know what the future approach will be."

"I learnt a lot while I was in [my previous duty station], where responsibilities and tasks increased with time. In [my current duty station], I have not learnt so much on the job. I am thus in dialogue with my second level supervisor on how to improve this."

"Supervisor does not know about DTTA at all. DTTA As an JPO you get very seldom sent to join any (international) trainings or workshops, so DTTA is very much needed."

"The learning opportunities are incredible, however, due to challenges with our duty station's internet, taking full advantage of the on-line courses has been nearly impossible."

"Due to the financial crisis affecting my agency [] I have received no trainings during my first year and expect to be offered none during my second year. Opportunities are nonexistent except for our DTTA funds."

"The heavy workload does not allow time for training. I have over the last [] years been able to negotiate one week training in total. E-learning is something you have to do after working hours as it is way too optimistic to do so while in the office..."

"Also, it would be recommendable for JPOs serving in the RC's office to participate in the DOCO coordination officers' training rather than in the PPO course, which is tailored to UNDP staff."

"As said, I have had no supervision nor an area of responsibility. Therefore it has been impossible for me to plan for any training or learning. Will take this up with my office later on."

"The fact that JPOs have a personal training budget also places them outside of the organisational learning budget in a way. As a JPO, I am e.g. not eligible to attend trainings organised by the regional office, whereas they are in some cases very relevant for my direct work."

"Again, after a change in duty station I finally feel that I am learning instead of losing skills due to unstimulating work, and that I have support to learn and acquire new skills."

"We have loads of administrative tasks to do and it leaves us with almost no time for training."

"it is very important the JPO knows what he/she wants to do as a training (otherwise this can be imposed by CO)"

"I couldn't apply my learning from the DTTA course, because once I came from the course, I gave up of being part of the E&E cluster in the CO (due to the CO initiative and my own initiative) and get information on my previous work involvement, even I am the unique person with environmental studies in the country office. I have felt very unwelcome in that sense in the office, that I changed my TOR during the first 5 months to work in different area as a suggestion of the RR and support of DRR. That makes me stay and give a chance to my duty station."

"I think, supervisor's support is very important in this matter, but as I said before, my supervision related issues are not as clear as I would like. Anyway this has not been one of my priorities in the 1st year, but it is for this 2nd year, preferably for the 1st semester in order to make the best of it."

"I have not yet used the DTTA, but when it comes to learning on the job, I do not feel the tasks I have been assigned so far will contribute to my learning in any substantive way. Hoping this will change as I get further into my job."

"The Learning Management System of UNDP is a great resource for learning."

"Please note that I have only been a JPO for the past 2 months!"

"I would like to have a bit more guidance on the training opportunities, apart from the JPO listserve and a list of training institutions on the website. I feel that there are a lot of possibilities for training, but it is a bit looking in a black area to find something adequate. It takes a lot of time and it could be more efficient. Until now I don't have the feeling that I can support very much as international staff, working in [my current duty station]. There are very experienced and intelligent local staff working here, and being new in [the country] and the UN system, it takes a while I feel before I really get to grips with things. Having already 10 years working experience, I sometimes have the feeling that I would like to have more responsibilities and I know that I am very capable in many things, but that I am not working fully where my strength is. This has to do with, what I already explained, new country, UN system, language. So I hope it will improve."

"Due to time limits I haven't been able to do even the online trainings. Hopefully this year will be better and I get to use some of my DTTA as well."

"New York HQ JPOs have great learning and training opportunities available without necessarily tapping into their DTTA."

"The trainings were interesting, but difficult to apply in a HQ context"

"Have only spent a month at the duty station"

"Satisfied because I have invested a lot of time in reading and studying the tools available in the net and getting familiar with the UNFPA methodologies. However I do not feel that my office is optimizing my background and I expend a lot of time in task that are not related to my ToR though I did agree to be in

charge for this first year. Reason why I hope that for this second year the situation will improve and I will be focus on task related to my area of expertise.”

“PPO course in New York lacked specific information on UNIFEM as a UN Agency. Work load often does not allow attending training courses.”

“3.3/3.4 not done yet”

“My supervisor has no knowledge about DTTA or trainings, she is my working colleague and we get on well, but she has no managerial nor supervisory competences. I do not consider her as a role model from who to learn.”

“USD 3000 is not enough to take good courses”

“One problem I experienced after taking my course was that management prevented me from going to one regional workshop, since they felt I was travelling too much. I know that it might be luxury problem when other JPOs have problems attending other courses than what they pay for with their DTTA. However, it still seems that there is a misunderstanding among management about DTTA and that it is part of JPO assignment to attend training courses”

“Even if I answered NO in Question 3.1, the programme made me answer the rest of questions”

“none”

“On the one hand, it's my fault I have been waiting last minute. But on the other, I see very little practical training. Most of what I see are really specific trainings or abstract ones. The Excel list of courses that JPO have taken is useful though.”

“due to time constraints of my colleagues and supervisors, i have not received much feedback. in general, the use of dtta is not really supported in my division as it usually involves some days away from the work place. Furthermore, as it is my third year I would rather do some training that is related to a possible future job and not to my present job.”

“JPOs assigned to positions in an area that might not be their preferred area of work, for instance working on governance but willing to specialize in peacebuilding, should be allowed to take trainings in their preferred area in view of their future professional development. Otherwise they are more likely to not want to continue within the UN system as they will not feel encourage in their area of preference.”

“it is intense as you are supposed to take on the role directly, with very little supervision. This means an intense learning curve but also put you in risk of failing as well as the office due to little training. I did not actually make any big mistakes, but there is a risk of this.”

“It is difficult to find time to identify a course and then also to find a period appropriate for leaving the office to actually take de training.”

“Very well organized and the Lecturers very competent. Huge range of choice for the session, different subjects proposed and different levels of difficulty. Very high degree of technical skills acquired”

“More on-line training would be good and some knowledge-sharing among JPOs, too.”

“The Support of the supervisor depend to the choice off training and engagement off the JPO”

“While I have done language course training, other trainings were also planned but not executed because I was unable to find an appropriate course. In addition I feel there will never be a good time for me to leave the office for a week or two.”

“More information and guidance on courses, trainings or workshop from the JPSC to use our DTTA. Create a kind of website where we can have a list of possible courses to expend our DTTA”

“The JPOs are most often treated just as an additional free workforce and the training component of the job is completely forgotten by the superiors. They go to far more trainings than we do, and if we want to go to a training using our DTTA they don't want to let us go and ask us to use our annual leave and/or our own money for this although the DTTA rules are clear on this.”