

# 11<sup>th</sup> JPO Workshop on UN Coordination Maputo (Mozambique) 10 to 15 May 2009

## FINAL EVALUATION

34 JPOs took part in the 11<sup>th</sup> JPO Workshop on UN Coordination held in Maputo from 10 to 15 May 2009.

For some JPOs assigned in Mozambique participated in only a few sessions, the final evaluation questionnaire was sent to 30 persons only.

The evaluation of the 11th regional JPO workshop had been placed [online](#) on the Survey Monkey website. This purpose of this survey is to solicit feedback of JPOs on how the workshop was conducted, to learn from their experience and recommendations for methodology, as well as to ensure that future JPO workshops be better tailored to their needs and expectations.

The deadline for receipt of questionnaires was 8 June 2009.

Out of 30, 24 JPOs filled the evaluation questionnaires. The **overall participation rate** is therefore **80%**.

### GENERAL SATISFACTION

#### 1. Overall how do you rate this workshop?

##### Participation Rate:

24 answers received

##### Comments:

"It was a very useful and in my view a very successful workshop."

"On a scale from 1 to 5: 4."

"Very good"

"Very good"

"Very good"

"Very good"

"On 1 to 10, I would give it a 7."

“Satisfactory”

“Very well organized, good resource persons, a bit biased towards that everything goes well, though a critical discussion could have stimulated thought.”

“Organization excellent, Content good”

“Quite useful”

“Very interesting”

“Overall the workshop was very good. The best parts were the experience sharing with other JPOs and the field trip to the Millennium Village. As far as the presentation, the one during the last day on early recovery was useful as it provided lessons from the actual experience. ”

“It was a good workshop, packed with information. Some presenters however were better prepared than others. It would also have been more beneficial if the presentations would have been more critical. ”

“Very useful, well organized, practical”

“Very useful both on an overall level (the status of the UN reform) and in terms of bringing home ideas on how to take the process forward.”

“Good”

“It was great networking with other JPOs, share experiences and lessons learnt. I was not very satisfied with the lectures. It was too little interaction, group work and discussions. Most of the time it was sort of ping-pong between facilitator and participants.”

“Content : dissatisfied,  
Organisation and quality of speakers : very satisfied,  
Networking : very satisfied”

“Overall satisfaction with the content of the workshop. The facilitation and guidance provided by Francesco Galtieri and its team was of high quality. Most of the presentations were of relevance for my everyday work. A good overview on new UN/UNDP tools related to UN coordination was given. ”

“I found the workshop very well organised, relevant and interesting. Very positive experience. ”

“I found the workshop to be successful.”

“Very useful”

“Excellent”

## 2. How well did the workshop meet your own objectives?

### Participation Rate:

24 answers received

### Comments:

“The workshop exceeded even my own expectations. It covered very relevant topics for anyone working for the UN and particularly when working in joint programming and in a country context. ”

“Quite well, I would say.”

“Good”

“Very well”

“Highly satisfactory”

“Very well”

“OK”

“It helped to understand much better the UN coordination mechanisms, the main reason for attending the workshop. However, I was expecting to enter into more details into the topics. I felt the programme was too ambitious.”

“Well, I did not know much about UN coordination besides what is going on at a country level.”

“I would have liked more practical tools on implementing real coordination instead of so many theoretical panels.”

“Partially”

“Very useful for my work ”

“It met my objectives in that it provided me with the overall framework and concept of Delivering as One from the experience in Mozambique. At times I felt like it focused on processes of how to rather than the actual experience in implementing joint programmes.”

“They more or less met my objectives as they relate to joint programmes and UN funds.”

“Very relevant considering my current responsibilities”

“Very well. It served as a check to see if we (CO) were on the right track with DaO, as well as to get up to date information on upcoming opportunities.”

“90%”

“In terms of networking, yes. On issues related to UN joint programme, I think we as a group had much experience we never got to share with one another -or discuss properly.”

“My expectations were more focused on practical tools on how to improve UN coordination and progress towards Delivering as One. Giving that, I'm a bit disappointed with the content of the workshop.”

“Heading for a new post in the field, the workshop allowed me to gain further knowledge and skills necessary in project and programme management. Particularly the sessions on joint programming and joint programmes, on M&E in the context of UN joint programming, and more generally the Results Based Management tools for assessing processes and impacts, were extremely interesting. But most importantly the 5-day experience sharing with JPO fellows who have been working in the field for years.”

“My expectations were fully met. Only minus - would have been great to develop the joint program throughout the whole week (say in the afternoons) - thereby using components provided through morning presentations.”

“The workshop gave a proper introduction to the un reform and coordination issues - i had hoped for more time to practice the tools - e.g. more time for the joint programming exc.”

"My expectations and objectives were met."

"100%"

### 3. How did the workshop meet your expectations and objectives?

#### Participation Rate:

23 answers received

#### Comments:

"The workshop achieved meeting my expectations by covering very relevant topics, promoting interesting discussions and putting our day-to-day program work into a wider context of UN collaboration, coordination and common visions.

The case study on Mozambique was indeed useful for my present work situation and it provided a concrete example from DaO at country level. However, the field trip was a bit disappointing and in many of the participant's view it did not give us an example on how UN should DaO on the ground - but rather the opposite. One of my objectives that were not fully met was to get more feed-back from government partners on the UN reform and DaO. In the end increased collaboration and joint programming is meant to contribute to more efficient work on the ground.

The networking purpose of the seminar was indeed useful and extremely valuable also in terms of achieving long-term improved coordination across agencies of which the first step is to get to know one another and improve communication. I expected even more experience sharing among the participants, but the little there was contributed to a richer discussion."

"It was good to get information examples from the various countries, the practicality of UN coordination.

"Good"

"Very good"

"It gave an overview on ONE UN issues, which was good enough for me given that I'm still getting familiarized with the issue."

"Very well"

"Met relatively well"

"The workshop met with my objectives and expectations in terms of content. However, I was expecting more experience sharing and practical exercises."

"I had hoped for more critical thinking and discussion, what are the real challenges, why and where do things go "wrong" or slowly? What can be done about it (not much I guess)."

"I am glad I attended the workshop. I am looking forward to looking for the materials on the web so as to further my knowledge."

"Partially"

"Very well met"

"While the workshop was very good and it met my objectives, I was also expecting more of what the actual joint programmes are in Mozambique, their objectives, expected outputs, and the experience of implementation. That kind of knowledge and skills would help us when we will formulate joint programmes

in our country office. ”

“They more or less met my objectives as they relate to joint programmes and UN funds. ”

“Fully met my expectations”

“One objective was to be updated in the DaO process. That was fully achieved, and Francesco did an excellent work in also explaining the reasons of the causes of the weaknesses in the process. Another was to learn from other country offices. I did primarily benefit from discussions with other JPOs. Many of the Moz. examples became a bit the same story as we can read from guidelines and policy papers on how it should be - less on the 'behind the scene' actual challenges and how these were handled. I did also hope to get a better understanding of the linkages between HQ level and CO, which was missing to a large extent. ”

“In terms of networking, yes. On issues related to UN joint programme, I think we as a group had much experience we never got to share with one another -or discuss properly. ”

“My expectations were more focused on practical tools on how to improve UN coordination and progress towards Delivering as One. Giving that, I'm a bit disappointed with the content of the workshop. ”

“Expectations were fully met. I got updated on the UN reform processes underway, learned a lot from the "Delivering as One pilots" shared experiences and got in touch with new communities of practices and knowledge sharing platforms. ”

“As above”

“AS mentioned above - I had hoped for more time to put the new knowledge into practice - the joint programming exc. ”

“100%”

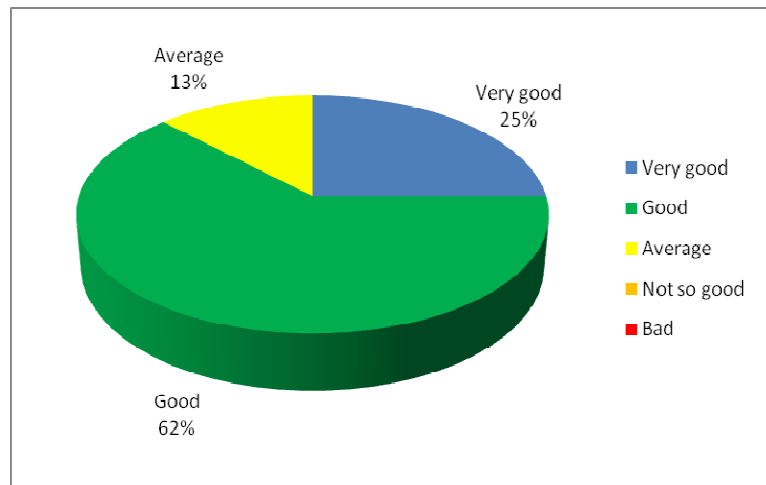
**4. Please rate each of the following aspects**

**4.1. Design**

**Participation Rate:** 23 answers received

**Statistics:**

<b>Very good</b>	6	25%
<b>Good</b>	15	63%
<b>Average</b>	3	12%
<b>Not so good</b>	0	0%
<b>Bad</b>	0	0%

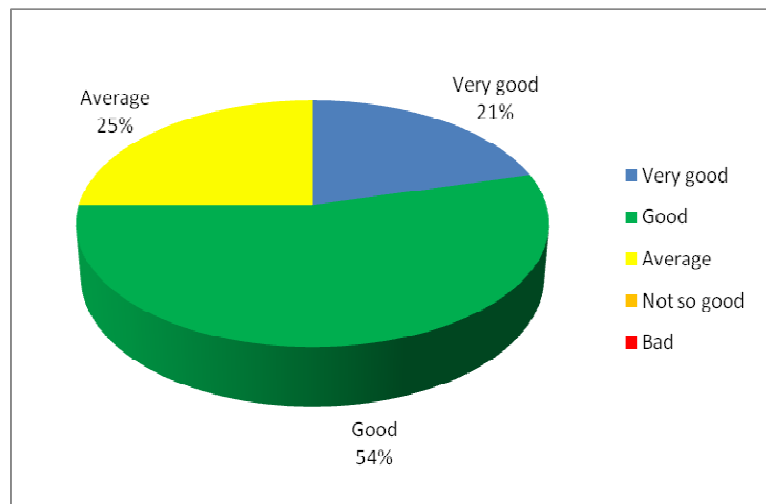


**4.2 Preparation**

**Participation Rate:** 24 answers received

**Statistics:**

<b>Very good</b>	5	21%
<b>Good</b>	13	54%
<b>Average</b>	6	25%
<b>Not so good</b>	0	0%
<b>Bad</b>	0	0%

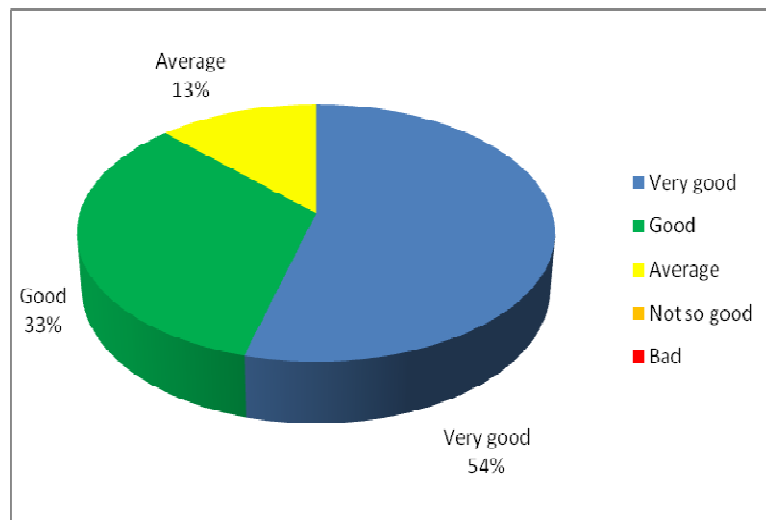


**4.3 Resource people**

**Participation Rate:** 24 answers received

**Statistics:**

<b>Very good</b>	13	54%
<b>Good</b>	8	33%
<b>Average</b>	3	13%
<b>Not so good</b>	0	0%
<b>Bad</b>	0	0%

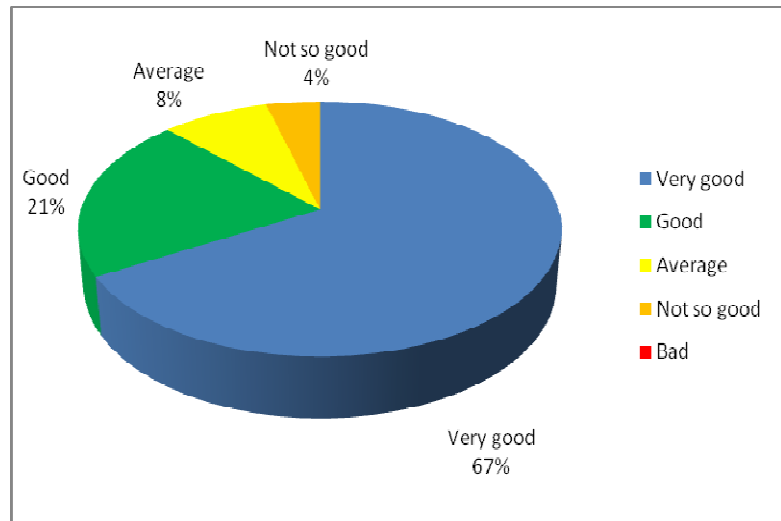


#### 4.4 Facilitation

Participation Rate: 24 answers received

Statistics:

Very good	16	67%
Good	5	21%
Average	2	8%
Not so good	1	4%
Bad	0	0%

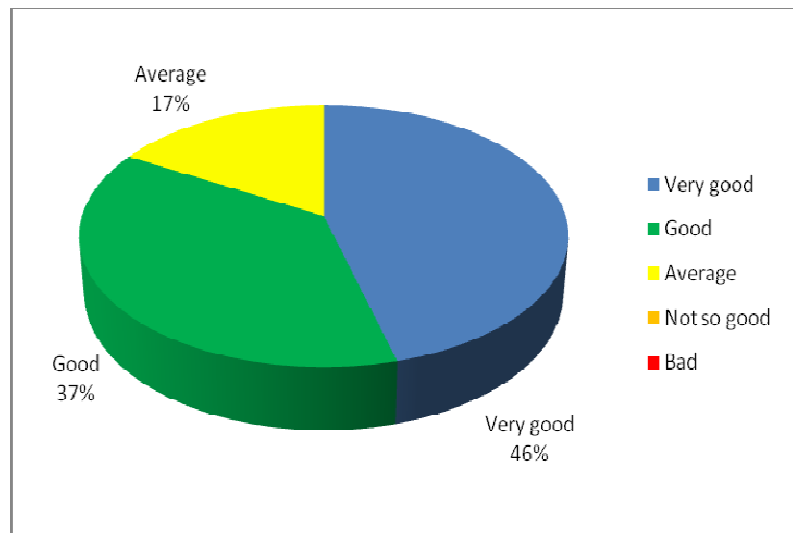


#### 4.5 Logistical support

Participation Rate: 24 answers received

Statistics:

Very good	11	46%
Good	9	38%
Average	4	17%
Not so good	0	0%
Bad	0	0%

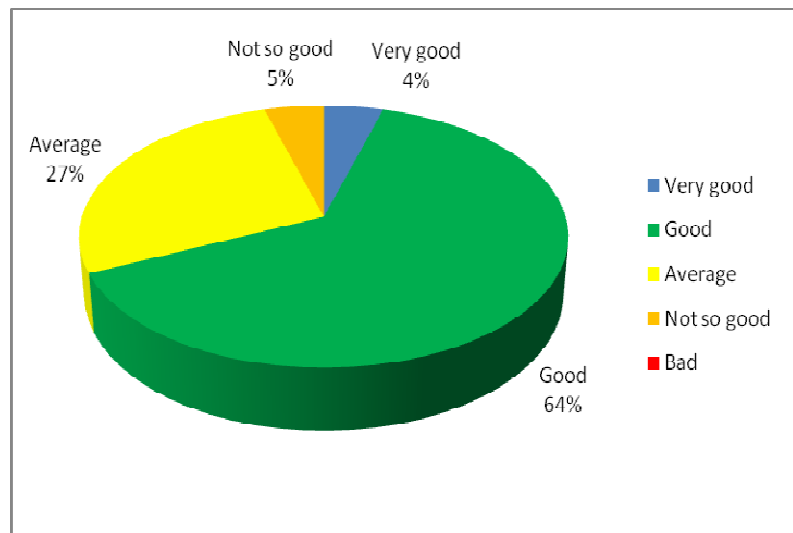


#### 4.6 Materials and resources

Participation Rate: 22 answers received

Statistics:

Very good	1	5%
Good	14	64%
Average	6	27%
Not so good	1	5%
Bad	0	0%

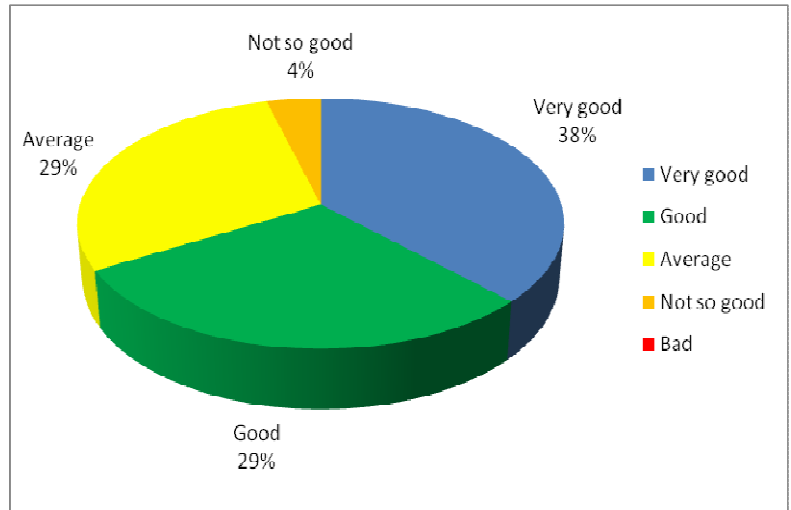


#### 4.7 Venue (hotel)

Participation Rate: 24 answers received

Statistics:

Very good	9	38%
Good	7	29%
Average	7	29%
Not so good	1	4%
Bad	0	0%

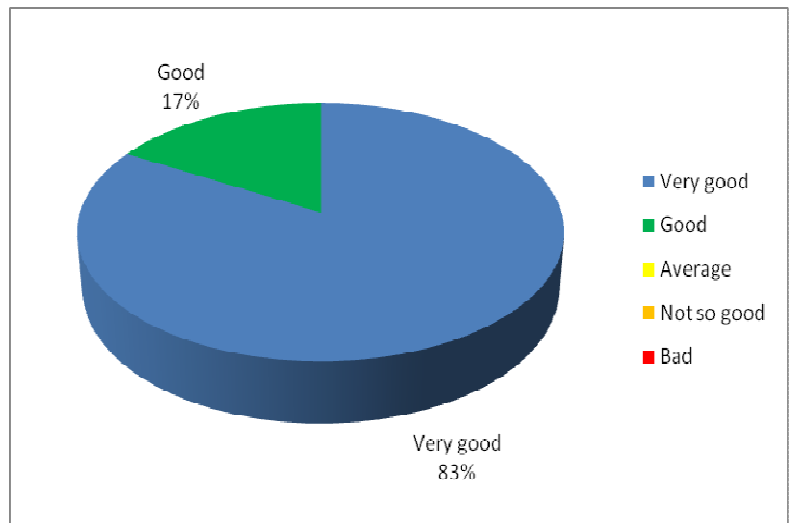


#### 4.8 Location (Maputo)

Participation Rate: 24 answers received

Statistics:

Very good	20	83%
Good	4	17%
Average	0	0%
Not so good	0	0%
Bad	0	0%



## LESSONS LEARNED

### 5. What did you like the most about this workshop?

#### Participation Rate:

24 answers received

“Lessons learnt from joint programming;  
Updated information on UN reform, guidelines etc.;  
Group work on case study”

“The workshop dealt with a current and highly relevant topic for UNDP. It also presented the reform process, seen from various view points (Country office, various UN agencies, pilot vs. non-pilot, donors etc). It was also very useful and nice to meet and exchange experiences with fellow JPOs in different work situations. And very helpful and friendly JPOSC staff. ”

“Sharing of experiences.  
Being in a programme-country (coming from HQ). ”

“The good and relaxed environment created among everybody, which permitted a good communication and participation. Having some of our JPO colleagues sharing their experience and knowledge was very encouraging. The facilitator was very good and makes it dynamic. ”

“The theme”

“Input from different agency perspectives”

“The opportunity to share with other JPOs their professional experiences and the thematic area of the workshop.”

“Networking with colleagues, learning about possibilities within UNDP and the un, the big picture of working for a global institution (while normally being stuck at the country level and easily forgetting being part of something more).”

“Meet JPOSC staff and other JPOs”

“Know more about coordination”

“Learning about how DaO is being rolled out in Mozambique.”

“The open atmosphere”

“Experience sharing with colleagues, field trip”

“Very comprehensive in contents”

“In general I found the 'heavy PPPs': Very useful!  
Informal discussions with fellow JPOs on DaO processes and UN in general were also of great benefit.”

“Good facilitators;  
Good programme/subject;  
Valuable sharing experiences”

“That this was a JPO workshop, our chance to meet up with one another.”

“Interactivity was rather high during the various sessions. Mixity of the group (diversity in thematic and geographic UNDP background) was ensured. Extra-curriculum activities (joint dinners, field trip etc.) allowed further experience sharing and exchanges. ”

“Networking activities ;- ) ...and to know that in some countries the agencies can really work together and deliver as one for some things”

“Very good presentation, great facilitation by Francesco who linked it all perfectly together. Very good interaction with other JPOs - socially and professionally. ”

“The JPO workshops provide an excellent opportunity to network with other peers.”

“Meeting other JPOs;  
Learning more about joint programming and JPs;  
The knowledge of the main facilitator;  
That the parking lot was taken seriously;  
That participants were invited to share. ”

“Openness for discussions”

## 6. What did you like the least?

### Participation Rate:

21 answers received

### Comments:

“- Little group work and lack of participatory methods  
- Too little time for experience sharing  
- Certain sessions, such as the one on M&E, the Vietnam case and resource mobilisation strategy, gave little added value.”

“It could be challenging to listen to quite a high number of presentations every day. It could therefore have been good to limit the number of presenters or, when time was running out, skip some of the themes instead of having to cover all the topics. The facilitator also sometimes got involved in the discussions, which made them longer, so it could be an option to have an external facilitator. ”

“Too many presentations.”

“A couple of presentations were a bit weak and too broad, and didn't contribute much in terms of new issues.”

“That supervisor did not allow JPO to participate in the full workshop”

“Speakers not always in tune with what the workshop was about.”

“I felt the programme was too ambitious and it wanted to cover too much which affected the quality of the information given and the feedback from the participants.”

“Limited internet available  
lack of critical perspectives and willingness to admit shortcoming within own organization”

“Maybe the content of the workshop itself.”

“The fact that the agenda was rather unstructured and too dense - covering fewer topics in a more in-depth

way may have been better.”

“The venue, the excursion”

“Presentations that did not refer too much from actual experience of joint programmes”

“Some of the presentations made by specialists that were either very basic or very much agency based”

“Though nice to be out in a village to see 'the real Africa' it was a bit a waste of time. The project was in my eyes a complete disaster which does all that the UN shouldn't be doing.”

“Very long dry lectures, difficult to keep up the motivation”

“Density of the seminars. Overload of information.”

“Too many speakers: not enough time to discuss some experiences and no use of tools or exercises.”

“The conf room was too big with sound problems and long distance between participants. The Field trip was not useful in my mind. Focused too much on physical installations as opposed to the more mental-minded work, e.g. how to change mind sets.”

“At time there were too many lecture style presentations - with too little interaction. in particular when the resource person had not realised the objective of his/her presentation vis-a-vis the workshop”

“The ambition of the course (too many topics).

The lacking/unstable internet access at the hotel.

The expensive meals at the hotel (on day of arrival, when not covered and no nearby venue).”

“When participants' presentations had not passed a 'quality assurance' (not everyone with a certain portfolio is able to share successfully with others).”

“Internet”

## **7. What would you change if the workshop were to be repeated?**

### **Participation Rate:**

22 answers received

### **Comments:**

“- Spend more time on group work and case studies in order to work on more concrete proposals together and incorporate the various elements of joint programming and DaO.

- Combine the case study with the field visit.

- Give out list of a few recommended readings or websites before the workshop.

- Improved facilitation to promote more active participation by every participant.

- Make sure that the workshop had representation from a wide range of UN agencies - so that UN coordination could be taught not only in theory but also in practice.”

“Perhaps also include the HQ-perspective and the perspective from local stake holders. I would also try to get the country office to choose another field visit-the visit in itself was a good idea, but the project was not....”

“More teamwork. Going more into depth instead of doing so many presentations.”

“I would have given some material to read beforehand, for everybody to get the basic concepts and acronyms since the beginning.”

“Send out the agenda before.”

“I'd give it more focus on Mozambique and bring in examples from other delivering as one countries. More focus on UN coordination than on available funds. All finds could have been tackled in a two hour session. More group discussions would have helped as well.”

“I would not focus so much the workshop on the Mozambique experience as delivering as one and I would give more voice to other countries.  
I would also dedicate more time to the practical exercise.”

“Get controversial discussion, have as introduction the presentation of Francisco (last day) in the beginning, start with the overall picture instead of jumping into the topic, or send reading material beforehand to participants.”

“More practical tools on interagency programming.”

“See reply to question 2.”

“I expected more networking activities.”

“For the session on formulating a joint programme, it would have been good to have more time. For example, if we had couple of days. ”

“I suggest that the resource person presenting should not be the time keeper; this caused some delays the first session.”

“I would have liked it to reflect reality better. E.g. to see and meet the Government partners and other donors, and to hear how they have experienced this process - what the positive but also negative experiences work. Working with coordination I am used to telling the beautiful story of DaO to outsiders, but am interested in looking at our internal challenges. More openness about these could have been interesting. Some more provoking inputs from external stakeholders would also have been useful.”

“More time for field trip/analysis;  
More joint group work.”

“Fewer lectures, more group work and discussions, shorter days, more rapid breaks - a lot of important things happen in non formal interaction. And, disastrous not having internet, which I know was impossible to predict. But stressful not being able to follow up on work related issues since we had been informed we would be able to.”

“1) Include more open space for discussions. 2) “UN policy coordination” should to tackled in a slot specifically dedicated to it. The presentations on the One UN initiatives in Mozambique and Vietnam did to some extend address the challenges in UN policy coordination. Nevertheless, “One UN programming” issues were mostly predominant.”

“50% of the time dedicated to tools and exercises.”

“Mornings for presentation and afternoons (maybe not all, but most) spent on developing - in our case - a joint programme.”

“More time for group work to put into practice the tools presented.”

“I would try to take the above points (2) into account.”

“Internet”

## 8. From a *pilot methodology* point of view, what part do you recommend keeping?

### Participation Rate:

21 answers received

### Comments:

"- The involvement and use of many in-country partners. This made the topics much more hands-on and based on real experience.

- The case study group work.

- The length of the workshop, the timetable set-up and opportunity for social events."

"The structure of the work shop is a good frame."

"The case-study."

"All of it."

"Project visit."

"Focus on UN coordination."

"The presentations by the participants."

"Field visit  
sit in different small tables  
get country perspective of host country."

"The trip."

"The CO experience."

"Resources from attending JPOs used. But have them chair, present more."

"A field trip to a new initiative such as Millennium Village is good to have as part of workshop."

"The development of the joint programme turned out as a very interesting exercise although it felt like more technical guidance would have been useful."

"Field Trip."

"Having a workshop open only for JPOs."

"Focused on UN joint programming, the sessions on...:

- Enhancing programme effectiveness

- Operationalizing programmes

- Resource mobilisation

- and Measuring results (M&E etc.)

... were highly valuable and should be kept for future workshops on UN coordination."

"The number of participants. Drawing on country experiences coupled with HQ engagement. And of course, Maputo :-)"

"The joint programming exercise."

“A knowledgeable facilitator (but who needs to keep time).  
The parking lot.  
The open space at the end of the workshop.  
The CO as an active participant and resource.”

“All.”

## 9. What follow-up is more important to you?

### Participation Rate:

18 answers received

### Comments:

“- It would be good to receive all the presentations and the documents, tools and guidelines referred to during the seminar.

- Contact information - and possibly access to a network where all the participants can still be in touch.

- Personally it will be important for me to promote the messages and lessons learned from joint programming and One-UN within my organisation.”

“I will now be more equipped to follow the discussions on UN reform/deal with the issues in my daily work.”

“It would be good to know to out extend the knowledge acquired is having/will have an effect in our work. I think that the relationships and contacts created are an important output and are already providing support in our tasks dealing with ONE UN.”

“Report on lessons learned shared with all JPOs.”

“The provision of the tools and links introduced in the workshop.”

“Send documents that were mentioned  
send updates on topics related.”

“It would be good to have a summary presentation of key presentations from the workshop.”

“Access to documents and presentations  
means to keep professional and social networking with the group.”

“Contacts with JPOSC and JPO colleagues (source of valuable experience sharing).”

“Again, I believe the non formal part is most important and that will be up to us as participants to take charge of.”

“Having the presentations and tools (...) available to download on the JPOSC website ...as well as the pictures! ;-)”

“It will simply be nice to stay in touch with the other JPOs.”

“Nothing in particular.”

“Practical matters of UN Coordination.”

## CAREER DEVELOPMENT AND COUNSELLING QUESTIONS

### 10. How do you rate the career Development workshop?

#### Participation Rate:

20 answers received

#### Comments:

"Very brief, but useful."

"N/A."

"Good."

"Good."

"N/A."

"Quite satisfactory."

"Important, first, to see how other colleagues (known from before such as the induction course) have developed, which perspectives and attitudes colleagues have, get a clearer picture of what is possible and what not and how."

"Good."

"There was no Career Development workshop."

"Very useful to be able to consult with JPO Service Centre on career management especially towards the end of the JPO contract."

"Was there a career development workshop?"

"Okay.... didn't use it for more than an informal talk."

"Good."

"After several sessions with OHR previously, this session didn't have much new to offer, but it was ok as a reminder."

"No major new elements were presented during that session. Most of the data / information with regards to JPO post opportunities were already known. However, the JPOSC services for individual training regarding application interviews were well received."

"Not sure. At least there was good interaction. But I can never really stomach the - in my mind - high focus on networking and career development promoted by the JPOSC. It is too direct for my taste."

"I found it good to be reminded to keep career development in mind - however for me being at the end of the JPO assignment I have already started putting the recommendations from previous sessions into practice."

"Very useful."

"Excellent, but I'd try to avoid having the online discussion during the workshop."

**11. If applicable, how would you rate the individual career counselling observations?**

**Participation Rate:**

16 answers received

**Comments:**

“Very good.”

“Very good.”

“Should also include agencies administered by UNDP.”

“N/A.”

“Excellent.”

“Was helpful but could be more concrete if it was announced earlier that one could send CV beforehand and start communication with the resource person so s/he can also prepare and not need to spontaneously react to whatever question arise.”

“Very good. I really appreciate the JPOSC’s staff...they are so good.”

“I did not have an individual career counselling session.”

“It was quite general.”

“N/A.”

“Not applicable in my case.”

“Didn’t use it.”

“N/A.”

“Useful to have the space, but no specific advice came out of it, besides the common career advice we have been given previously.”

“Excellent.”

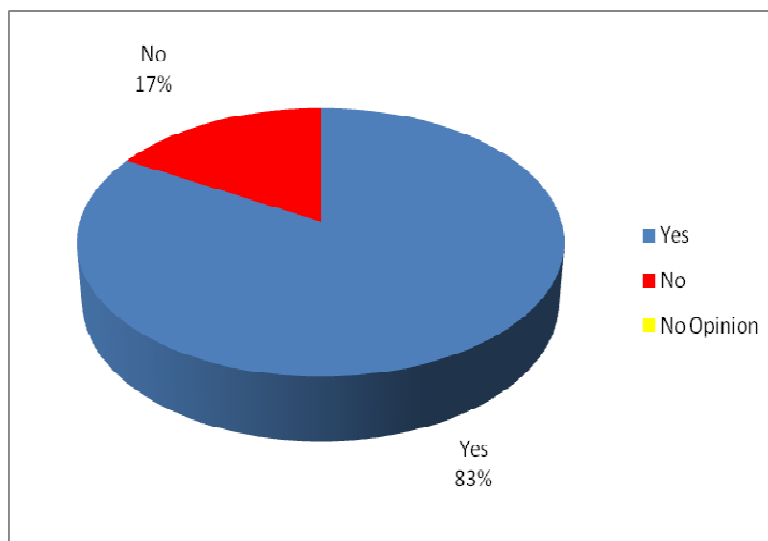
## JPO WORKSHOPS

### 12. Do you think that the JPOSC should continue organizing dedicated JPO workshops?

**Participation Rate:** 23 answers received

**Statistics:**

Yes	20	83%
No	4	17%
No Opinion	0	0%



### 14. If yes, do you have any suggestions for future workshops?

**Participation Rate:**

20 answers received

**Comments:**

“The challenge of national ownership and participation by national and local stakeholders - where are we at?  
UN - delivering as one on the environment?  
UN - delivering as one on development and gender?  
Format: A course rather than a workshop culminating in a report, academic paper or project or policy proposal. For instance it could be in the form of a three weeks workshop in a field office - working on a specific task.”

“The human development concept; Next year UNDP will launch the 20th human development report, and this has been more or less a flag ship for UNDP and important for the development debate.”

“Problem oriented group work.”

“Methodology: more participation by JPO's, less driven by diplomacy and focus on what the UN could do better. Perhaps in teams work on solutions.”

“Regarding the theme; M&E, transversal components as Human Rights and Gender.  
Methodology; after each presentation (short) do a practical exercise.”

“Conceptually: human development, 20 years after and what makes our work different to other multi and bilateral agencies.”

“Distribute materials by email before the workshop and maybe arrange a test on the material the first day of the workshop so everyone is at the same level.”

“Communications (media relations, corporate branding, resource mobilisation.”

"M&E."

"Partnership and resource mobilization, development in crisis affected context."

"Communication within complex global institutions."

"M&E or capacity development

very interesting keeping spaces for JPOs participation, sharing experiences  
Latin America could be great."

"Before the workshop I did find it a bit weird to go for a JPO workshop where all we had in common was the same type of contract. And I would not have registered if this was outside my field of work. It did however work very well to be together with other JPOs with the same background. Somehow relieving to hear that there are people out there who struggle with the same organisational headaches. Gives hope for the UN."

"RBM;

M&E methodologies."

"Latin America would be great next time, to keep on moving around. Hotel with internet is important, of course. Theme; governance, HIV & AIDS, disaster management (Thailand covered conflict, but the disaster/emergency aspect is missing and is more and more relevant all over the world, re global warming and rapid changes that can occur almost in any country)."

"Workshop on mainstreaming climate change policies into UNDP programming."

"Technical workshops (M&E, RBM, etc...) more focused on getting tools and methods, and practice."

"It probably should change continent.

-Communication - internal and external.

-Aid Effectiveness and the UN."

-Human rights approach in RBM."

"I think it would be proper to select a theme which would have interest to a wide range of JPOs - e.g. gender mainstreaming, capacity development, specific areas within DG."

"Gave input at the workshop."

**15. Please add any additional comments:**

**Participation Rate:**

11 answers received

**Comments:**

"Thank you very much!"

"Thanks to all, it was a great experience!"

"Congratulations!"

"Great to have needs assessment prior to the workshop, as it was the case this time."

"The programme should also add some personal skills development."

"The workshop should use a professional facilitator like in Bangkok. That recommendation came strongly out

of the Bangkok workshop so a bit disappointing it wasn't taken into consideration."

"Thank you very much for the organisation, the logistics, the facilitation and your dynamism and kindness throughout the workshop!!!"

"Thanks to the JPOSC team, the facilitator and the resource persons who made this workshop possible."

"I very much enjoyed hanging out with the JPOSC colleagues socially, as well. It doesn't always happen, and was much appreciated."

"Any topic is fine, but it should be based on a rigorous approach, trying to avoid vague subjects (i.e. capacity building)."