

# **JPO Workshop on UN Coordination and Reform 18 to 22 April, 2005**

## Outcomes, and JPO recommendations to UNDG:

- A) *JPO's contributions to Coordination & Reform*
- B) *UN Coordination & Reform's contribution to JPOs*
- C) *Summary of JPO Recommendations*

## **A - How can JPOs contribute to, and what could be their role in UN Coordination and Reform:**

### 1) UN Mindset:

- Active participation in thematic groups, and insisting on participating
- Pick UN Coordination and reform as a challenge
- Keep an open mind to reform and try to contribute constructively
- Remain committed and open

### 2) Better Programming:

- Use results matrix to help create joint programmes and improve coordination
- Be results-oriented, even if your colleagues may be less so
- Use the CCA/UNDAF documents in our own work
- Use causality framework in project planning, review....
- Foster and promote inter-agency participatory activities
- Include reform element in debriefings/inductions of programme officers at HQs
- Stay updated on good (and bad) practices
- Plan, taking into account activities and plans of other agencies

### 3) Advocacy/Information sharing

- Keep abreast of developments in the country office and also globally
- Consider state parties' obligations on human rights (e.g. treaties) when planning and support the reporting process
- Mainstreaming the human rights approach in UN-related activities, i.e. rights holders, duty bearers...

### 4) As the Neutral Facilitator:

- Act as a neutral facilitator, especially on sensitive issues

### 5) Funding:

- Identify funding opportunities for reform activities

6) Willingness to learn:

- Suggest that JPOs spend 5-10% of their workload in coordination activities
- Take advantage of training opportunities (incl. on-line)
- Read reports and articles, share them

7) Mentoring:

- Increase focus on coordination in country office and JPO introduction packages
- Translate positive attitudes among colleagues
- Identify and share partners' views and concerns on reform process

8) Advocacy:

- Share information among office colleagues
- Inter-agency information sharing
- Brief national counterparts on UN coordination and reforms
- Act as an information broker

## **B - How can UN Coordination and Reform contribute to JPOs**

1) Foresight Knowledge:

- Understand and anticipate future evolutions of the organization
- Better understanding of lines between areas of work; Personal and work enrichment
- Clearer vision
- Without an effective UN reform, career opportunities within the organization would almost be eliminated
- Paving the ways in new regions

2) Knowledge:

- Learn from different institutional cultures and practices
- Clarity of roles and procedures....ownership and pride of belonging to the UN
- CV: Value of knowledge on UN reform and UN Coordination
- Access to different experiences and expertise
- UN Coordination and reform is an opportunity to: 1) Identify areas of possible collaboration, and 2) Be involved and learn about the work of other agencies

3) Networking:

- Broadened opportunities for networking
- Inter-agency mobility programme
- Opens more career opportunities through interaction with other agencies

4) Skills:

- Skills required by all agencies
- Develop better skills in coordination and organizational change
- Improved analytical skills and knowledge of UN programming process

5) Better Results:

- Drawing from expertise for better quality programming and project management
- Less transactions and related costs

## **C - Summary of Recommendations**

### **Broad Spectrum:**

- Increase pilot projects of new reform initiatives, to identify what works and what doesn't work, and at different country sizes
- Harmonize HR policies and create stronger incentives for performance in coordination activities
- Promote integration among agencies, both, at HQs and CO levels
- The reform should be introduced in its bigger picture to change attitudes
- UN agencies should be seen as one entity, and not as several smaller ones, which may become vulnerable to political decisions
- For real increases in investments for coordination
- Practice what we preach
- Invest in systemizing experiences
- Create incentive structures
- Focus on Management effectiveness in country offices
- Promote and practice UN core values by taking risks

- Provide mainstreamed training on the need for reform at global level
- Find more mechanisms to involve all other agencies in reform process (not only ExCom)
- Prioritize communication strategies and join-advocacy (HQs-CO)
- Harmonize policies, formats and procedures
- Use one UN logo in the field (e.g. on project signs) – may help also in conflict situations
- More practical commitments from partners
- Utilize JPOs as a possible link between UN agencies and donors on coordination and reform – JPOs as Agents for Change
- Expansion of UN RC offices through UNV/JPOs as a quick response
- Have Officers for Coordination and Reform (or focal points) in each agency in field offices and in HQs
- UNDG: Harmonize performance appraisal systems and include coordination issues
- One UN, One JPO Programme
- All UN agencies should work on better relations with civil society
- Increase initiatives to promote UN reform for national staff (especially those less inclined to change)
- All UN offices in the field to contribute to RC office's budget
- Invest more in human resources to avoid damaging of programmes and projects

Supervisor roles:

- Organize staff retreats among all agencies to promote UN reform
- Through the supervisors, senior management should update all staff regularly on UN coordination and reform issues

- Staff should update themselves to keep abreast of new developments, mechanisms for that could be put in place, through raising awareness
- Make the reform process more participatory, but still selective
- Simple participation or physical presence in meetings is not a goal met
- Listen to, Empower, and Trust the staff with change

Personal:

- Internalize UN reform approach
- Be proactive
- Actively promote the benefits of coordination, both internally and to donors
- Keep updated in reform issues, and prioritize between tasks
- Think as a system and not only as an agency
- Share information and identify collaboration options

Learning:

- Network/Discussion groups on UN Reform
- Offer more training on UN reform and coordination (DGO, UNSSC, etc.)
- Add section on UN Reform and coordination on the JPOSC website
- Focus on UN Reform and coordination during JPO induction courses
- Add tools in trainings on UN coordination