

Evaluation Report 2.94



**EVALUATION OF
THE NORWEGIAN
JUNIOR EXPERT
PROGRAMME WITH UN
ORGANISATIONS**

FINAL REPORT

*by
COWIconsult
in collaboration with
DanEduc Consulting*

Royal Ministry of Foreign Affairs

**Evaluation of the Norwegian
Junior Expert Programme
with UN Organisations**

Final Report

February 1994

COWIconsult

Consulting Engineers and Planners AS

in collaboration with

DanEduc Consulting

Table of Contents

Findings and Recommendations	1
1 Introduction	7
1.1 Background to the Evaluation	7
1.2 Evaluation Methodology and Approach	7
1.3 Report Structure	10
2 Context: Interaction between Developing Countries and Development Organisations	11
2.1 Nature of Technical Cooperation and Manpower Requirements	11
2.2 Main Recipient Organisations of the JE Programme	18
3 Description of the JE Programme	27
4 Relevance of the Objectives of the JE Programme	33
4.1 Logical Framework Matrix	33
4.2 Objectives of the JE Programme	34
4.3 Relevance and Achievement of the Objectives	35
5 JE Programme Policies and Priorities	39
5.1 Selection of Recipient Countries	39
5.2 Selection of Organisation	40
5.3 Policy of Technical Priority Areas	41
5.4 Programme of Junior Experts from Third World Countries	42
6 Effectiveness and Efficiency of the JE Programme	45
6.1 Introduction and Methodology	45
6.2 Preparation Phase	46
6.3 Duty Station Phase	56
6.4 Termination Phase	65
6.5 Reliance by the UN System on the JE Programme	69
6.6 Cost Effectiveness	70
7 Impact of the Norwegian Junior Expert Programme	71
7.1 Introduction	71
7.2 Impact of the JE Programme on Different Partners Involved in the Programme	71
7.3 Cooperation Between Donors to the JE Programme	72
8 Management and Administrative Effectiveness of the JE Programme	73
8.1 UD Management and Administration of the JE Programme	73
9 Inputs to the JE Programme	77
9.1 Junior Experts	77
9.2 Management and Administrative Support Staff	78

Annexes:

Annex 1: Terms of Reference

Annex 2: List of Persons Met

Annex 3: Data Foundation for the Evaluation

Annex 4: Tabulated Questionnaire Data (in Norwegian)

Annex 5: NORAD Development Assistance School, Programme Autumn 1993

Findings and Recommendations

The Evaluation of the Norwegian Junior Expert Programme has come to the conclusion that the Programme as a whole has achieved its development and immediate objectives to a very satisfactory degree. Consequently, the Programme is strongly recommended to be continued and expanded in compliance with objectives and policies to be defined.

Below are summarised the major findings and recommendations of the Evaluation. The presentation of the findings and the recommendations is based on the Logical Framework Matrix which was reconstructed based on the Terms of Reference, document searches and interviews.

1. Objectives and Policies

The objectives of the Junior Expert (JE) Programme have never been explicitly defined nor officially approved by a relevant authority. The Team identified the objectives of the Programme as follows:

The **development objective** of the JE Programme is to provide support for the international development work carried out by the UN organisations emphasising institutional building and the strengthening of local capacities in the different social and economic sectors.

The immediate objectives of the Programme were found to be four-fold:

- (a) to provide training in practical international development work for younger professionals (Training Objective);
- (b) to support projects and programmes in conformity with Norwegian development goals (Project Objective);
- (c) to provide opportunities for employment in the UN system; and
- (d) to provide opportunities for international related employment in Norway.

The development objective has been met with big impact with respect to the general support aspect. The component of the development objective, which focuses on institutional development and management capacity strengthening has been 'reconstructed' by the Team, based on the future requirements of technical cooperation, and can therefore not be appraised reliably.

The immediate objectives were found to be of relevance, particularly the Training Objective. The degree of achievement of the immediate objectives were high or very high with the exception of the achievement of the Training Objective.

JE Programme policies with respect to selection procedures for recipient countries, UN organisations and areas and fields of technical priority have been unclear and diffuse.

The Team recommends the following:

4 Evaluation of the Norwegian Junior Expert Programme with UN Organisations

- UD should, in collaboration with other (Nordic) donors, ensure that the UN organisations receiving JEs arrange briefing programmes for all new JEs. The briefing programme should be monitored through evaluation by the JEs. UN organisations which are not able to implement satisfactory briefing programmes may gradually be phased out as recipient organisations.

C. During the Duty Station Phase of the JE Programme, the following is recommended for the briefing procedures at the duty station:

- Norwegian representatives should be informed about new JEs posted in the country.
- UD should ensure that the international organisation appoints a responsible supervisor for the JE prior to his/her arrival and that the supervisor is properly informed about responsibilities and duties involved.
- UD should be flexible concerning possible overlaps between arriving and departing JEs posted in the same organisation or the same project. This may include the extension of the contract with 1-3 months.

D. During the Duty Station Phase of the JE Programme, the following is recommended for the work programme and exposure to field activities:

- UD should ensure, in collaboration with other donors, that a work and training programme is prepared within the first three months of the JE assignment.
- Training related duty travel should mainly be utilised for the purpose of the work and training programme prepared.
- UD should look favourably at requests from JEs for funding of training courses organised by the UN organisations.
- The work and training programme should be monitored by UD on a regular basis with regard to quality assurance of work programme and budget control.
- UD should work for uniformity in procedures related to the work and training programme with other (Nordic) donors, including amount of travel allowances.

E. During the Duty Station Phase of the JE Programme, the following is recommended in respect of the relevance of tasks and duties, reporting requirements, inter-personal conflicts and social considerations:

- UD should continue its flexibility with respect to change of duty station if the professional and/or personal match between the JE and the duty station is not successfully achieved.

- UD should as a minimum receive the standard UN reports, such as Arrival Reports and Performance Reports to be used to assessing the performance of the JE and the agency.
- UD should inform JEs properly on guidelines on inter-personal problem solving, e.g in the Handbook.
- UD should, in collaboration with other donors, encourage UN agencies to adapt spouse employment initiatives.
- UD, in collaboration with other donors, assess and discuss the implications of the present reliance by the UN system on the JE Programme.

F. During the Termination Phase of the JE Programme, the following is recommended for debriefing and job perspectives:

- UD must more carefully screen JEs during the recruitment process to ensure a decline in premature terminations of contracts.
- UD should approve a more flexible position on the duration and number of assignments. A minimum of a 2 year HQs or field assignment followed by a 1 year field or HQs assignment is suggested.
- UD should carry out a systematic debriefing of all returning JEs.
- UD should consider the appropriateness of promoting returning JEs' expertise among international oriented employers.

With regard to the management and administration of the JE Programme, the following is recommended:

- It is recommended that Norway, with other donors, should put pressure on the agencies to improve the quality of the administration and especially training and supervision for the JEs.
- UD should communicate to the UN organisations a 3-year 'rolling' JE Supply Plan based on expected funding. The number should reflect the performance of the UN organisations.
- UD should establish an efficient programme monitoring system.
- UD should promote and support donor cooperation efforts with a view to establishing uniformity in the JE Programme with UN organisations.
- UD should ensure, in collaboration with other donors, that the agencies allocate sufficient resources to manage the programme efficiently and providing a basic level of assistance to the JEs e.g. with briefing, training and supervision.

4. Inputs

The inputs required to administer and manage the JE Programme have been considered sufficient. With the recommendations made above and the improved monitoring function of the UD, the following is recommended:

- The number of JEs should be increased by 5-10% annually over the next five years, depending on the budgetary conditions.
- UD should assess the resource requirements for managing and administering the Programme.
- Following the above recommendation, UD should consider employing a former JE if an expansion of the Programme is decided upon.

1 Introduction

1.1 Background to the Evaluation

In the 1950s the technical development programmes of the United Nations and associated specialised organisations introduced Junior Experts (JE). These JEs were intended to work for a period of 1-2 years in developing countries. The Norwegian JE Programme was initiated at a later stage - in 1963 - and the main target group aimed at young and higher educated persons but who had limited experience particular in their professional fields. The main tasks of the JEs were to work with and assist well qualified experts thereby gaining international development experience which would qualify them to form a pool of future experts.

The Norwegian JE Programme has not previously been evaluated. Danish and Swedish evaluations have concluded that their JE programmes have provided useful tools for qualifying young professionals for the international work in multilateral as well as bilateral development cooperation activities. In most developing countries technical and professional capacity and competence have increased over the last 2-3 decades. This trend has recently led both to a gradual decrease in posting experts and to major changes in the technical cooperation system. These changes, inter alia, justify the evaluation of the JE Programme.

1.2 Evaluation Methodology and Approach

The objectives of the evaluation of the JE Programme are outlined in the Terms of Reference. For all key areas evaluated and assessed, recommendations for possible changes have been provided.

It has been found appropriate to evaluate the Programme on the basis of a Logical Framework Matrix (LFM). However, in the absence of an explicit JE Programme LFM, one has retrospectively been developed. The development and immediate objectives, outputs, activities and inputs have been reconstructed based on an assessment of available documents, interviews with relevant JE programme staff in the Ministry of Foreign Affairs (Utenriksdepartementet, UD), Norwegian Agency for International Development (NORAD) and the UN system, as well as through workshops with the participation of former JEs.

The evaluation approach is illustrated in Figure 1. The figure illustrates the various evaluation elements, largely in chronological order.

Boxes (A)-(D) illustrate the interaction between developing countries and development organisations. The latter comprises the UN organisations, UD/NORAD and NGOs and private organisations.

The evaluation focuses particularly on the nature and framework of technical cooperation and the manpower requirements needed for improving the interaction between the development countries and development organisations. Current international technical cooperation is assessed and the responses to these needs from UN organisations, UD/NORAD and NGOs and private organisations are outlined. The main purpose of this approach has been to

Figure 1:
Evaluation of the Norwegian Junior Expert Programme with UN Organisations



evaluate the current JE programme structure and content in the **context** of the future needs for manpower requirements in development organisations. The question is to what extent the JE programme is geared eventually to match the manpower requirements in development organisations and whether changes in the programme are needed to meet these requirements. However, specific manpower requirements in terms of education or training are not outlined; rather the technical cooperation **framework** for identification of manpower requirements within development agencies is presented.

Box (E) refers to the relevance of the objectives of the JE Programme and include an assessment of the achievements. Boxes (F)-(H) present the key issues relating to the effectiveness, efficiency and impact of the Programme.

The impact is evaluated mainly with respect to development and immediate objectives. For impact assessment, it has been the Team's view that improved coordination between donors, and especially Nordic donors, due to traditional similarities in their respective JE programmes, has been a key issue to be addressed.

Box (I) briefly discusses the administrative effectiveness of the Programme covering both UN and UD/NORAD.

Box (J), recommendations and future changes in the Programme, is presented chronologically throughout the report. It has been the overall approach to stress the need for presenting **realistic recommendations**. Thus, the Team has aimed at finding a balance between the reasonable demands put on the UN organisations by UD, on the one hand and on the other hand, the capabilities of the UN organisations to apply these demands for implementation.

The evaluation has comprised the following components:

- Studies of documents available at the archives in UD/NORAD to expose key information on the Programme history, objectives and policies;
- A questionnaire exercise comprising all generations of Norwegian recruited JEs focusing on preparation and recruitment procedures, duty station experience as well as subsequent career development;
- In-depth group interviews carried out with selected former JEs to clarify and further elaborate the results of the outcome of the questionnaire exercise;
- Field visits to selected field offices and headquarters of selected UN organisations (UNDP, FAO, ILO, UNIFEM, UNHCR and UNICEF), interviewing key project and programme personnel related to the JE Programme, including currently posted JEs. Information was received from UNIDO by telephone, fax and mail.
- A Workshop for former JEs clarifying issues related to the evaluation process and method was held at the initial phase of the evaluation.

- Staff of the foreign ministries of Norway, the Netherlands and Denmark were interviewed and input was received from the Canadian and Swedish international development agencies.

In addition to the objectives of the Evaluation as outlined in the TOR, the Team was asked to include issues related to the posting of JEs from third world countries and to describe in some detail the UN organisation identified for the Evaluation. Aspects of comparison with other donor agencies' JE Programmes have been described in relevant Chapters.

A questionnaire and JE related files from UD and NORAD archives have formed the two main sources for the evaluation. The latter source is characterised by inconsistency which is reflected in some of tabulated data presented.

The Team comprised:

Mr Svend Erik Sørensen (Team-leader), Ms Maj-Britt Høybye Hansen, Mr Poul Michael Fanøe of COWIconsult, Denmark and Mr Erik A. Nielsen of DanEduc Consulting, Denmark.

Mr Erik Brander Pedersen of COWIconsult provided back-up and quality assurance and Mr Helge Dønnum of COWI Hjeltness, Norway, provided support for the questionnaire exercise.

The Evaluation was executed in close collaboration with the Evaluation Section and the UN Section, Multilateral Department of the Ministry of Foreign Affairs. The Team wishes to express its gratitude to all persons who offered their views and ideas on the Norwegian JE Programme for the benefit on an improved future Programme. The Final Report has been completed based on useful comments to the Draft Report from UD, NORAD, UNDP and two former JEs.

1.3 Report Structure

The report is structured in accordance with the above methodology and approach. The report mainly follows the standard format for Evaluation Reports outlined by the Evaluation Section.¹

Following Findings and Recommendation and Introduction; Chapter 2 describes the interaction between developing countries and development organisations. The description of JE Programme is presented in Chapter 3 while Chapter 4 assesses the relevance of the objectives of the Programme. Chapter 5 discusses and evaluates policies and priorities of the Programme and Chapter 6 describes and assess the three main phases of the Programme: Preparation, Duty Status and Termination. In Chapter 7 the Impact of the Programme is evaluated and in Chapter 8 the efficiency of the management and administration is evaluated. Chapter 9 appraises the inputs required for the Programme.

¹ Utenriksdepartementet, Evalueringsenheten: Evaluering og resultatvurdering i bistanden, Håndbok for utøvere og beslutningstakere, Draft, August 1993

2 Context: Interaction between Developing Countries and Development Organisations

2.1 Nature of Technical Cooperation and Manpower Requirements

2.1.1 United Nations Framework

The nature of technical assistance to developing countries has been criticised over the years and it has changed character during the consecutive decades since its inception in the early 1950s. However, a more focused and in-depth examination of the effectiveness and efficiency of the technical assistance provided by the UN organisations has only gained momentum in the late 1980s and early 1990s.

In general, technical cooperation has been considered valuable to all parties involved: the recipient country, the UN organisations and donor agencies. Essentially it meets the basic needs for training and technology transfer. Most major UN agencies have over the last 2-3 decades transformed their roles from a traditional normative and informative focus to an increasing involvement in operational activities in the form of technical assistance to developing countries. Thus technical cooperation has become an increasingly significant component of the international development work.

Following the results of improved diagnostic studies at country level, as well as internal assessments and evaluations prepared by multi- and bilateral donors, problems and shortcomings of technical cooperation have become increasingly apparent.

Key problems identified by various development agencies include the continuous deficiencies of local institutions and the costs involved at both macroeconomic and local/project level. Much of the current technical cooperation is mainly donor-driven and it still finances activities which are not within a sustainable framework. Also, it increasingly contributes to the break-down of civil service salary structures and the capacity-building in recipient countries. Furthermore, it often creates inappropriate working relations between expatriates and local staff. In a bilateral context, the evaluation of the personnel assistance from the Nordic countries made in 1988 also stressed similar deficiencies.

According to a recent UNDP publication ¹, the following specific sources of **failures** in the provision of technical cooperation have been identified:

- Weaknesses in design, implementation, and supervision of technical cooperation projects;
- Excessive reliance on one model of delivery for technical assistance, that is, the resident expatriate-counterpart model, which has failed as an instrument for capacity building;

¹ UNDP/DAI: *Rethinking Technical Cooperation. Reforms for Capacity Building in Africa*, New York 1993. Though the document is targeted at the African continent it is the view of the Team that the overall problems and solutions proposed in the document to a large extent reflects the situation in general.

- The donor or supply-driven nature of technical cooperation, which has led to excessive use of resources, inefficient allocation, weak local ownership, and hence limited commitment;
- Poor incentives and working conditions in recipient countries' public sectors, which has led to low local staff job motivation and high turnover, creating a work environment in which capacity building and institutional development efforts fail to take hold.

A consensus among development organisations and recipient countries has evolved regarding the overall **objective of technical cooperation**. In essence, technical cooperation aims at achieving greater self-reliance in the recipient countries by building institutions and strengthening local capacities in national economic management¹.

Following this objective, a basis for a more effective and efficient technical cooperation delivery in the future is proposed in the UNDP publication. Many of the issues raised in the proposal correspond to a large extent to the principles and guidelines for improved technical assistance outlined in the DAC Principles for Effective Aid (1992). The UNDP proposal comprises the following key issues:

- (1) Improve the design and implementation of technical cooperation projects.
- (2) Change the mix of delivery modes
 - . use of short-term advisers and modified coaching arrangements
 - . use of local consultants
 - . establish institutional twinning.
- (3) Strengthening local management of technical cooperation
 - . voluntary donor transfer of managerial authority
 - . stronger local management
 - . comprehensive programming (thematic, sector-wide, multi-disciplinary actions).
- (4) Improve the work environment, especially reform civil service working conditions, to make them more suitable for training and transfer of technology.
- (5) Continuous gap-filling needed in specialised skills in developing countries.
- (6) Introducing market elements into the technical assistance system.

These principles of improved technical cooperation should comprise the parameters for UD policy- and decision makers to identifying proper manpower requirements for developing countries and the UN organisations. Especially item 1, 3 and 5 apply relevance to the JE Programme.

There will still be a need for professional international staff and JEs in the future although the recent changes in development cooperation will result in changed modes of cooperation.

¹ *ibid.* p. 244

2.1.2 Norwegian Multilateral Framework

The overall **development goal** of Norwegian aid is to contribute to improved and sustainable economic, social and political development for the population in the developing countries.

Approximately one third of Norwegian development aid is channelled through the UN system. The main difference between bilateral and the multilateral aid is that the latter to a large extent is separated from the political and commercial interest to which the bilateral aid is much more exposed. Currently, Norway provides assistance to some 40 multilateral organisations. High priority organisations corresponding with Norwegian principles for development aid include the World Bank/IDA, the regional banks (AfDB, AsDB), UNDP, UNICEF, UNFPA, WFP, WHO and IFAD as main recipients.

Multilateral development aid¹ is provided partly as general contributions, which are administered by the governing bodies of the organisations, and partly as support for specific multi-bi projects. In 1993 NOK 2.7 billion or 37% of Norway's development aid budget was allocated for general contributions and approximately NOK 480 million or 7% for project cooperation with multilateral organisations.

The main **principles** of Norwegian development aid to international development organisations comprise the following:

- Activities focusing on poverty alleviation;
- Activities aimed at strengthening capacity building, human resources and institutional development;
- Activities strengthening the productive sector and sustainable economic growth;
- Activities related to improving women's situation, environmental sustainability and population growth control measures;
- Activities related to democracy and human rights.

2.1.3 A Norwegian Multilateral Recruitment Strategy

No formulated **strategy** exists for the Norwegian involvement and support to the multilateral agencies, despite the fact that Norway is the relative top contributor to the UN system of all UN member states tolling 1.04% of its annual GNP. Consequently, a significant discrepancy exists between the influence and strengths of Norway in the UN system and the actual financial contribution to the system.

This discrepancy has existed for many years and only recently (in early 1993) was a new section established in UD, Recruitment to International Organisations (RIO), to cater for increased recruitment and appropriate allocation of Norwegian specialists and policy-makers at senior posts in the UN system (P.5, D.1 and D.2). Though no policy framework has been outlined in connection with the establishment of RIO, it has been staffed with highly experienced and influential staff. It is the understanding of the Team that RIO is to be considered as a mechanism for a long-term, strategic involvement by Norway in the UN system. RIO should therefore be seen as one of the first steps towards bridging the gap

¹ In addition to the assessed contributions to the agencies.

between Norway's significant contribution to the UN organisations and its relatively limited influence in the UN system.

The UN budget freeze of recruitment to middle and senior posts in the UN system, which was introduced in the late 1980s, has developed into a permanent state-of-affairs. Considering that almost all recruitment to senior posts in the UN system are drawn from internal staff categories on the one side and the current very low number of Norwegians employed in the UN system on the other side, it will in the **near** future be very difficult for Norway to have influential senior officials posted. The establishment of RIO should, however, cater for this particular need.

If it is an explicit policy of Norway to increase its long-term influence in the UN organisations in the future, the JE programme could be considered not only as an appropriate but indisputable programme fostering potential candidates for this particular strategy. If this is the case, demands on and structure of the programme must be changed accordingly and linkages between the role of JE Programme and the RIO should be discussed.

Recommendation

- The objectives and policies of the JE Programme should be brought in conformity with the overall long-term development strategy of Norwegian multilateral development assistance e.g. as reflected in the Parliamentary Report no. 51 (91/92). This includes a clarification of the official Norwegian strategy towards the UN system over the next decade.

2.1.4 NORAD: Bilateral Strategy in Technical Cooperation

The Norwegian bilateral organisation, NORAD, has a comparative advantage in being able to focus its attention on a few selected areas unlike the multilateral organisations stressing their global-oriented modalities. Though the overall objectives of NORAD frequently coincide with those of the UN, NORAD can select specific objectives based on geographic, demographic and/or 'technical' considerations. The bilateral organisations will often focus their attention on the institutional framework level, which is also the case with NORAD. The institutional framework level comprises a range of public, semi-public and private institutions that support organisations directly related to people, e.g. enterprises, health clinics, schools, etc.

More than half of Norwegian development aid is bilateral, i.e. it is transferred directly to various development countries through direct state-to-state cooperation or through NGOs, business and industrial cooperation or the Volunteer Programme. In 1993 bilateral assistance totalled NOK 3.9 billion or 53% of the aid budget, of which 60% is allocated for development in Africa.

Support for large-scale programmes has preference and efforts are chiefly concentrated in the water and power supply, transport and communication sectors, followed by the social sectors.

Currently NORAD is debating the nature and types of future technical assistance to developing countries. The key issues raised concern employer responsibility, recruitment of, and administration by, technical cooperation personnel. Though currently still at proposal stage, the main aim of technical cooperation personnel is anticipated to comprise the following¹

- Technical cooperation personnel should increasingly be replaced by technical cooperation through institutional cooperation.
- NORAD should increasingly use resources to support, motivate and provide an enabling environment for the involved Norwegian institutions to be responsible for recruitment and institutional development.

These issues related to improved technical cooperation should comprise the parameters for UD policy- and decision makers to identifying a proper manpower requirements framework for Norwegian technical cooperation.

2.1.5 NGOs and Private Organisations

Most of the Norwegian NGOs generally work at the community and local institutions level, e.g. with local NGOs, (e.g. Redd Barna, Kirkens Nødhjelp, Fellesrådet for det sørlige Afrika, etc.), in areas or sectors that has no direct link to the institutional framework level or the policy and strategy level. Their comparative advantages are their more narrow focus, their generally, very practical approach and relatively simple administrative procedures.

Concerning the appropriate use of private organisations, development research organisations and other NGOs, a major change is currently in process in Norway. This corresponds to the overall changes in the approach to technical cooperation.

The role of NGOs in development cooperation has increased rapidly in recent years. This is due, inter alia, to the comparative advantages of these organisations whereby they can reach priority target groups and work in sectors that cannot easily benefit from state-to-state development cooperation. To a large extent, NGOs organise their activities to cater for the needs of the poor and disadvantaged groups. Their main areas of concern are within social welfare, health, institution building and integrated rural development emphasising sectors such as agriculture, forestry and fishery.

The role of NGOs in Norwegian development aid, as development agents in programme countries and as bodies for knowledge transfer and opinion makers in Norway, will continue to play a **key role** in the years to come. Consequently, the NGOs will face professional and 'business' efficiency demands from UD/NORAD as prerequisites for technical assistance assignments supported by UD/NORAD. Issues to be raised by NORAD towards NGOs will inter alia include:

¹En Utredning om NORADs Rolle ved Forvaltning av Personnellbistand, Rapport Udkast fra en intern arbeidsgruppe, April 1993.

- has the NGO the capacity to develop a programme concept?
- has the NGO the capacity to develop and manage strategic plans and programmes?
- how are individual efforts and projects linked to an overall policy of the NGO?
- how are analyses and results linked to different levels (operations, objectives, policy, etc)?
- has the NGO sufficient monitoring and evaluation capacity?

This situation will elevate the requirements for improved knowledge and competency in the NGOs. Some of the key areas of knowledge and competency building aspects within the organisations may include development policies, strategic management, result-oriented work, financial management, country knowledge, institutional development, democratic grassroots development, etc.

NGOs and private organisations involved in development work in developing countries are to a large extent dependent on the financial contributions from NORAD. It is the aim of NORAD to decrease over time the contribution to individual projects and programmes at the expense of financial involvement of the local partner and the NGO itself. This approach will eventually put demands on the NGO to prove proficiency in financial analysis and management.

2.1.6 Manpower Requirements Framework for Technical Cooperation

No explicit analyses have been carried out by UD/NORAD regarding future manpower requirements for institutions associated with envisioned changes in the overall technical cooperation. Some of the implied requirements have, however, to a large extent been met in the training programmes offered by the Norwegian Development Assistance School (see Annex 5).

There will be a need for changes in competency and knowledge profiles of personnel posted to any development organisation. The changed competency and knowledge profiles required for **each type** of development agency should be identified within the overall framework for improved technical cooperation. The frameworks for the recipient countries, UN, UD/NORAD and Norwegian NGOs and private organisations are outlined in Table 2.1 based

Table 2.1 Technical Cooperation Framework for Identification of Manpower Requirements within Development Agencies

UN/Recipient Countries	UD/NORAD	NGOs/Private Organisations
<ul style="list-style-type: none"> • Improve the design and implementation of technical cooperation projects • Change the mix of delivery modes <ul style="list-style-type: none"> • use of short-term advisers and modified coaching arrangements • use of local consultants • institutional twinning • Strengthening local management of technical cooperation <ul style="list-style-type: none"> • voluntary donor transfer of managerial authority • stronger local management • comprehensive programming (thematic, sector-wide, multi-disciplinary actions) • Improve the work environment, especially reform civil service working conditions • Continuous gap-filling needed specialised skills in developing countries • Introduce market elements 	<ul style="list-style-type: none"> • Increase institutional-based technical cooperation • Facilitate an enabling environment for improved institutional development and local management capabilities • Increase the number of senior and policy staff in the UN organisations (UD) 	<ul style="list-style-type: none"> • Improve the capacity for developing concepts and strategies of programmes • Strengthen the NGO's abilities to transfer knowledge and competency for improved responsibility of the organisation in cooperation • Improve internal organisational efficiency (management, administration, etc.)

on assumed measures to be taken by individual agencies to cater for improved technical cooperation.¹

It should be emphasised that the UN system comprises different organisations with different modalities for providing technical assistance. Therefore, the mode of technical cooperation will need to be applied according to these modalities (see 2.2) in a flexible manner. Also, the individual recipient country faces different problems of social, economic and political nature that can only be met specifically by using appropriate mixes of technical cooperation options.

The main purpose of the above analysis has been to present the technical cooperation **framework** for identification of manpower requirements within development organisations. Specific manpower requirements in terms of education or training are not outlined here. These requirements and needs are to be analyzed in concrete situations.

Recommendation

- The objectives and policies of the JE Programme should be brought in conformity with future manpower requirements of development organisations (UN organisations, UD/NORAD, NGOs and private organisations and employers) involved in and financing technical cooperation projects.

2.2 Main Recipient Organisations of the JE Programme

In the following the UN organisations that have received the highest number of Norwegian JEs over the years are very briefly described, including the status of the JE Programme and the Norwegian JE contribution over the years as well as how many that are currently fielded.

2.2.1 FAO

FAO, established in 1945, is the largest and the first of the United Nations specialised agencies. Its activities aim at eliminating hunger, raising levels of nutrition and standards of living through improved production, processing, marketing and distribution of all food and agricultural products from farms, forests and fisheries.

The objectives of FAO's Associate Professional Officer programme are firstly to draw 'on new reserves of youthful skills and enthusiasm from certain donor countries to increase the manpower it deploys in field programmes', and secondly to 'form a cadre of trained personnel for future technical assistance' for the UN system as well as for bilateral and other technical assistance agencies². The two objectives correspond well to the objectives of the Norwegian JE programme.

¹ In this context it has been found appropriate to put the recipient countries and the UN system at the same footing with regard to their need for the JE Programme. Therefore demand-driven versus a donor-driven development approach is not discussed.

² FAO: APO Operations Handbook Chapter 9, Annex E/E

FAO has the largest JE Programme. The present importance of the APO programme to FAO can be seen from the fact that the Programme contributes 25% of all professionals in the field¹ compared to only 10% in 1971. It reached a level of nearly USD 26 million in 1990 in terms of delivery but have since decreased to just above USD 22 million and, with 12% overhead to FAO, contributing more that USD 2.5 million in support costs.

The FAO APO programme has 17 donor countries. In terms of numbers the programme reached its peak of 391 APOs in April 1989 and reversed to 276 APOs in October 1992 representing a decrease of almost 30 percent. The main reason for the downward trend in the 1990s are the decreasing funds available for the programme from the donors.

At the end of 1992 most of the 276 APOs were placed in the field either at projects (66%), at FAO Representative offices (9%) and at regional offices (4%). The remaining APOs (21%) were placed at headquarters in Rome. Presently FAO has 260 APOs including 50 APOs placed at headquarters as shown in Table 2.2. Usually not more than 20 percent of the APOs are stationed at headquarters. Lately, however, there has been a tendency of donors to be more positive to favour such assignments.

¹ Summary Record of the APO Programme Donor Meeting, 25 March 1993, page 2.

Table 2.2 Distribution of APOs by Donor and Duty Station on 30-6-1993

	Africa	Asia & Pacific	Latin America	Europe & Near East	HQs	Total
Austria						0
Belgium	36	10	9	3	1	61
Canada		1			4	5
Denmark	19	11	7		2	39
Finland	4	1	1		1	7
Germany	1		1	1	14	17
Ireland						0
Italy			1		2	3
Japan		1			6	7
S. Korea		1			1	2
Netherlands	28	13	25	4	4	74
Norway	4				1	5
Sweden	4	2		1	2	9
Switzerland	3	3	4	1		11
UK		1			1	2
USA		1	1			2
	102	47	50	10	51	260

To have some uniformity in the future it was agreed at the last Donor Meeting in March 1993 to aim for that no single donor places more than 20 percent of its total number of APOs at headquarters. Presently Germany and Japan place nearly all their APOs at headquarters.

The Norwegian JE programme with FAO dates back to 1963. About one third of all the Norwegian JEs have been with FAO. Of the total number of 248 Norwegian JEs sent out in the period 1963 to 1989 some 69 went to FAO. Most of these APOs (62) were men. From January 1990 to the beginning of 1992 between four and ten Norwegian APOs worked for FAO each year. Of these about half were women. At present five Norwegian APOs work for FAO.

The annual contribution from Norway to FAO is USD 4,3 million including the APO programme which amounts to approximately USD 300,000.

2.2.2 UNDP

UNDP, established in 1965, is seen by Norway and indeed the Scandinavian countries as an important part of the UN system with its intended central coordinating role in influencing multilateral development activities through its funding and programming role. This is reflected in the fact that the Nordic countries provide nearly one third of all UNDP's funds.

UNDP has a close cooperation with central government institutions and a focus on capacity-building within these institutions and only to a limited extent directly involved with project implementation. UNDP has a clear focus on poverty alleviation committing 87% of its resources to countries with a GNP below USD 750/year.

UNDP presently has around 220 JEs. Comparing this with an expected staffing in 1994 of 938 international professionals and 450 national professionals JEs make up 14% of the nearly 1,750 professional staff or 19% of international staff.

Counting UNDP funds and funds managed by UNDP the total figure is nearly 350. With 110 operating Field Offices this means that each field office on average has 3 JEs. UNDP handles the administration of nearly 350 JPOs except for UNIDO that themselves brief their JEs. The distribution of the JEs administrated is depicted in Table 2.3 below.

Table 2.3 Distribution of JEs Administrated by UNDP by Donor and Duty Station on 30-6-1993

	Africa	Asia & Pacific	Europe & CIS	Arab States	Latin America	HQs	Total
Austria	3	1		1	2		7
Australia		4					4
Belgium	13	2		3	3		21
Canada	10	7	2	1	5	1	26
Denmark	19	16	3	2	7	2	49
Finland	6	1	1		8	1	17
Germany	10	7	2	2	5	2	28
Italy	1						1
Japan	3	4	3		2	1	13
Luxembourg	2						2
Netherlands	36	14	1	7	19	4	81
Norway	11	5	1	1	3		21
Spain	1		1		6	3	11
Sweden	12	3	2		9	1	27
Switzerland	4	1					5
UK	2	1			2		5
	134	74	22	20	75	19	344

The annual contribution through the JE Programme to UNDP is USD 35 million. In addition UNDP receives an overhead of 12% of the cost of the JEs administrated i.e. around USD 4 million.

Approximately 20% of all Norwegian JPOs have been assigned to posts at UNDP over the years. As of June 1993 11 Norwegian JEs were assigned to UNDP with an additional 10 JEs working at UNDP field offices for UNIDO, UNSO, UNCDF and others representing more than half of the Norwegian JEs fielded.

2.2.3 UNHCR

UNHCR, established in 1951, reports directly to the UN General Assembly. Its mandate is focused on provision of assistance to refugees. The basic function is to extend international protection to refugees who, by definition, do not enjoy the protection of their former home country. Its operations include mainly provision of legal and material assistance to refugees. Besides immediate emergency assistance to refugees and displaced persons in acute emergency situations UNHCR assists with finding permanent solutions to their problems, whether it be through voluntary repatriation or local settlement in countries of asylum.

UNHCR is a field oriented organisation because of its direct involvement in the emergency situations, most recently in emergencies in Yugoslavia and in the former Soviet republics. Because of its mandate UNHCR's operations management must be very flexible.

Presently, UNHCR receives JEs from 18 countries. Since 1987 between 30 and 50 JEs have been recruited each year. At present around 100 JEs are placed in UNHCR's field offices where they work as legal protection officers or as social programme officer. Two are Norwegians; one working for a regional project based in Bangkok, Thailand and one in Ankara, Turkey. In the past Norway has provided between one and four JEs per year.

The annual contribution to UNHCR as support costs via the JE Programme is roughly USD 0.9 million.

2.2.4 ILO

ILO, the International Labour Organisation, established relationship with the UN in December 1946 and became one of the first specialised agencies in the United Nations. ILO is aimed at promotion of social justice for working people everywhere through formulation of international policies and programmes to improve working and living conditions and through creation of international standards to serve as guidelines for national authorities.

The objectives of the Associate Programme in ILO are not clearly defined.¹ However, according to the programme document and the Administrator of the Programme ILO should have the same objectives as the donors:

- 'to contribute to the ILO multi-bilateral technical co-operation programme;
- through this, to render assistance to developing countries;
- to train their young professionals who have completed their academic or equivalent studies, but have limited practical experience, by giving them the opportunity to participate in the technical co-operation programmes of the United Nations and its specialised agencies.
- to gain a source of potential future experts and officials for the UN system and member countries'.²

¹ In the ILO terminology the Junior Expert Programme is called the Associate Expert Programme.

² ILO Associate Expert Programme, Guidelines for Technical Units, External Offices and Senior Expert Personnel, C.H. Harder, P/COTEC 21.12.1981

ILO has more than 25 years experience with the Associate Expert Programme. The Programme is very important for ILO and its activities. Between 1982 and 1990 a total of 1283 Associate Experts from 13 different donor countries were posted at ILO. The size of the Programme has varied from 121 in 1984 to 176 in 1989.

In December 1991 the total number of experts on assignment in ILO were 632 and 154 of these were Associate Experts, equal to 24 percent. In December the total number of professional staff was decreased to 543 of which 139 were Associate Experts, equal to 25 percent. In August 1993, there were about 150 Associate Experts in ILO out of which three were from Norway.

The ILO Associate Expert Programme has 13 donor countries. In financial terms the Programme contributed in 1989 close to USD 10 million equivalent to nearly USD 1.2 million in support costs.

2.2.5 UNICEF

UNICEF is the oldest UN organisation under the UN, established in 1946. The objective of UNICEF is to improve the living conditions for children and women. UNICEF mainly works in the areas of health, nutrition, water and sanitation, and education. UNICEF is increasingly involved in disaster areas like the Sudan and the former Yugoslavia.

It is presently represented in 110 countries with 200 offices. UNICEF has 1,200 core international professional staff, 800 national professional officers and 4,500 general service staff. In addition UNICEF employs a number of consultants on short term contracts.

As of August 1993 55 JEs work for UNICEF with the donor countries shown in the table 2.4 below.

Table 2.4 Number of JEs with UNICEF Distributed by Donor

Canada	Denmark	Finland	France	Germany	Italy	Japan	Netherl.	Norway	Sweden	Switzerl.	UK
3	2	2	7	3	3	6	15	3	9	1	1

Most of the JEs work in the field. The three Norwegians are assigned to Bogota, New York (Public Relations) and Copenhagen (Procurement).

2.2.6 UNIDO

UNIDO was established in 1979 with the aim of being the coordinating organ for all industrial development activities within the UN system. In addition to this very ambitious objective UNIDO has a list of 18 functions that are meant to specify key areas. They, however, lack focus and priority-setting.

Given the very broad mandate UNIDO understandably has been unable to find a focus for its activities.

UNIDO had an annual budget of USD 239.4 million in 1992 with USD 135.6 million used on technical cooperation programmes. There are nearly 1,350 employed working at headquarters of which 437 are professionals. 2,870 experts for projects were appointed in 1992 not including locally hired project personnel and office staff.

UNIDO is under considerable pressure from its donor countries because of inefficiency and 'top-heaviness' at headquarters, lack of focus and a low quality in project preparation and execution. The new Director General puts efforts to streamline and focus the organisation and the number of staff has been cut and one layer of management has been dismantled.

UNIDO has about 100 JEs fielded, 60 as JEs attached to UNDP field offices and 40-45 associate experts attached to projects. Norway had in August 1993 5 JPOs and one Associate Expert with UNIDO.

3 Description of the JE Programme

This Chapter provides an overview of the size of the JE programme and its growth over time. In addition, the Chapter also describes the distribution by year and organisation of the Norwegian JEs.

According to the TOR (Annex 1) the Norwegian JE Programme has fielded 310 JEs since 1963. Studies of the UD/NORAD files indicate that this figure might be slightly higher.

For the purpose of this survey it has been possible to identify the names and addresses of 284 JEs (92%). A questionnaire survey has been forwarded to these JEs, and 210 (68% of all JEs and 74% of the known JEs) have completed and returned the questionnaire. The following statistics are based on the 202 questionnaires which were received before the deadline and data lists provided by UD.

Table 3.1 Number of JEs sent out from 1963 to 1993

Period of Fielding	Number of JEs	In % of JEs
1963 to 1970	21	7.2
1971 to 1980	111	38.0
1981 to 1993	160	54.8
Total	292	100.0

Note: Based on a preliminary data list provided by UD.

The Programme has grown from 3 - 4 JEs annually in the sixties to 12 at average for the period 1981-1993 (Table 3.1). The size of the Programme in the late eighties and nineties is approximately 20 JEs.

Table 3.2 shows the organisations Norway have established formal agreements with and the year of agreement.

Table 3.2 Organisations

Name of Organisation	Year of Agreement
FAO	1963
ILO	1963
UN	1963
UNESCO	1973
ITU	1973
UNHCR	1977
UNDP (incl. UNDCP and UNIDO/JPOs)	1977
UNICEF	1977
UNEP	1979
IFAD	1981
WHO	1986
UNIDO	1987
UNCTAD	1988

Note: Based on information from Multilateral Department, UN Section.

During the years there has been cooperation with an increasing number of organisations. As of 1993 JEs have been placed with at least 13 different organisations. The distribution by organisation is shown in table 3.3.

Table 3.3 Distribution of JEs by International Organisation

International Organisation	Number of JEs	In % of JEs
FAO	90	30.8
UNDP	50	17.1
ILO	34	11.6
UNHCR	22	7.5
UNICEF	21	7.2
UNESCO	19	6.5
UNIDO	17	5.8
UNEP	6	2.1
IFAD	5	1.7
WHO	5	1.7
ITU	2	0.7
UNCTAD	1	0.3
Other UN agency or unknown	20	6.9
Total JEs	292	99.9

Note: Based on data list provided by UD.

The majority of JEs have been posted with FAO, ILO and UNDP. These three organisations account for 59% of all JEs.

Based on the questionnaire survey it has been possible to analyze the distribution by organisation over time. Table 3.4 shows the result.

¹ The data list does not provide information on these organisations.

Table 3.4 Distribution of JEs by International Organisation

International Organisation	No. of JEs 1963-1970	No. of JEs 1971-1980	No. of JEs 1981-1993	Total No. of JEs	In % of JEs
FAO	7	27	22	56	27.7
UNDP	Other	13	32	45	22.3
ILO	Other	4	21	25	12.4
UNICEF	Other	3	11	14	6.9
UNESCO	Other	4	8	12	5.9
UNHCR	Other	3	5	8	4.0
UNIDO	Other	3	12	12	5.9
UNEP	Other	3	5	5	2.5
IFAD	Other	3	5	5	2.5
WHO	Other	3	3	3	1.5
UNSO	Other	1	1	2	1.0
Other	Other	4	11	15	7.4
Total JEs	7	59	136	202	100.0

Note: Based on Questionnaire Data.

The geographic distribution as well as the distribution by Programme Countries and Least Developed Countries is shown in Table 3.5.

Table 3.5 Distribution of JEs by Geographical Regions, Programme Countries and Least Developed Countries in Their First JE Post

Region	Fielded JEs	In NORAD's Programme Countries (*)		In Least Developed Countries	
		No.	In %	No.	In %
Africa	117	51	17.5	65	22.1
Latin & Central America	46	3	1.0	0	0.0
Asia	72	13	4.4	16	5.4
Oceanic	12	0	0.0	7	2.4
Developed Countries	45	0	0.0	0	0.0
Total	292	67	22.9	88	29.9

Note: Based on a preliminary data list provided by UD

(*) Africa: Botswana, Mozambique, Namibia, Tanzania, Zambia, Zimbabwe and Kenya
 Asia: Bangladesh, India, Pakistan, Sri Lanka.
 Central America: Nicaragua.

Table 3.6 provides an overview of the placement of the JEs over time. It may be noted that 30% of the JEs have been placed at a project. The largest group (35%) has worked at field offices. During recent years a larger share of the JE has been placed at headquarters and field offices. Policy changes in 1983 resulted in that Norway increased the number of headquarters assignments.

Table 3.6 Distribution of JEs by Duty Station in Their First JE Job

International Organisation	No. of JEs 1963-1970	No. of JEs 1971-1980	No. of JEs 1981-1993	Total No. of JEs	In % of JEs
Head Office	2	3	32	37	19
Regional Office		12	16	28	14
Country Office		15	53	68	35
Project	4	28	27	59	30
Other	1	2	2	5	3
Total JEs	7	60	130	197	100

The tables shown above provide information on key aspects of the JE Programme. The information is analyzed and presented in the chapters to follow.

4 Relevance of the Objectives of the JE Programme

4.1 Logical Framework Matrix

Following the Methodology and Work Plan outlined by the Team, the JE Programme could most probably be evaluated on the basis of a logical framework analysis.

Based on the TOR, document search and interviews, development and immediate objectives outputs, activities and inputs required for appropriately implementing the JE programme have been reconstructed. A Logical Framework Matrix has been applied for the analysis of the Programme.

Development Objectives	Provide support for the international development work carried out by the UN organisations emphasising institutional building and the strengthening of local capacities in the different social and economic sectors
Immediate Objectives	<ol style="list-style-type: none"> 1. Provide training in practical international development work for younger professionals 2. Support projects and programmes in conformity with Norwegian development goals 3. Provide opportunities for employment in the UN 4. Provide opportunities for international-related employment in Norway
Outputs	<ul style="list-style-type: none"> x no. of posts identified x no. of JEs recruited x no. of JEs briefed x no. of JEs involved in support-worthy projects x no. of JEs trained x no. of JEs debriefed x no. of JEs employed in international-related organisations
Activities	<ol style="list-style-type: none"> A. Preparation Phase: <ul style="list-style-type: none"> • Identification of posts • Recruitment procedures • Briefing by donor country and agency HQs B. Duty Station Phase: <ul style="list-style-type: none"> • Briefing at the duty station • Work programme activities • Exposure to field activities • Tasks and duties carried out • Supervision carried out • Training carried out • Reporting requirements • Social and inter-personal relationships C. Termination Facet: <ul style="list-style-type: none"> • Debriefing at agency and donor country • Job perspectives D. Programme management and administration
Inputs	<ul style="list-style-type: none"> • Junior Experts • Administrative and management support staff • Financial resources

In the following chapters the various LFM components are being assessed with a view to identify and describe current structures and content of each component as well as to propose changes for improved implementation of the Programme.

The outputs mentioned, are chiefly described in Chapter 3 but are also mentioned in Chapter 2 and 5.

4.2 Objectives of the JE Programme

This chapter aims to describe the objectives stated by Norwegian development aid bodies responsible for the JE programme over time. The objectives are assessed with respect to relevance and achievement in Chapter 4.3.

At the time of the initiation of the JE programme in 1962, no clearly defined objectives were stated. However, from the various documents studied, a consensus is apparent on the very broad overall objective of the programme: it is to provide support and promote development of developing countries. In an official document from 1962, it was indicatively formulated that the JEs would be 'useful assistants to experts' and would, from the experience they would gain, 'comprise a reserve of future experts'. (St. prp. nr. 120 p.3). In a NORAD Note from 1975, it is additionally mentioned that the JE programme would provide support for the international development work of the UN. Furthermore, it would, apart from the Norwegian Peace Corps programme, provide a second option for younger professionals to be involved in development aspects in the developing countries.

Different views on the objectives of the JE programme have been variously stated in UD/NORAD documents in the 1970s. However, significant changes from the statements made in 1963 and 1975 were not adopted. In 1985 a Note outlines two concise objectives of the programme: it should provide 'training in practical international development work for younger professional' and 'support distinct support-worthy projects' (NORAD Note 22.3.85)¹.

During a seminar held at UD in July 1993 with a number of selected former JEs, it was stressed that the Programme should strengthen the technical and administrative competency of the JE and it should provide opportunities for employment in the UN system and in Norway. The latter objective clarifies the initially stated objective of the JE as comprising a future reserve of experts. This attitude has been expressed informally over the years in UD and NORAD, but it has only to a limited extent influenced the programme management decisions as well as its follow-up activities.

The agreements signed between the Norwegian Government and the various international organisations over the years have not indicated any statements related to the role of the JEs or the objectives of the Programme.

¹ The definition of support worthy projects is not clarified by UD/NORAD.

Many of the organisations involved in the JE Programme have developed their own definition of the role of the Programme, most of them corresponding to the broadly defined objectives of the donors, including Norway. For example, UNIDO has the following objectives for the JE programme¹:

- assist field advisers in all aspects of his/her work including project formulation, appraisal, monitoring and evaluation;
- provide on-the-job training in UNDP offices to young people who wish to pursue a career in the international development assistance;
- provide sponsoring governments with the opportunity for nationals to acquire first hand experience of development issues as well as procedures of the UN technical assistance.

Based on the above brief description of the development of the objectives of the JE programme, as perceived by UD/NORAD, and simultaneously comparing them with the objective of technical cooperation as perceived by UNDP and recipient countries the Team has identified the objectives of the Programme as follows:

The development objective of the JE programme is to provide support for the international development work carried out by the UN organisations emphasising institutional building and the strengthening of local capacities in the different social and economic sectors.

The **immediate objectives** of the JE programme are retrospectively found to be four-fold:

- **to provide training in practical international development work for younger professional;**
- **to support projects and programmes in conformity with Norwegian development goals;**
- **to provide opportunities for employment in the UN system, and**
- **to provide opportunities for international-related employment in Norway.**

4.3 Relevance and Achievement of the Objectives

4.3.1 Development Objectives

The proposed mixing of the current, very general (and partly unstated) objectives of the JE Programme and the objectives for sustainable technical cooperation as defined by UNDP is first and foremost justified by the fact that the JE Programme is a type of multi-bilateral technical cooperation scheme. It should therefore reflect "globality" (general support) as well as more specific development aspects related to the current needs identified for the developing countries. This definition of the JE programme fully corresponds to the overall development goal of Norwegian aid.

¹ UNIDO: Job Programme Review, January 1985.

The JE Programme up to the mid-1980s has primarily focused on global objectives (general support within the framework of agreements made with selected UN organisations) which in the view of the Team has been achieved. The Programme development objectives presented in this Chapter is more in conformity with current trends in the nature of technical cooperation. The development objectives proposed should therefore be a workable starting point and of clear relevance for discussing and defining a future development objective of the JE Programme.

4.3.2 Immediate Objectives

The 'Training' Objective

The 'training' objective is considered to be met to a high or very high degree by almost 70% of the JEs and it is by 63% of the JEs considered to have the highest priority of the three immediate objectives stated. It seems beyond any doubt that the 'training' objective is considered the main immediate objective and must therefore be viewed as of high relevance to the Programme. The achievement of the objective has been questionable and is to be subject to further analysis. On the one hand, only 19% of the JEs received organised on-the-job training during their outposting while, on the other hand, 62% had a supervisor attached. To what extent **informal** training has been carried out by the supervisors is not easy to measure. However, of the 62% having a supervisor, 60% considered the supervision satisfactory. Therefore, considering a certain degree of informal training has been carried out for the 60% mentioned, one may conclude that less than 4 out of 10 JEs have received any kind of training-related supervision. This is a relatively low degree of achievement considering that the 'training' objective has historically been the initial objective of the Programme. Confronted with the 70% having the opinion that the training aspect of the JE Programme is satisfactorily met, the Team tends to interpret this as a view held by the JEs of the whole assignment being a learning process and a period of gaining experience.

The 'Project Support' Objective

54% of the JEs are of the opinion that the 'development/project support' objective is met to a high or very high degree, whereas only 26% rank it as the highest priority of the immediate objectives. Statistically, many projects are within the field of priority with Norwegian aid (ref. Chapter 5.3).

The objective is found still to be relevant to the Programme. The achievement of the objective may be more difficult to verify since this would require a review of completed projects in which the JEs have been involved. Such an exercise is outside the scope of the evaluation of the JE Programme. The above subjective assessment by the JEs (54%) seems to be the most suitable indicator of the degree of achievement.

The 'UN Employment' Objective

Less than half (45%) of the JEs are of the opinion that the 'UN employment'-objective is met and only 12% consider this objective as having the highest priority. Almost 55% rank this objective as third priority. Approximately 18% of all JEs have worked in the UN system after termination of their JE assignments. Currently, only 7% - or 14 persons - are employed by UN organisations. According to figures prepared by the RIO, only 97 Norwegian nationals are today (January 1993) employed in the UN system¹. In conclusion, approximately 13% of the total Norwegians employed in the UN system today comprise former JEs.

The relevance of the objective is obvious seen from the recent trends in UN-related organisational changes in UD with the creation of RIO. The current lack of a clear long-term development strategy of Norwegian multilateral development assistance needs to be redressed.

Several changes in the JE programme may be needed if a long-term strategy for the multilateral work is prepared. Changes, involving say an appropriate linkage between RIO and the Multilateral Department, have not been taken into consideration in this evaluation. However, they may include an increased number of posts identified, the introduction of agreement with new UN agencies, an increased budget and improved management and administration of the programme through the employment of new staff in the Multilateral Department, etc.

The 'Employment in Norway' Objective

Less than half (40%) of the JEs are of the opinion that the Programme meets the 'employment in Norway' objective. Most returning JEs naturally have employment in Norway and indeed 41% actually become employed with UD and NORAD after their termination of assignment. The international-related and public service-oriented part of this objective is thus of high relevance and seems to have been highly achieved. Only 24% were employed with private companies, NGOs and research organisations.

The percentage of JEs having an involuntary unemployment period after they returned home was only 17% and the average unemployment period only 3.7 months. This indicates a reasonably fast employment take-up rate after termination of the JE assignment even for JEs being involuntarily unemployed. Therefore, at first glance, there may not be a need for promoting this immediate objective.

Publishing of the JE Programme seems very appropriate considering:

- (a) the proposed increase in the number of JEs over the next five-year period (see Chapter 9)
- (b) the possible increased demands on qualifications put on returning JEs in the future (for development agencies and private international-oriented employers)

¹ Data obtained from Ambassador Mr Kristen Christensen, September 1993.

- (c) the potential usage of JEs by employers to promote their international orientation in trade and business.

Economic growth being one of the overall development goals of the Norwegian aid to developing countries, the business and industry in these countries are seeking investments and technical expertise from developed countries. The current reluctance of Norwegian business to invest in remote and unfamiliar markets may be mitigated by the employment of returning JEs in Norwegian industries. Funds for business and industrial cooperation may then also be utilised more fully than in previous years.

An analysis of the cost-effectiveness of above efforts to target Norwegian industries should be estimated. It is the view of the Team that simple publicity, like a 'flyer' describing the Programme, may be distributed among large and medium-scale enterprises presenting the types of manpower qualifications available which result from the JE assignments. A yearly promotion meeting arranged in collaboration with the 'Eksportrådet' may be held for the same target group. These efforts are not considered to be particularly resource demanding and should be possible to arrange within the current management of the Programme.

Recommendation

- UD should define the immediate and development objectives of the JE Programme.
- UD should bring the objectives and policies of the JE Programme in conformity with a long-term development strategy of Norwegian multilateral development assistance.
- UD should consider the appropriateness of promoting the JE Programme among international oriented employers in Norway.
- UD should consult and coordinate on a continuous basis with other Nordic JE programmes in order to streamline objectives and policies, where applicable and desirable.

5 JE Programme Policies and Priorities

As outlined in Chapter 2.1.2, the overall development goal of Norwegian development aid is to contribute to improved and sustainable economic, social and political development for the population in developing countries. Furthermore, the principles, whereby international organisations are receiving Norwegian aid, are based on activities related to poverty alleviation, human resources and institutional development, economic growth and specific areas of focus, including women's development and environment.

General policies of the JE Programme have not explicitly applied these principles for providing development assistance. However, the JE Programme has been subject to policy discussions and principle guidelines since the early 1970s. They mainly comprise policies related to the selection of recipient countries and selection of organisations. Only to a limited extent has the selection of priority areas in the technical fields been debated. This is briefly discussed below.

5.1 Selection of Recipient Countries

UD/NORAD has been willing to place globally but there has been, **in principle**, a preference from the early 1970s to post JEs in countries where Norwegian bilateral aid was channelled as well as to the Least Developed Countries. This policy was confirmed in the agreement made between UNDP and Norway in 1977. Also, countries which, under the official foreign policy, were classified as dictatorships, such as Uganda and Chile in the 1970s, were 'black-listed'. It has been argued (NORAD Note, September 1977) that posting of JEs in Norwegian programme countries had several advantages, particularly:

- a) The JE would have easy access to inside information on working conditions and country information through the Norwegian representative.
- b) It would be easier for the Norwegian representative to prepare for follow-up on the work of JEs as well as obtain regular reporting from the JEs.
- c) It would facilitate an improved utilization of the JEs in a future bilateral context.

From the interviews made with JEs and selected UD/NORAD staff, it has, however, been obvious that these potential linkages between the JEs and the Norwegian representatives in programme countries have to a large extent been under-utilised. This is mainly caused by the fact that the JE is considered a UN employee and not formally related to the bilateral system. Furthermore, it has not been the 'policy' of the Multilateral Department to cater for these cooperative arrangements. Also, in its practical arrangements, the Department has not advocated or stressed the need for employing JEs in Norwegian programme countries.

These aspects of the selection of recipient countries are fully confirmed by the fact that only 17% of the total number of JEs posted in African countries were posted in Norwegian programme countries (ref. Table 3.5). In Asia this amounted to only 4.4%, while with regard to postings in Least Developed Countries, 22% for Africa and 5.4% for Asia apply. There seems, therefore, not to be a clear compliance between the posted JEs and the official policies for country allocations of JE posts.

An increasing allocation of JE posts in Norwegian programme countries could comprise one criteria for country selection. This would also improve the knowledge and resource base for future bilateral activities.

Current practices with regard to country posting primarily put focus on the **needs and wishes** of the candidates who have been selected for each organisation. In many cases the candidate are the ultimate decision makers themselves with respect to selecting a country posting. These practices probably enhance the motivation and performance of the JEs at the duty station. If applicable, the selection of a specific post within the country favoured by the candidate is supported by the Multilateral Department.

Recommendation

- UD should develop policies and selection procedures for recipient countries keeping in mind the current practices of JEs having a critical say in the country selection.

5.2 Selection of Organisation

In the documents studies there are no explicit policy guidelines for the selection of organisations. According to the overall policies for supporting multilateral organisation, however, the selection of organisations is based on their capabilities to initiate and implement projects related to, inter alia, poverty alleviation, institutional development, women's conditions and environment. In practice, the Multilateral Department in UD has not applied these principles distinctively to an organisation selection policy. The selection of organisations has to a large extent been **arbitrary**.

To some extent implicit policies and guidelines have been applied. For example, ICAO does not receive JEs though requests from the organisation have been forwarded to UD on several occasions. The requests have been rejected on grounds of inappropriateness to the overall development cooperation policy.

However, requests from the International Trade Centre (ITC) have been rejected due to a significant contribution of Norwegian bilateral support to specific market promotion oriented projects. This example does not reflect a contradiction to the overall development policy but rather an assessment based on the comparison of multi-bilateral allocation of resources, which is not in contradiction to the principle of the Norwegian multilateral development aid.

In recent years the support to FAO has steadily decreased mainly as a result of Norway's apparent difficulty of accepting current FAO management practices and policies. As shown in Table 3.4, the only organisation among the main recipient organisations receiving fewer numbers of JEs in the period 1981-1993 compared to the period 1971-1980 is FAO.

The employment situation in Norway has never been a direct or indirect criteria for the selection of organisation.

In the view of the Team, the organisation selection criteria used currently involve: tradition, organisations with whom UD has established formal relations (see Chapter 3), the apparent

general management of the organisation, its ability to administer properly the JE programme and on the inter-personal connections between staff of the Multilateral Department and the various UN organisations applying for JE posts.

Recommendation

- UD should develop policies and selection procedures for recipient organisations stressing the development of criteria for JE Programme to be initiated, reduced or increased.

5.3 Policy of Technical Priority Areas

UD has no clear guidelines developed for technical priority areas based on the overall main principles of Norwegian aid to international development organisations (see 2.1.2). However, the specialised organisations selected by UD to some extent set the areas of priorities, e.g. FAO relates to agriculture development, etc.

In 1977 and 1983 the following sectors were represented in the JE Programme¹.

Table 5.1 Sectors Represented in the JE Programme

	1977	1983
Humanitarian Aid	2	-
Economics and Administration	3	3
Agriculture and Fishery	9	4
Education	1	1
Industry	-	2
Multi Sector	-	13

A more precise assessment of the technical priority areas selected over the entire evaluation period is found in Table 5.2.

¹ UD/NORAD files: Vedlegg 9 til SD-123/83 and SM 4/77

Table 5.2 JE Post by Sector (Based on Item 17 in Questionnaire)

Sector	Number of JEs	In % of Total
Agriculture and Horticulture	34	18.3
Economics and Administration	20	10.8
Industry	16	8.6
Environment	14	7.5
Programming	13	7.0
Fishery	12	6.5
Education and Training	12	6.5
Forestry	11	5.9
Health and Medicine	10	5.4
Refugee Assistance	7	3.8
Other (less than 5 JEs)	37	19.9
Total	186	100.0

Besides the areas of agriculture and horticulture and economics and administration there are no significance in the results. The industrial area has been highly prioritised in recent years. UNIDO has received a relatively significant number since an agreement was made in 1987.

5.4 Programme of Junior Experts from Third World Countries

5.4.1 The UN Agencies

The UN has this programme as a priority. There can be several reasons for this ranging from:

- a desire to see professionals from developing countries be trained and subsequently contribute to the development of their home country;
- give the UN a better basis for selecting qualified candidates from presently under-represented member states from the developing world;
- to increase the total number of JEs available to the agency.

UN Volunteers are often listed as an alternative. However, UNVs are often technically trained, are older than JEs and posted independently at projects without the same level of supervision as JEs. In addition UNVs are not offered the same training opportunities as JEs. JEs posted at UNDP field offices often manage projects with UNVs.

5.4.2 The Experience of the Netherlands

The Netherlands is the only donor country which to any significant degree has sponsored JEs from third world countries. The Netherlands presently has 70 JEs from developing countries in the field. For budgetary reasons there are plans to reduce this number to 50 but this is not yet decided.

All foreign JEs are recruited through the UN agencies who select and suggest candidates and the APO unit in the Ministry of Foreign Affairs can then approve or reject the candidate. Sometimes candidates are suggested by the Dutch themselves e.g. through their embassies. The criteria the candidates must fulfil are:

- 'Have a Masters or a Bachelors with two years of subsequent working experience;
- have no more than four years of working experience after university (a maximum of seven years for Bachelors);
- be nationals of a developing country;
- no blood relatives of the first degree in the UN-organisation;
- have studies in a field relevant to international cooperation;
- having been educated in their native countries.'¹

The Dutch want to avoid supporting the children of the elite of the country, however it seems clear that the recruits generally are from the (upper) middle class and that often they have relatives or friends working with the UN.

The staff of the APO unit in the Ministry of Foreign Affairs do not meet the candidates or receive reports from them but would like to have contact with them in the future. This could be through reports similar to the Dutch JEs and to request the candidates to visit the Ministry of Foreign Affairs.

In general they have good experiences with the programme and recommend it.

Norway have only had few Third World Nations attached to the JE Programme.

Recommendation

- UD should define its policy with regard to the recent focus on the sponsoring of Third World nationals as JEs by UN organisations.

¹ Dutch Ministry of Foreign Affairs: The Multilateral Associate Experts Programme, May 1993

6 Effectiveness and Efficiency of the JE Programme

6.1 Introduction and Methodology

6.1.1 Introduction

The Norwegian JE Programme donates 'free' labour to the UN agencies as well as bringing in new inspiration and dynamism to the organisations. Frequent appreciative remarks among UN officials regarding the JEs comprise the following: they give 'fresh blood', they instigate lots of initiatives, they frequently bring along up-to date knowledge and skills in their respective fields, they are eager to learn, and they often challenge existing norms which helps bring about change.

JEs with technical background often bring the latest methods, including computer skills, with them into the organisations. They challenge the permanent staff with their idealism and attitudes to learn while those that have worked with development issues for many years might have lost 'the drive' to e.g. learn new languages and new cultures and maybe have acquired a certain degree of bureaucratic acceptance and cynicism.

They add to the international out-look and perspectives of especially the field offices in a time of increased use of national staff.

Generally, they are not dependent on the UN for their career and therefore they are more outspoken towards poor working conditions and inadequate supervision while permanent staff have less incentives to criticise conditions, arrangement or persons since this may jeopardise their career path.

6.1.2 Methodology

The effectiveness and efficiency of the JE Programme has been assessed mainly through interviews. Staff at four UN headquarters, namely FAO, ILO, UNHCR and UNDP have been interviewed. Representatives of the four organisations and representatives of the recipient governments were interviewed in Tanzania and Thailand. UNIFEM and UNIDO staff at the UNDP offices, project staff at some UNIDO and ITC projects as well as staff of ESCAP were also interviewed.

More than 150 people were interviewed including 44 present JEs, 91 UN staff members, of which at least seven had been JEs, and 25 representatives from recipient and donor governments, including staff in Norway.

The JE Programme is managed by all agencies according to very similar guidelines with some variations due to the historical background of the individual programme and the needs of the agency. Rather than presenting detailed descriptions of the Programme, the Team has decided to provide an overview of the effectiveness and efficiency of the JE Programme. In this Chapter therefore only the general guidelines are described and wherever possible the agencies are treated as one.

The presentation will follow the chronology of the JE Programme, which is divided into three phases:

1. Preparation phase
2. Duty station phase
3. Termination phase

Each of the phases comprise several sets of activities and are described under each heading.

When the text refers to the *organisations* or *agencies* it refers to the main organisations FAO, ILO, UNICEF, UNIDO, UNHCR and UNDP.

6.2 Preparation Phase

The preparation phase comprises the following key processes and procedures:

- identification of positions
- recruitment procedures
- briefing

6.2.1 Identification of Positions

Positions can be divided into three types: field office posts, project posts and posts at headquarters.

Field office JE posts are identified by the UNDP Resident Representative or the agency representative and subsequently forwarded to the Recruitment Office for approval. Project posts are usually identified during the project design and approved by the UNDP Res. Rep., the recipient government and the back-stopping unit at the HQs. The Recruitment Office handle the requests and specific job descriptions are prepared. JE posts at HQs are usually requested by division chiefs and forwarded to the Recruitment Office for handling. Specific job descriptions are prepared by the divisions.

The Multilateral Department in UD receives regularly posts identified from the agencies and at informal meetings, as well as official meetings between the donors and agencies (usually and annual event). Posts are on a preliminary basis identified and the suitability of posts proposed by the agencies discussed.

There is often a conflict of interest within the agencies as some have an interest in fielding as many JEs as possible to fill gaps in the organisation and to boost delivery in order to generate overheads while others wish to have an interest in keeping a good relationship with the donors by living up to the spirit of the agreements with the donors.

With this conflict of interest there is a danger of posts being filled without any real assessment of the need for a JE, including the functions to be performed and the capacity for training. However, it is not the view of the Team that the current reliance on JEs is the result of a policy decision but rather that UN agencies have been subject to severe financial

constraints during recent years and have been forced to cut down the number of permanent staff categories.

Some JE post are re-possessed more or less automatically. Work performed either in a field office or in a headquarters is by nature continuous. Those types of posts are therefore most prone to being refilled automatically with a JE without a proper assessment of the need for and suitability of using a JE.

The same danger is present in projects that have continued for several years, e.g. FAO have two projects in Tanzania that began more than 8 years ago¹. The projects might still be very relevant but the type of expert input required could have changed and with that the need for a JE.

Though not explicitly an official procedure, the involvement of international-oriented Norwegian employers in the identification of JE posts have been practised in some cases, e.g. by the Televerket and the Eksportrådet. These employers assist the Multilateral Department in identifying potential candidates and are involved in the technical assessment of the candidate. The perspectives and relevance of improved and systematic relations between potential JE candidates and the Norwegian private sector is described in chapters 4.3 and 6.4.2.

6.2.2 Recruitment Procedures

The agencies have similar recruitment procedures:

- all agencies have a list of vacancies that they offer to the donors either on a regular basis - bi-annually or quarterly - or in connection with a recruitment visit;
- all agencies assist donors with the interviewing of candidates if the donor recruit candidates in groups.

The JE questionnaire shows that about half of the JEs came to know about the JE programme through newspaper advertisements. Professional challenge has been the main reason for wanting to become a JE. The second most important factor has been the personal challenge.

Almost all JEs (95%) have been interviewed before their outposting. Over the entire 30 year period 60% were interviewed by UD/ NORAD, 21% by the UN organisation and 19% in a joint interview. It should be stressed that current interview practices always include a joint interview. More than 80% of the JEs rated their interview as satisfactory or very satisfactory: for the UD/NORAD interviews 96% found the interview satisfactory or very satisfactory. It should be noted that the survey only included applicants who were eventually recruited as JEs. Applicants who were not recruited are supposed to view the interviews as less satisfactory.

When asked about the recruitment process as a whole, 70% of the JEs found it satisfactory or very satisfactory, only 10% found the process less than or unsatisfactory. For

¹ Animal Health project II, Zanzibar & Fertilizer Project

comparison, in the Danish JE evaluation 26% found the recruitment process less or unsatisfactory.¹

UNHCR is the only agency that perform psychological tests during their interviews. Of all the donors, the Netherlands, Finland and Sweden are the only country known to use psychological tests as part of their selection procedure.

However, the way in which recruitment procedures - from the first interview onwards - are administered can vary considerably and are often very lengthy. A six to eight months period is not unusual and project posts especially can take a long time as the candidate need government clearance,² which is somewhat outside the control of the agency. The most common complaint from the JEs was that the agency did not keep the candidate informed once he or she was selected and they only got information when they themselves took the initiative.

Nearly all JEs (87%) were given a job description for the job for which they were applying. Only very few had any difficulty in understanding the job description; however, as many as 21% stated that the job description did not match the work which they eventually had to carry out.

Norway does inform the selected candidates that they shall not make any binding decisions, e.g. quit their jobs or sell the house, before they have obtained clearances. The average duration from date of application to date of departure from Norway, according to the questionnaire, has been 10.5 months, which is considered a reasonable time-frame considering the parties involved.

The majority of JEs (91%) have had either one or more jobs before they joined the JE programme. As many as 53% of the JEs have had two or more jobs. The average JE has had approximately 4 years' working experience before joining the JE Programme.

These figures show that average JE has considerable work experience and the he/she can only be considered 'junior' in respect of experience with development and/or multilateral organisations. Norwegian JEs therefore are in high demand by the UN agencies. UD has to consider either to recruit less qualified JEs or to ensure that the JE recruited is given a post reflecting the level of competence of the JE. It is an opportunity to provide the JE in a position with a high likelihood of a more permanent employment with the UN. In this case an up-dated, detailed job description becomes even more important.

Currently, most JEs terminate their assignments at P-2 salary level which is considered inadequate and not in conformity with the work experience level of the JEs posted. Furthermore, it is a level that is inadequate for a possible future career in the UN system.

¹ Junior Professional Officers for Multilateral Development Institutions, Danida 1990, Annex 3 item 11.

² E.g. most agencies mentioned that Nepal can take up to eight months for the government clearance alone!

Other recruitment procedures carried out by UD are considered to be satisfactory with regard to announcements, assessment of candidates prior to conducting interviews, use of references and language testing.

A. Recruitment of Women for JE Posts

At meetings with UD staff in Norway it was mentioned that today the recruitment of female and male JEs are fifty-fifty. However, the Table 6.1 above indicates that there is a gender bias, although the number of female JEs is increasing.

Table 6.1 illustrates that from 1963 to 1993 the total number of male JEs was 149, and the total number of female JEs was only 48. In this period 24.5 percent of the total number of recruited JEs were female.

However, more interesting is the fact that the number of female JEs increases. From 1963 to 1970 no female JEs was recruited, and from 1971 to 1980 only nine female JEs were recruited, equal to 15.5 percent of the total number JEs recruited in this period. Later, from 1981 to 1993 the number of female JEs increases to 39 which is equal to 29.5 percent of the total number of JEs recruited in this period.

Table 6.1 Distribution of Male/Female JEs 1963-1993

Period of Fielding	No. of Male JEs	No. of Female JEs	Female JEs in % of JEs
1963 to 1970	7	0	0
1971 to 1980	49	9	15.5
1981 to 1993	93	39	29.5
Total	149	48	24.5

Note: Based on Questionnaire Data.

The increasing tendency of more female JEs reflects the fact that the JE posts are becoming more attractive to women. The Table does not indicate the distribution of JEs by gender in the last few years, but it is envisaged that the number of female JEs has been intensively increasing because of a more active policy towards recruitment of female JEs.

B. Relevance of Current Recruitment Criteria**Table 6.2 Age and Experience of Norwegian JEs**

	Criteria	Figures based on Questionnaire		
		1963-70	1971-80	1981-93
Age	♀ - max 35	n.a.	30.6	30.7
	♂ - max 33	29.1	30.9	30.7
Experience	min 2 years	max 2 years	2-4 years	4 + years
		21.2 %	37.1 %	41.7 %

Table 6.2 shows that the age of the recruited JEs at time of recruitment on average are quite high but within the limits set. A part of the explanation for the relative high age is that nearly all JEs have a masters degree and the reason for the slight increase in age from the 1960s can be explained by the fact that it generally takes a little longer for a student to graduate today.

An even more important explanation behind the relatively high age is that most of the JEs exceed the required minimum of two years of work experience. More than 40% have had 4 or more years of work experience.

The age of the JEs does not raise any concerns and it is evident that the most qualified candidate is recruited for a given JE post. With one of the objectives being to have more Norwegian employed by the UN system it is evident the highly educated and experienced candidates selected have a much better chance of being employed had they not been as qualified.

In addition the support rendered to support-worthy projects and programmes (immediate objective 2) is of a high quality because of the highly qualified candidates.

The low number of Norwegian JEs applying for employment with the UN raises the question if the selection procedures put enough emphasis on this objectives and if Norway should rather select the "second best candidate" if he or she is very keen on being employed by the UN system.

From Table 6.3 it can be seen that 37.5% of the JEs are generalists by education i.e. an educational background within Economics and Administration (53) and Social Studies (23) (Anthropology and Development Studies (16) and Language and History (7)). The remaining 62.5% of the JEs have an education within technical fields.

When comparing the educational background of the JEs with the JE Post by Sector (Table 5.2) there seems to be a certain degree of correlation. Thus, 18% of the JE posts are within Economics, Administration and Programming, posts which are most likely to be filled in by generalists. 24.2% of the JE posts are within Agriculture, Horticulture and Forestry, while 8.6% and 9.4%, for Fishery 6.5% and 9.4% and for Health and Medicine 5.4% and 9.9%.

Based on the above considerations it is not found necessary to change the existing criteria for recruitment of JEs.

Table 6.3 JEs by Educational Background

Education	No. of JEs	In % of Total
Economics and Administration	53	26.2
Agriculture, Horticulture and Forestry	34	16.8
Health and Medicine	20	9.9
Industry	19	9.4
Anthropology & Development Studies	16	7.9
Communication and EDP	14	6.9
Fishery	10	5.0
Language and History	7	3.5
Law and Civil Rights	7	3.5
Geography and Geology	5	2.5
Other (less than 5 JEs)	17	8.4
Total JEs	202	100.0

Note: Based on Questionnaire Data.

Recommendation

- JE posts to be filled by Norwegian nationals should be selected on the basis of objectives and policies of the Programme
- UD should promote future career options for JEs by involving Norwegian NGOs, private organisations, parastatals and research institutions in identifying posts for the JE Programme.

Probably a pilot programme with selected employers could be initiated to have the suitability and resourcefulness of the effort tested prior to a more full scale operation. This recommendation will strengthen the immediate objective on employment promotion after the termination of the JE assignments.

- UD must decide whether or not to continue with highly qualified JEs.
- UD should ensure that the JEs in their third year of assignment are graded at P-3 level. This initiative should be coordinated with other (Nordic) JE programmes.
- UD should only announce JE posts for which an up-dated job description exists.

- UD should continue its present practices in relation to male and female JEs.
- UD recruitment procedures are satisfactory and should be continued as present with the amendments mentioned below:
 - UD should consider the suitability of including a psychological test of potential JE candidates prior to outposting. For relief-related and a priori stressful work, such a test should be standard procedure. Experience from the Netherlands should be reviewed with regard to a standard introduction of psychological tests to the Programme.
 - UD should ensure consistency in the composition of interviewers for different types of assignments, especially the mixed use of personnel staff and technical staff.
 - UD should improve overall communication and flow of information between itself, the JE candidates and the UN agencies during the recruitment procedures.

6.2.3 Briefing

Generally, most JE candidates selected need relevant information on the background of the JE Programme, how the donor views the Programme, the Programme in general with an overview of the administrative procedures, legal aspects on insurance and pension, what courses the donor offers and how the relationship between the JE and the donor agency is to be handled.

Most JEs (82%) have attended a briefing course before they joined the Programme. Since 1980 86% of the JEs have attended the briefing courses. 60% of the JEs are satisfied or very satisfied with the briefing they had before departure. Since 1980 the satisfaction with the briefing programme has decreased slightly to a level where 57% state that they are either satisfied or very satisfied with the briefing.

The current briefing systems with Norway and the UN are described in brief below.

A. Briefing in Norway

Briefing in Norway is carried out by the Development Assistance School. Candidates assigned to regional and project offices additionally attend courses at the Centre for International Briefing in UK.

The CIB programme has only been introduced recently and experience gained from these courses is, therefore, limited. However, the JEs who have attended the courses have all made very positive statements on the usefulness of the briefing for their work.

The JEs attend obligatory the 5-day course on Technical Assistance and Development (Bistand og Utvikling) at the Development Assistance School. The course presents the major objectives and strategies of the Norwegian assistance to developing countries, the role of

technical assistance in the North-South relation as well as the UN system and working aspects of the international organisations.

The presentation of the UN system is confined to one day only and is of limited use for most JEs. The comprehensiveness and complexity of the UN administrative system, and, equally important, the Norwegian conceptualisation of the role, functions and purposes of its involvement in the UN, leaves insufficient time for the JEs to be more thoroughly briefed on their future work environment.

B. Briefing at the UN

The briefings vary considerably between the agencies. Generally, JPOs that will work with project administration receive the most substantial briefing. UNDP provides 3 weeks of briefing. UNIDO have two courses for their JPOs so that they first have two weeks in Vienna and then, after approximately nine months, return for a follow-up course and consultations with technical staff on new project ideas and the status of the on-going projects.

Most of the other agencies also have briefing courses: UNHCR have a one-week briefing running nearly every second week for all new UNHCR staff including JEs. UNICEF has just started a briefing course and FAO has a 4-7 days briefing course with the first three days being conducted as group seminars. ILO has just discontinued its briefing courses.

All organisations except ILO provide the selected candidates with an information kit comprising information about the organisation in general, a copy of Staff Rules and papers on practicalities. However, these kits are usually not up-to-date.

Only 35% of the Norwegian JEs attended an organised briefing course run by their international organisation. Less than half of the JEs had received briefing on technical and personal aspects before departing to their duty station, which must be considered very low. However, for recent years, the percentage is higher.

40% state that they are either satisfied or very satisfied with the briefing received from their international organisation. As many as 31%, however, rate the briefing as either less than satisfactory or unsatisfactory, which again is considered a very low ranking. The main reason for this was that no real briefing took place and that the courses were ill prepared (ref. Item 16, Questionnaire).

The quantity and the quality of the briefing organised by the international organisations has therefore not been satisfactory. This is important as the interviews with JEs show that the briefing and support given to the JE in the first critical months sometimes is crucial for the success of his/her assignment.

JEs working in project administration at agency headquarters receive the most comprehensive and well-planned briefing. This is partly due to that project administration is based on a well defined work method on which it is easy to provide a comprehensive briefing.

Junior experts posted at projects have very different needs and a briefing course alone is not an efficient tool for ensuring good performance. The technical substantive sections of the

briefing have been particularly inadequate. JEs from all agencies described how substantive officers with key knowledge about their future responsibilities were on a mission or leave when they were at headquarters for briefing. The key for success is in the planning of the briefing.

Frequently the briefings are not well planned nor planned at all. An all too typical situation is as follows: the JE is asked to report to the duty station ASAP (As Soon As Possible) - only to find that the duty station did not expect them then, e.g. a Norwegian JE was asked arrive ASAP - which she did. She could therefore not attend the briefing at CIB in UK and when she arrived to the duty station her supervisor was on home leave!

A problem facing the agencies is the very varied briefing the JEs have had when they arrive. E.g. Canada, Australia, USA, Italy¹ and Belgium do not provide briefing sessions for their JEs. France is presently testing a new and very ambitious briefing programme. In general, the Nordic countries and the Netherlands provide the most substantial briefing. E.g. Denmark has a Handbook² with chapters on the background of the Programme, how to apply, the UN salary structure and level, job descriptions, training and briefing offered by Danida, conditions of employment, how to renew contracts, the relationship to the UN organisation and Danida, a check list prior to departure, possibilities of employment with the UN and outside the UN after the time as a JE, etc.

An analysis over time does not show an increase in the percentage of JEs who have received organised briefing from their international organisation before departure to the duty station (or after arriving at the duty station).

An analysis over time does not show a change in the JE's satisfaction with the briefing they received from their international organisation. There is no clear difference between the different UN organisations. Of the larger UN organisations, FAO briefing programme is rated as slightly more satisfactory than the average UN organisation.

Recommendation

- A Handbook should be prepared by UD comprising all critical issues related to the JE Programme.
- The current briefing activities provided by the UD/NORAD Development Assistance School and the Centre for International Briefing should be continued and expanded with the following:
 - A separate course on the UN administrative system developed and held solely for JEs. The course should be developed jointly by UD and NORAD and preferably held by the Development Assistance School. Considering the few JEs

¹ Italy used to have a very well organized briefing but this has not been taken up again after the Italian Junior Expert Programme began again in 1992 after a two year moratorium.

² Håndbog for danske junioreksperter, Danida, marts 1991, 2. udgave.

selected annually, a Nordic collaboration effort on this particular aspect should be considered by relevant policy and decision makers in UD and NORAD.

- UD should, in collaboration with other (Nordic) donors, ensure that the UN organisations receiving JEs arrange briefing programmes for all new JEs. The briefing programme should be monitored through evaluation by the JEs. UN organisations which are not able to implement satisfactory briefing programmes may gradually be faced out as recipient organisation.

6.2.4 Overview of the Preparation Phase

An overview of the identification and approval of potential JE positions, the subsequent recruitment and briefing procedures, requirements of the candidates and the briefing provided to the JEs at the agency headquarters for the organisations, is given in Table 6.4 below.

Table 6.4 Preparation Phase - an Overview

	Field Office Posts	Project Posts	Headquarters
Identification of posts	Identified by UNDP Res. Rep. or Representative of agency who then send request to JE Recruitment Office for approval.	Identified during project design phase. Approval needed by UNDP Res.Rep. or Representative of organisation, the recipient government, the back-stopping unit at HQs and JE Recruitment Office which in the end handle the request. Specific job description needed.	Div. Chief send request to JE Recruitment Officer. All request to be accompanied by specific job description.
Recruitment and selection	List of vacancies presented to donors with job descriptions. Donors are informed informally if there are vacant posts in areas of particular interest to the donor. JE recruitment staff assist with interviews if there are groups of candidates.		
Requirements of candidates	Masters degree and preferably at least one year of job experience or a Bachelor degree and a minimum of three years job experience. In both cases experience from developing countries much preferred. Age 32-33; max. 35 years. Medical clearance required.		
Briefing at Agency headquarters	UNDP: 3 weeks FAO: 1-2 weeks ILO: 3-4 weeks UNIDO: 2 weeks + 2 weeks after 3-6 months UNICEF: 2 weeks after 9 months in the field	All agencies: 1 -2 weeks of briefing UNICEF: 2 weeks of after 2-7 months in the field.	UNDP: 3 weeks Other agencies: 1 -2 weeks

It should be noted that not all agencies have all three types of JEs or in the same proportion:

- FAO, ILO, UNICEF, and UNIDO use all three types;
- UNDP and UNHCR do not have project posts and UNIFEM does not use JEs at project posts.

6.3 Duty Station Phase

The duty station phase is comprehensive compared to the preparation and termination phases and it comprises the following key components, processes, procedures and learning elements:

- Briefing at the duty station
- Work programme and exposure to field activities
- Quality of supervision and back-stopping
- On-the-job training
- Relevance of tasks and duties
- Reporting requirements and contract extensions
- Inter-personal considerations
- Social considerations

It is the work at the duty stations, be it in an office or at a project, where the real experience is gained by the JE and the contribution to the development work of the agencies takes place. It is the result from this experience which eventually can be used by bilateral organisations and NGOs. However, it is also the time when the agency headquarters have little control over the setting in which the JE will work. The success or failure of the duty station phase depends to a large extent on a mixture of factors of which the personal relationship between the JE and his supervisor/colleagues is the single most important factor.

6.3.1 Briefing at the Duty Station

In recent years the JE will if he/she is posted to a Norwegian programme country in principle attend the in-country course. No assessments by JEs of these courses have been obtained. They are nevertheless considered to be useful for the JE working in a country (or region) in which the course is held.

The UN agencies inform the field offices or CTAs¹ about the JE prior to his/her arrival. Some agencies also enclose instructions on how to receive the JE. A few examples are described below.

- UNDP informs Res.Rep. about the training course the JPO has attended, that the JPO shall be given office space, equipment and secretarial support and recommend that a national or international supervisor is assigned for professional direction and counsel;
- FAO sent their CTAs a copy of the TOR and a letter stating the objective of the APO programme with emphasis that FAO has an obligation to ensure that the APO gain useful work experience but also contributes to the projects programmes;

¹ CTA - Chief Technical Advisor, here the term is used for all project managers.

- UNICEF sent a copy of an Executive Directive on Training of JE stressing the importance of the JE being trained.

Evidently, field office staff generally know about the JE Programme from previous JEs while some CTAs may not - either because they have no experience with UN projects or because it is the first JE they will have assigned to their project. Organised briefing upon arrival at the duty station has been given to less than half of the JEs.

Several agencies have tried to have an overlap between the departing and arriving JE but with very little success since timing has proved difficult to achieve.

However, several donors, including Norway, provide JEs for the same post on a continuous basis - often because it is within a geographical area or theme supported by the donor and because returning JEs have positive experience. The agency also finds it convenient as they do not have to search for a donor. There is therefore a good chance that an overlap could take place.

Some JEs, mainly with FAO, are attached to field projects where the CTA is geographically located at another place. The JEs then, after the first meetings with the CTA, rely on national counterparts.

If the JE is to be stationed away from his supervisor more detailed briefing is required both at headquarters and by the supervisor than would otherwise have been the case.

Recommendation

- Norwegian representatives should be informed about new JEs posted in the country.
- UD should ensure that the international organisation appoints a responsible supervisor for the JE prior to his/her arrival and that the supervisor is properly informed about responsibilities and duties involved.
- UD should be flexible concerning possible overlaps between arriving and departing JEs posted in the same organisation or the same project. This may include the extension of the contract with 1-3 months.

6.3.2 Work and Training Programme and Exposure to Field Activities

Most of the agencies headquarters require that JEs have a work programme. The training component of a work programme, however, is not explicitly focused upon by the agencies. The Team nevertheless considers training as an integral part of a JE work programme and it is treated as such below.

FAO has a work programme built into the arrival report ensuring that it is established at least three months after arrival. The work programme should 'reflect progressively increasing responsibility and rapid integration (of the JE) as a full member of (the) team as well as the

long-term goals of the project.¹ UNHCR has no obligatory rule for a work programme but it is normal practice that a work programme is established. UNDP has a similar approach as FAO with the work programme built into the Performance and Appraisal Report (PAR), which is used for planning of activities and monitoring of performance including a systematic approach for activity planning. ILO has no requirement for a work programme except the tasks listed in the job description.

Generally the JEs interviewed felt they had satisfactory influence on the work programme and on their working conditions in general. Those working in offices had less freedom to change their work programme because of the nature of the work - they could mainly change the work load and the type of projects they were administrating.

Though in principle in existence, the work programmes of the UN agencies are inadequately monitored with regard to design and instigation. With the apparent exception of UNDP, there are no procedures in the UN or UD system that actually ensure that a work programme, including training, is established to a reasonable detailed and workable level.

Considering the emphasis put on the training element in the Programme objectives, it is the view of the Team that too little control or monitoring of the critical points of the work programme is carried out by the UD. This includes, inter alia, phasing of the work programme and budget allocations. There is lack of a clear time schedule of the work programme for most of the agencies and training is not explicitly a component of the work programme.

The survey also shows that the job descriptions provided do not in many cases, match the actual job. There may be at least two reasons for this: either the job description was not properly prepared or the services required changed before the JE arrived.

The **exposure to field activities** varied considerably. The donors allocate an amount for training-related duty travel varying from USD 1,500 to USD 4,500.

Junior experts assigned to headquarters travel the least while most of those working as programme officers had little exposure with only few having frequent visits to the projects. Similarly, some worked for projects that involved substantial travelling while, others were posted to projects were confined to e.g. a ministry or training centre. There are exceptions to the rule e.g. JEs working from headquarters on global programmes with extensive travels and JEs with regular field visits.

Exposure to field activities must be viewed as an integral part of the training process of a JE. There are three main reasons why some junior expert's exposure to field activities are limited:

- Supervisor prefers JE to remain in the office because of the work load - often at offices with administrative duties;
- Funds allocated for travelling by the donor is insufficient especially for regional projects;

¹ Quote from letter of October 1992 to a CTA informing of the arrival of an APO.

- Reluctance of the agency to release funds for travel purposes for the JE or lack of funds restricting the JE to participate in field activities.

The lack of a well prepared work programme may eventually fuel these constraints and further create confusions with regard to fund allocations.

From the interviews it emerged that there was confusion as to what the travel allowance can be used for. This varied as follows: (a) only work/project related travel, (b) only travel which is not directly related to the work/project as it should be paid by the project, (c) only training courses, and (d) not out-side of the country, etc. Currently there are no clear procedures for the use of travel allowances.

Currently only few JEs utilise the training offered by the UN organisations and apparently only few donors are aware of the existence of UN organised training. In this way, much of the potential UN training capacity available seems to be under-utilised by the JEs and the donors. Below is listed the training offered by key agencies:

- FAO offers courses on project formulation and appraisal and encourages the JEs/APOs to attend these courses after the first 12-18 months. They have to be funded separately by the donor and in 1992 only 38 participated¹.
- UNIDO distributes a course catalogue to all UNIDO staff incl. JEs.
- UNHCR encourages their JEs to attend courses held at their duty station and, if particularly relevant, in the region. UNHCR also publishes a course catalogue.
- UNDP publishes a course catalogue and it allows JEs to attend relevant courses at e.g. local universities paying 50% of the cost.
- ILO does not in any special way promote their courses to JEs.

Recommendation

- UD should, in collaboration with other donors, ensure that a work and training programme should be prepared within the first three months of the JE assignment.
- Training related duty travel should mainly be utilised for the purpose of the work and training programme prepared.
- UD should look favourably at requests from JEs for funding of training courses organised by the UN organisations.
- The work and training programme should be monitored by UD on a regular basis with regard to quality assurance of work programme and budget control
- UD should work for uniformity in procedures related to the work and training programme with other (Nordic) donors, including amount of travel allowances.

¹ Summary Record of the APO Programme Donor Meeting, 25 March 1993, Section G, Item VI.

6.3.3 Quality of Supervision and On-the-Job Training

Supervision

Supervisors are at project level usually the CTAs and at field offices the Deputy Resident Representatives for UNDP and the Representative for other agencies. At headquarters the supervisor is the chief of division. The day-to-day supervision may be delegated to e.g. a National Programme Officer.

Achievement of the training objective is closely related to the quality of on-the-job training and the quality of the supervision, which to some extent overlaps in terms of activities and definition. From the interviews held the quality and achievement of supervision rest upon the degree of personality conflicts, cultural conflicts, lack of supervision, too close supervision, lack of respect for the supervisors professional skills and vice versa, complaints of being used as a highly skilled secretary, etc.

From the survey, only 62% of Norwegian JEs replied that they had had a supervisor during their assignment, which is considered surprisingly low. Of these, 60% found the supervision satisfactory or very satisfactory.

The quality of the supervisors is the single most important factor for the success or failure of the Programme. The agencies are aware of this and try informally, when it is considered poor quality, to avoid posting JEs to these duty stations supervisors or Resident Representatives. It would be beyond the mandate of the donors to interfere significantly in these arrangements and no precedents for such procedures have previously been applied in the Norwegian Programme history. Also, though not solving the problem as such, potential supervisors are frequently transferred every 2-3 years.

Besides supervision the JEs have access to technical and operational backstopping from headquarters. The quality of the backstopping officers did not depend on the agency but on the unit in question. 36% of the JEs mentioned that they found the technical backstopping little or very little satisfactory.

Training

Although most of e.g. the JPOs interviewed thought that they performed task and duties which were relevant for increasing their experience and developing skills and competence, they and their supervisors were of the opinion that the on-the-job training could be improved significantly, especially at field offices.

Most field offices lack an established training structure and do not prioritise on-the-job training and supervision. UNDP allocates 0.41% of the budget for training of permanent staff (not JEs). Partly due to budget cuts and staff reductions, the training process has broken down and the JEs are forced to take over responsibilities without proper supervision.

In some UNDP offices the supervisors adhered to their supervisory role and responsibilities and facilitated for improved skills and competence of the JEs.¹

In general, however, the lack of a training and supervision infrastructure was a disappointing experience for most JPOs. Only 19% of the Norwegian JEs had had organised on-the-job training during their assignment and only 29% of the JEs had attended technical training courses.

JEs with less experience particularly found the beginning of their contract period had been unclear as to what was expected of them and they in terms felt overwhelmed by tasks and duties. Most adapted to the environment, however, and they were better able to undertake their responsibilities. Learning the system through 'the hard way' most JEs gained high self-esteem and applied independently their work at later stages in their assignments.

6.3.4 Relevance of Tasks and Duties

If measured according to the perception of the JEs themselves, the objective of working for specific activities that deserve support the Programme is very successful. Nearly all JEs interviewed felt that what they did had a purpose and contributed to the development of the country or sector they were working with.

Nearly 70% of the Norwegians responding to the questionnaire found their education and prior work experience relevant to the JE post they employed. Only very few stated that their education and work experience was not relevant.

All organisations were flexible with respect to change of duty station with the objective to match professional expertise with tasks and duties.

The relevance of tasks and duties of the JEs related to the analysis of future manpower requirements are presented in Chapter 2.1.

All organisations were flexible with respect to change of duty station with the objective to match professional expertise with task and duties.

Recommendation

- UD should continue its flexibility with respect to change of duty station if the professional and/or personal match between the JE and the duty station is not successfully achieved.

¹ Although many supervisors and senior professionals within UNDP look seriously at the lack of training and supervision of JPOs in many of the field offices, the issue is not discussed in the JPO Policy Paper.

6.3.5 Reporting Requirements and Contract Extensions

All organisations have regular reporting requirements and normally the JEs follow the same system as other staff categories:

- UNDP has its Performance Appraisal Report (PAR). It aims at a systematic and objective appraisal of staff performance based on identified tasks and objectives. The PAR is written by the JE and the supervisor and reviewed by the management team.
- FAO require their JEs to submit the following reports, based on standard forms, with copies normally sent to the donor agency:
 - 1) an arrival report, including a work programme, to be submitted three months after arrival;
 - 2) a progress report to be submitted within nine months after arrival at duty station and, thereafter, each year three months before the end of their yearly contract, and;
 - 3) a terminal report six months before the end of assignment.
- UNHCR monitor the JEs yearly according to a standard Performance Evaluation Report (PER). The PER includes, apart from a description of tasks and duties written by the JE, 12 performance criteria. Some of these criteria are of a subjective nature. Each criteria is assessed by the supervisor and given a mark from a) being excellent to d) being below standard. The PER is signed by the supervisor and forwarded to the Head of Desk and the Director of Bureaux. It is used as a basis for advancements and not as an instrument in planning and monitoring of activities.

A copy is send, via UNHCR, to the Norwegian Ministry of Foreign Affairs on request.

In addition the JE is requested, after the first six months, to write a Evaluation Report comprising:

- . evaluation of briefing period in Geneva;
 - . contacts within UNHCR Branch Office and with counterparts; and
 - . evaluation of responsibilities.
- ILO has a yearly performance appraisal report along similar lines as UNHCR.

The performance evaluation systems are, as the name indicates, first and foremost, meant as a basis on which to evaluate the performance of staff members with a view to promotions. The agencies are increasingly aware that the reports can be used a planning and management tool and e.g. UNDPs PAR was redesigned a few years ago with this in mind and FAO is presently working on redesigning theirs.

The general opinion of staff members interviewed was that the system in itself was reasonable and useful but is inflated and regarded mainly as a formality. The result for the JEs is that they (nearly) always will get a recommendation for an extension of their contract to a second or third year. Only if the JE is a direct liability to the office or project will the supervisor reject an extension. An important factor is also that if the supervisor does not recommend an extension, he or she can risk waiting for a replacement for a very long time.

Donors like the Netherlands and Denmark require their JE to send a report directly to them written in Dutch/Danish.

The Netherlands has a standard format with a set of questions to answer and always sends a reply to the reports. The reports are also used to assess the performance of an agency and/or a division within an agency.

Denmark has a less structured system and seldom give an answer to the reports. Denmark use the reports as part of the briefing material. A JE posted to Tanzania will be able to read what other JEs have experienced during their posting in Tanzania.

Recommendation

- UD should as a minimum receive the standard UN reports, such as Arrival Reports and Performance Reports to be used to assessing the performance of the JE and the agency.

6.3.6 Inter-personal Considerations

In the hierarchy of the UN, JEs are considered above UNVs mainly because of their higher salary and privileges. Only in Thailand was it mentioned that the age and 'junior' status of the JE created problems with local counterparts and government officials. As a consequence, UNDP, called all their Junior Professional Officers 'Programme Officers'. Only few JEs felt they were treated as junior and, if they were, it was often because they showed a lot of initiative and more senior staff felt threatened by it.

As mentioned above, few within the UN want to file a bad report on a colleague. As a consequence it can be difficult to have constructive resolution to interpersonal conflicts. In one case a supervisor would not report a serious case involving a JE for fear that it would look as if he or she was a bad supervisor. Permanent staff will rather endure the problems created by inter-personal conflicts than get a bad mark on their performance report.

UN agencies has a counsellor for the purpose of inter-personal matters. This function has, however, not been used by any of the interviewed JEs.

In case of sexual harassment, UNDP has in May 1993 issued a Policy and Procedures on Sexual Harassment.¹

A JE cannot wait and hope for a better duty station next time as he or she will often only have one assignment. In cases where JEs do complain and if the problems are not likely to be solved, the JE is generally transferred if the donor wants to pay the costs involved.

Within ILO the JEs created a Associate Experts Forum to assist newly arrived JEs and to try and improve the programme. The branch in Geneva wrote a Minute on *Guidelines for Technical Units, External Offices, Associate Experts and their Supervisors* later used as the

¹ UNDP: Sexual Harassment Policy and Procedures for UNDP/UNFPA Staff. 18 May 1993.

basis for ILOs own guidelines. The branch in Bangkok wrote a similar Minute on *Recommendations for ROAP¹ Policy on Associate Experts*.

Recommendation

- UD should inform JEs properly on guidelines on inter-personal problem solving, e.g. in the Handbook.

6.3.7 Social Considerations

The agencies, given the restrictions imposed by the donor, are committed to a system of post grading according to the experience of the JE. If the candidate has a Master degree, the placement will be as follows:

- one year of work experience result in a P-1 level;
- three years of work experience result in a P-2 level; and
- five years of work experience result in a P-3.

The grading of JEs is determined in consultation with the donor government concerned. In addition the JE receives various allowances depending on living costs and amenities available at the duty station, number of assignment and marital status.

Only one JE interviewed complained about too low a salary but only because his wife had not found a job and they were used to two incomes. Some of the JEs with accompanying spouses complained about the difficulties they experienced with finding a job for the spouse. Some had been assisted by UNDP spouse employment coordinator. The coordinator function is a recent initiative by UNDP².

This is a very welcome development. Many JEs from Norway are in the age group (25-30 years) where they are accompanied by spouses for whom a professional career is important. The questionnaire study showed that a relative large group (62%) of the Norwegian JEs were either married or living in a permanent partnership before they took up the assignment. Most of these partners (86%) joined the JE during his/her outposting.

The questionnaire survey show that 25% of the JE partners have been able to get paid work during the outposting.

¹ ROAP - Regional Office for Asia and the Pacific

² In May 1992 UNDP issued a Policy Paper on spouse employment stating that "the availability of employment opportunities for spouses of staff members is an increasing important factor in the recruitment and retention of staff members, and that the task and challenge for UNDP now is in every possible way to facilitate the employment of qualified spouses." UNDP: Personnel Policy on Spouse Employment - Implementation. Interoffice Memorandum, 22 Sept. 1992, page 1.

Most of the JEs interviewed were satisfied with their social life.

Most JEs socialised with other JEs or UN colleagues while few socialised with their own nationals only. Many in Tanzania and Thailand found that socialising with national colleagues were too difficult because of their different cultural and economic background.

Recommendation

- UD should in collaboration with other donors encourage UN agencies to adapt spouse employment initiatives.

6.4 Termination Phase

6.4.1 Debriefing

If there is money left on the budget for the JE, the agencies prefer to undertake a personal de-briefing - otherwise the terminal report is used.

6.4.2 Job Perspectives

One of the 'unstated' objectives of the programme is to have more Norwegian professionals employed by the UN agencies. There are however few possibilities for continued contract with the agencies. Only a small number have continued to serve with the agencies upon the expiration of their contract. The number has decreased in the later years as budget cuts has reduced the number of employees. In the future it is expected that the agencies will need less permanent employees and use more consultants.

Even though the agencies do not regard the JE Programme as an entrance to a future career with the UN as such, they do regard JEs as a pool of future experts. UNICEF and FAO has a roster of ex-JEs for future consultancies and a high proportion of the participants in UNDPs Management Training Programme (MTP) are ex-JPOs.¹

Nevertheless few ex-JEs are employed by a UN agency 3-5 years after. This is exemplified by the investigations that have been carried out in this area. The Danish Evaluation from 1990 showed that 27% had their first, 22% their second and 15% their third job after their JE assignment with a multilateral agency. A Swedish evaluation² showed that 22% had worked for a multilateral with the first ten years after the time as a JE. An unpublished

¹ The MTP serve as the entrance to a professional career with UNDP. Each year a limited number of candidates are selected for the programme which consists of five weeks of seminars, group discussions, case studies and lectures. The candidates are selected by a selection committee. There is no national "quota" system for staffing, but it is sought to maintain an equitable gender and geographical balance. Ex-JPOs can apply for the MTP programme, but they will have to compete on an equal basis with other applicants. Their knowledge of UNDP is course be a benefit.

² "Svensk bistånd genom FNs biträdande expertprogram", Christer Nylander, 31 juli 1992. A statistical computation in key areas on Swedes that were junior experts during the 1980s.

analysis conducted by the Dutch Ministry of Foreign Affairs in 1993 shows that after 1½ year 26% of JEs returning during 1990-91 worked for the UN but only 3% had permanent contracts.

Most Norwegian JEs (86%) have had only one JE post during their outposting, the remaining 14% have had 2 JE posts. The average duration of the first JE job has been 21 months whereas the average duration of the second JE job has been 16 months.

The survey data shows that the duration of the posts of 64% (109 JEs) of the former JEs were two years or less. Of these 10.1% left their post before the end of year one while 6.7% decided not to get an extension of their contract after one year.

34.9% left their post before the end of their second year while 30.3% terminated their post with the end of year two.

Only 60 of the 109 JEs (55%) have stated one or more reasons for leaving their JE post before or at the end of year two. As seen from Table 6.5 the most frequent reason for leaving is the family (29.1%). 17.7% were offered another job while 15.2% were unsatisfied with the working conditions at their duty station.

It is disturbing that 40 out of 79 reasons given show a premature termination of the contract. There is a need for a more careful screening of the JEs during the recruitment process.

Table 6.5 Reasons for Terminating JE Post Before Third Year of Assignment

Reason for Leaving	Before End of Year One	At End of Year One	Before End of Year Two	At End of Year Two	No. of Reasons	In % of Reasons
Family reasons	3	11	9		23	29.1
Were offered another job	2	5	4	3	14	17.7
Unsatisfied with duty station	2	4	4	2	12	15.2
No extension of leave in Norway		4	4		8	10.1
Project terminated or never started	1	4	3		8	10.1
Wanted new challenges		5	3		8	10.1
Job-situation insecure in Norway	1		1	1	3	3.8
Economical Problems			2		2	2.5
Homesickness	1				1	1.3
Total	10	33	30	6	79	100.0

The senior UN staff interviewed indicated that the Norwegian JEs that leave the programme at an early stage do so because jobs in Norway are being offered to them and a 'longing for the Norwegian fjords and mountains!'. A number of JEs mentioned that they thought it was a dis-advantage for their career if they stayed abroad for a longer period.

In order to improve the chances of JEs being employed as full experts with the UN, it is recommended that UD consider looking favourably at a 2 plus 1 year JE assignment or a 2 plus 2 year JE assignment preferably starting with a field assignment followed by an assignment at headquarters.

As recommended in 6.2.2, UD should promote future career options for JEs by involving Norwegian NGOs, private organisations, parastatals and research institutions in identifying posts for the JE Programme.

It is recommended that UD should carry out a systematic debriefing of all returning JEs and as part of the debriefing inform the JEs about the various possibilities for a future career.

UD should consider the appropriateness of promoting returning JEs expertise among interested international market employers. UD on the basis of the JEs qualifications and interests establishes a data bank for possible employers.

Approximately half of the jobs in which returning JEs have been employed have been directed at international aspects. The following table provides an overview of which employers these former JEs are or have been employed.

UD/NORAD is clearly the employer who provides most international related jobs for former JEs, with about 41% of the jobs. The UN organisations have provided 27% of the international jobs in which former JEs have been employed.

Table 6.6 Number of International Related Jobs after the JE Assignment by Employer Group

Employer	1st Job	2nd Job	3rd Job	4th Job	5th Job	6th Job	Total Jobs	% of total
UD/NORAD	26	24	20	12	4	3	89	41
NGOs	3	5	5	2	2	2	19	9
UN Organisations	25	18	11	3	2	1	60	27
Private Companies	2	2	4	2	1	2	13	6
Research or Education	7	5	2	3	2	1	20	9
Others	3	3	4	3	3	2	18	8

It is interesting to note that private companies and NGOs only count for 15% of the total employment of returned JEs. This may further stress the need for a increased effort put on the linkages between the JE Programme and the private sector and NGOs.

Recommendation

- UD must more carefully screen JEs during the recruitment process to ensure a decline in premature terminations of contracts.
- UD should approve a more flexible position on the duration and number of assignments. A minimum of a 2 year HQs or field assignment followed by a 1 year field or HQs assignment is suggested.
- UD should carry out a systematic debriefing of all returning JEs.
- UD should consider the appropriateness of promoting returning JEs' expertise among international oriented employers.

6.5 Reliance by the UN System on the JE Programme

All agencies, with the exception of UNICEF and possibly UNHCR, rely on JEs to be able to reach their objectives and use JEs as gap fillers. The term *gap filler* indicates that JEs use a substantial proportion of their time to perform duties that originally were intended to be performed by another staff category. This can be illustrated by the approximate proportion of JEs to other professional job categories as shown in Table 6.7.

Table 6.7 Proportion of JEs of All Professionals for Selected UN Organisations

	Junior Experts	International Professionals	Internat. Professionals in Total	Junior Experts of Total
Organisation	No.	No.	No.	%
FAO	260	1,500	1,760	15
ILO	138	400	538	26
UNDP	¹ 200	940	1,140	18
UNICEF	50	1,200	1,250	4
UNIDO	103	650	753	14
UNIFEM	13	29	42	31
UNHCR	100	² 700	800	13

Note: % show percentage of JEs of all professionals

¹ Only JPOs attached directly to UNDP proper

² Approx. number of long-term staff in categories P1/L1 - D1/L6.

If all JPOs managed by UNDP are included, UNDPs 110 field offices could have an average of 3 JPOs each. Of FAO professional field staff 25% were APOs in 1992¹.

It should be noted that all agencies use national professionals to a varying degree but it has not been possible to obtain figures on this. UNDP uses national professionals extensively and have 450 national professionals employed whereby the proportion of JEs to all professionals for UNDP would drop to from 18% to 13%.

The use of JEs as gap fillers is clearly not the intention of the Programme. However, with the cost cutting and the attempt to have more lean organisations the slack in the UN organisations is reduced. The implications are that the JEs are used to fill gaps originating from the cost cutting exercises and that there are less resources allocated for training and supervision of the JEs.

¹ Summary Record of the APO Programme Donor Meeting, 25 March 1993, page 2.

The reliance on JEs for the execution of programmes especially in the field offices and projects is a threat to the sustainability of all technical assistance provided by UNDP, UNHCR, UNICEF, UNIFEM and the specialised UN agencies.

Recommendations:

- UD, in collaboration with other donors, should assess and discuss the implications of the present reliance by the UN system on the JE Programme.

6.6 Cost Effectiveness

When discussing the cost effectiveness of the JE Programme the costs have to be compared with the closest alternative way of achieving the same set of objectives as described in Section 4.2.

The cheapest - but unrealistic - alternative is for young Norwegian professionals to be directly employed by the UN.

No other alternative achieve all the objectives set out. The existing alternative that comes closest is Fredskorpset (Norwegian Peace Corps). However, Fredskorpset cannot achieve the objective of providing opportunity for employment in the UN system. In addition the work experience gained is substantially different especially when it comes to those JEs working with programming and project monitoring.

The key variable costs in the JE programme are

- the percentage overhead received as support cost by the agencies;
- training provided by the donor or at the direct expense of the donor;
- postings and transfers between posts;
- funds allocated for duty related travel and training, and
- funds allocated for shipment of personal effects.

Except for the overhead-percentage all expenditures benefit the JE directly and the budgets provided for Norwegian JE is not considered extravagant.

The overhead-percentage could be reduced as the agencies in general use less funds due to the JE Programme compared to the overheads received as indicated in Section 8.2. However, it is recommended that Norway, with other donors, rather should put pressure on the agencies to improve the quality of the administration and especially training and supervision for the JEs to get *value for money*.

Recommendation

- It is recommended that Norway, with other donors, should put pressure on the agencies to improve the quality of the administration and especially training and supervision for the JEs.

7 Impact of the Norwegian Junior Expert Programme

7.1 Introduction

The Norwegian JE Programme has without doubt had a big impact on the agencies in Norway working with development cooperation, on the receiving countries, on the UN agencies involved in the Programme and on the individual JEs. The impact of the Programme is assessed in accordance with the stated objectives in Chapter 4.2 Achievement of Objectives.

7.2 Impact of the JE Programme on Different Partners Involved in the Programme

The impact of the Programme should be viewed within the framework of its relevance for the various partners involved in it.

The UN agencies have been increasingly dependent on the Programme over the years both quantitatively and qualitatively. They have therefore a strong interest in the Programme. As described in Chapters 2.2 and 6.5, the various UN agencies could not carry out their programmes effectively without the assistance of the JEs. On the qualitative side, the JEs represented the young and enthusiastic staff with knowledge of the latest development paradigms such as women in development, sustainable environment and local institutional development. Especially the Nordic JEs were highly estimated and had therefore a big impact. In addition the JEs had knowledge of the latest technical methods, for example computer skills, which are very useful for the UN agencies.

Although the UN agencies realistically assessed the impact of the Programme as primarily one of additional staff free of charge, they also emphasised the fact that the JEs contributed to the long-term development of the outlook of the agencies - being the ones bringing in new ideas - and providing a pool of professional resources. None of the UN agencies have made an evaluation of the impact of the JE Programme, and there is therefore no registration of the actual number of former JE working with the UN agencies at present.

For the receiving countries, mainly developing countries, the JE Programme represent both pros and cons. On the positive side is mentioned that the JEs besides their immediate effects on the projects and programmes also have an impact on the long-term development cooperation. The JEs may establish working relations and networks within the country in which they work that can later be extended to their home country and be used in future development cooperation. On the negative side, the increased level of professional expertise in the developing countries - which in itself is a very positive development - may create competition for junior and middle management positions in the UN agencies. The fact that almost all JE are recruited from the developed countries may be viewed as a structural imbalance. The problem will be solved with the general development of personnel in the UN agencies in direction of more national officers, and if the donor countries to the JE Programme would recruit more JEs from the developing countries than they do at present.

For the individual JE the Programme have an enormous impact both immediately and in the long-term perspective. Immediately they get experience in a developing country context and they become acquainted with the UN system. The JE job will however also have an impact on the long-term career interests and possibilities.

For the UD and the organisations and enterprises involved in development cooperation the Programme has also a number of impacts. Firstly, UD contributes with technical assistance to the UN system. Secondly, the Programme contributes to creation of a pool of professional resources for both the UD and other organisations involved in development cooperation.

7.3 Cooperation Between Donors to the JE Programme

Impact wise there is an imbalance between the impact which the Programme as such has on the UN agencies and the size of the individual donor programmes.

While the individual Norwegian JE Programme does not have any major impact on the UN agencies, the Programme as such, has an important impact.

The donors to the Programme has so far had limited cooperation and coordination of the programme. Normally the donors discuss programme matters when they meet at the yearly donor meetings with the individual agencies.

Important aspects of the JE Programme such as introduction and training, placements and other personnel issues are matters which concern all donors to the programme. If the donors want to have more influence on the Programme it is therefore important that they cooperate and coordinate their activities. Strategically, the UD should aim at increased cooperation and coordination with the other Nordic countries as they have similar overall programmes and objectives for their development cooperation.

8 Management and Administrative Effectiveness of the JE Programme

8.1 UD Management and Administration of the JE Programme

The administration and management of the JE Programme has been placed in both UD and NORAD over the years: in Norsk Utviklingshjelp in the period 1963-1968, in NORAD 1968-1989, in Ministry of Development Cooperation 1989-1990, and since 1990 in the Multilateral Department of UD. However, there has been a significant stability in the management staff of the Programme administration (see Chapter 9).

Various management practices of the Programme have been briefly described with regard to policies and activities in chapters 4, 5 and 6. Therefore, only the key issues are presented below.

8.1.1 Policy Formulations

Policies related to the selection of countries, organisations and technical priority areas have been managed without clear guidelines and has thus to a large extent been arbitrary. To which extent these practices have had any effect on the work load and efficiency has been difficult to assess.

The yearly planning procedures of the UD system for allocation of funds for the JE Programme has a detrimental impact on the planning of projects and programmes of the UN organisation, which are heavily depending on JEs for successful implementation.

8.1.2 Activities of the JE Programme

It is clear that the management of the **Preparation Phase** is the most resource demanding period for the programme management. It is the general view of the Team that most activities are efficiently carried out, all from the identification of posts to recruitment and training. The results of the questionnaire also indicate a high satisfactory level with regard to the Preparation Phase.

During the **Duty Station Phase**, the work load of the programme management is considered very low since the JE is 'handed over' to the UN. It is the view of the Team that there is an almost complete lack of simple monitoring the JEs' activities during the out-posting period and this is detrimental to meeting fully the main immediate objective of training. As pointed out in Chapter 6 the importance of monitoring the work and training programme of the JE should be included as a minimum of UD involvement in the JEs situation during the period.

At the **Termination Phase** the programme monitoring is inadequate. The debriefing procedures should be systematised and properly managed. Current feed back from the JEs indicate that minor increase in work load can be foreseen with the establishment of an efficient computerised programme monitoring. Data for the system can be very useful in the briefing of new JEs as well as provide a useful tool for assessing the performance of the UN organisations.

International coordination of the JE Programme with UN organisations and other donors is the most time consuming part of the Norwegian programme management. The coordination of donor efforts, however, is not efficient in terms of gaining momentum on developing uniformity in the JE Programme, e.g the monitoring of work and training programmes when the JE is posted. Particular a Nordic effort concerning an efficient coordination of policies and practices of the JE Programme towards the UN organisations are missing.

A possible monitoring system could comprise the following:

- (a) A debriefing interview questionnaire for JEs comprising key questions related to briefing, on-the-job-training, courses, supervisors, work satisfaction etc.
- (b) UN organisation evaluation based on the continuous monitoring of established work and training programmes for the JEs as well as the debriefing interview questionnaire.

Recommendation

- UD should communicate to the UN organisations a 3-year 'rolling' JE Supply Plan based on expected funding. The number should reflect the performance of the UN organisations.
- UD should establish an efficient programme monitoring system.
- UD should promote and support donor cooperation efforts with a view to establish uniformity in the JE Programme with UN organisations.

8.2 UN Management and Administration of the JE Programme

All agencies have designated staff to handle all matter relating to Junior Experts as depicted below with support costs received as overheads.

Table 8.1 Administration of the Programme

Organisation	No of staff designated exclusively to Programme		No. of Junior Experts August 1993	Approx. USD received in overheads
	Professionals	General Service		
FAO	1	2	260	USD 2.4 mill.
ILO	1	1	138	USD 1.2 mill.
UNDP	1	1	344*	USD 2.8 mill.
UNHCR	1	2	100	USD 1.0 mill.
UNIDO	2	5	103*	USD 0.6 mill.
UNICEF	1	1	50	USD 0.5 mill.

Note: * The 60 UNIDO JPOs contribute 6% overhead to UNDP and 6% to UNIDO.

To calculate the overheads received the average cost of USD 75,000 for one FAO junior expert for one year has been used unless an agency specific figure was known. E.g. a UNIDO JPO cost on average USD 70,000 per year, with USD 90,000 for the first year and USD 58,000 for the second.

Except for ILO and UNIDO all agencies have one office which deal with all aspects of recruitment. UNIDO has one office that manage the more than 40 Associate Experts and one office that manage the 60 UNIDO JPOs. ILO has two offices where the Multi/bilateral Cooperation is involved with contact to the donor to secure financing. When looking at the number of staff dedicated exclusively to the Junior Expert Programme it should be stressed that many other staff members are involved with the JEs including training, administrative and substantive sections not to mention the office or project that is responsible for the on-the-job training.

The six agencies received approximately USD 8.5 million in 1992 from the donors to manage the Programme. It is hard to believe that the agencies use all of these funds exclusively on expenditures caused by JE Programme. If this is true then there is a clear mismatch between the funds given by the donors and the funds used to manage the Programme.

The JEs assist the agencies with their work free of charge and lower thereby artificially the official administrative costs of the agencies and in addition to this the agencies use the funds received to administrate the Programme to subsidise other programmes. This expresses itself in that:

- Some of the agencies are reluctant to allocate enough funds received to provide a briefing to the new junior experts of sufficient quality. E.g. ILO has discontinued their course and UNICEF has, after much donor pressure, just started a course.

- None of the agencies, except for UNIDO, seem to have allocated sufficient resources to effectively manage the Programme.

However, it must also be added that the staff allocated to manage the programmes are well qualified for their jobs and generally do an impressive job: they work efficient with the resources they have at their disposal and benefit from the experience of the many years the Programme has operated. Clearly e.g. FAO and UNDP benefit from the routines that have been established over the years to manage the 250-350 junior experts they presently do.

The donors are also the reason sometimes for the lowering of standards e.g. for the discontinuation of the two-phased course for the UNDP JPOs and their reluctance to sponsor FAO junior experts to attend the training course in *Formulation, Monitoring, Evaluation and Implementation of Agricultural Technical Cooperation Projects*.

Recommendation

- UD, in collaboration with other donors, should ensure that the agencies allocate sufficient resources to manage the programme efficiently and providing a basic level of assistance to the JEs e.g. with briefing, training and supervision.

9 Inputs to the JE Programme

9.1 Junior Experts

Currently the number of Norwegian JEs posted in UN organisations only comes to approximately 20 annually. Due to the following key aspects of Norwegian development aid and goals it would be sensible to consider an increase of the number of JEs:

- (a) the apparent increased involvement of Norway in the UN system with regard to senior and policy level postings (ref. Chapter 2.1.3);
- (b) the relative major annual financial contribution (1.04 % of the GNP) that Norway provides to the UN;

To which extent the need for and the apparent dependence of JEs in UN projects and programmes can be seen as a justification for an expansion of the programme will depend on UD's interpretation of the programme objectives. The team, however, does not as such support the view that the JE Programme should form a gap filling function for UN projects (see Chapter 6.5).

The JE Programme objectives and policies should be defined prior to any decision making regarding expansion of the Programme. Which sectors should be favoured, which organisations should be increasingly supported, and to which extent should the JE Programme reflect the manpower needs in the UN, UD, NORAD and the NGOs and private organisations are all key questions to be addressed and clarified.

Even if the JE Programme is decided not to be a defined supportive and integral component of a long term Norwegian strategy towards the UN the current number of JEs posted are still considered to be too low, if one compares the size of other Nordic countries' JE Programmes with their annual financial contribution to the UN system. It should be stressed that the annual rate of expansion should be in compliance with the possible capacity of the Multilateral Department to handle its activities.

Recommendation

- The number of JEs should be increased by 5-10% annually over the next five years, depending on the budgetary conditions.

9.2 Management and Administrative Support Staff

The Multilateral Department is divided in two sections: the Bank Section and the UN Section. It is the UN Section that administrates the JE Programme and currently comprises one Assistant Director General and one Senior Recruitment Officer, SRO, the latter almost full time on the Programme. The size of the Section seems to be appropriate for handling of a yearly despatch of some 20 JEs. The Section is characterised by its diminutive size and thus a natural concentration of practical arrangements and decision making lies with one person, the SRO. She has been managing and administering the Programme for more than

20 years and has been posted to several of the key recipient countries for short or longer periods of time.

The strengths of this characteristic is the stability and usually consistency in Programme practices, the many years of experience with the UN system as well as the formal and informal contacts and networks established over the years. From interviews with JEs it was understood that the SRO took a keen interest in their well-being.

The weaknesses include that the information is concentrated in one person, and that information and data is not easy accessible, since they are not appropriately systematised or computerised. Also, though Programme management practices may be consistent, they may not be very efficiently performed and they are not possible to operate adequately if the SRO is away for longer periods of time.

Recommendation

- UD should assess the resource requirements for managing and administering the Programme.
- Following the above recommendation UD should consider employing a former JE if an expansion of the JE Programme is decided upon.

Annex 1

TERMS OF REFERENCE

EVALUATION OF THE NORWEGIAN JUNIOR PROFESSIONAL OFFICER PROGRAMME (JPO) UNDER THE UNITED NATIONS.

1. INTRODUCTION

During the 1950's so-called junior professional officers were employed by the United Nations and the technical assistance programmes of the special organisations. The Norwegian Parliament decided in June 1962 to join the Programme (Parliamentary White Paper no. 120. 1961-62). In this document JPOs are defined as "...persons that usually have completed their University or post graduate education, but have relatively little practical experience within their discipline. Ideally such officers usually work with well qualified experts and assist them in work that is not equally demanding. In addition to being useful assistants they can through the expertise they gain also constitute a reserve/pool of future experts". The development goal for recruitment of JPOs is identical with the main goal for Norwegian development assistance, which is to contribute to economic and social progress in the recipient countries through activities that deserves support.

The JPO arrangement, which not previously has been evaluated by Norway, has according to Swedish and Danish assessments, been a useful tool in order to qualify younger technical personell for international employment within both multilateral as well as bilateral assistance. In most developing countries technical capacity and competence have improved significantly during the last 30 years. Also several of the least developed countries have witnessed important improvements. The result has been a gradual reduction of conventional technical assistance in the form of experts. At the same time there has been an increase in the use of consultants. These changes also contribute to justify the evaluation of the JPO - arrangement.

Norway has from 1963 to 1993 recruited 310 JPOs in total, of which 80 are women, divided among 13 organisations. The majority has worked for FAO (93), UNDP (53) and ILO (37). Other recipient organisations have been TARS, ITU, UNHCR, UNESCO, UNICEF, UNIDO, UNEP, IFAD, WHO and UNCTAD. Norway has given priority to recruit to our main partner countries and to countries defined by UN as the least developed. JPOs have been recruited to projects and programmes (associate expert), to regional- and country offices and from 1984 to the main offices (junior professional officer) of the UN-organisations. Norway has in accordance with the other Nordic countries emphasized that JPOs at least should have a few years work experience within their field before taking up assignment overseas. The upper age limit for JPOs has been fixed to 33 years for men and 35 years for women.

The guidelines for the arrangement have been adjusted several times during the last 30 years.

Annual expenses related to Norway's JPO-programme are for the time being approximately NOK 20 mill. The number of Norwegian recruited JPOs since 1963 can be found in Annex I, divided by organisation and year.

A selection of recipient organisations will be subject to evaluation, i.e. the four major ones and some additional chosen against special criteria. Through a questionnaire experiences and views from all "generations" of JPOs will be attempted collected.

2. THE GOALS OF THE EVALUATION

The most important purpose for the evaluation is to assess:

- the results from the JPO arrangement in relation to goals and possible other positive or negative effects
- the relevance of the JPO arrangement's goals, guidelines and method of work in relation to the need for this type of technical assistance from Norway. Both overall "policy" and practical guidelines for the arrangement shall be assessed and possibly proposed adjusted in accordance with changed conditions.
- and compare efficiency and effect of different JPO - categories, assignments and to work out recommendations for the future.
- the significance of the JPO-arrangement for the recipient organisations.
- the cooperation between Norway and the UN-organisations regarding development of guidelines and practical, administrative matters and relations for the JPO-arrangement.

3. EVALUATION PLAN

The evaluation has been divided into the following components:

- file studies in NORAD/MFA in order to produce basic information about the historical development of the JPO-programme.
- a questionnaire investigation including different generations of Norwegian recruited JPOs with focus on selection procedure, pre service preparations, service conditions, experiences with the assignment, subsequent career and possible future aspirations relevant to development work.
- in depth interviews (incl. studies of files and reports) with a selected number of respondents with particular emphasis on relevancy and development effect of different assignments, cooperation within the organisation and in relation to recipient country and project/programme.
- investigations in relevant offices/departments in NORAD/MFA, the headoffices of relevant UN-organisations and selected resident representatives. This includes

interviews with project/program personell and present JPOs.

The evaluation shall be undertaken during a period of three months in the second half of 1993 by a team with relevant technical background within disciplines such as social science and organisation.

4. EVALUATION ISSUES

The evaluation shall comprise, but not necessarily be limited to analyze the following issues related to the JPO-arrangement:

4.1 Assessment of need and relevancy

- What kind of preparatory work and appraisals have been done by Norway with regard to identify recipient organisations and possible assignments?
- Which criteria have been laid down with regard to selection of organisations and type of assignments?
- Which role has the employment situation in Norway played in relation to selection of organisations and technical disciplines?
- How relevant and cost efficient have project/programme assignments been in relation to the needs and own competency of the recipient organisation/-country?
- Assess the quality of the recipient organisation's identification and planning of assignments. To what extent do the recipient countries appreciate the need for this type of technical assistance?
- How do the assignments relate to the aims of the arrangement and those of Norwegian development assistance generally?
- To what extent have junior experts worked in accordance with their job description?
- Assess the distribution of junior experts between headquarters, country office and projects/programmes for each organisation as well as the arrangement in its totality.
- How is the arrangement assessed by other countries' donor organisations, e.g. the Nordic countries, Holland and Canada?
- Assess relevancy and efficiency of efforts undertaken to increase recruitment of women.

4.2 Goal achievement and effectiveness

- How has the arrangement functioned in relation to adopted goals and how relevant will these goals be within a future ten year perspective?

- Which other positive and negative effects has the arrangement had?

4.3 Factors that influence effectiveness

- How effective and appropriate have Norwegian recruitment, administration and follow up of JPOs been?
- How appropriate are existent criteria with regard to age, theoretical education, practical experience etc.?
- Assess the quality of information received by applicants from MFA/NORAD and the UN organisations.
- Assess the importance of adequate language proficiency.
- Assess on the job training within the respective organisations and assignments.
- How have possible supervisor/counterpart arrangements functioned?
- To what extent have JPOs worked in accordance with job descriptions defined by their employers? Identify decisive factors.

4.4 Later use of experiences

- To what extent have previous JPOs continued their careers in positions related to international problems and development assistance? Which factors have been decisive in this respect?
- Which measures have Norwegian authorities implemented to encourage such careers? How efficient have such measures been?
- To what extent has the arrangement contributed to other Norwegian engagements/participation in the respective or other international organisations?
- How has the contact and cooperation between the JPO and other Norwegian assistance "channels" been?

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 The evaluation team shall present conclusions with regard to

- the relevancy of the goals of the JPO-arrangement in relation to needs in recipient countries and international organisations
- the degree of goal achievement and effects/results of inputs based on different work tasks and assignments
- the efficiency in the administration of the JPO-arrangement from the point of view of UN organisations, Norway and the recipient countries and possible

improvements that can be made.

- the need for JPOs in the future

5.2 The evaluation team shall present recommendations with regard to

- the possible continuation of the Norwegian JPO-arrangement
- possible new goals, guidelines and administrative routines for the future.

Annex 2

Evaluation of the Norwegian Junior Expert Programme to the UN - Persons Met

Thailand

Bangkok, 26th - 30th July, 1993

UNDP, Bangkok Office

Mr Peter Kouwenberg	Deputy Regional Representative (Ex-JPO, Netherlands)
Mr Ram Narain	Head of Administration
Ms Ricarda Rieger	Ass. Reg. Rep., Environment and Natural Resources (Ex-JPO, Germany)
Ms Amara Rattakul	Manager of Human Resources Development Unit
Ms Netnarumon Sirimonthon	Manager of Economic Reform and Management Unit
Ms Nipa Krupaisarn	Manager of Income generation and Urban Development Unit
Ms Sirisupa Kulthanan	Programme Officer Environmental and Natural Resources Unit

Junior Professional Officers:

Ms Blanka Pelz (Canada)	Programme Officer, Human Resource Development
Ms Marjon Vermolen (Netherlands)	Programme Officer, Economic Reform and Management
Mr Michael S. Klees (Germany)	Programme Officer, Income Generation

UNHCR Bangkok Office

Mr Guy Ouellet	Deputy Representative
----------------	-----------------------

Junior Professional Officers:

Ms Kate Halvorsen (Norway)	Associate Regional Programme Officer (Women and Children)
Ms Gaelle Bouf (France)	Assistant Protection Officer

UNIFEM Asia-Pacific Regional Office, Bangkok:

Junior Professional Officer:

Ms Atsuko N. Miwa (Japan)	Programme Officer
---------------------------	-------------------

UNIDO

Associate Experts/Junior Professional Officers:

Mr Jan P. Smit (Netherlands)	Industrial Economist, Office of Industrial Economics
Ms Christina Cecchini (Italy)	Associate Expert, Pharmaceutical Technology Centre
Mr Anders Paludan-Muller (Denmark)	Programme Officer, Office of UNIDO

UNIDO Projects under the Ministry of Industry of Thailand

Mr Orapin Werawut	Deputy Director General, Office of Industrial Economics
Mr Prasan Dhumma-upakorn	Director, Pharmaceutical Technology Service Centre

ILO

Ms Lin Lean Lim
Mr Seiji Machida

Regional Advisor on Women Workers' Questions
Regional Advisor on Occupational Safety and Health

Associate Experts:

Ms Claudia Coenjaerts (Belgium)
Mr Hagemann (Germany)
Mr Sune Christensen (Denmark)
Mr Valter Nebuloni (Italy)

Associate Expert for Womens Workers' Questions
Associate Expert on ILO Multidisciplinary Team
Associate Expert on Occupational Safety and Health
Associate Expert in Appropriate Technology

FAO

Mr H Tsuchiya
Ms Alexandra Stephens
Mr Egbert Pelinck

Deputy Regional Representative, Regional Office for Asia and the Pacific
Regional Officer, Regional Office for Asia and the Pacific
Chief Technical Advisor, Regional Wood Energy Development Programme
in Asia (Ex-APO, Netherlands)

Mr Brink

Team Leader, Fertilizer Advisory, Development and Information Network
for Asia and the Pacific (FADINAP)

Associate Professional Officers:

Mr Geert L.P. Anthonis (Belgium)
Ms Mervi Mustakallio (Finland)
Mr Jang-bae Youn (South Korea)
Ms Berenice Muraille (Belgium)
Mr Lars Wollesen (Denmark)
Mr Michael Jensen (Denmark)

FADINAP project
Rural Finance and Agricultural Banking
Thai Affair Section
Forestry Research Support Programme for Asia and the Pacific
Forestry Planning and Policy Assistance Asia and Pacific Region
Regional Wood Energy Development Programme in Asia

ESCAP

Ms Anchalee Charnsupharindr
Mr Bhavani P. Dhungana

Recruitment Officer, Recruitment and Placement Unit
Officer-in-Charge, Industry Section, Division of Industry, Human Settlements and Environment

Mr Jens Overgaard

Chief Technical Supervisor on Human Settlements

Associate Experts:

Mr Mikael Atterhog (Sweden)
Mr Giuseppe Daconto (Italy)

Associate Expert, Division of Industry, Human Settlements and Environment
Associate Expert, Environment Section, Division of Industry, Human Settlements and Environment

Ms Heidi Seybert (Germany)

Associate Expert, Technology Section, Division of Industry, Human Settlements and Environment

Tanzania

Dar es Sallam and Zanzibar, 9th to 12th August, 1993

UNDP

Dr Wally N'Dow	Resident Representative
Mr Paul Matovu	Deputy Resident Representative, a.i.
Mr John Tucker	Assistant Resident Representative
Mr A. Kakiva	Administrative Officer
Mr Clement Jackson	Senior Economist
Mr Mufungo Musikira	National Programme Officer

Junior Professional Officers:

Mr Tor Benjaminsen (Norway)	Programme Officer (JPO)
Mr Deodat Maharaj (Trinidad)	Programme Officer (JPO)

UNIDO

Mr A. Krassiakov	Country Director
------------------	------------------

Junior Professional Officers:

Ms Anja Kostian (Germany)	
---------------------------	--

FAO

Mr Richard Fuller	Resident Representative
-------------------	-------------------------

Associate Professional Officers:

Mr Jukka Salminiitty (Finland)	Programme Officer (APO)
Mr Wicher Holland (Netherland)	Zanzibar/Animal Health Project II, APO
Ms Barbara Holland (Netherland)	Zanzibar/Animal Health Project II, APO

UNCTAD/GATT, International Trade Centre

Mr Aleksander Soltan	Regional Project Co-ordinator
----------------------	-------------------------------

Associate Experts:

Mr Axel Bisschop (Sweden)	Associate Expert Export Packaging
---------------------------	-----------------------------------

ILO

Mr Beda Ngallapa	National Programme Assistant
------------------	------------------------------

Associate Experts:

Mr Eric Huby (Belgium)	Associate Expert
------------------------	------------------

UNHCR

Mr Bruno Geddo	Protection Officer (Ex-JPO, Italy)
----------------	------------------------------------

Government of Tanzania
Mr M.T. Kibwana

Commissioner for External Finance and Technical Co-operation

Royal Norwegian Embassy
Mr Idar Johansen

Counsellor (Ministeråd)

Switzerland

Geneva, 18th - 20th August, 1993

ILO

	Mr Ezewuzie	Director, Technical Cooperation Personnel Branch
	Ms Hinz	Deputy Director, Technical Cooperation Personnel Branch
	Mr Derek. W.J. Miles	Director, Construction Management Programmes
	Mr Jan Sand Sorensen	Chief, Policy and Programme Development Section (Ex-AE, Denmark)
	Mr Bjørn Klerck Nilssen	Chief, Maritime Industries Branch
JE??	Mr Terje Tessem	Engineering Advisor, Infrastructure and Rural Works Branch
	Mr Majeres	Head, Labor Intensive Work Unit
	Mr Shahandeh	Senior Advisor, Rehabilitation Branch
	Ms Anette Ching	Programme Officer, Multi/bilateral Cooperation

Associate Experts:

Mr Claus Anderson	Associate Expert, Employment and Development Branch
Ms Lisbeth Jacobsen	COMBI
Mr Kaakon Storhaug	?
Mr Johan Eide	?

UNHCR

Ms Annick Grisar	Recruitment Officer, Recruitment Development Section
Ms Gillianne Barras	Recruitment Officer, Recruitment Development Section
Ms C van Giessen	Senior Training Officer, Training Section
Ms E. More	Training Assistant, Training Section
Mr Anton Verwey	Deputy Director, Regional Bureau for Europe and North America (Ex-JPO)
Mr D. Bellamy	Head of Desk, Regional Bureau for Europe
Mr Omar Hakhet	Deputy Director, Division of External Relations and Inter-Agency Coordinator
Ms A. Howarth-Wiles	Senior Coordinator, (Refugee Women) Programme Policy Unit
Ms D. Tissot	Personnel Officer, Personnel Section
Mr A. Gomez de la Torre	Personnel Officer, Personnel Section
Mr Dag Sigurdson	Purchasing Officer, Supplies and Food Section, (Ex-JPO, Norway)

Junior Professional Officers:

Ms Kari Just (Denmark)	Recruitment Development Section
------------------------	---------------------------------

The Permanent Mission of Norway

Mr Jostein Bernhardsen	Councillor (Ministerråd)
Ms Åse Elin Bjerke	Secretary of Embassy

USA

New York, 23rd - 27th August 1993

UNDP**Division of Personnel:**

Mr Erik Eriksen	Director of Human Resources Planning and Change Management, Officer-in-Charge of the Division of Personnel
Ms Chihan Sultanoglu	Deputy to the Director, Office of the Administrator - ex JPO prog. coord.
Ms Kaoru Okada	JPO Programme Coordinator, (Ex-JPO, Japan)
Ms Margaret Simon	Chief Training Section
Ms Beate Pawlikowski	Training Assistant
Ms Claudine Beatrice Tavel	Training Officer
Mr Mazhar Ali	Deputy Chief Administration Section
Ms Zita L. Cistelli	Personnel Officer

Bureau for Policy and Programme Evaluation:

Mr Gustaf A. Edgren	Assistant Administrator and Director
Mr Thierry Lemaesquier	Manager NGO Programme
Mr Luis Gomez-Echeverri	Director Environment and Natural Resources Management Division

Junior Professional Officers:

Mr Marcel Viergever (Netherlands)	Programme Officer/NGO Programme
-----------------------------------	---------------------------------

Regional Bureau for Africa

Ms Anne Forrester	Chief, Division I
-------------------	-------------------

Regional Bureau for Asia and the Pacific

Mr Zhou Yiping	Area Officer for ASEAN countries
----------------	----------------------------------

Planning and Coordination Office

Mr Jose Eugenio Eguren-Corso	Co-ordination Officer
------------------------------	-----------------------

OPS

Ms Unni Ramboll	Procurement Officer
-----------------	---------------------

UNCDF**Junior Professional Officers**

Mr Gilles Debarle, (France)	Associate Country Officer, Division I
Mr Henrik Tornblad (Denmark)	Associate Country Officer, Division I

UNIFEM

Mr William Y.C. Kwan	Chief Management Services Section
Ms Marily Carr	Senior Advisor

Junior Professional Officers:
Ms Else Marks (Netherlands)

JPO

UNICEF

Mr Juan Luis Meza
Ms Surangkana Pitaksuntipan

Chief Recruitment and Placement Section
Recruitment and Placement Officer

Junior Professional Officers:
Ms Heddy Astrup (Norway)

JPO (Public Relation)

Norwegian Delegation to UNDP
Ms Elizabeth Jakobsen

Representative of the Norwegian UNDP Delegation

Italy

Rome, 6th - 8th September 1993

FAO**Director-Generals Office**

Mr M. Kato Chief, Evaluation Service, Office of Programme, Budget and Evaluation

Development Department

Mr Abdul-Rahman Bitar Coordinator, Resources Mobilization Service, Field Programme Development Division

Ms Dominique Di Biase Liason Officer, Associate Professional Officer & UNV Programmes, Special Programmes Service, Field Programme Development Division

Mr Robert George Patterson Senior Programme Officer Decentralization Support Unit, Field Programme Development Division

Ms S. Raparelli Personnel Officer, Investment Centre

Administration and Finance Department

Mr Charles F. Juge Chief, Personnel Policy and Entitlements Service, Personnel Division

Ms Lucy E.C. Elliot Accountant, Field Programmes Section, Financial Services Division

Mr F. Salvatori Accountant, Field Programmes Section, Financial Services Division

Mr A. Arndt Programme and Budget Officer, Field Programmes Section, Financial Services Division

Mr L.V. Emerson Senior Officer, Human Resources Planning Service, Personnel Division

Mr T.E.C. Elliot Languages, Human Resources Planning Service, Personnel Division

Mr F. Farinella Training Courses, Human Resources Planning Service, Personnel Division

Mr C. Juge Chief, Policy and Entitlements Service, Personnel Division

Agricultural Department

Mr C. Joly, Manager Fertilizer and Plant Nutrition Division

Mr J.C. Chirgwin Animal Production Officer, Animal Production and Health Division

Associate Professional Officers:

Mr Anders Permin (Denmark) Infectious and Parasitic Diseases Group, Animal Health Division

Economic and Social Policy Department

Mr A.Q. Kobakiwal Chief a.i. Operations Information and Analysis Unit, Policy Analysis Division

Mr M. Scaillet Director, Agricultural Operations Division

Mr Guy D'Avout Assistant Director, Agriculture Operations Division

Forestry Department

Mr P. Tesha Chief, Forestry Operations Service

Ms M.W. Hoskins Senior Forestry Officer, Forestry Policy and Planning

Ms R. Ast-Zegarra Programme Assistant, Focal Point for APOs, Forestry Policy and Planning

Ms Brigitta Van der Borg Forestry Department, (ex-APO, Netherlands)

Fisheries Department

Mr M. Mann

Mr K. Carpenter

Senior Officer, Fishery Resources and Environment

Fishery Resources Officer, Marine Resources Service, Fishery Resources and Environment Division

Associate Professional Officer:

Ms Ann-Lisbeth Agnalt (Norway)

Marine Resources Service, Fishery Resources and Environment Division

Netherlands

den Haag, 8th September 1993

Ministry of Foreign Affairs

Ms C. Boot

Ms M.M. Bouman

Ms van der Veen

Mr Kees van den Broek

Field Personnel Section, Head of Personnel Branch (APO)

Field Personnel Section, Personnel Branch (APO)

Field Personnel Section, Personnel Branch (APO)

Consultant attached to Field Personnel Section, Personnel Branch (APO)

Denmark

Copenhagen, October 1993

UNICEF

Junior Professional Officers:

Ms Anita Gjellen

Assistant Procurement Officer, Health & Nutrition, Supply Division

Ministry of Foreign Affairs

Ms Marianne Arentzen

Norway

UD

Mr Jarle Hårstad, Head, Evaluation Section

Mr Erik Berg, Deputy Chief, Evaluation Section

Mr Kristen Christensen, Ambassador, Chief of Recruitment to International Organisations

Dag Nissen, Chief, Multilateral Section

Else Molstad, Senior Recruitment Officer, Multilateral Section

NORAD

Lornts Finanger, Adviser

Gunnar Bøe, Director, Department for NGOs, Volunteers and Cultural Cooperation

Fridtjov Thorkildsen, Head, Development Assistance School

Oddveig Håvelsrud, Development Assistance School

Former JEs

Kjetil Nilesen

Sissel Eksås

Inge Nordvang

Asbjørn Løvbræk

Aslak Brun

Kari Hirth

Helge Selrod

Ola Brevik

Olve Sørensen

Gudbrand Stuve

Ole Øveraas

Bjørn Lasse Rongevær

Eli Viuke

Others

Øistein Gudem, Fællesrådet for det sørlige Afrika

Annex 3

Annex 3: Data Foundation for the Evaluation

Tablet over svargrundlag

1	Antal JE's	292
	- heraf kvinder	69
	- heraf kvinder (i %)	23.6%
2	Svar	202
3	Svarprocent	69.2%
4	Respondenter (=2)	202
	- heraf udeværende	27
	- heraf hjemvendte	175

Annex 4

Annex 4: Tabulated Questionnaire Data (in Norwegian)

Spørsmål 2 "Da du begynte som juniorekspert, var du:"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Gift"	109	54.5%
2) "Samboer"	15	7.5%
3) "Enslig"	76	38.0%
Antal besvarelser	200	
Ikke besvaret / ugyldige besvarelser	1	
Svarprocent	99.5%	

Spørsmål 2b "Hvis 1 eller 2, var din ektefelle/samboer utestasjonert sammen med deg?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	106	85.5%
2) "Nei"	18	14.5%
Antal besvarelser	124	
Ikke besvaret / ugyldige besvarelser	0	
Svarprocent	100.0%	

Spørsmål 2c**"Hvis ja, hadde din ektefelle/samboer lønnet arbeid under deres utestasjonering?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	26	24.5%
2) "Nei"	80	75.5%
Antal besvarelser	106	
Ikke besvaret / ugyldige besvarelser	0	
Svarprocent	100.0%	

Spørsmål 3**"Hva slags jobber (min. 1 års ansettelse) hadde du før du begynte som juniorekspert?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) Ingen job før udsendelse	18	9.0%
2) 1 job før udsendelse	77	38.3%
3) 2 jobs før udsendelse	70	34.8%
4) 3 jobs før udsendelse	32	15.9%
5) 4 jobs og flere før udsendelse	4	2.0%
Gennemsnitligt antal jobs før udsendelse	1.6	
Antal besvarelser	201	
Ikke besvaret / ugyldige besvarelser	1	
Svarprocent	99.5%	

Annex 4: Tabulated Questionnaire Data (in Norwegian)

Spørsmål 2 "Da du begynte som juniorekspert, var du:"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Gift"	109	54.5%
2) "Samboer"	15	7.5%
3) "Enslig"	76	38.0%
Antal besvarelser	200	
Ikke besvaret / ugyldige besvarelser	1	
Svarprocent	99.5%	

Spørsmål 2b "Hvis 1 eller 2, var din ektefelle/samboer utestasjonert sammen med deg?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	106	85.5%
2) "Nei"	18	14.5%
Antal besvarelser	124	
Ikke besvaret / ugyldige besvarelser	0	
Svarprocent	100.0%	

Spørgsmål 2c**"Hvis ja, hadde din ektefelle/samboer lønnet arbeid under deres utestasjonering?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	26	24.5%
2) "Nei"	80	75.5%
Antal besvarelser	106	
Ikke besvaret / ugyldige besvarelser	0	
Svarprocent	100.0%	

Spørgsmål 3**"Hva slags jobber (min. 1 års ansettelse) hadde du før du begynte som juniorekspert?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) Ingen job før udsendelse	18	9.0%
2) 1 job før udsendelse	77	38.3%
3) 2 jobs før udsendelse	70	34.8%
4) 3 jobs før udsendelse	32	15.9%
5) 4 jobs og flere før udsendelse	4	2.0%
Gennemsnitligt antal jobs før udsendelse	1.6	
Antal besvarelser	201	
Ikke besvaret / ugyldige besvarelser	1	
Svarprocent	99.5%	

Spørgsmål 3b**Længde for samlet ansættelsesperiode inden udsendelse**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) 1-12 måneder	6	4.0%
2) 13-24 måneder	26	17.2%
3) 25-36 måneder	24	15.9%
4) 37-48 måneder	32	21.2%
5) 49-60 måneder	20	13.2%
6) Over 60 måneder	43	28.5%
Antal besvarelser	151	
Ikke besvaret / ugyldige besvarelser	33	
Svarprocent	82.1%	

Spørgsmål 4**"Hva slags jobber har du hatt etter at du sluttet som juniorekspert?"**

(Kun relevant for tidligere JPO/AE's)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) Ingen job etter udsendelse	6	3.6%
2) 1 job etter udsendelse	35	20.7%
3) 2 jobs etter udsendelse	41	24.3%
4) 3 jobs etter udsendelse	39	23.1%
5) 4 jobs etter udsendelse	21	12.4%
6) 5 jobs etter udsendelse	10	5.9%
7) 6 jobs og flere etter udsendelse	17	10.1%
Antal besvarelser	169	
Ikke besvaret / ugyldige besvarelser	6	
Svarprocent	96.6%	

Spørgsmål 4b

Hvilken type jobs har du haft efter udsendelse?
 (Kun relevant for tidligere JPO/AE's)

Svarkategorier	Internationalt orienteret	<u>Ikke</u> -internationalt orienteret	Ubestemmeligt	Absolutte tal
Et job	69	88	6	163
To jobs	56	66	6	127
Tre jobs	47	36	4	87
Fire jobs	26	21	1	49
Fem jobs	13	12	2	27
Seks jobs	11	6	0	17
Absolutte tal	222	229	19	470
Procentvis fordeling	47.2%	48.7%	4.0%	100.0%

Spørgsmål 4c

Længde for samlet ansættelsesperiode efter udsendelse.

(Kun relevant for tidligere JPO/AE's)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) 1-12 måneder	14	9.9%
2) 13-24 måneder	11	7.7%
3) 25-48 måneder	25	17.6%
4) 49-72 måneder	18	12.7%
5) 73-96 måneder	12	8.5%
6) 97-120 måneder	13	9.2%
7) Over 120 måneder	49	34.5%
Antal besvarelser	142	
Ikke besvaret / ugyldige besvarelser	21	
Svarprocent	87.1%	

Spørsmål 5 "Hva slags innflytelse på din situasjon på ett eller flere av følgende områder, har jobben som juniorekspert etter din mening hatt?"

Svarkategorier	Absolutte tal					Svargrundlag		
	"Meget positiv"	"Positiv"	"Nøytral"	"Negativ"	"Meget Negativ"	Antal besvarelser	Ikke besvaret/Ugyldige svar	
1) "Personlig utvikling"	90	90	10	2	0	192	2	
2) "Faglig utvikling"	38	88	61	4	0	191	3	
3) "Karrierevalg"	20	81	71	5	0	177	17	
4) "Karriereforløp"	18	83	68	6	1	176	18	
5) "Økonomi"	19	81	75	11	2	188	6	
	Procentvis fordeling							
Svarkategorier	"Meget positiv"	"Positiv"	"Neutral"	"Negativ"	"Meget Negativ"	Svarprocent	Ikke besvaret/Ugyldige svar	
1) "Personlig utvikling"	46.4%	46.4%	5.2%	1.0%	0.0%	99.0%	1.0%	
2) "Faglig utvikling"	19.6%	45.4%	31.4%	2.1%	0.0%	98.5%	1.5%	
3) "Karriere valg"	10.3%	41.8%	36.6%	2.6%	0.0%	91.2%	8.8%	
4) "Karriereforløp"	9.3%	42.8%	35.1%	3.1%	0.5%	90.7%	9.3%	
5) "Økonomi"	9.8%	41.8%	38.7%	5.7%	1.0%	96.9%	3.1%	
Antal besvarelser	194							
Ikke besvaret	8							
Svarprocent	95.3%							

Spørsmål 6**"Skjedde det endringer i ditt ekteskap/parforhold eller familieforhold under din tid som junior-ekspert?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	128	66.7%
2) "Nei"	64	33.3%
Antal besvarelser	192	
Ikke besvaret / ugyldige besvarelser	2	
Svarprocent	99.0%	

Spørsmål 6b**"Hvis ja, i hvilken retning?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ble gift/samboer"	22	36.7%
2) "Skilt/separert/slutt med samboer"	10	16.7%
3) "Fikk barn"	28	46.7%
Antal besvarelser	60	
Ikke besvaret / ugyldige besvarelser	68	
Svarprocent	46.9%	

Spørgsmål 7**"Når søkte du om å starte som juniorekspert?"****"Når begynte du?"**

Lengde fra ansøgningsstidspunkt til utsendelse	Absolutte tal	Procentvis fordeling
1) Mindre end 6 måneder	40	25%
2) 6-12 måneder	72	45%
3) Mere end 12 måneder	46	29%
Gennemsnitlig lengde fra ansøgningsstidspunkt til utsendelse (i måneder)	10.4	
Antal besvarelser	158	
Ikke besvaret / ugyldige besvarelser	44	
Svarprocent	78.2%	

Spørgsmål 7b**"Når begynte du?"****"Når opphørte din ansettelse som juniorekspert?"**

Lengde for utsendelse som juniorekspert (Kun tidligere JPO/AE'er)	Absolutte tal	Procentvis fordeling
1) Mindre end 6 måneder	1	0.6%
2) 6-12 måneder	37	21.6%
3) 13-24 måneder	72	42.1%
4) 25-36 måneder	39	22.8%
5) 37-48 måneder	20	11.7%
6) Mere end 48 måneder	2	1.2%
Gennemsnitlig lengde for utsendelse (i måneder)	17.9	
Antal udeværende JPO/AE'er	27	
Antal besvarelser	171	
Ikke besvaret / ugyldige besvarelser	4	
Svarprocent	97.7%	

Spørsmål 8 "Hvorfor søkte du stillingen som juniorekspert? (Flere årsaker kan føres opp i prioritert orden. Marker med 1, 2 og 3)"

Svarkategorier	Absolutte tal				Svargrundlag	
	1. prioritet	2. prioritet	3. prioritet	4. prioritet	Absolutte svar	Svarprocent
1) "Personlige årsaker"	57	31	26	2	116	57.7%
2) "Faglige årsaker"	65	46	13	0	124	61.7%
3) "Karrieremessige årsaker"	21	46	29	3	99	49.3%
4) "Økonomiske årsaker"	1	1	13	10	25	12.4%
5) "Vet ikke"	0	0	1	0	1	0.5%
6) "Annet (forklar)"	28	3	3	0	34	16.9%

Antal besvarelser	201
Ikke besvaret	1
Svarprocent	99.5%

Spørsmål 9**"På hvilken måte fikk du vite om muligheten til å begynne som juniorekspert?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Stillingsoppdrag"	26	14.6%
2) "Annonse i aviser"	92	51.7%
3) "Fra venner og bekjente"	24	13.5%
4) "Annet (forklar)"	36	20.2%
Antal besvarelser	178	
Ikke besvaret / ugyldige besvarelser	24	
Svarprocent	88.1%	

Spørsmål 10**"Fikk du utlevert en beskrivelse av stillingen (Job Description/Terms of Reference)?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	174	87.0%
2) "Nei"	26	13.0%
Antal besvarelser	200	
Ikke besvaret / ugyldige besvarelser	2	
Svarprocent	99.0%	

Spørsmål 10b "Forsto du stillingsbeskrivelsen?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "I svært høy grad"	30	18.2%
2) "I høy grad"	93	56.4%
3) "I noen grad"	37	22.4%
4) "I liten grad"	3	1.8%
5) "I svært liten grad"	2	1.2%
Antal besvarelser	165	
Ikke besvaret / ugyldige besvarelser	35	
Svarprocent	82.5%	

Spørsmål 10c "Svarte stillingsbeskrivelsen til jobben du senere ble satt til å utføre?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "I svært høy grad"	13	8.6%
2) "I høy grad"	64	42.1%
3) "I noen grad"	43	28.3%
4) "I liten grad"	23	15.1%
5) "I svært liten grad"	9	5.9%
Antal besvarelser	152	
Ikke besvaret / ugyldige besvarelser	48	
Svarprocent	76.0%	

Spørsmål 11

"Innkalte UD/NORAD og/eller FN organisasjonen din deg til intervju før du begynte som junior-ekspert?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	190	95.5%
2) "Nei"	9	4.5%
Antal besvarelser	199	
Ikke besvaret / ugyldige besvarelser	3	
Svarprocent	98.5%	

Spørsmål 11b

Af hvem blev du indkaldt til interview?
(Mulighed for flere svar)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "av NORAD"	114	52.5%
2) "av FN organisation"	39	18.0%
3) "av UD/NORAD og FN organisation i fællesskap"	64	29.5%
Antal svar	217	
Antal besvarelser	190	
Ikke besvaret / ugyldige besvarelser	0	
Svarprocent	100.0%	

Spørgsmål 11c "Hvordan oplevde du UD/NORAD intervjuet?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Meget tilfredsstillende"	40	36.0%
2) "Tilfredsstillende"	67	60.4%
3) "Middels tilfredsstillende"	2	1.8%
4) "Mindre tilfredsstillende"	2	1.8%
5) "Utilfredsstillende"	0	0.0%
Antal besvarelser	111	
Ikke besvaret / ugyldige besvarelser	3	
Svarprocent	97.4%	

Spørgsmål 11d "Hvordan oplevde du FN organisation intervju?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Meget tilfredsstillende"	11	28.2%
2) "Tilfredsstillende"	21	53.8%
3) "Middels tilfredsstillende"	4	10.3%
4) "Mindre tilfredsstillende"	3	7.7%
5) "Utilfredsstillende"	0	0.0%
Antal besvarelser	39	
Ikke besvaret / ugyldige besvarelser	0	
Svarprocent	100.0%	

Spørgsmål 11e**"Hvordan oplevde du UD/NORAD og FN felles-intervju?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Meget tilfredsstillende"	23	37.1%
2) "Tilfredsstillende"	31	50.0%
3) "Middels tilfredsstillende"	7	11.3%
4) "Mindre tilfredsstillende"	1	1.6%
5) "Utilfredsstillende"	0	0.0%
Antal besvarelser	62	
Ikke besvaret / ugyldige besvarelser	2	
Svarprocent	96.9%	

Spørgsmål 12**"Anser du rekrutteringsprosedyren for junior-eksperter for å være:"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Meget tilfredsstillende"	27	14.2%
2) "Tilfredsstillende"	107	56.3%
3) "Middels tilfredsstillende"	37	19.5%
4) "Mindre tilfredsstillende"	16	8.4%
5) "Utilfredsstillende"	3	1.6%
Antal besvarelser	190	
Ikke besvaret / ugyldige besvarelser	12	
Svarprocent	94.1%	

Spørsmål 13

"Mottok du orientering, opplæring eller annen form for briefing fra UD/NORAD før du begynte som juniorekspert?"
(Mulighet for flere svar)

Svarkategorier	Ja		Nei	
	Absolutte tal	I prosent	Absolutte tal	I prosent
1) "Orienteringskurs"	165	82.1%	36	17.9%
2) "Språkkurs"	100	49.8%	101	50.2%
3) "Faglig briefing"	42	20.9%	159	79.1%
4) "Annet (forklar)"	39	100.0%		
Antal svar	642			
Antal besvarelser	201			
Ikke besvaret / ugyldige besvarelser	1			
Svarprocent	99.5%			

Spørsmål 13b

"Hva er helhetsinntrykket av den briefing du mottok fra UD/NORAD før du begynte som juniorekspert?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Meget tilfredsstillende"	35	18.8%
2) "Tilfredsstillende"	76	40.9%
3) "Middels tilfredsstillende"	37	19.9%
4) "Mindre tilfredsstillende"	30	16.1%
5) "Utilfredsstillende"	8	4.3%
Antal besvarelser	186	
Ikke besvaret / ugyldige besvarelser	16	
Svarprocent	92.1%	

Spørsmål 14

"Ut over alminnelig innføring i jobben, mottok du da orientering eller briefing fra din internasjonale organisasjon før ankomst til "duty station?"

(Mulighet for flere svar)

Svarkategorier	Ja		Nei	
	Absolutte tal	I prosent	Absolutte tal	I prosent
1) "Organisert orienteringskurs"	69	35.0%	128	65.0%
2) "Briefing vedr. faglige aspekter"	89	45.2%	108	54.8%
3) "Briefing vedr. private aspekter"	69	35.0%	128	65.0%
4) "Språkkurs"	8	4.1%	189	95.9%
4) "Annen form for briefing"	31	100.0%		0.0%
Antal besvarelser	796			
Antal svar	197			
Ikke besvaret / ugyldige besvarelser	5			
Svarprocent	97.5%			

Spørsmål 15

"Ut over alminnelig innføring i jobben, mottok du da orientering eller briefing fra din internasjonale organisasjon ved ankomst til "duty station?"

(Mulighet for flere svar)

Svarkategorier	Ja		Nei	
	Absolutte tal	I prosent	Absolutte tal	I prosent
1) "Organisert orienteringskurs"	15	7.5%	185	92.5%
2) "Briefing vedr. faglige aspekter"	88	44.0%	112	56.0%
3) "Briefing vedr. private aspekter"	74	37.0%	126	63.0%
4) "Språkkurs"	26	13.0%	174	87.0%
4) "Annen form for briefing"	24	100.0%		0.0%
Antal svar	824			
Antal besvarelser	200			
Ikke besvaret / ugyldige besvarelser	2			
Svarprocent	99.0%			

Spørsmål 17d

"Utsendelsesorganisasjon"

(Både 1. og 2. juniorekspertjobb)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) FAO	57	27.7%
2) UNDP	45	21.8%
3) ILO	26	12.6%
4) UNICEF	15	7.3%
5) UNIDO	12	5.8%
6) UNESCO	12	5.8%
7) UNHCR	9	4.4%
8) UNEP	5	2.4%
9) WHO	3	1.5%
10) IFAD	5	2.4%
11) UNSO	2	1.0%
12) Andre organisationer	15	7.3%
Antal svar	206	
Antal besvarelser	202	
Ikke besvaret / ugyldige besvarelser	0	
Svarprocent	100%	

Spørsmål 18

"Er/var du under arbeidet som juniorekspert ansatt som:"

Svarkategorier	Jobb 1	Jobb 2	Absolutte tal	Procentvis fordeling
1) "Junior Professional Officer (JPO)"	90	11	101	44.3%
2) "Associate Expert (AE)"	95	13	108	47.4%
3) "Annet"	15	4	19	8.3%
Antal besvarelser	200	28		
Ikke besvaret / ugyldige besvarelser	2	0		
Svarprocent	99.0%	100.0%		

Spørsmål 19

"Under din jobb som juniorekspert, jobber/et du da på et:"

Svarkategorier	Jobb 1	Jobb 2	Absolutte tal	Procentvis fordeling
1) "Hovedkontor"	37	13	50	22.2%
2) "Regionalt kontor"	28	2	30	13.3%
3) "Landkontor"	68	6	74	32.9%
4) "Prosjekt"	59	7	66	29.3%
5) "Annet"	5	0	5	2.2%
Antal besvarelser	197	28		
Ikke besvaret / ugyldige besvarelser	5	0		
Svarprocent	97.5%	100.0%		

Spørsmål 20

"Mener du at utdannelsen din er/var relevant for den jobben du er/ble satt til å utføre?"

Svarkategorier	Jobb 1	Jobb 2	Absolutte tal	Procentvis fordeling
1) "I meget høy grad"	49	4	53	23.7%
2) "I høy grad"	87	14	101	45.1%
3) "I noen grad"	49	7	56	25.0%
4) "I liten grad"	9	3	12	5.4%
5) "I svært liten grad"	2	0	2	0.9%
Antal besvarelser	196	28		
Ikke besvaret / ugyldige besvarelser	6	0		
Svarprocent	97.0%	100.0%		

Spørsmål 21

"Mener du at din yrkeserfaring (før du begynte i jobben) er eller var relevant for den/de jobb(ene) du skal utføre eller skulle utført?"

Svarkategorier	Jobb 1	Jobb 2	Absolutte tal	Procentvis fordeling
1) "I svært høy grad"	43	4	47	21.4%
2) "I høy grad"	85	9	94	42.7%
3) "I noen grad"	49	7	56	25.5%
4) "I liten grad"	8	3	11	5.0%
5) "I svært liten grad"	0	0	0	0.0%
6) "Ingen yrkeserfaring"	12	0	12	5.5%
Antal besvarelser	197	23		
Ikke besvaret / ugyldige besvarelser	5	5		
Svarprocent	97.5%	82.1%		

Spørsmål 22

"Har/hadde du under jobben som juniorekspert en veileder?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	123	62.1%
2) "Nei"	75	37.9%
Antal besvarelser	198	
Ikke besvaret / ugyldige besvarelser	4	
Svarprocent	98.0%	

Spørsmål 22b**"Hvis ja, er/var den veiledningen du mottar/mottok:"**

Svarkategorier	Jobb 1	Jobb 2	Absolutte tal	Procentvis fordeling
1) "Meget tilfredsstillende"	26	5	31	23.7%
2) "Tilfredsstillende"	41	6	47	35.9%
3) "Middels tilfredsstillende"	21	3	24	18.3%
4) "Mindre tilfredsstillende"	21	0	21	16.0%
5) "Utilfredsstillende"	7	1	8	6.1%
Antal besvarelser	116	15		
Ikke besvaret / ugyldige besvarelser	7	2		
Svarprocent	94.3%	88.2%		

Spørsmål 23**"Hvis du under jobben som juniorekspert er/var ansatt på et prosjekt, har/hadde du en eller flere lokale counterparts?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	46	69.7%
2) "Nei"	20	30.3%
Antal besvarelser	66	
Ikke besvaret / ugyldige besvarelser	0	
Svarprocent	100.0%	

Spørsmål 23b

"Hvis ja, fungerer(erte) samarbeidet:"

Svarkategorier	Jobb 1	Jobb 2	Absolutte tal	Procentvis fordeling
1) "Meget tilfredsstillende"	16	4	20	40.8%
2) "Tilfredsstillende"	12	0	12	24.5%
3) "Middels tilfredsstillende"	7	2	9	18.4%
4) "Mindre tilfredsstillende"	5	0	5	10.2%
5) "Utilfredsstillende"	3	0	3	6.1%
Antal besvarelser	43	6		
Ikke besvaret / ugyldige besvarelser	2	0		
Svarprocent	95.6%	100.0%		

Spørsmål 24

"Ble det arrangert organisert on-the-job opplæring for deg under din utestasjonering?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	37	18.9%
2) "Nei"	159	81.1%
Antal besvarelser	196	
Ikke besvaret / ugyldige besvarelser	6	
Svarprocent	97.0%	

Spørsmål 24b "Hvis ja, var den:"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Meget tilfredsstillende"	6	16.7%
2) "Tilfredsstillende"	23	63.9%
3) "Middels tilfredsstillende"	5	13.9%
4) "Mindre tilfredsstillende"	2	5.6%
5) "Utilfredsstillende"	0	0.0%
Antal besvarelser	36	
Ikke besvaret / ugyldige besvarelser	1	
Svarprocent	97.3%	

Spørsmål 25

"Har du deltatt på kurs som er tilrettelagt eller anbefalt av din organisasjon som et ledd i din opplæring?"

Svarkategorier	Ja		Nei	
	Absolutte tal	I procent	Absolutte tal	I procent
1) "Språkkurs"	41	20.5%	159	79.5%
2) "Faglig kurs"	57	28.5%	143	71.5%
Antal besvarelser	200			
Ikke besvaret / ugyldige besvarelser	2			
Svarprocent	99.0%			

Spørsmål 25b**"Hvis ja, var språkkurset nyttig i forhold til den jobben du skulle utføre under utestasjoneringen?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "I svært høy grad"	11	28.2%
2) "I høy grad"	11	28.2%
3) "I noen grad"	12	30.8%
4) "I liten grad"	5	12.8%
5) "I svært liten grad"	0	0.0%
Antal besvarelser	39	
Ikke besvaret / ugyldige besvarelser	2	
Svarprocent	95.1%	

Spørsmål 25c**"Hvis ja, var faglig kurset nyttig i forhold til den jobben du skulle utføre under utestasjoneringen?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "I svært høy grad"	10	18.5%
2) "I høy grad"	26	48.1%
3) "I noen grad"	14	25.9%
4) "I liten grad"	4	7.4%
5) "I svært liten grad"	0	0.0%
Antal besvarelser	54	
Ikke besvaret / ugyldige besvarelser	3	
Svarprocent	94.7%	

Spørsmål 26**"Ga du tilbakemelding til UD/NORAD under utestasjoneringen?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	147	75.4%
2) "Nei"	48	24.6%
Antal besvarelser	195	
Ikke besvaret / ugyldige besvarelser	7	
Svarprocent	96.5%	

Spørsmål 26b**"Hvis ja, var tilbakemeldingen:"**
(Mulighet for flere svar)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Muntlig"	86	49.4%
2) "Skriftlig"	88	50.6%
Antal svar	174	
Antal besvarelser	144	
Ikke besvaret / ugyldige besvarelser	3	
Svarprocent	98.0%	

Spørsmål 26c**"Foregikk tilbakemeldingen:"**

(Mulighet for flere svar)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Under utestasjonering"	128	67.7%
2) "Etter utestasjonering"	61	32.3%
Antal svar	189	
Antal besvarelser	145	
Ikke besvaret / ugyldige besvarelser	2	
Svarprocent	98.6%	

Spørsmål 26d**"Hvem tok initiativ til tilbakemeldingen?"**

(Mulighet for flere svar)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Du selv"	116	68.6%
2) "UD/NORAD"	53	31.4%
Antal svar	169	
Antal besvarelser	141	
Ikke besvaret / ugyldige besvarelser	6	
Svarprocent	95.9%	

Spørsmål 27**"Hadde/har du kontakt/samarbeid med andre norske "bistandsaktiviteter" under utestasjoneringen?"**

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	85	42.9%
2) "Nei"	113	57.1%
Antal besvarelser	198	
Ikke besvaret / ugyldige besvarelser	4	
Svarprocent	98.0%	

Spørsmål 28

"Et av formålene med juniorekspert programmet er å bidra til "opplæring i praktisk bistandsarbeid for yngre fagfolk"

"Uansett om du selv arbeider med utviklingsspørsmål nå, mener du at programmet oppfyller dette formålet?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "I svært høy grad"	47	23.6%
2) "I høy grad"	91	45.7%
3) "I noen grad"	41	20.6%
4) "I liten grad"	17	8.5%
5) "I svært liten grad"	3	1.5%
Antal besvarelser	199	
Ikke besvaret / ugyldige besvarelser	3	
Svarprocent	98.5%	

Spørsmål 29

"Et annet formål med juniorekspert programmet er å gi "støtte til konkrete støtteverdige prosjekter".

"Mener du at du har medvirket til å oppfylle dette formålet gjennom din jobb?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "I svært høy grad"	28	15.1%
2) "I høy grad"	72	38.7%
3) "I noen grad"	50	26.9%
4) "I liten grad"	25	13.4%
5) "I svært liten grad"	11	5.9%
Antal besvarelser	186	
Ikke besvaret / ugyldige besvarelser	16	
Svarprocent	92.1%	

Spørsmål 30

"Et implisitt formål med juniorekspertprogrammet er på lengere sikt å skape muligheter for ansettelse av tidligere juniorekspert i FN."

"Uansett om du selv arbeider med utviklingsspørsmål nå, synes du programmet oppfyller dette formålet?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "I svært høy grad"	30	15.7%
2) "I høy grad"	56	29.3%
3) "I noen grad"	50	26.2%
4) "I liten grad"	47	24.6%
5) "I svært liten grad"	8	4.2%
Antal besvarelser	191	
Ikke besvaret / ugyldige besvarelser	11	
Svarprocent	94.6%	

Spørsmål 30b

"Et implisitt formål med juniorekspertprogrammet er på lengere sikt å skape muligheter for ansettelse av tidligere juniorekspert i den private og offentlige sektor i Norge."

"Uansett om du selv arbeider med utviklingsspørsmål nå, synes du programmet oppfyller dette formålet?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "I svært høy grad"	18	11.7%
2) "I høy grad"	51	33.1%
3) "I noen grad"	58	37.7%
4) "I liten grad"	34	22.1%
5) "I svært liten grad"	11	7.1%
Antal besvarelser	172	
Ikke besvaret / ugyldige besvarelser	30	
Svarprocent	83.7%	

Spørsmål 31 "Hvordan vil du selv prioritere de tre ovennevnte formålene med junioreksperterprogrammet ? (Marker med 1, 2 og 3)"

Svar-kategorier	a) "Opplæring i praktisk bistandsarbeid..."		b) "Støtte til konkrete prosjekter.."		c) Skape ansettelsesmuligheter i FN og Norge"	
	Absolutte tal	I prosent	Absolutte tal	I prosent	Absolutte tal	I prosent
1) "Prioritet nr. 1"	124	62.6%	50	26.0%	24	12.4%
2) "Prioritet nr. 2"	64	32.3%	65	33.9%	64	33.2%
3) "Prioritet nr. 3"	10	5.1%	77	40.1%	105	54.4%
Antal besvarelser	198		192		193	
Ikke besvaret	4		10		9	
Svarprocent	98.0%		95.0%		95.5%	

Spørsmål 32

"Er ditt curriculum vitae i dag registrert i databaser hos firmaer/organisasjoner med henblikk på tilbud om internasjonale jobber?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	82	41.6%
2) "Nei"	115	58.4%
Antal besvarelser	197	
Ikke besvaret / ugyldige besvarelser	5	
Svarprocent	97.5%	

Spørsmål 33

"Ved å ta hensyn til de vanskeligheter som er ved å arbeide i u-land og til byråkratiet i store organisasjoner, hvordan vil du karakterisere din organisasjons "performance" på ditt arbeidssted i den tiden du arbeidet der?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Meget tilfredsstillende"	24	12.8%
2) "Tilfredsstillende"	78	41.5%
3) "Middels tilfredsstillende"	41	21.8%
4) "Mindre tilfredsstillende"	32	17.0%
5) "Utilfredsstillende"	13	6.9%
Antal besvarelser	188	
Ikke besvaret / ugyldige besvarelser	14	
Svarprocent	93.1%	

Spørsmål 34

"Hvordan ville du karakterisere nedenstående sider ved din organisasjon som helhet betraktet i den tid du har arbeidet der?"
(Sett kryss, 1 = høy grad av tilfredsstillelse, 5 = lav grad av tilfredsstillelse).

Svarkategorier	Absolutte tal					Svargrundlag	
	1	2	3	4	5	Antal besvarelser	Ikke besvaret/ugyldige svar
1) "Beslutningsprosessen"	5	49	68	42	19	183	19
2) "Beslutningshastighet"	8	31	59	55	30	183	19
3) "Ledelse"	9	49	61	45	21	185	17
4) "Planlegging"	6	43	83	34	16	182	20
5) "Personalutnyttelse"	3	36	76	50	21	186	16
6) "Ressursutnyttelse"	4	46	67	46	20	183	19
7) "Arbeidsklima"	20	73	58	23	10	184	18
8) "Faglig backstopping"	11	41	60	50	13	175	27
Svarkategorier	Procentvis fordeling					Svargrundlag	
	1	2	3	4	5	Svarprocent	Ikke besvaret/ugyldige svar
1) "Beslutningsprosessen"	2.7%	26.8%	37.2%	23.0%	10.4%	90.6%	9.4%
2) "Beslutningshastighet"	4.4%	16.9%	32.2%	30.1%	16.4%	90.6%	9.4%
3) "Ledelse"	4.9%	26.5%	33.0%	24.3%	11.4%	91.6%	8.4%
4) "Planlegging"	3.3%	23.6%	45.6%	18.7%	8.8%	90.1%	9.9%
5) "Personalutnyttelse"	1.6%	19.4%	40.9%	26.9%	11.3%	92.1%	7.9%
6) "Ressursutnyttelse"	2.2%	25.1%	36.6%	25.1%	10.9%	90.6%	9.4%
7) "Arbeidsklima"	10.9%	39.7%	31.5%	12.5%	5.4%	91.1%	8.9%
8) "Faglig backstopping"	6.3%	23.4%	34.3%	28.6%	7.4%	86.6%	13.4%
Antal besvarelser	186						
Ikke besvaret	16						
Svarprocent	92.1%						

Spørsmål 35

"Ved rekruttering av junioreksperter, mener du at UD bør diskriminere positivt med henblikk på å øke antallet av kvinner i de internasjonale organisasjoner?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	55	27.8%
2) "Nei"	109	55.1%
3) "Vet ikke"	34	17.2%
Antal besvarelser	198	
Ikke besvaret / ugyldige besvarelser	4	
Svarprocent	98.0%	

Spørsmål 36

"Hvordan betrakter du norske junioreksperters lønns plassering i de internasjonale organisasjoner?"

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Junioreksperter avlønnes for høyt"	14	7.4%
2) "Junioreksperter avlønnes passe"	137	72.5%
3) "Junioreksperter avlønnes for lavt"	38	20.1%
Antal besvarelser	189	
Ikke besvaret / ugyldige besvarelser	13	
Svarprocent	93.6%	

Spørsmål 37

"Planlegger du å søke u-landsrelatert arbeide når du er ferdig med ditt nåværende arbeid?"
(Kun for nåværende junioreksperter)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	9	42.9%
2) "Nei"	1	4.8%
3) "Vet ikke"	11	52.4%
Antal besvarelser	21	
Ikke besvaret / ugyldige besvarelser	6	
Svarprocent	77.8%	

Spørsmål 38

"Hvis ja, i hvilken type firma/organisasjon har du tenkt deg å søke?"
(Kun for nåværende junioreksperter)
(Mulighet for flere svar)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "UD/NORAD"	5	22.7%
2) "Privat konsulentfirma"	4	18.2%
3) "Rådgivende ingeniørfirma"	2	9.1%
4) "Internasjonal organisasjon/bank)	5	22.7%
5) "Frivillig organisasjon i Norge"	2	9.1%
6) "Frivillig organisasjon i utlandet"	2	9.1%
7) "Annet (spesifiser)"	2	9.1%
Svar	22	
Antal besvarelser	9	
Ikke besvaret / ugyldige besvarelser	0	
Svarprocent	100.0%	

Spørsmål 39

"Hvis du var utestasjonert under 2 år, hvorfor reiste du innen utløpet av den toårig periode?"
 (Kun for tidligere juniorekspertter)
 (Mulighet for flere svar)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Fikk et annet jobtilbud"	13	16.5%
2) "Familiemessige årsaker"	21	26.6%
3) "Nye utfordringer"	8	10.1%
4) "Hjemlengsel"	1	1.3%
5) "Annet"	36	45.6%
Svar	79	
Antal besvarelser	63	
Ikke besvaret / ugyldige besvarelser	0	
Svarprocent	100.0%	

Spørsmål 40

"Fikk du tilbud om "ekspertjobb" hos din organisasjon da kontrakten som juniorekspert var avsluttet?"
 (Kun for tidligere juniorekspertter)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	49	32.9%
2) "Nei"	100	67.1%
Antal besvarelser	149	
Ikke besvaret / ugyldige besvarelser	26	
Svarprocent	85.1%	

Spørgsmål 40b**"Tok du imot tilbudet?"**

(Kun for tidligere junioreksperter)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	26	53.1%
2) "Nei"	23	46.9%
Antal besvarelser	49	
Ikke besvaret / ugyldige besvarelser	0	
Svarprocent	100.0%	

Spørgsmål 41**"Har du hatt en ufrivillig arbeidsløshetsperiode umiddelbart etter avslutning av utestasjoneringen?"**

(Kun for tidligere junioreksperter)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	21	14.2%
2) "Nei"	127	85.8%
Gennemsnitlig lengde for arbeidsløshetsperiode (i måneder)	3,7	
Antal besvarelser	148	
Ikke besvaret / ugyldige besvarelser	27	
Svarprocent	84.6%	

Spørsmål 41b

"Har din ektefelle/samboer hatt en ufrivillig arbeidsløshetsperiode umiddelbart etter avslutning av utestasjoneringen?"

(Kun for tidligere junioreksperter)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	18	12.2%
2) "Nei"	130	87.8%
Gennemsnittlig lengde for arbeidsløshetsperiode (i måneder)	7,7	
Antal besvarelser	148	
Ikke besvaret / ugyldige besvarelser	0	
Svarprocent	100.0%	

Spørsmål 42

"Har du siden du begynte som juniorekspert hatt jobber hvor du direkte har arbeidet med utviklingsarbeid eller handel med utviklingsland?"

(Kun for tidligere junioreksperter)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	99	65.1%
2) "Nei"	53	34.9%
Antal besvarelser	152	
Ikke besvaret / ugyldige besvarelser	23	
Svarprocent	86.9%	

Spørsmål 43

"Har du etter avslutningen av jobben som juniorekspert søkt arbeid utenfor Norge?"
(Kun for tidligere juniorekspert)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	88	58.3%
2) "Nei"	63	41.7%
Antal besvarelser	151	
Ikke besvaret / ugyldige besvarelser	24	
Svarprocent	86.3%	

Spørsmål 44

"Mener du at erfaringen som juniorekspert hadde avgjørende positiv betydning ved bedømmelse av kvalifikasjonene dine ved den første ansettelsen etter hjemkomsten fra din juniorekspert jobb?"
(Kun for tidligere juniorekspert)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	69	50.0%
2) "Nei"	51	37.0%
3) "Vet ikke"	18	13.0%
Antal besvarelser	138	
Ikke besvaret / ugyldige besvarelser	37	
Svarprocent	78.9%	

Spørsmål 45

"Mener du at erfaringen som juniorekspert hadde avgjørende positiv betydning ved bedømmelse av kvalifikasjonene dine ved nåværende ansettelse?"
(Kun for tidligere juniorekspert)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	48	35.6%
2) "Nei"	71	52.6%
3) "Vet ikke"	16	11.9%
Antal besvarelser	135	
Ikke besvaret / ugyldige besvarelser	40	
Svarprocent	77.1%	

Spørsmål 46

"Har du deltatt i frivillige aktiviteter knyttet til utviklingsspørsmål i løpet av det siste året?"
(Kun for tidligere juniorekspert)

Svarkategorier	Absolutte tal	Procentvis fordeling
1) "Ja"	52	35.1%
2) "Nei"	96	64.9%
Antal besvarelser	148	
Ikke besvaret / ugyldige besvarelser	27	
Svarprocent	84.6%	

Annex 5



NORAD

DIREKTORATET FOR
UTVIKLINGSHJELP
NORWEGIAN AGENCY FOR
DEVELOPMENT COOPERATION

BISTANDSSKOLEN

KURSPLAN

FOR

HØSTSEMESTERET 1993

NB

Det tas forbehold om mulige
endringer i kursdatoer samt
kursenes innhold.

10. MAI 1993

***BISTAND OG UTVIKLING (BU)**

Kurset presenterer norsk bistands sentrale mål og prioriteringer med vekt på NORADs strategi. Videre diskuteres bistand i et historisk perspektiv, dens rolle i den generelle Nord/Sør-politikken, FN-systemet og de internasjonale organisasjoners arbeidsmåte.

Målgruppe i NORAD: Kurset er obligatorisk for alle.

UKE	DATO
33	16. - 20.08
40	04. - 08.10
45	08. - 12.11

5 DAGER

***LANDKUNNSKAP (LA)**

Kurset presenterer det enkelte samarbeidslands økonomiske, politiske, kulturelle og sosiale forhold samt landets historie og administrative system. Det gis også en oversikt over norsk bistandsengasjement i det aktuelle land.

Målgruppe i NORAD: Ansatte med vedkommende land innen sitt arbeidsfelt og andre som ønsker grunnkunnskaper om landet.

UKE	DATO
36	09. - 10.09
46	15. - 16.11

2 DAGER

***FORBEREDELSE TIL UTREISE (FU)**

Kurset dekker følgende tema: psykisk helse ved utreise, personlig helse, sosial tilpasning og medfølgendes situasjon, samt AIDS-problematikk.

Målgruppe i NORAD: NORAD-rekruttert kontraktspersonell, utreisende til representasjonene og deres ektefeller.

UKE	DATO
34	23. - 25.08
41	11. - 13.10
46	17. - 19.11

3 DAGER

***BISTAND OG MENNESKERETTIGHETER (BMR)**

Kurset gir en oversikt over utviklingen av menneskerettighetsbegrepet, ulik forståelse og vektlegging av begrepet i forskjellige kulturer, sammenhengen mellom bistand og menneskerettigheter og de forskjellige aktører (FN, myndighetene hjemme og ute, NGOs osv.). Målet er å gjøre bistandspersonell bedre kjent med begrepene og mulige reaksjonsmønstre.

Målgruppe i NORAD: Alle ansatte.

UKE	DATO
39	30.09
48	02.12

1 DAG

***KULTURFORSTÅELSE (K)**

Som en foreløpig ordning er kurset er noe endret i forhold til tidligere. Det anbefales å ta kursene "Kulturforståelse" og "Dialog" under ett.

Kurset skal gi deltakerne økt kulturforståelse og kunnskap om begreper som kan bedre deres evner til tverrkulturelt samarbeid, og den sosiokulturelle dimensjonen i bistandsarbeidet.

Målgruppe i NORAD: Alle ansatte.

UKE	DATO
35	30.08
47	22.11

1 DAG

***DIALOG: TVERRKULTURELL KOMMUNIKASJON (D) ¹**

Kurset skal gi deltakerne innsikt i kommunikasjonsprosesser i egen og annen kultur og gi "praktiske redskaper" som kan brukes til å forbedre personlig kommunikasjon.

Målgruppe i NORAD: Alle ansatte.

UKE	DATO
35	31.08 - 01.09
35	02. - 03.09
47	23. - 24.11
47	25. - 26.11

2 DAGER

¹ Kursdeltakerne forutsettes å ha deltatt på kurset "Kulturforståelse", tidligere "Kultur: Samfunns- og organisasjonsforståelse."

***INSTITUSJONSFORSTÅELSE (IF)**

Kurset omhandler institusjonsutviklingens dynamikk, dens aktører og prosesser, generelt og i bistandssammenheng. Målet er økt bevissthet og kunnskap om institusjonsutvikling som mål og virkemiddel.

Målgruppe i NORAD: Alle ansatte.

UKE	DATO
36	06. - 08.09
44	01. - 03.11

3 DAGER

***MILJØ OG ØKONOMI (MØ)**

Kurset gir en innføring i sammenhenger mellom økonomisk vekst og økologisk bærekraftig utvikling samt i metode for miljøkonsekvensanalyse.

Målgruppe i NORAD: Kurset er obligatorisk for alle.

UKE	DATO
39	27. - 29.09
48	29.11 - 01.12

3 DAGER

***BISTAND OG KJØNNSROLLER (BK)**

Kurset gir en innføring i teori og metode for forståelse og analyse av hvordan utviklings-tiltak påvirker kvinner og menns leveforhold. Det gis anledning til å prøve ut metoden på ulike typer bistandstiltak samt kombinere den med andre planleggingsverktøy.

Målgruppe i NORAD: Kurset er obligatorisk for alle.

UKE	DATO
34	26. - 27.08
41	12. - 13.10
41	14. - 15.10

2 DAGER

SPESIELLE FAGLIGE INTRODUKSJONSKURS TIL "INTEGRERT METODEKURS":*** TEKNOLOGIVURDERING (IMT)**

Kurset beskriver de begrepene og hovedmodellene som benyttes for å forstå hvilken rolle teknologi spiller i en utviklingsprosess. Deltakerne arbeider i stor grad med konkrete eksempler for å forstå virkningen av ulike valg av teknologi for mennesker, samfunn, økonomi, miljø etc.

UKE	DATO
42	18.10

1 DAG

**** ØKONOMISK/FINANSIELL ANALYSE (IMØ)**

Kurset gir en innføring i grunnleggende hovedbegreper og analyseverktøy som f. eks. kostnadseffektivitet, kost-nytte analyse, nåverdi-vurderinger og internrente-vurderinger. Kurset er lagt opp for at deltakerne skal forstå når ulike metoder skal brukes og hvilke konsekvenser økonomisk analyse kan ha for valg mellom alternativer.

UKE	DATO
42	19.10

1 DAG

***INTEGRERT METODEKURS (IM) ²**

Kurset presenterer metoder for vurdering av bæreevne i bistandstiltak. Metodene knyttes opp til forvaltning av tiltak og dette eksemplifiseres ved et gjennomgående prosjekt-eksempel. De seks faglige perspektivene, dvs. institusjonsforståelse, kulturelle og miljømessige forhold, kjønnsdimensjonen, teknologiske og økonomisk/finansielle vurderinger, blir anvendt i det gjennomgående eksemplet. Kurset består av:

- A) TVERRFAGLIG ANALYSE
- innføring i LFA
 - utforming av tiltak (case)
 - faglige og tverrfaglige vurderinger (case)

² Kursdeltakerne forutsettes å ha deltatt på følgende kurs ved Bistandsskolen:

- "Institusjonsforståelse" (IF)
- "Kulturforståelse" (K)
- "Miljø og økonomi" (MØ)
- "Bistand og kjønnsroller" (BK)
- "Teknologivurdering" (IMT)
- "Økonomisk/finansiell analyse" (IMØ)

Alternativt bør kursdeltakerne ha gjennomført tilsvarende kurs tidligere. De to sistnevnte kursene arrangeres i tilknytning til "Integrert metodekurs".

- B) RESULTATVURDERING OG KVALITETSSIKRING
- innføring i evalueringsmetode
 - resultatvurdering (case)
 - bruk av indikatorer
 - LFA i forvaltningen

Målgruppe i NORAD: Saksbehandlere og ledere som arbeider med planlegging/vurdering av bistandstiltak.

UKE	DATO
42 - 43	20. - 29.10

8 DAGER

***NORADS ADMINISTRASJON (NA)**

Kurset er for tiden under omarbeidelse. I løpet av sommeren 1993 vil det bli sendt ut ny informasjon og et eget påmeldingsskjema til kurset. Tidsrammen for kurset vil imidlertid være uendret.

Kurset er delt inn i flere delkurs. Delkursene fokuserer på regelverk og ulike aspekter ved NORADS forvaltningsprosedyrer. Målet er at deltakerne skal kjenne disse samt kunne bygge på og dra nytte av etatens erfaringer.

Målgruppe i NORAD: Enkelte delkurs vil være obligatorisk for alle NORAD-ansatte, mens andre delkurs vil være rettet spesielt mot saksbehandlere og ledere, samt utreisende til representasjonene.

UKE	DATO
37 - 38	13. - 24.09

10 DAGER

11.May.93		KURSPLAN HØSTEN 1993:																																		
		33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49																		
KURSNAVN	Dager Fork.	16.Aug	23.Aug	30.Aug	6.Sep	13.Sep	20.Sep	27.Sep	4.Oct	11.Oct	18.Oct	25.Oct	1.Nov	8.Nov	15.Nov	22.Nov	29.Nov	6.Dec																		
		20.Aug	27.Aug	3.Sep	10.Sep	17.Sep	24.Sep	1.Oct	8.Oct	15.Oct	22.Oct	29.Oct	5.Nov	12.Nov	19.Nov	26.Nov	3.Dec	10.Dec																		
Bistand og Utvikling	5 BU	BU							BU					BU																						
Landkunnskap	2 LA				LA										LA																					
Forberedelse til utreise	3 FU		FU							FU																										
Bistand og menneskerettigheter	1 BMR							BMR																												BMR
Kulturforståelse	1 K			K																																
Dialog: Tverrkulturell kommunikasjon	2 D					D D																														D D
Institusjonsforståelse	3 IF																																			IF
Miljø og økonomi	3 MØ																																			MØ
Bistand og kjønnsroller	2 BK																																			BK BK
Teknologivurd.(Intro.til Int.Met.kurs)	1 IMT																																			IMT
Øk./Fin.analyse (Intro.til Int.Met.kurs)	1 IMØ																																			IMØ
Integert Metodekurs	8 IM																																			IM IM
NORADS ADMINISTRASJON	10 NA																																			NA NA
FK-kurs																																				FK-språk FK-språk FK-språk FK-språk FK-språk FK-språk

EVALUATION REPORTS

- 1.85 LO's (Norwegian Trade Union) Development Assistance
2.85 Rural Water Supply Reconstruction and Development Programme - DDF, Zimbabwe
3.85 Opplæringsstøtteordningen
4.85 REDD BARNA Development Efforts - Ethiopia and Sri Lanka
5.85 Lake Turkana Fisheries Development Project, Kenya
6.85 Development Centres for Women in Bangladesh
7.85 Description of the Planning Model of HIRDEP, Sri Lanka
1.86 Stockfish as Food Aid
2.86 Mali - matforsyning og katastrofebistand
3.86 Multi-bilateral Programme under UNESCO
4.86 Mbegani Fisheries Development Centre, Tanzania
5.86 Four Norwegian Consultancy Funds, Central America
6.86 Virkninger for kvinner av norske bistandstiltak
7.86 Commodity Assistance and Import Support to Bangladesh
1.87 The Water Supply Programme in Western Province, Zambia
2.87 Sosio-kulturelle forhold i bistanden
3.87 Summary Findings of 23 Evaluation Reports
4.87 NORAD's Provisions for Investment Support
5.87 Multilateral bistand gjennom FN-systemet
6.87 Promoting Imports from Developing Countries
1.88 UNIFEM - United Nations Development Fund for Women
2.88 The Norwegian Multi-Bilateral Programme under UNFPA
3.88 Rural Roads Maintenance, Mbeya and Tanga Regions, Tanzania
4.88 Import Support, Tanzania
5.88 Nordic Technical Assistance Personnel to Eastern Africa
6.88 Good Aid for Women?
7.88 Soil Science Fellowship Course in Norway
1.89 Parallel Financing and Mixed Credits
2.89 The Women's Grant. Desk Study Review
3.89 The Norwegian Volunteer Service
4.89 Fisheries Research Vessel - "Dr. Fridtjof Nansen"
5.89 Institute of Development Management, Tanzania
6.89 DUHs forskningsprogrammer
7.89 Rural Water Supply, Zimbabwe
8.89 Commodity Import Programme, Zimbabwe
9.89 Dairy Sector Support, Zimbabwe
1.90 Mini-Hydropower Plants, Lesotho
2.90 Operation and Maintenance in Development Assistance
3.90 Telecommunications in SADCC Countries
4.90 Energy support in SADCC Countries
5.90 International Research and Training Institute for Advancement of Women (INSTRAW)
6.90 Socio-cultural Conditions in Development Assistance
7.90 Non-Project Financial Assistance to Mozambique
1.91 Hjelp til selvhjelp og levedyktig utvikling
2.91 Diploma Courses at the Norwegian Institute of Technology
3.91 The Women's Grant in Bilateral Assistance
4.91 Hambantota Integrated Rural Development Programme, Sri Lanka
5.91 The Special Grant for Environment and Development
1.92 NGOs as partners in health care, Zambia
2.92 The Sahel-Sudan-Ethiopia Programme
3.92 De private organisasjonene som kanal for norsk bistand, Fase1
1.93 Internal learning from evaluation and reviews
2.93 Macro-economic impacts of import support to Tanzania
3.93 Garantiordning for investeringer i og eksport til utviklingsland
4.93 Capacity-Building in Development Cooperation
Towards integration and recipient responsibility
1.94 Evaluation of World Food Programme
2.94 Evaluation of the Norwegian Junior Expert Programme with UN Organisations

Country Studies and Norwegian Aid Reviews

(Most studies are available in English and Norwegian)

1985 Pakistan	1986 Bangladesh	1986 Zambia	1987 India	1987 Sri Lanka
1987 Kenya	1988 Tanzania	1988 Botswana	1989 Zimbabwe	1990 Mozambique

