

Department of Economic and Social Affairs

**10th Meeting of National Recruitment
Services and UN Organizations on the
JPO Programmes**

The Hague, 28th - 30th April 2015

Final Report

**United Nations
New York, 2016**

DESA

The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social and environmental sphere and national action. The Department works in three main interlinked areas: i) it compiles, generates and analyses a wide range of economic, social and environmental data and information on which Member States of the United Nations draw to review common problems and to take stock of policy options; ii) it facilitates the negotiations of Member States in many intergovernmental bodies on joint course of action to address ongoing or emerging global challenges; and iii) it advises interested governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programmes at the country level and, through technical assistance, helps build national capacities.

Note

The designations employed and the presentation of material in this report do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

Acknowledgement

Special acknowledgements to the Government of The Netherlands for generously hosting the Meeting in The Hague and for the services of Ms. Marjo Vervoorn, as note-taker for the Meeting. Special mention should be made of the contribution of Ms. Meher Mary Joseph, who has been invaluable in the preparation of the present report on behalf of the United Nations Department of Economic and Social Affairs (UN/DESA).

Distribution

Limited distribution to participating countries and United Nations Organizations.

Enquiries concerning this report may be directed to:

UN JPO Programme
Capacity Development Office
United Nations Department of Economic and Social Affairs
One United Nations Plaza, Room DC1-2585
United Nations, New York, NY 10017
Tel. +1 917-367-5058, Fax: +1 212-963-1270
E-mail: sasso@un.org

United Nations publication
Copyright © United Nations, 2016
All rights reserved

Index

1.	Executive Summary.....	1
2.	Introduction.....	4
	2.1 Review of the Recommendations of the 9th Meeting of National Recruitment Services and UN Organizations on the JPO Programmes.....	5
3.	An Overview of the JPO Programmes -	
	3.1 A Historical Overview of Key Administrative Decisions taken by the Meeting of National Recruitment Services and UN Organizations on the JPO Programmes.....	8
	3.2 UN Human Resources Reform and its implications for the UN System and the JPO Programmes.....	10
	3.3 Sponsorship of Developing Country Candidates- An Update on the Voluntary Trust Fund.....	12
	3.4 The JPO Programmes in the 21st Century- Factors affecting the Programmes and other considerations.....	14
	3.5 Key Findings of the Evaluation Task Force Exercise by Switzerland.....	15
	3.6 Key Findings of the Evaluation Task Force Exercise by UN DESA- Rome Office	16
	3.7 Key Findings of the 5th Statistical Overview Report of UN DESA.....	19
4.	Best Practices in the JPO Programmes	
	4.1 Celebrating 60 Years of the Dutch JPO Programme- Continuous Investment in Young Talent and UN Development Cooperation.....	21
	4.2 The German JPO Programme Strategy.....	22
	4.3 Integration Support provided to Swiss JPOs.....	24
	4.4 Building New Partnerships- The Case of the State of Kuwait.....	26
	4.5 Strategies to Strengthen Existing Partnerships and Build New Partnerships for the JPO Programmes by UNDP and WHO.....	27
	4.6 Reforms and Reorganization in the World Bank Group.....	29
	4.7 Creating a JPO Talent Pipeline by WFP.....	32
	4.8 Video Interviewing- An Innovative Approach to the Selection Process by UNESCO	33
	4.9 Orientation Programme for JPOs by UNSSC	34
	4.10 UNICEF’s Competency-based Approach to Assessment and Career Development	35
	4.11 UNDP’s Performance Appraisal System in the Framework of Career Development	37
	4.12 A Holistic Approach to Talent Management by UNFPA.....	39
	4.13 JPO Career Bootcamp- An Assessment & Career Development Initiative by the ILO, ITC, and WHO.....	41

5.	Conclusion	43
6.	Annexes	
	Annex I: Recommendations of the 10th Meeting of National Recruitment Services and UN Organizations on the JPO Programmes in The Hague, 28-30 April 2015.....	44
	Annex II: Agenda.....	48
	Annex III: List of Participants	52
	Annex IV: Opening Speech by Mr. Christiaan Rebergen, Director General International Cooperation, Ministry of Foreign Affairs of The Netherlands.....	61

1. Executive summary

The 10th Meeting of National Recruitment Services and UN Organizations on the JPO Programmes was held in The Hague, The Netherlands from 28th - 30th April, 2015.

The Meeting was attended by delegates from 27 countries and representatives of 32 organizations (see Annex III). They shared best practices adopted by donor countries, UN agencies and Organizations, new developments affecting the Programmes, how best to adapt to the changes brought about by these new developments, and undertook discussions pertaining to an overall appraisal of the Programmes.

The final day of the Meeting saw the adoption of twelve recommendations including 1) Change of name of the Meetings 2) Continuity in Change 3) Outreach and building new partnerships 4) Integration support and mentoring programmes/buddy systems 5) Supervision guidelines and compact with supervisors 6) Selection tools 7) Sponsorship of Developing Country Candidates: Implementation of the Voluntary Trust Fund 8) Cost estimates 9) Facilitating ongoing communication 10) Developing Indicators to Measure the Quality of the JPO Programmes 11) Assessment of the JPO Programmes 12) Planning for the next meeting in 2017 (For the full text of the recommendations, see Annex I).

The Meeting focused on three main areas of discussion:

1) Evaluating the Programmes

An overview of critical topics that had been discussed and key decisions that had been made, over twenty years of previous sessions of the Meetings, were summarized and presented, taking into consideration the new donor countries who had joined the JPO Programmes. The results of the activities of the Evaluation Task Force led by Switzerland and by UN DESA- Rome Office were presented as well. Both exercises identified areas of improvement and presented recommendations to ameliorate them, yet on the whole, they found that all stakeholders (i.e. the donor countries, the receiving organizations, and the JPOs) were immensely satisfied with the Programmes. This was expressed in the findings of the Fifth Statistical Overview Report of UN DESA as well, which additionally looked at factors influencing the career development of the JPOs, among other key trends representative of the UN JPO Programme.

2) Human Resources Best Practices

The Meeting commemorated the 60th Anniversary of the Dutch JPO Programme, and particularly acknowledged the Dutch Government's pioneering role in sponsoring Developing Country Candidates, since 1976. Germany presented its approach with respect to their national programme, with specific emphasis on recruitment strategies utilised, career development of JPOs, and networking opportunities made available in the context of the programme. Switzerland shed light on the additional integration support provided as part of the onboarding process, and the beneficial role it played in helping the new JPOs acclimate to their role within the receiving organizations. UN Organizations including WFP, UNESCO, UNSSC, UNICEF, UNDP, UNFPA, ILO, ITC, and WHO presented the Human Resources Best Practices adopted by them, spanning the JPO lifecycle from recruitment to onboarding to talent management, and finally, future

career development. A competency-based approach underpins all of these processes, at the different agencies and organizations. The representative of the World Bank also presented the strategy adopted in the operation of the Programme in response to reforms, restructuring, and change underway within their organization. Finally, the UN Office of Human Resources Management (OHRM) presented an overview of UN Human Resources Reforms in the UN Secretariat and UN System and a discussion on the implications it would have for the JPO Programmes was undertaken. Key reforms being introduced included the transition to Umoja, introduction of the Mobility and Career Development Framework, and the Compensation Review Exercises undertaken by the International Civil Service Commission (ICSC).

3) Building New Partnerships

Taking into account the above mentioned reforms, as well as other salient factors, it became evident to the Meeting that the UN is undergoing rapid change, which further reiterated the importance of ensuring the operation of the Voluntary Trust Fund for Developing Country Candidates. In this context, the UNDP and WHO presented strategies to strengthen existing partnerships and build new partnerships for the JPO Programmes- a case in point being, the newly instituted JPO programme of Kuwait.

The last day of the Meeting saw participants engaged in discussions and deliberations, which led to the unanimous adoption of the Recommendations. Notable among these were,

- ✓ Standardizing the name of the Meeting to the “Meeting of National Recruitment Services and UN Organizations on the JPO Programmes” in its 11th edition; additionally, those UN Organizations that had not done so yet, were encouraged to change the name of their programme to “JPO Programme” as agreed in the 9th Meeting.
- ✓ Building new bridges- engaging in outreach activities and encouraging middle income countries and particularly countries from the South to participate in the Programmes.
- ✓ Enhancing the efficiency of onboarding procedures; incorporating coaching and mentoring programmes and introducing ‘buddy systems’ to facilitate the smooth integration of JPOs into their new organizations.
- ✓ Ensuring adherence to supervisory guidelines and compacts.
- ✓ Experimenting with electronic tools on a pilot-basis, to increase efficiency at the pre-selection and selection stages.
- ✓ Exploring the possibility of contributing to the Voluntary Trust Fund for Developing Country Candidates, while also undertaking outreach activities to mobilize interest in contributing to the Fund, among potential partners.
- ✓ Standardizing cost estimates, in compliance with IPSAS requirements; aiming to maintain the cost-effectiveness of the Programmes.
- ✓ Active participation and use of a LinkedIn platform for donor countries and UN agencies and organizations to exchange best practices.

- ✓ Identifying measurable indicators to assess the quality and impact of the Programmes; undertaking assessment exercises and periodic surveys on a four-yearly basis, addressing all stakeholders.

All stakeholders were encouraged to maintain the excellent spirit of cooperation and flexibility, critical to ensuring adaptability.

In closing, the Meeting expressed their heartfelt appreciation to the Government of The Netherlands for its warm, generous hospitality and excellent logistical arrangements which facilitated the fruitful, productive discussions. They also expressed their deep appreciation to UN DESA for its substantive technical contributions to the discussions as well as its excellent organizational efforts. The participants requested UN DESA to begin planning for the next meeting and to explore with various countries, among them Germany, the possibility of hosting the meeting in 2017.

2. Introduction

The 10th Meeting of National Recruitment Services and UN Organizations on the JPO Programmes was held in The Hague, the Netherlands from 28th April, 2015 to 30th April, 2015. Delegates from 27 countries and representatives of 32 organizations attended the Meeting (see Annex III).

The participants unanimously elected Mr. Hellmut Meinhof, Head of Bureau for International Organisations' Personnel (BFIO), a specialised service provider of the German Federal Employment Agency (Bundesagentur für Arbeit), Germany as Chairman of the Meeting. Mr. Furio de Tomassi, Chief, Human Resources Management, Capacity Development Office, UN DESA, served as Secretary of the Meeting. Ms. Andrea Theocharis, Associate Human Resources Officer, Capacity Development Office, UN DESA, was elected as Rapporteur.

The Agenda (see Annex II), was adopted unanimously by the Meeting participants. The Meeting opened with keynote speeches by Mr. Christiaan Rebergen, Director General International Cooperation, Ministry of Foreign Affairs of The Netherlands and Mr. Furio de Tomassi, Chief, Human Resources Management, Capacity Development Office, UN DESA. The venue for the Meeting was more appropriate than ever, due to it coinciding with 60th Anniversary of the Dutch JPO Programme, marked by its inclusive approach of sponsoring developing country candidates since 1976.

Mr. Rebergen reiterated the distinct role the Programme has played in providing talented young professionals with an enriching learning experience in an international organizational setting, while enabling the United Nations to advance their global mission in the critical areas of peace, sustainable development, and human rights.

Mr. de Tomassi, presented the themes for the Meeting and encouraged participants to view the Meeting as an opportunity to keep their networks alive, while sharing mutual concerns and ideas in a productive, collegial environment. It would also be an opportune time, to assess how the Programme could adapt to changing times, and how the JPO community could come together to spearhead change.

The Meeting began with a review of the Recommendations of the 9th Meeting held in Stockholm, Sweden, following which findings of the Evaluation Task Force and the 5th Statistical Overview Report were appraised. Given that the 10th Meeting welcomed several new Donor Countries participating for the first time, a historical overview of key administrative decisions taken by the Meetings of National Recruitment Services and UN Organizations on the JPO Programmes was presented. All present donor countries, participated in a Tour de Table, presenting an overview of the current status of their respective programmes. The day concluded with the Donor Countries and UN Organizations breaking out for parallel discussions with their peers, on issues pertaining to the programmes. Summaries and conclusions of the sessions were presented later to the plenary.

On the second day, participants learned from each other about innovative human resources best practices they were implementing in the different stages of the JPOs' employee life-cycle. They also discussed how existing partnerships could be capitalized upon and how new ones could be built, so as to extend the reach of the Programmes. Critical to the day's discussions were reviewing the progress made towards the establishment of a Voluntary Trust Fund for Developing Country Candidates as well as examining United Nations Human Resources Reforms, and the impact they would have on the JPO Programmes.

Finally, the closing day of the Meeting saw representatives of the donor countries and UN Organizations actively engaged in discussions pertaining to an overall assessment of the JPO Programmes. A series of draft recommendations were presented to the plenary and subsequently adopted by all participants (see Annex I).

2.1 Review of the Recommendations of the 9th Meeting of National Recruitment Services and UN Organizations on the JPO Programmes

Presentation by Mr. Matteo Sasso, Chief, UN JPO Programme, Capacity Development Office, UN DESA

The Meeting began with a review of the recommendations adopted by the 9th Meeting held in Stockholm, Sweden in 2013. The review was intended to serve as a link between the previous meeting, the present meeting, and the vision for the future.

Analysis of responses to a questionnaire circulated among participating organizations, revealed the following four trends for the JPO Programmes between the years 2012-2014:

- 1) There was a decrease in the number of active JPOs from 2012 to 2014.
- 2) The majority of JPOs were assigned to Headquarter locations; there was however, sizeable representation in Field Offices as well.
- 3) There was a decrease in the number of developing country candidates who were sponsored between the years 2012-2014. This trend is likely to be reversed with the launch of the Voluntary Trust Fund and other initiatives that may be undertaken by donor countries.
- 4) The gender distribution of the JPOs is skewed, with approximately two-thirds of JPOs being female.

Mr. Sasso then presented a review of the recommendations proposed by the 9th Meeting and the progress made in their implementation:

1. Name of the Programmes

Historically, participating agencies have had different names for the Programme [i.e. Associate Expert (AE), Junior Professional Officer (JPO), and Associate Professional Officer (APO) Programmes]. However, despite these variations, all participants receive the same entitlements and are treated like regular staff. Consequently, it was decided that the name of the Programme would be standardized across all organizations. This would help strengthen the visibility and branding of the Programme. Twenty of the twenty three

receiving organizations have successfully changed the name of their programme to JPO (Junior Professional Officer) Programme.

2. Future of the Programme

The second recommendation proposed by the Meeting in Stockholm with regard to the future of the Programme, took cognisance of the pressures experienced by the donor countries on account of the global financial crisis and the implications it would have for the Programmes, particularly with respect to the direct costs incurred. It was also recommended that in an effort to build new bridges and broaden the JPO community, Member States from the South and middle income countries be encouraged to participate in the Programme.

Most agencies worked towards monitoring the financial situation and reaching out to more Member States to encourage participation. There is however, room for improvement, especially in outreach efforts undertaken by organizations.

3. UN Human Resources Reform and its potential impact on the Programme

Human resources operations for the UN System are continuously evolving. It was therefore advised that agencies consistently monitor the situation, to ensure that JPOs are not adversely affected by any reform. It is a priority that the JPOs get the best out of the time they spend with the UN organizations.

4. Strengthening the Selection Processes

This recommendation emphasized that the objective of the pre-selection and selection process is to identify the most suitable candidate for the particular position and in order to adhere to this, the best available tool would be competency-based interviews.

The majority of the organizations are using this approach, which is among the best tools available at this point in time; however, newer tools and innovations may redefine the selection process in the future.

5. Standardization of Financial Reporting

The 9th Meeting recommended that all agencies adopt a standardized financial reporting approach to ensure highest accuracy possible in the reports they produce.

Most organizations have already shifted/are in the process of shifting to International Public Sector Accounting Standards (IPSAS), which should ensure that the above objective is met.

6. Training Funds

Learning and development are significant elements of the JPO Programme. It is wished that the JPOs use all opportunities available to them to acquire new skills. The recommendation proposed by the 9th Meeting encouraged organizations to monitor the use of the JPO's training allowance in an organized and systematic fashion. The majority of organizations reported having systems in place, in compliance with the recommendation, to ensure that

the training allowance was used for learning proposes that were directly applicable and relevant to the JPO's role within their respective organization.

7. Sponsorship of Developing Country Candidates- Launch of a Voluntary Trust Fund

This is a recommendation that has been under discussion, since the inception of the Meeting. Putting the recommendation into practice would enhance the visibility of the Programme while also furthering its political legitimacy.

8. Evaluation of the Programme

The Meeting serves as a forum to discuss and reflect on the status of the Programme and its operations. To this end, different evaluation exercises have been carried out by different entities within the JPO Community.

The findings of the latest evaluation task force exercises were to be presented later in the Meeting.

9. Facilitating Ongoing Communication

It was recommended by the Meeting that a virtual forum be established which would allow organizations and donor countries to interact and share their experiences and best practices. For this purpose, a group was created on LinkedIn, and donor countries and UN agencies and organizations were invited to join.

Mr. Sasso concluded the presentation by emphasising the importance of following up continuously on the implementation of the recommendations. The Meeting would serve as the best forum for donor countries and receiving organizations to come together and harmonize their practices.

3. An Overview of the JPO Programmes

3.1 A Historical Overview of Key Administrative Decisions taken by the Meeting of National Recruitment Services and UN Organizations on the JPO Programmes

Presentation by Mr. Matteo Sasso, Chief, UN JPO Programme, Capacity Development Office, UN DESA

Taking into consideration, the new donor countries who had joined the JPO Programmes, Mr. Matteo Sasso of UN DESA, summarized and presented an overview of critical topics that had been discussed and key decisions that had been made, over twenty years of previous sessions of the Meetings.

More than one hundred decisions, principles, and recommendations have been discussed over the years and agreed upon, that have had a significant impact on the JPO community. For the purposes of the current Meeting, the following key administrative decisions were discussed:

1. Selection *(1999, 2001, 2013)*

Historically there has always been an emphasis on the use of an open, competitive selection process, for entry into the JPO Programmes. Incorporating modern tools (for example, Competency-Based Interviews), into the selection process, in order to further strengthen it, has been encouraged in recent times.

2. Conditions of Service

With respect to the Conditions of Service for JPOs, some key decisions have been made in the following areas

2.1 Length of Assignment *(1972, 2005)*

Donors have been encouraged to consider assigning JPOs for a period of three years. It has been observed that JPOs who serve for a period of three years, usually have access to and experience the most successful opportunities, with respect to career development as compared to JPOs serving for two years. Many donor countries however, continue to assign JPOs for a period of two years.

2.2 Health Insurance for all JPOs *(2011)*

In 2011, the Meeting decided that all JPOs should be covered by UN health insurance, in order to minimize risks for themselves, the organizations, and their donors, via compulsory participation in a qualified medical scheme.

2.3 Compulsory Life Insurance for all JPOs *(2001)*

It was decided by the Meeting that JPOs in the UN Secretariat and all UN agencies, funds and programmes would always be members of a Global Life Group insurance plan, which would be fully funded by the respective donor country.

3. Travel Entitlements

3.1 Travel in Economy Class (1984)

In 1984, it was agreed by the Meeting, as a cost-saving measure for donor countries, that while on official duty, all JPOs would travel by economy class, irrespective of the duration of travel.

3.2 Shipment of Personal Effects (1990)

In 1990, the Meeting agreed that on recruitment, reassignment, and repatriation, JPOs would be eligible for shipment of up to 600 kilogrammes of personal effects.

4. Transfer Policy (2011)

Given the fact that JPOs are UN staff members, the selection of the position by the donor country, and its political implications both for the donor and the organizations concerned and in view of career development, training-on-the-job, cost containment, administrative burden (including transfer of entitlements, pensions etc.), the Meeting decided that re-assignments within the same agency are not supported during the first two years of the JPO assignment.

The Meeting underlined the importance of maintaining the contact between the donor country and the Agency administering the JPO Programme in order to ensure a clear and transparent communication process as well paying due consideration to the Meeting's Recommendations on supervision and the accuracy of Job Descriptions. Re-assignments would be possible when the rotation is already mentioned in the Job Description.

The Meeting decided that during the first two years of appointment, re-assignments within the agency would be considered only in specific situations deserving the attention of the donor and the Agency. Transfers between agencies would be considered only on an exceptional basis.

5. Learning Aspects

5.1 The importance of JPOs undergoing an induction training was reiterated in the 2007 and 2009 Meetings.

5.2 Use of Duty Travel Training Allowance (DTTA) (2005, 2013)

This recommendation dealt with the provision of a Learning Allowance to JPOs, for external training or for any other activity that would directly enhance their skills, in the performance of their work in the receiving organization.

5.3 Importance of Supervision (2007, 2009, 2011)

Supervision as well as close and accurate, continuous exchange of information, opinion, and mentorship between the supervisor and JPO, would contribute immensely to the growth of the JPO and is a key aspect of the Programme. It would also significantly contribute to maximizing the period of service of the JPO.

6. Harmonization and Standardization of Cost Estimates (2001)
At the Meeting held in Paris, 2001, it was decided that all receiving agencies would provide participating donor countries with standardized, uniform formats of cost estimates.
7. Financial Aspects of the Programme (2005, 2009, 2011, 2013)
These recommendations relate to the provision of financial data by receiving agencies. There is room for improvement in this area, and the adoption of International Public Sector Accounting Standards (IPSAS), could help in this direction.
8. Future of the Programmes and Outreach- Building New Bridges (2011, 2013)
The JPO Programmes and the Meeting have always emphasised increasing dialogue with middle income countries and countries in the South, and to identify new areas of development.
9. The sponsorship of Developing Country Candidates and the launch of a Voluntary Trust Fund, has been discussed over several sessions of the Meeting held from 1972- 2013; it will be discussed further during the 10th Meeting as well.
10. Evaluation of the Programmes (2007, 2009, 2011, 2013)
Evaluation activities of the Programmes are critical, as they will not only provide the JPO community with a picture of the present situation but will also serve an important guiding tool in determining the future of the Programmes, and how to progress from the present to the desired vision for the future. It has been stipulated that receiving organizations shall use similar methodologies and produce reports of a similar format, every five years, detailing the operation of the Programme within their specific organization.

3.2. UN Human Resources Reform and its implications for the UN System and the JPO Programmes

Presentation by Ms. Martha Helena Lopez, Office of Human Resources Management (OHRM), United Nations

Ms. Martha Helena Lopez presented an overview of key UN Human Resources Reforms in three areas: 1) Umoja 2) The Mobility and Career Development Framework and, 3) the Compensation Review exercises undertaken by the International Civil Service Commission (ICSC). There was also a discussion on the potential impact these reforms could have on the JPO Programmes.

1) Umoja

Umoja is an administrative reform initiative for the United Nations Secretariat that includes a thorough streamlining of UN business processes. At its core, it is an implementation of SAP Enterprise Resource Planning (ERP) software.

Ms. Lopez outlined:

- The Deployment Schedule for the new ERP platform- Between 1st June, 2015- 1st November, 2015- JPOs, depending on the organization they have been assigned to, will be covered by Umoja or the previous system. After November 2015, all staff members' records, including JPOs' records, shall have been transitioned to Umoja.
- The Scope of Umoja and its implementation phases which could be categorized into:
 - *Foundation*: This would include, Central Support Services, Programme and Project Management, Finance and Budget, and Supply Chain/Procurement/Logistics Management.
 - *Extension*: This would include, Human Resources Management- Workforce Management, Organizational Management, Time Management, Travel Management, and Payroll Management.
- Details on number of staff covered by the different implementation phases.
- Workflow depictions for different processes.
- Entities that would and would not be adopting the new system; where relevant, software interfaces between entities that have and have not adopted Umoja, have been introduced to ensure continued collaboration and cooperation.

Upon deployment of Umoja, JPOs serving the UN Secretariat would partake in self-service, with respect to: time management, travel, benefits, and entitlements.

To help staff members get acquainted with the new system, a dedicated website with videos, factsheets, and other communication materials had been created. Information kiosks would be set up at the different duty stations.

2) Mobility and Career Development Framework

On taking Office, the Secretary General envisioned a more mobile workforce, with equitable burden-sharing at the different locations. To this end, the mobility and career development framework was introduced. It would contribute to improved vacancy management, enhanced career development, and the movement of staff on a voluntary and managed basis by the Secretariat.

The mobility and career development framework was approved by the General Assembly in March 2014. The main thrust of the new framework is that in the future, the vacancy stream for internationally recruited staff members will be centrally-led, managed by the Office of Human Resources Management (OHRM) across the board, for different locations. Managed lateral reassignments too, shall be centrally led and managed by Human Resources. Previously, vacancies were advertised individually as they become available. With the introduction of the mobility and career development framework, vacancies and managed reassignment stream exercises would be conducted every 6 months. The entities who would be introduced to manage these processes include: Network Staffing teams, Special Constraints Panel, Global Central Review Body, and a Senior Review Board.

Ms. Lopez also discussed the tentative deployment schedule for the framework. The Political, Peace, and Security Network (POLNET) would be the first job network to go live in

2016. This could be relevant for JPOs nearing the end of their assignment and in the process of applying to P-3 positions.

3) Compensation Review exercises by ICSC

ICSC has been reviewing the compensation package for internationally recruited staff members, specifically in the areas of remuneration, competitiveness and sustainability, performance management and other matters. While not a cost-saving exercise per se, efficiencies could be expected. A key recommendation that was being worked on and that would be presented to the 70th session of the General Assembly would be the introduction of a single, unified net salary scale with no separate single and dependent rates. If a staff member has a dependent(s) (i.e. a spouse and/or children), additional allowances might be granted, provided necessary conditions are met. Discussions regarding the Education grant, Hardship Allowance, and Mobility Allowance would be undertaken and reviewed at a working group meeting in Geneva over the summer of 2015, who would then present their recommendations to the ICSC.

3.3 Sponsorship of Developing Country Candidates- An Update on the Voluntary Trust Fund

Mr. Furio De Tomassi began the presentation with a recapitulation of the recommendation pertaining to the establishment of a Voluntary Trust Fund for the sponsorship of Developing Country Candidates that had been adopted by the 9th Meeting:

- *The 9th Meeting had taken note of the efforts deployed by donors such as The Netherlands, Belgium, Italy and Spain towards sponsoring Developing Country Candidates (DCC) and recalled the recommendations in support of sponsoring DCC, first mentioned in 1972 and reconfirmed at each meeting since 1990. They reiterated that sponsoring DCC would support capacity building in developing countries, contribute to greater North-South balance, and improve the geographical distribution of the workforce of the United Nations System.*
- *Having reviewed the finalized proposal for the establishment of a Voluntary Trust Fund dedicated to the sponsorship of DCC, the 9th Meeting adopted the recommendation of the establishment of the Voluntary Trust Fund.*
- *The Meeting decided that UN DESA would be the Administrative Agent (AA) of the Trust Fund. As outlined in the Trust Fund proposal, UNDP, UNESCO and ILO would constitute the Steering Committee for the initial two years. The Steering Committee would be responsible for identifying positions and endorsing the candidates to be funded by the DCC Trust Fund, taking into account any conditionality expressed by the contributing donors, with respect to the nationality of the candidate to be chosen (in accordance with the donor country's national priorities) and the duty station of the post.*
- *At the 9th Meeting, representatives from Denmark and Switzerland committed to exploring the possibility of sponsoring Developing Country Candidates (DCCs).*

Mr. Tomassi was pleased to announce that the Voluntary Trust Fund for Developing Country Candidates (DCC) had become operational, and a first contribution to the Trust Fund had been received from Canada.

He encouraged all countries to participate and to contribute to the Fund as it would contribute to greater North-South balance, while providing training opportunities to young professionals from developing countries who would then be equipped to support development efforts in their country of origin.

The establishment and operation of the Trust Fund would be in line with the overall mandate of the Programme and would thus contribute to its political viability. All mechanisms would be in place to ensure inclusive participation, and contributions to the Fund would be viewed as an act of goodwill. Indeed, for the Programmes to be viable, it is important that it be widely supported.

Some suggestions proposed by Mr. De Tomassi, that donor countries could consider as means to contribute to the Trust Fund included:

- Limiting the JPO assignment for DCC to two years, with the candidate recruited at the P1 level for the first year and at the P2 level for the second year.
- Limiting the Duty Travel and Training Allowance (DTTA) to the minimum USD\$2500.
Adopting these measures would ensure that the cost per candidate would be less than USD\$300,000 for the two years of the assignment. Thus the cost per DCC would be as low as possible, while allowing for maximum sponsorship.
- Funds could also be leveraged from the following sources:
 - Undistributed funds from prior savings (in congruence with internal legislation of the receiving organization);
 - Other Official Development Assistance (ODA) resources;
 - Interest accrued by donor countries on their respective JPO deposits.

Even though each country has budgetary constraints and conditions imposed by their respective treasuries on the purposes for which funds may be used; if there is scope for flexibility in national legislation, the aforementioned resources can be mobilized towards funding DCC.

The floor was then opened for discussion among Meeting participants and suggestions raised by them included:

- Donor countries may decide to increase overheads by 1%, and this additional contribution on their part, could be directed towards the Trust Fund.
- Addressing a letter to all UN Member States regarding the establishment and operation of the Voluntary Trust Fund for Developing Country Candidates, and encouraging all Member States to contribute to the same. *(If this would be adopted as a recommendation by the 10th Meeting, UN DESA could have the recommendation reviewed for its feasibility and other technical aspects regarding the drafting of the letter.)*
- Assessing the feasibility of contributions from the private sector, foundations, and NGOs, to the Trust Fund. *In the past, Mr. Tomassi has had the Office of Legal Affairs look into this possibility; however, it had been rejected due to the Mandate only covering contributions from Member States. In the event that foundations and private sector*

organizations are looking to invest in the Programme (as in the case of the Organisation Internationale de la Francophonie (OIF) in the past), a separate fund/parallel instrument besides the Trust Fund will have to be instituted.

- Region-specific contributions which may be channelled through the country's central government.

The need of the hour therefore, in order to ensure the operation of the Voluntary Trust Fund is to find creative solutions within existing resources. The session concluded with all Meeting participants demonstrating a commitment to exploring different methods to fund candidates from developing countries.

3.4 JPO Programmes in the 21st Century- Factors affecting the Programmes and other considerations

A chief reason and mandate for the existence of the JPO Programmes is technical cooperation and supporting development in developing countries, as expressed in the ECOSOC Resolution 849 (XXXII) of 1961.

The presentation by Ms. Martha Helena Lopez on UN Human Resources reforms made evident that the UN is undergoing rapid changes. In the face of this transformation, Mr. Tomassi felt that it would be salient to present an overview of other factors surrounding the JPO Programmes and reflect on their implications for the Programmes. Some of these factors included:

- *New priorities for the UN post 2015 Agenda- The year 2015 is a milestone year, as the development agenda of the UN has witnessed a transition from the Millennium Development Goals to the adoption of the 17 Sustainable Development Goals (SDGs), with 169 indicators by 193 member States; With the adoption of this agenda, there would now be shared accountability between North-South countries to meet targets.*
- Budgetary constraints of Member States affecting the funds available to be allocated to the JPO Programmes.
- There are new donors joining the Programmes and the Programmes are therefore, adapting to new realities.
- The transition from IMIS to Umoja, the new Enterprise Resource Planning platform for the UN.
- *Limited availability of resources- Member States have been requesting receiving organizations to adopt International Public Sector Accounting Standards (IPSAS). This would allow for clear classification of costs and costs that are not in the direct/core budget would have to be borne by its source. The costs of the JPO positions are therefore covered by a dedicated JPO Budget.*

- The compensation review exercises undertaken by the International Civil Service Commission (ICSC) is likely to impact the conditions of service for all staff and possibly, attraction of talent.

Keeping with the aforementioned factors discussed, the Programmes have undergone changes, covering new areas beyond technical cooperation, and are thus responsive to new, emerging needs. Indeed, both the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the Joint Inspection Unit (JIU) recommended in previous assessments that it would be best that the original mandate (now, more than five decades old) be adjusted to reflect today's reality. Surveys and audit exercises undertaken by these bodies continually reflect that all stakeholders are satisfied with the JPO Programme.

This raises the question of whether the Mandate or the Programme should undergo adjustment.

While the answer is self-evident, it is imperative that it be reflected in the relevant normative bodies. The mandate is more than 50 years old and the UN has undergone substantial change since then. Most developing countries today, have adequate internal capacity to oversee the national implementation of projects and at best require only high level consultation. The Programmes in fact have been able to maintain its relevance by being flexible and responsive to the needs of the Organizations and keeping up with the evolution of capacity building activities.

Among the suggestions raised by Meeting participants to address this topic, it was proposed that a more general approach be taken, explaining how all stakeholders in the process benefitted from the Programmes, rather than a sole focus of the positive outcomes experienced by the JPO. Sponsoring developing country candidates would help increase the political viability of the Programmes. Finally, indicators to evaluate the JPO Programmes should move beyond retention to broader, more inclusive indicators; for instance, it would be useful to evaluate how the JPO Programmes are supporting the Sustainable Development Goals of Agenda 2030; Donor countries and organizations could use the LinkedIn group as platform to brainstorm potential indicators; additionally, these indicators could be used to build new partnerships with potential donor countries. An impact assessment too could be undertaken in this direction.

3.5 Key Findings of the Evaluation Task Force Exercise by Switzerland

Presentation by Mr. Alberto Groff, Head of Section, United Nations and International Organisations Division, Federal Department of Foreign Affairs, Switzerland

In keeping with the recommendation adopted by the 9th Meeting, Switzerland conducted a survey of donor countries. Mr. Alberto Groff presented a summary of the findings of this evaluation task force exercise.

As compared to 2013, there was an increase in participation of donor countries in the survey, with the response rate for 2015 survey being as high as 80%.

The survey found that while there had been a trend towards a decreasing number of new JPOs recruited between the years 2008-2012, in recent years (i.e. since 2013) there had been a slight upward trajectory in the number of new JPOs recruited each year.

As compared to the previous survey, 2015 saw an increase in both the number of participating donor countries expecting to recruit and sponsor the same number of JPOs in the coming year as well as the number of participating donor countries expecting a reduction in the number of JPO positions to be sponsored.

For organizations to improve the visibility of their JPO Programme, it was recommended that they:

- Include a direct link to donor countries services on the websites of the organizations.
- Highlight the role of developing country donors in south-south cooperation through the JPO Programmes.
- Obtain media exposure and participate in road shows and events.

At the stage of identifying suitable JPO positions three factors taken into account and consistently cited by donor countries included:

- Alignment of the position to the donor's development strategy.
- Career development opportunities for the JPOs, potentially provided by the organizations.
- Retention rate of the recipient organizations.

Some of the recurring concerns cited by JPOs to donor countries included difficulty finding a position after the JPO assignment, changes in the Terms of Reference after the start of the assignment, inadequate supervision/guidance during the assignment, and not being considered internal staff.

To conclude, overall positive findings of the survey included:

- 70% of donors stating they were "satisfied" or "very satisfied" with the Programmes.
- 95% of donors stating that JPOs were "satisfied" or "very satisfied", with the new skills they acquired on the assignment.
- 89% of donors stating that JPOs were "satisfied" or "very satisfied" with their professional experience while on the JPO assignment.

3.6 Key Findings of the Evaluation Task Force Exercise by UN DESA-Rome Office

Presentation by Mr. Gherardo Casini, Head of Office, UN DESA (Rome Office)

The 8th Meeting adopted the recommendation that standardized assessment methodology would be formulated and adopted by donor countries and receiving organizations for the purpose of evaluating the JPO Programmes. Between 2012-2013, the UN DESA- Rome Office

undertook an overall assessment of the Programmes, in consultation with four groups of stakeholders, namely, donor countries, receiving organizations, current supervisors, and current JPOs. The assessment exercise covered five broad topical areas (as agreed upon by the 8th Meeting) including, Governance of the scheme, Application, Selection, and Recruitment processes, the JPO lifecycle, Value of the Programmes to stakeholders, and Career Development.

Overall, it was found that the Programmes were uniformly valuable to all stakeholders involved:

- ✓ JPOs acquired exceptional experience, in alignment with their skills and aspirations.
- ✓ Sponsoring countries were able to invest in the development of young professionals while advancing global development goals and supporting the Organization's mandate.
- ✓ For sponsoring organizations the value of the Programme far exceeded budgetary benefits; additionally, the Programme also served as an important talent management tool.
- ✓ Finally, supervisors appreciated having young, committed talent aboard their team.

Some areas of development, as identified by the survey exercise, which could be improved upon included:

- While there are a range of induction activities, insufficient coherence among these programmes and uneven access to them, serve as impediments to ensuring that JPOs are adequately prepared for their assignments.
- Quality of supervision provided to JPOs. Limited participation in the recruitment process and incomplete knowledge of supervisory guidelines, may hinder the supervisory relationship.
- 40% of JPOs report not having completely adjusted to the work environment and job responsibilities and duties, after two months at the assignment. This could be mitigated with office preparation, briefing the JPO when they join the office, providing relevant information about their roles and responsibilities, as well a thorough overview about administrative procedures to be completed.
- Lack of standardized criteria and indicators among sponsoring countries, for assessing their national JPO Programmes.
- Finally, while both supervisors and JPOs regard the work of the latter as contributing significantly to development cooperation activities, there is a discrepancy between the two groups, with supervisors more cognizant of the significance of the contributions of the JPO's work.

Among the suggestions discussed by Meeting participants to remedy the issues presented included:

- Striking a balance between working to achieve integration and bringing JPOs to speed as early as possible, yet recognizing the diversity of professional backgrounds and experiences among the JPOs, which could affect time taken to adjust to the new work environment and deliver on the job.

- Incorporating additional variables in future evaluation exercises (for example, supervisory perceptions of performance, field versus headquarter assignments etc.) to study their relationship with on-the-job satisfaction.
- Addressing the discrepancy between expectations held by JPOs and the actual job descriptions and responsibilities. This could be done via further, more accurate customization of the Terms of Reference created for the JPO post. Tailoring the professional experience requirements to ensure greater match between candidate qualifications and job responsibilities and duties.
- Incorporating concrete, behavioural indicators into survey exercises to assess the state of affairs, improvements required, and progress made with respect to the aforementioned five broad topical areas.
- Recognizing that there is a difference between technical skills versus skills required for effective supervision, and hence the need for managers to be trained to be effective in their supervisory role.
- Bearing in mind that internal transfers within the organization may inhibit supervisory staff from being present during the recruitment and selection process.
- Human Resources of the receiving organizations could address staff perceptions of JPOs, ensuring that JPOs are fully integrated and treated as staff.
- Taking a broader view of career development to include career development within the broader UN system, the development sector or JPO candidates' respective home country governments.
- Tackling the issues discussed above, from a communications perspective and identifying improvements which could be made on that front.
- Recognising that the issues raised above could be true of the organization at large, and hence should be tackled from a macro perspective, thus also acknowledging the limits on the impact that the JPO Programme can have in remedying the obstacles faced.

Finally, and most importantly, keeping in mind that the key mandates of the Programme are technical cooperation and capacity development. Immediate high-end performance should not be overemphasized. JPOs are responsible for their learning and development, while organizations play a facilitator role in ensuring the same.

As per past recommendations adopted by the Meeting, the assessment exercise would be conducted every six years. The next evaluation task force exercise shall be conducted in 2018, and findings of the exercise shall be presented at the Meeting in 2019. This would help the Meeting record improvements and progress made by the Programmes.

3.7. Key Findings of the 5th Statistical Overview Report of UN DESA

Presentation by Ms. Andrea Theocharis, Human Resources Officer, UN JPO Programme, UN DESA

The survey and analysis exercises for the 5th Statistical Overview Report, conducted by UN DESA were completed in fall 2014. The objectives of this report were two-fold:

- 1) To provide a descriptive overview of participation in the UN JPO Programme for the period 2009-2013.
- 2) To analyze the characteristics of JPOs at the time of appointment, their satisfaction with the Programme, and their future career development, including variables that affect it.

For the purposes of the survey, which was conducted online, the three hundred and thirty-five JPOs who completed the Programme in the UN Secretariat between 1st January, 2009-31st December, 2013, were contacted using multiple social media platforms. The focus of the survey was the status of the JPO six months after the completion of their assignment. New variables measured in the survey included: UN experience prior to the joining the Programme and level of supervisor and its relation with the JPOs' career development, if any. Two hundred and sixty-three former JPOs completed the survey, thus resulting in a response rate of 78.5%, the highest ever recorded by DESA, for these survey exercises.

Key Trends that were observed via the Survey included:

- Of the 21 countries that participated in the Programme between 2009-2013, two countries (i.e. The Netherlands & Italy) sponsored Developing Country Candidates.
- While the early years of the Programme saw a majority of male JPOs, in recent years the gender composition of the JPOs has skewed in favour of a female majority. The Programme however, strives to attain a gender balance.
- More than 80% of the JPOs had more than the requisite two years of prior work experience. Twenty-seven percent of the JPOs had more than four years of work experience before joining the Programme.
- More than half of the respondents (i.e. 55%) had prior work experience in the UN System, in the form of internships/volunteerships/ consultancy assignments. Statistical analysis also revealed that this variable had a positive relationship with future career development of the JPOs.
- The majority of the JPOs (i.e. 49%) were assigned to the Political, Peace, and Security Job Network, which includes Political Affairs, Humanitarian Affairs, and Human Rights. The next largest group of JPOs (i.e. 27%) was assigned to the Management and Operations Job Network, which includes Administration, Finance, Human Resources, and Procurement. Results of the statistical analysis revealed that being assigned to one of these two job families positively impacted the JPO's future career development.
- The average duration of the JPO assignment is two years, however, the majority of the JPOs have been sponsored by their country for more than two years; it has been found that the longer the duration of the JPO assignment, the more beneficial it is for future career development.

- Recent years have seen an increase in JPOs assigned to headquarter locations and offices in Europe and a decline in assignments to Asia-Pacific and Latin America. This trend could be reversed or more balanced out, if donor countries decide on sponsoring more field positions. Interestingly, it has been found that being assigned to a headquarter location does not necessarily increase the likelihood of career development within the UN System.
- When asked about their employment status six months after the completion of their assignment, 66.5% of the respondents responded that they were working within the UN System, on a different contractual basis, while 12.5% of the respondents said they were working with another International Organization or with an NGO. Both of these figures represent an increase as compared to the 4th Statistical Report conducted for the years 2004-2008, where 63.1% were employed within the UN System and 10.6% were working with other International Organizations/ NGOs.
- Survey findings also showed that Departments and Offices that had a strong field orientation offered greater scope for career development. These included Departments and Offices such as: Office for the Coordination of Humanitarian Affairs (OCHA), Department of Peacekeeping Operations (DPKO), United Nations Office on Drugs and Crime (UNODC), and Office of the United Nations High Commissioner for Human Rights (OHCHR).

Some of the Main Findings of the 5th Statistical Report included:

- As compared to the previous report, career development within the UN saw an increase from 63.1% to 66.5%.
- Completion of a third year has proven to be beneficial for continued employment within the UN common system for JPOs, with third year JPOs having higher retention rates (i.e. 78%), as compared to JPOs who complete a two-year assignment (i.e. 66.5%).
- Factors such as length of assignment, field of assignment, prior work experience, gender, and applying for full-time positions early in the Programme, were found to be statistically significant in positively impacting career development within the organization.
- Factors such as field of academic study, number of languages spoken, level of supervisor, representation levels of sponsoring country in the United Nations, being assigned to headquarter locations, marital status, were found to have no significant relationship with career development post completion of the JPO assignment.

Overall, the former JPOs who were surveyed displayed a very positive attitude towards the Programme, appreciated working in a multicultural working environment and valued the Programmes' ability to allow participation in international development cooperation activities.

4. Best Practices in the JPO Programmes

4.1 Celebrating 60 Years of the Dutch JPO Programme- Continuous Investment in Young Talent and UN Development Cooperation

Presentation by Mr. Ronald Wormgoor, Head of Department of Multilateral Organisations and Human Rights, Ministry of Foreign Affairs of The Netherlands

In September 2014, The Netherlands celebrated the 60th anniversary of its participation in the JPO Programmes.

The three pillars of the Dutch JPO Programme may be summarised as follows-

1) Inclusiveness – A distinguishing feature of the Dutch JPO Programme has been its financing of candidates from developing countries, since 1976. The approach supports UN mandates, provides capacity-building to developing countries, and supports national foreign policy priorities as well. Mr. Wormgoor cited Ms. Ameerah Haq, as one such illustrious alumna sponsored by the Dutch JPO Programme, who went on to hold the position of Under-Secretary General for the Department of Field Support. In her address at the 60th anniversary celebrations, Ms. Haq credited the JPO Programme with providing young people the opportunity to gain invaluable experience in an international organizational setting, while working with the different parts of the UN, its agencies, funds, and programmes.

Additionally, Mr. Wormgoor noted that The Netherlands supports an even-handed approach, that leaves Human Resources Management aspects to the UN Organizations. They believe this approach would be mutually beneficial to both the JPOs and the UN.

2) Financing and Accountability- Emphasis on transparent financial reporting and the use of sustainable financial systems, based on cost estimates.

3) Relevance for the UN- This ensures that the operation of the programme and the selection of JPOs hold relevance for UN, while being aligned with national priorities.

On the Current Status and the Future of the Dutch JPO Programme

The Netherlands will continue its inclusive approach to the Programme, with 50% of the candidates financed being Dutch nationals, and the other 50%, candidates from developing countries. Mr. Wormgoor encouraged representatives of donor countries, to promote and consider creative ways of financing candidates from developing countries. This would have the advantage of ensuring the financial sustainability of the Programme and would also more broadly promote support among the Member States of the UN.

In recent times, there has been a slight decrease in the number of JPOs financed by The Netherlands. However, the Dutch Government intends to work towards raising this number, with the goal of having 75 JPO positions active at any given time, while also striving to maintain a gender balance within the Programme.

4.2 The German JPO Programme Strategy

Presentation by Ms. Helene Paust, JPO Programme Officer, Federal Ministry for Economic Cooperation and Development and Ms. Brigitte Jager, International Personnel Officer, German Personnel in International Organisations, Ministry of Foreign Affairs, Germany

Germany has participated in the JPO Programme as a donor country since 1976, and has since sponsored 2,100 JPOs working in 43 international organizations. The key entities managing Germany's JPO Programme are the Federal Ministry for Economic and Development Cooperation, the Federal Foreign Office, and the Bureau for International Organizations Personnel (BFIO).

Selection of candidates to the Programme is a two-tiered process- Candidates have to first pass an assessment process comprising of a Personal Interview, an English Test, and an English Presentation, conducted by the German Government and the BFIO; shortlisted candidates are then forwarded to the receiving organization, who conduct competency-based interviews and make the final selection.

In 2014, Germany sponsored a total of 78 JPO positions, with female applicants for the positions exceeding the number of male applicants. A total of 1820 applications were received, with an average of 23 applications per position. There were a total of 173 JPOs active in 2014. Significantly higher numbers of applications were received for:

- Positions at UN Secretariat, UNICEF, UNEP, UN Women
- Positions related to the functional areas of Communications, External Relations, Climate Change, and Policy Analyst positions.
- New York Headquarters location.

In June 2014, the German authorities asked 135 former JPOs, who served between the years 2009 to 2012, about their careers post completion of their JPO assignments (Eighty-five JPOs answered the questionnaire – i.e. a response rate of 63%). They found that:

- Thirty-eight percent of respondents obtained a P3 position in the UN System after finishing their JPO assignment
- Thirty-five percent of respondents obtained a P2 position in the UN System after completing their assignment.
- Sixty-six percent of former JPOs continued their career with the same international organization.
- Nineteen percent transferred to another international organization.
- Fifteen percent decided to resign.

Former JPOs also cited 'a high resistance to stress and frustration', striking a balance between 'willingness to compromise' and 'assertiveness' as the personality traits crucial to professional success within the JPO Programme; Traits like 'perfectionism' and 'ambition' were not considered 'very relevant to a career in international organizations' by the former

JPOs surveyed. This could be taken into account during the selection process for the JPO Programme.

The surveyed former-JPOs most frequently cited the following steps as milestones or accelerators of an international career

- Internship in an international organization or the Federal Foreign Office during university studies.
- Participation in the Carlo Schmid Programme- a German internship programme, dedicated to providing young students with opportunities to intern in an international organizational setting.
- Establishing networks early and using them consistently.
- Gaining field experience – additionally, also alternating one’s search between field and headquarter positions.
- Developing away from generalism towards specialisation and establishing one’s niche area, during the JPO Programme.
- Reputation management, and always aiming to do an excellent job.

A significant proportion of former JPOs however, wished they had more transparent professional career perspectives and experienced more support from their HR departments.

JPOs are encouraged to build networks within the programme. Some information & networking opportunities available within the German JPO Programme include:

- One to two weeks of pre-departure training in relevant German ministries, think tanks, and NGOs.
- A three - day seminar for all newly selected JPOs.
- A two - day training and get-together with current JPOs in their second and third years.
- A two - day conference, organized by the Federal Foreign Office, for all German employees working in international organizations and European Union (EU) institutions.
- Regular newsletters containing information on development policy and international personnel, including relevant vacancy announcements.

Finally, the German JPO Programme also uses a variety of outreach and network strategies that are aimed at enhancing the pool of qualified applicants and candidates competing for vacant JPO positions which are announced twice a year. These include:

- Posting JPO vacancy notices on multiple websites
- Participating in the annual “IO Career Fair”/“IO-Karrieremesse” in Berlin, organized by the German Ministry of Foreign Affairs

- Participating at other relevant career fairs (e.g. universities', NGOs' career fairs)
- Delivering lectures at renowned German universities concerning employment opportunities within the system of international organizations.
- Holding meetings with German scholarship organizations and close cooperation with them.
- Expanding outreach to include relevant professional networks in the field of scientific and scholarship organizations
- A dedicated website for the German JPO Programme set up by Ministry of Development Information, with up-to-date information on the JPO Programme and JPO work opportunities: www.bmz.de/jpo
- Use of social networks (Facebook, twitter etc.)

4.3 Integration Support provided to Swiss JPOs

Presentation by Ms. Nora Landheer, Outreach and Recruitment Officer, CINFO, Switzerland

About the Center for Information, Counselling and Training for Professions relating to International Cooperation (CINFO)

CINFO was established by the Federal Department of Foreign Affairs of Switzerland, with the core mandate of providing information to the public on the international cooperation job market. The office is responsible for the management of specific aspects of the Swiss JPO Programme. More specifically, CINFO lends its expertise and support in the areas of JPO Onboarding and Integration Support.

What is Integration Support?

The idea of extending on-boarding to include integration has been borrowed by CINFO from the Geneva-based international executive search firm, Egon Zehnder.

Integration goes a step further than on-boarding and Egon Zehnder explains it as the process by which a new employee understands "the fabric of the organization and becomes a full member of the organization." Typical reasons that hinder integration into the new role and organization include a poor grasp of how the organization works, cultural misfit, and difficulty forging alliances with peers. These might be relevant in the context of the new JPOs joining the Programme, and Integration Support is intended to address these difficulties.

Providing Accelerated Integration Support, in the context of the Swiss JPO Programme

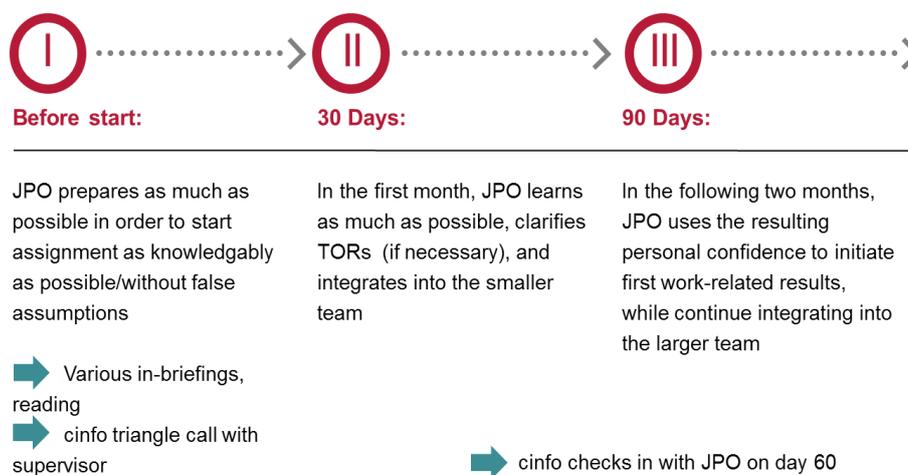
The Accelerated Integration process as a pilot will be implemented by CINFO before the JPO is deployed on assignment. A call involving the JPO, the JPO's future supervisor, the JPO coordinator of the receiving organization, and CINFO will be held for 15-30 minutes, after the selection process is completed. During the call, roles will be clarified, programme

objectives will be discussed, and with the agreement of the supervisor, a tentative work plan for the first three months will be discussed.

While an extremely simple tool, this approach has several positive benefits at the psychological level including the JPO having a clear understanding of where she/he is headed, what she/he can expect. Moreover, it opens up communication channels amongst all parties involved.

EZ: Effective integration support is front-loaded and actively managed from the outset

The work naturally falls into three phases



A Timeline of the Integration Process

Key areas of focus that should receive equal attention during the early weeks, and that are discussed with the new JPOs during the accelerated integration process include:

- 1) Understanding the role, clarifying the Terms of Reference with one's supervisor, taking up assignments, becoming operational, and delivering early results.
- 2) Personally connecting with team members and integrating into the team.
- 3) Aligning with colleagues and supervisors; Committing to developing long-term professional working relationships with colleagues and deep engagement with supervisor.
- 4) Understanding the mandate of the organization and how role functions align with the objectives of the organization; furthermore, how can these be put into practice and implemented.
- 5) Engaging with the culture of the organization and developing an understanding of how to work effectively within this culture.

Every six months, online surveys will be conducted to evaluate the integration process and the impact it has had on career progression, together with examining other factors that could potentially affect career development.

The programme while still in its pilot version, already received overall positive feedback and therefore, will be continued. It allows for issues, if any, to be tackled early on, validates and affirms all stakeholders in the process, and contributes positively to overall better career development.

4.4. Building New Partnerships- The Case of the State of Kuwait

Presentation by Mr. Mubashar Riaz Sheikh, UN Resident Coordinator and UNDP Resident Representative, UNDP Kuwait on behalf of Mr. Hashim Al-Rifaa'i, GSSCPD, State of Kuwait

The State of Kuwait joined the UNDP JPO Programme in 2012 and is taking steps towards institutionalising the Programme. The National Development Programme of the State of Kuwait has sponsored 20 JPOs over two years, and the first batch of JPOs nearing the completion of their assignments are considering an extension of contract or retention within the receiving office, among other options. JPOs are primarily assigned to United Nations Development Programme (UNDP), United Nations Capital Development Fund (UNCDF), and United Nations Industrial Development Organization (UNIDO). Post completion of an impact assessment of the Programme, a third round of recruitment to the Programme is likely to be considered by the State of Kuwait.

The UNDP Kuwait country office, in coordination with the General Secretariat of the Supreme Council for Planning & Development (GSSCPD) of Kuwait, provides technical support and guidance to the State of Kuwait, to assist in the operation of the JPO Programme. They liaise with the UNDP JPO Centre in Copenhagen, assist with the recruitment process, provide support to the JPOs upon deployment, and are also assisting with designing the impact assessment to be conducted.

The State of Kuwait aims to align their JPO programme with their National Vision 2035 and five year planning processes. While Kuwait is financially affluent, the country experiences deficiencies with respect to individual and institutional capacities and this is among the chief reasons why it decided to participate in the JPO Programme (*This is a common issue among countries in the region and alleviation of this factor could be highlighted as a beneficial outcome of adoption of the Programme, when building partnerships with countries in the region.*) This is why the areas of training chosen for the JPOs are critical – in that, they serve to build national capacity. Kuwait views the Programme as an opportunity to invest in the youth, who are the future of the country. Participation aims to build a cadre of young, talented professionals, who will serve in international organizations or at the end of their assignment, return to serve their country. Common functional areas JPOs are placed in include: Human Resources, Environment & Energy, Public Policy, and Youth Volunteerism among others.

The learning and development opportunities the JPOs receive, gives them exposure to international development organizational settings and enables them to understand and contribute to issues in these settings. These contribute to the development of Kuwait. The performance appraisal system for the JPOs has been designed so as to ensure monitoring on a regular basis. Additionally, the government of Kuwait has allocated double the amount of funds usually reserved for duty-related training and travel to support learning and

development. Parallel projects are underway to carry out an impact evaluation of the JPO Programme in Kuwait so far, as well as to identify career development pathways for JPOs, post-completion of their assignment.

Mr. Sheikh concluded highlighting the benefits of the Programme and establishing new partnerships with countries in the region, would ensure engagement in the Middle East and North Africa (MENA) region and would be a positive illustration of South-South cooperation.

4.5 Strategies to Strengthen Existing Partnerships and Build New Partnerships for the JPO Programmes by UNDP and WHO

Presentation by Mr. Jean Luc-Marcelin, Programme Specialist, UNDP JPO Service Centre and Ms. Cornelia Griss, Human Resources Specialist, Recruitment, Placement, and Classification, Human Resources Service, WHO

An Overview of the Current Status of JPO Partnerships with UNDP and WHO

On account of macro - economic factors and consequent budgetary constraints, funding for the JPO Programmes from the Organisation for Economic Co-operation and Development (OECD) countries (especially from Western/Southern European countries), saw a decline. Participation in the JPO Programmes from Anglo-Saxon countries (Australia, UK, USA), increased, yet was limited, while participation from the Nordic countries, Japan and the Republic of Korea remained stable. There was a decline in funding for nationals from Developing Countries. Despite increasing interest among countries that might be potential partner countries, active participation was limited.

The combination of these factors reinforces the importance for the JPO Programmes to build new bridges and establish new partnerships.

Some factors to be kept in mind while establishing new partnerships include,

- ✓ Identifying the opportune time with respect to national political momentum is key to establishing new partnerships. It is important that close and constant attention be paid to the ongoing political scenario in a country, as this could make or break existing and potential partnerships. A regional 'snowball effect' may also be observed and tapped into when a country joins the JPO Programmes as a donor, and neighbouring countries in the region demonstrate interest in the Programmes.
- ✓ Identifying the right channels of support within a country, leveraging local UN presence and taking advantage of an inter- agency co-ordinated approach and the legal umbrellas it would bring with it, would be advantageous in establishing new partnerships.
- ✓ Identifying the right partner in each country to support the JPO Programme. This would involve looking beyond ministry responsible for foreign affairs in a country and identifying other relevant government bodies, who could be stakeholders in the Programmes.

- ✓ Striking a balance between identifying ways to minimize costs incurred in the operation of the Programmes while maintaining uniform standards in its operation across all countries.
- ✓ Maintaining long-term dialogue with countries demonstrating interest in joining the Programmes.

Mr. Marcelin cited the cases of the member states of Nigeria and Kuwait, as illustrations of successful new partnerships. Both countries started their programmes in 2012, with the support of their respective UNDP country offices.

While building bridges and establishing new partnerships, UNDP and WHO encourage remaining simultaneously engaged with existing donor countries. For this, they recommend:

- ✓ Forecasting and planning for beyond yearly recruitments. Meeting with donor countries, to take stock of the programme and its operations, in order to identify areas of potential growth and improvement (UNDP and partner organisations under the JPO Service Centre umbrella carry out yearly surveys to gauge this).
- ✓ Keeping in touch via relevant, diverse forums.
- ✓ Identifying how as receiving organizations, existing services could be improved and more services could be offered with the overheads.
- ✓ Re-engaging with inactive donor countries, maintaining dialogue through permanent missions and sharing information about the JPO Programmes, thus staying on their radar. Left-over funds may also be used to fund one-time placements and other tailored positions.

A key partnership element that should be monitored is career development:

- Career development, more specifically, the possibility for opportunities post-completion of assignment have become critical criteria for JPO placements.
- Both UNDP and WHO have a 50% retention rate after the JPO assignment and WHO has an approximate longer-term retention rate (i.e. 3-5 years, after the assignment) of 33%.
- Dialogue between the donor country and receiving organizations are essential when identifying JPO placements. This may sometimes be strained due to discrepancies between priority areas as identified by donor countries and specialized agencies/organizations not having the organizational structure or the availability of personnel to provide quality supervision or the availability of positions that would cater to that specific requirement. Nevertheless, dialogue should be a path to arriving at middle ground, which could be in the form of closely matching areas of work, but in different regional contexts, yet having the scope for long-term career development beyond the JPO assignment, which could be identified by the receiving organization.

- 25% percent of current JPOs do not wish to continue with the organization they are currently serving, and wish to manage their career differently, due to personal, family-related reasons.
- Some receiving organizations experience a gender imbalance, with the majority of JPOs being female. While organizations strive to attain a gender balance, it may be beyond of their control due to demographic patterns of student populations studying the disciplines related to jobs within the organization.
- Career development should be viewed from beyond the perspective of mere retention within the receiving organization. It would be prudent to expand the definition of career development to include returning to work with the donor country government, related organizations or more broadly in an organization related to that specific field of work. Irrespective, former JPOs do go on to be strong supporters of their receiving organization.
- Inter-agency partnerships might also be beneficial in generating interest from new partners, while also creating new opportunities that would aid in career development.

The JPO Programme- An Excellent Tool for Building Capacity & Engagement

To conclude, the positive outcomes of the JPO Programmes are four-fold and these should be highlighted and emphasized in outreach efforts:

- Develops national capacity in international cooperation, development management, and sustainable development.
- Facilitates South-South cooperation.
- Builds development partnerships.
- Delivers development cooperation in areas of priority.

4.6 Reforms and Reorganization in the World Bank Group

Presentation by Ms. Anna Maria Eftimiadis, Programme Manager, Donor Funded Staffing Programme, World Bank Group

About the World Bank Group's (WBG) Donor Funded Staffing Programme

The World Bank's Donor Funded Staffing Programme (DFSP) is a recruitment programme funded by development partner (i.e. donor) governments. It has two recruitment schemes:

- 1) The Junior Professional Officers (JPO) Programme (At the time of the presentation, there were 55 active JPOs within the organization)
- 2) Mid-Career Professionals

The objective of the DFSP is to contribute to diversity targets through recruitment of specific nationalities, including Nationalities of Focus (NOFs) (i.e. underrepresented nationalities) and provide capacity building for young professionals. Fifty percent of the fourteen donor countries currently participating in the DFSP are nationalities of focus. The donor funds the first two years of a candidate's participation in the Programme, with the possibility of funding a third year contingent on a two year retention commitment by the hiring unit.

The DFSP is a demand-driven programme, wherein hiring managers propose and submit Terms of Reference (ToR) based on their business needs, which are posted on a secure website. Donor countries then competitively source candidates by advertising for these positions in their print/online media. The vetted candidates undergo recruitment procedures in accordance with the practices and policies of the World Bank Group and the hiring department makes the selection decision.

At the time of the presentation, all hiring in the World Bank Group was subject to employment controls- i.e. a headcount control of staff being hired, wherein senior management clearance would have to be obtained for all positions externally hired.

About the World Bank Group Reforms

Since 2013, the World Bank Group has been undergoing significant organizational changes, in the areas of organizational structure, processes, and capabilities. One such affected area, particularly relevant to the DFSP has been the organization’s talent and staffing strategy. Change and restructuring was undertaken in this area so as to achieve efficiencies.

This was the first time that a formal, bank-wide strategic staffing programme was embarked upon and was intended to align staffing with the strategic priorities of the bank, namely, ending extreme poverty and promoting shared prosperity in a sustainable manner. It would also ensure more effective deployment and management of talent. The exercise also resulted in significant changes in organizational structure. The World Bank is now a Solutions Bank with 14 global practices and five cross-cutting solutions.

SOLUTIONS BANK

Fourteen Global Technical Practices	
Agriculture	Poverty
Environment & Natural Resources	Macro & Fiscal
Health, Nutrition, & Population	Trade & Competitiveness
Social Protection & Labour	Water
Social, Urban, & Rural Resilience	Energy & Extractives
Education	Governance
Finance & Markets	Transport& ICT

Five Cross-Cutting Solutions
Gender
Climate
Jobs
Public/Private Partnerships
Fragility, Conflict, & Violence

The change in organizational structure was undertaken to enable gathering the best knowledge and capabilities in an integrated fashion - given the complex development problems and programmes of clients, which require multi-sectoral solutions.

The Impact of the Organizational Change & Re-structuring Process on the DFSP

The organizational change and restructuring process has had a significant impact on the DFSP:

- The DFSP has not had its formal annual call for ToRs since 2013.
- Headcount and external recruitment controls have hindered managers from submitting ToRs for donor funding selection, particularly with respect to the JPO Programme- this could be due to the preference to divert a staffing complement to recruit senior staff, over junior staff.
- Donor countries keen on funding positions at the Bank have been waiting patiently for the Bank to move past employment controls and to be able to recruit normally. Some donors nevertheless managed to arrange for ad hoc recruitments.
- Potential Donors, who would otherwise have been interested in participating in the DFSP, have been hesitant about joining the programme due to the employment controls installed.

How has the DFSP been managing so far?

- DFSP continues to receive ad hoc recruitment requests from development partners.
- They have been working closely with management, HR, and programme participants, to navigate the change process as smoothly as possible.
- Retention rate for the JPO Programme remains strong at 54%. It is hoped that an outcome of the strategic staffing exercise are more disciplined hiring practices, wherein hiring managers take into consideration future retention- in the case of the JPO Programme, for example, how does the JPO fit into the manager's long-term staffing plans, going beyond the Donor's funding of the candidate for two years and factoring in the Bank's retention commitment of two years.
- It is anticipated that the WBG call of ToRs for DFSP Funding shall be re-established in autumn, 2015.

Some other options under consideration...

- Reviewing funding arrangements (for example, cost-sharing), for Year 3 to offer maximum flexibility, taking into consideration budgetary constraints on the part of both the Bank and donor countries.
- There is a high level of interest in the Voluntary Trust Fund for Developing Country Candidates, particularly with respect to sponsoring nationals from the Sub-Saharan and Caribbean regions.

4.7 Creating a JPO Talent Pipeline by WFP

Presentation by Ms. Chantal Tousignant, Coordinator, Young Professionals Programme, World Food Programme (WFP)

The World Food Programme (WFP) regards the JPO Programme as a tool to attract and retain talent within the Organization. It provides talented young professionals an opportunity to drive new initiatives and projects, while possibly serving as a robust talent pipeline for future recruitment needs.

Some key facts regarding WFP's programme:

- WFP's JPO Programme typically has 50-70 active JPOs in any given year.
- Eighty percent of JPOs are assigned to the field, while twenty percent of the JPOs are assigned to Headquarters.
- JPOs in WFP are assigned to diverse functional areas, which are identified on a needs basis, and hence are strategic by nature. Functional areas include Programme & Policy, Innovation, Nutrition, Vulnerability Analysis & Mapping, Monitoring & Evaluation, Logistics, Procurement, Partnerships, Emergency Response, Telecommunications, Finance, and Communications.
- A typical JPO assignment with WFP is for a duration of 2 to 4 years, with the majority of JPOs serving the organization for at least 3 years. They undergo a combination of spending two years at WFP field offices (i.e. the country office level) and one year at Headquarters/ Regional Bureaus. Those officers, who have constraints with respect to transfers, have the possibility of being temporarily deployed to emergencies, to ensure that they do not miss out on these critical capacity building experiences.
- More than 65% of JPOs continue their career within WFP after the end of their JPO assignment.

Talent Pools at the WFP and their Outcomes

The 'Talent Pools' initiative was launched by WFP in 2014 to facilitate the career development of the most talented JPOs. Ten areas of specialization have recurring recruitment needs, due to the organization being an emergency response organization; consequently, the recruitment response has to be rapid as well. A talent pool is therefore created, wherein candidates included have already undergone assessment and are matched with the most relevant area of expertise. They are therefore ready to be selected as soon as the recruitment need arises. The process of assessment to be allotted to the talent pool is conducted six months prior to the end of the JPO's assignment, with the JPO interviewed by a panel of officials at different levels of the organization, including senior officials. Of the JPOs assigned to the Talent Pool, sixteen former JPOs were offered a fixed-term post out of the 80 positions available. The remaining JPOs were assigned to short-term assignments/consultancy projects.

4.8 Video Interviewing- An Innovative Approach to the Selection Process by UNESCO

By Ms. Rosella Salvia, JPO/YPP Focal Point, Bureau of Human Resources, UNESCO

The nature of UNESCO as an ‘intellectual-technical’ organization together with its mission: *“Since wars begin in the minds of men, it is in the minds of men that the defenses of peace must be constructed,”* renders the nature of the job complex. Candidates to be recruited, have to be technically competent, have diplomatic skills, and have relevant experience. This factor together with the budgetary constraints experienced by UNESCO in 2011, make the recruitment process particularly challenging. Ms. Rosella Salvia, provided an overview of the JPO Programme at UNESCO and presented the use of video interviews as a tool to streamline the recruitment process, particularly at the pre-selection stage.

Some key facts about UNESCO’s JPO Programme include:

- Between 1999- 2015, 191 JPOs have been assigned to UNESCO.
- At the time of the Meeting, UNESCO had 20 active JPOs from 9 countries. Of these 17 JPOs were at Headquarter locations while 3 JPOs were assigned to Field Offices.
- As of April 2015 UNESCO had signed agreements with new donor countries including Azerbaijan, People’s Republic of China, and Qatar. Overall, 13 countries were active donors to the programme at UNESCO.
- UNESCO enjoys a retention rate of 52%, of which 37% of former JPOs are on fixed term posts. Two factors affecting career development within UNESCO include: 1) their simultaneous operation of the Young Professionals Programme (YPP), which recruits young professionals to start their careers as international civil servants at the P1 and P2 levels. This restricts the availability of entry-level, regular posts available for JPOs to apply to, post completion of their assignment. 2) The geographical composition of the staff and the related human resources policy regulations that widen or narrow the possible open positions available.
- Functional areas that the JPOs work in include: Education (Global Coordination of Education for All), Natural Sciences, Social & Human Sciences, the Cultural Sector, and Knowledge Management & Development.

The use of Video Interviews by UNESCO:

A unique tool used by UNESCO for the purposes of pre-selection screening is video interviewing, wherein the candidate receives an email with a link to record the interview, comprising of a set of pre-determined questions. This ensures complete neutrality in the delivery of the interview questions to candidates.

The benefits of using video interviews, as recognized by UNESCO are as follows:

- ✓ Use of the tool streamlines the screening of candidates at the pre-selection stage, especially when a large number of applications are received.
- ✓ Has a global candidate reach.
- ✓ Once candidates have been short-listed using this method, access to their recorded interviews can be granted to hiring managers too, who can review it on their own time.

- ✓ Feedback on the performance of candidates can be recorded online by all recruiting managers, and they can review each other's feedback on candidate performance as well.
- ✓ Up to 80% reduction in coordination time and doing phone screens.
- ✓ As compared to phone screening, video interviewing gives recruiters an opportunity to read body language and other relevant non-verbal elements. Moreover, hiring managers have the chance to always revisit and review the videos.
- ✓ Reduces time and costs that otherwise would have been incurred on account of travel.
- ✓ Reduces overall cost and time per hire.

4.9 Orientation Programme for JPOs by UNSSC

Presentation by Ms. Maria Hutchinson, Deputy Director and Head of Programmes, United Nations System Staff College (UNSSC)

A recurring recommendation proposed by the Meetings from 2005-2013, encouraged donor countries to adopt the best practice of providing an orientation programme for JPOs, and in particular, consider the orientation programme developed and delivered by the United Nations System Staff College (UNSSC), in collaboration with UN DESA.

UNSSC and UN DESA, have worked together to deliver the programme, since 1993, and have provided induction training to over 500 JPOs.

The annual, two-week orientation programme delivered by the UNSSC is intended to equip participants with the knowledge, skills, abilities, and requisite experience, to perform their roles within the UN System in an effective manner. Additionally, it also enables them to develop an immediate network of 30-40 colleagues, spanning the UN System.

The key components of the course are as follows:

- Understanding the history, structure, and challenges of the UN System- This enables the new JPO, who might be working in one specific area, to understand the significance and workings of other parts of the UN.
- UN values and competencies and the role of an international civil servant- The new JPO has the opportunity to interact with current JPOs, as well as senior officials within the UN System, and thereby gain an understanding of the values and competencies that contribute to effective performance, typical career ups and downs, ethical issues and dilemmas, among other experiences, faced by professionals in the UN System as well as other international organizations.
- Skills for professional excellence- This covers negotiation, writing, and media skills in the context of the UN.
- Safety and security in the field- This is a crucial component that involves providing an understanding in terms of the documentation required to be completed for safety and security, as well as participation in internal trainings and simulation exercises. These are intended to prepare JPOs for worst-case scenarios, and are particularly relevant for those assigned to field locations.

The JPOs are the future of the multilateral system, and it is therefore, imperative that they receive and experience as well-rounded learning opportunities as possible. Their future role as well as working within the System are discussed, but critical to these discussions, is inculcating an appreciation for the interdependency of the different parts of the UN- an awareness that the new JPOs leave with, at the end of the two-week intensive programme.

Ms. Hutchinson concluded the presentation by encouraging donor countries to strongly consider sending their JPOs to the annual orientation programme organized by UNSSC in order to provide them with the best possible start.

4.10 UNICEF’s Competency-based Approach to Assessment and Career Development

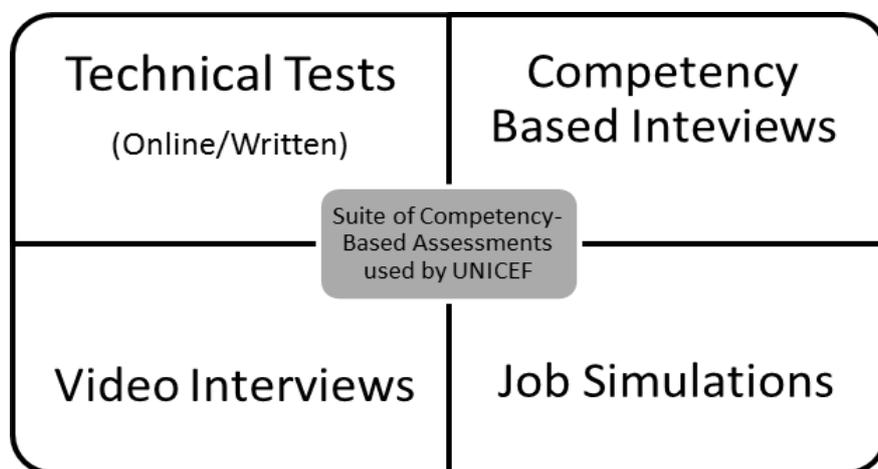
Presentation by Mr. Antonino Brusa, Human Resources Manager and Ms. Bettina Hasel, Human Resources Officer, Division of Human Resources, UNICEF

The rationale underlying UNICEF’s emphasis on competencies stems from its view of the JPO Programme as a possible channel to replenish the talent pipeline of the organization. It is hoped that post completion of the assignments, JPOs will progress in their careers and eventually even go on to serve in leadership positions. This is why, as early as the recruitment and selection stage, there is an emphasis on identifying candidates who already demonstrate proficiency in certain competencies that are critical to success within UNICEF. Through the course of their assignment and via learning and development opportunities available, JPOs should be able to further strengthen these competencies.

How does UNICEF incorporate Competencies in the different stages of the JPO’s organizational lifecycle?

❖ Recruitment & Selection

In September 2015, UNICEF was looking to launch job simulations as a component in the competency-based assessment process for the New and Emerging Talent Initiative (NETI), which UNICEF intended to use on a pilot-basis for the JPO Programme at the stage of recruitment.



Job simulations are intended to mirror a typical day in the professional life of a JPO. Candidates for a JPO position, taking this assessment start their simulations with responding to an in-tray exercise, attending meetings with supervisors, and even undergoing simulations of negotiations and other decision-making processes that the JPO may have to participate in, while on the job. The job simulation is intended to assess the degree of proficiency that the candidate demonstrates on core competencies that have been identified by UNICEF, via a competency mapping process (for example, 'Respect for Diversity', 'Building Harmonious Relationships', 'Managing Conflicts' etc.). It also complements other competency-based tools used by UNICEF.

Mr. Brusa reiterated the emphasis that UNICEF laid on competencies during the assessment process by attributing it to the constantly changing world of work, which calls for employees to hone in on transferable skills, in order to ensure cross-functional mobility. These serve as the anchors of a career and ensure person-organizational culture fit.

❖ ***Orientation & Onboarding***

UNICEF also incorporates competency development training into its organizational induction programme for JPOs. As part of the onboarding, UNICEF has designed training workshops, delivered by a professional vendor, in competency areas that have been identified by UNICEF as integral to the organization, including communication, conflict resolution, negotiation, and performance management.

❖ ***Online Learning Management System- Agora@UNICEF***

The learning management system, Agora@UNICEF has a competency-wise classification of learning resources available. Based on competency assessments undergone and areas of development identified, the JPO can choose relevant courses from the database.

❖ ***Competency-based Performance Systems***

UNICEF is also considering re-introducing 360-degree feedback systems for the JPO Programme, for developmental purposes, on a pilot basis.

❖ ***Mentoring & Coaching***

Both mentoring (*mentors are usually former JPOs who are matched with current JPOs, internally by HR*) and coaching are aligned to competencies. For coaching, external professional coaches are brought into the organization; the organization's competency assessment scale anchors the coaching process and each JPO undergoes 3-5 hours of coaching.

❖ ***To aid career development***

Towards the close of the second year of the assignment, JPOs have the opportunity to partake in mock interviews, tailored to the competencies detailed in the job description for the vacancy; it may also be used for developmental purposes, to address any previously identified gaps. UNICEF also makes available P11/CV/application clinics; these initiatives are usually managed by contracting to external career counsellors, who have prior experience advising staff within the agency's offices- this ensures objectivity in the process, yet it is managed by someone who is familiar with the functioning of the organization.

UNICEF is open to collaborating with other agencies and sharing their knowledge of best practices and expertise on the subject.

4.11 UNDP's Performance Appraisal System in the Framework of Career Development

Presentation by Ms. Lykke Andersen, Manager, UNDP JPO Service Centre

Performance Management is strictly related to good people management. Effective performance management would also address the challenges and issues faced by JPOs, support strategic talent management for the Programmes, as well as the career development of the JPOs. Good performance management holds the key to the success of the JPO Programmes.

Ms. Lykke Andersen from UNDP presented the Performance Appraisal System utilised for their JPO programme as a starting point for further discussion among participants, regarding their experiences with the system so far, and how it may be best used to support and strengthen the Programmes.

Why is Performance Management important and how does it help the JPO Programme, in particular?

Performance Management contributes to the planning and measurement of the performance of staff, thereby supporting the performance of the organization.

It supports the professional growth and development of staff, providing a framework that ensures that they receive regular feedback thus enhancing their learning and development while also serving as a motivational tool.

Like most organizations, UNDP too, while working to ensure a good, effective performance management system is in place, faces challenges in ensuring that staff are fully engaged in the process, see the benefits of committed participation, and are paying attention to the content and quality of the performance discussions. UNDP views this as a high priority area and is working to address these challenges.

Since JPOs are new to the UN System, Performance Management ensures that they receive close and targeted supervision, guidance, and feedback. As with other staff, it supports their learning and development, and also enhances their career development within the organization.

The Performance Management and Development Cycle at UNDP

The Performance Management and Development Cycle runs for a year at UNDP. It begins in February of the particular performance year, and concludes in January of the following year.

There are three stages in this process:

Stage 1: Performance Plan (February of the Performance Year)

The supervisor and the JPO discuss and agree on a performance plan, which comprises of 3-5 performance targets that the JPO should achieve during the year; these should be aligned with the work plan of the unit where the JPO is posted. Additionally, they also formulate a learning and development plan with 2-3 key learning objectives for the JPO and discuss the latter's career objectives.

Stage 2: Mid-Year Feedback (July of the Performance Year)

The supervisor and the JPO discuss the progress made in the implementation of the performance plan so far; any issues or challenges the JPO might be experiencing, and emerging learning needs, if any.

Stage 3: Annual Performance Assessment (January, of the following year)

In this stage the supervisor provides formal feedback on the performance of the JPO during the year. Strengths, challenges, areas of development, and career perspectives of the JPO are discussed.

While this is the formal system in place, supervisors are expected to meet with the JPOs on a regular basis and provide them with regular feedback. Performance management and feedback, as well as learning feedback are to be provided throughout the year in a consistent manner.



The Guiding Principles of the Performance Management System at UNDP

To reiterate, the Performance Management and Development Process,

- Enables a conversation between the JPOs and their supervisors, about goals, performance, and personal development. It establishes clear goals for the year ahead.
- Increases the motivation and engagement of the JPO, by reinforcing the importance of the work that the JPO does in contributing to the UNDP achieving its goals. The

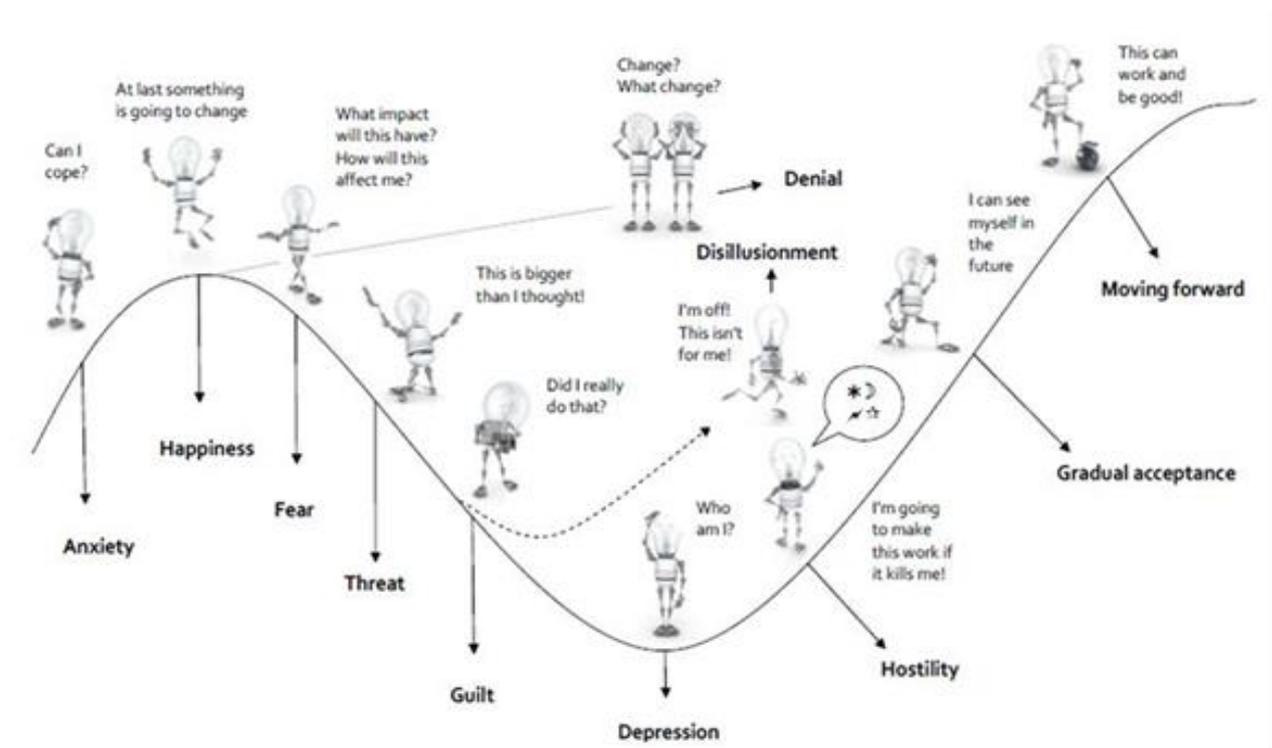
establishment of a performance management plan provides clarity to the JPO on how her/his work contributes to the results of their work-unit and how it is aligned with the overall strategy of the organization.

- Gives feedback on the quality of performance, so that the employee is recognised for their contribution and understands areas where they need to improve.
- Results in the formulation of a learning and development plan so that staff come closer to reaching their potential, and their career goals, while also identifying gaps and areas of development that need to be addressed.

4.12 A Holistic Approach to Talent Management by UNFPA

Presentation by Ms. Stephanie Ngo, HR Specialist/JPO Coordinator and Ms. Victoria Fernanades, Branding, Sourcing, and Outreach Specialist, UNFPA

The Division for Human Resources (DHR) at UNFPA takes a unique view of the career trajectory of the typical JPO over the course of her/his assignment, in that they regard it as a transition curve. While each JPO is likely to progress along this curve of high and low points at their own unique pace, as Human Resources Staff supporting the JPOs, it is critical that there be an overarching awareness that JPOs indeed do undergo these experiences through the course of their assignment. Staff supporting the JPOs should therefore work towards identifying the most appropriate strategy for each phase of the transition curve (for example: while enhanced communication channels might be most suited for the early stages, emotional support would be most necessary in those phases where depression and/or hostility may be experienced and finally, direction and guidance would be best for the latter, final stages of the curve).



The JPO Assignment as a 'transition process'. Source: UNFPA

Recognizing where the JPO is on the curve however, is difficult due to the phases and the emotions experienced in each of them being personal (yet likely to affect one's professional life). In order to engage with this, the DHR launched a pilot programme, which ran between January-March, 2015, wherein each JPO underwent four hours of coaching with an external consultant. The confidential coaching session allowed for JPOs to discuss any areas of concern in their personal and professional lives. A recurrent theme that emerged in these conversations were JPOs' concerns regarding where they were heading professionally, what their goals were, and how were they going to meet those goals. The programme therefore also served as a confidential feedback loop for the HR staff supporting the JPO Programme, providing them with critical information that they otherwise would not have been able to tap into, due to their high levels of involvement in the programme. These insights, together with UNFPA's staff talent management model were leveraged and adapted for the JPO Programme.

The DHR's HR Strategy and Talent Management sub-divisions work together in an integrated fashion and take a holistic approach to JPO Talent Management.

Some steps that they have undertaken in this direction include:

- Establishing workforce and succession planning functions with the objective of forecasting workforce needs, identifying related gaps and opportunities within the organization, and proactively planning to meet the same; the sentiment underlying these activities views JPOs as a future talent pipeline.
- Data- collection from several sources to guide the holistic talent management process for JPOs working with the organization. This includes feedback from JPO Coaching Sessions and targeted feedback from JPOs via the Global Staff Survey. They also hold conversations with donor countries, to identify thematic and country-specific priorities while working on finding an alignment with the former's and the organization's JPO talent management strategy.
- Supporting donor countries in their recruitment and selection processes, using social media channels to publicise new JPO posts. This integrated approach ensures the selection of a candidate who would be the best fit for the position as well as the organization.
- HR Strategic Partners provide information which helps in the selection of suitable supervisors who would provide mentorship as well as a good support network. With respect to supervisor/ manager capabilities and skillsets and their development, supervisors are provided with training programmes and workshops. For the recruitment and selection stages for instance, they receive training in how to conduct competency-based interviews. They also participate in interactive sessions on performance management, where they undergo training in setting clear goals and development objectives with the JPOs and having ongoing conversations with them about their performance. In addition to these practical, hands-on learning opportunities, supervisors also have access to online tools (e.g. SkillSoft), that can be tapped into.
- For the purposes of onboarding and integration, all newly recruited JPOs are invited to a one week orientation held at the UNFPA Headquarters. Here they are introduced to the organization's mandate, strategic plan, and key functions and divisions. They also have

the opportunity to interact with senior management and network with their peers and colleagues. Currently, development of regional orientation programmes, are also underway. These shall incorporate an orientation to the area of work as well as thematic priorities.

- Ongoing learning and development opportunities are also available to JPOs. Currently job shadowing opportunities intended to broaden experience and skill set are available. The feasibility of brief job swaps between JPOs working in similar areas, but different regional contexts is being examined. JPOs working in Headquarter locations are given field assignments. Online learning opportunities are available as well.
- A one-week workshop for second year JPOs, with the objective of them engaging in knowledge sharing and collaboration, further building on their networks, and skill development in key areas, is being considered.
- Finally, the importance of providing psycho-social support to JPOs, especially those working in the field has been realized. To this end, HR staff have received training in the provision of coaching and support; these training workshops have been open to staff in other UN organizations and agencies as well.

4.13 JPO Career Bootcamp- An Assessment & Career Development Initiative by the ILO, ITC, and WHO

Presentation by Ms. Sylvie Layous-Saltiel, JPO Focal Point, Human Resources Development Department, ILO; Ms. Fiona Walker, Human Resources Officer, Division of Programme Support, ITC; Ms. Cornelia Griss, Human Resources Specialist, Recruitment, Placement, and Classification, Human Resources Service, WHO; Ms. Felicia Barry Jorgensen, Human Resources Specialist, WHO.

The JPO 'Career Bootcamp' is a Geneva-based joint initiative by the International Labour Organization (ILO), the International Trade Centre (ITC), and the World Health Organization (WHO). The initiative began in 2008, with the objective of being a tool that would aid career development. It originally comprised of presentations and other exercises, carried out with large groups of JPOs from different agencies. Feedback from JPOs for these early sessions, consistently brought up requests for more practical exercises to be incorporated, as well as more one-on-one, personalised feedback. This encouraged the three agencies to revamp the career development programme.

The Revised Initiative

A pilot of the revised initiative with eight participants was launched in January, 2015, intended to simulate the complete selection cycle for UN vacancies. It ran from January, 2015- March, 2015 and was broken down into the following stages:

Stage 1: The Application Process - Candidates were encouraged to apply to vacancy announcements, specially designed for the simulation exercise. Following their applications, their CVs were reviewed to check whether they met the minimum required criteria and to assess their fit for the position. Those whose CVs do not pass this screening, were provided feedback, advised on how they could revise their applications and encouraged to re-submit it.

Stage 2: Asynchronous Interviews- The second stage of the process comprised of candidates participating in video interviewing. Each agency reviewed the recordings and provided joint feedback to each candidate on their performance in the interview, as well as useful information and tips on how they could further enhance their performance on interviews based in similar modalities.

Stage 3: Written Tests- The next stage comprised of four written tests; three technical tests and one administrative test. Feedback for this stage was incorporated into the second phase of the subsequent career assessment centre stage.

Stage 4: Career Assessment Centre- The final career assessment centre stage was completed over a two- day period. On the first day, candidates received a debriefing on the process they had undergone so far, and their inputs on the process and their experiences were solicited. Following this, they participated in a group exercise, where they were provided with the tools and instructions to complete the assignment. Each JPO was observed by a facilitator, who assessed the behaviours displayed by the former, to check for a match with the competencies that vacancy announcement required. The facilitators then held a calibration session amongst themselves to integrate their observations.

The second day began with the candidates receiving a debriefing on the group exercise. Contact details of each candidate's observer were made available, so that they would receive personalised feedback on their performance in the exercise. Each candidate then participated in a Competency-Based Interview session, where they were interviewed by two facilitators and observed by three peers; they received feedback from all observers present. This was followed by a Peer-to-Peer Mentoring session; participants were provided with an introductory paper on the process and guidelines for successful mentoring to support them through the process- it was hoped that the mentoring experience and relationship would carry forward beyond the immediate assessment centre. They were also provided with feedback for their written assessments.

The day concluded with an inspirational keynote speech and participants writing out 'Reminder Postcards' about three takeaways from this experience- this was later sent to them as a reminder, encouraging them to reflect on whether they were actively applying their learnings in their day-to-day professional lives.

To conclude, the pilot programme received a combination of positive and constructive feedback. Due to the benefits which could be reaped from the programme, it will be offered twice a year, with a group size of maximum twelve candidates per session, to allow for optimal experience of the career development centre for each candidate. All three agencies were looking forward to sharing their experiences and knowledge on the Career Bootcamp, with other organizations and the donor countries.

5. Conclusion

The closing day of the Meeting began with participants bidding farewell and expressing their gratitude to Mr. Furio De Tomassi, Chief, Human Resources Management, Capacity Development Office, for his dedicated service to the UN JPO Programme over the past two decades. The crucial role he played in coordinating and managing the UN JPO Programme of UN DESA and its role as the focal point for inter-agency coordination of the Programmes, as well as his longstanding service as Secretary over several editions of the Meetings, was especially acknowledged.

The participants then undertook deliberations and discussions, following which the final recommendations were drafted and adopted (The full text of the recommendations is reflected in Annex I).

The Chair and the Secretary of the Meeting in their closing statements highlighted and appreciated the constructive spirit of the discussions.

Mr. Ronald Wormgoor, Head of Department of Multilateral Organizations and Human Rights, Ministry of Foreign Affairs of The Netherlands in his closing address, stated that The Netherlands was honoured to host the biennial Meeting. He especially extended his gratitude to the entire organizing and management team for their contributions towards the organization of the Meeting and to UN DESA for their cooperative, supportive partnership. He also wished UN DESA the best, in their undertakings towards the Sustainable Development Goals for the 2030 Agenda for Sustainable Development.

Mr. Thomas Gass, Assistant Secretary General for Policy Coordination and Inter-Agency Affairs, UN DESA, in his closing statement expressed DESA's strong commitment to the JPO Programme, and emphasized the critical role the Programme played in capacity-building, reiterating the importance of putting the Voluntary Trust Fund for Developing Country Candidates into operation. This was particularly pertinent in the light of the Sustainable Development Goals that were to be adopted later in the year, whose motto is inclusive development and ensuring that no one is left behind.

The Meeting concluded with participants expressing their deep appreciation to the Government of The Netherlands for their generous, warm hospitality and excellent logistical arrangements which facilitated the fruitful, productive discussions at the Meeting. They also expressed their appreciation to UN DESA for its substantive and technical contributions to the discussions as well as its excellent organizational efforts. The participants requested UN DESA to begin planning for the next meeting and to explore with various countries, among them Germany, the possibility of hosting the meeting in 2017.

6. Annexes

ANNEX I: Recommendations of the 10th Meeting of National Recruitment Services and UN Organizations on the JPO Programmes in The Hague, 28-30 April 2015

1) 10th Meeting of National Recruitment Services and UN Organizations on the JPO/APO Programmes – Change of name of the Meeting

In the 10th Meeting of National Recruitment Services and UN Organizations on the Associate Expert/JPO/APO Programmes, the Meeting reiterates the importance of the inter-agency coordination as a key element to enhance and further develop the existing programmes and to strive to reach a high degree of harmonization. In line with this, the Meeting salutes the effort made by all partner countries and UN Organizations to strengthen their ties and their interaction in the context of continuously successful programmes.

Recalling recommendation no. 1 of the 9th Meeting held in Stockholm in 2013, the Meeting decides to rename itself as “Meeting of National Recruitment Services and UN Organizations on the JPO Programmes” starting with its 11th edition. The Meeting also recommends those UN Organizations that have not done so yet, to undertake all necessary steps to standardize the name of their Programme to JPO Programme.

2) Continuity in Change

The Meeting expresses its great interest in the presentation made by The Netherlands on the occasion of the 60th anniversary of the Dutch JPO Programme – Continuous investment in young talent and multilateral development cooperation.

The Meeting expresses its full satisfaction with the Programme that has remained relevant by virtue of its continuity in changing and its ability to constantly adapt to the needs of the UN Organizations for most of the 70 years of life of the United Nations, and recommends to all stakeholders to maintain the present excellent spirit of cooperation and the flexibility required to ensure continuous adjustment.

3) Outreach and building new partnerships

Recalling recommendation no.2 of 2013, the Meeting reconfirms the importance to establish new partnerships with additional member states, particularly middle income countries and countries from the South and therefore recommends to all participants to deploy any possible outreach efforts in order to build new bridges.

4) Integration support and mentoring programmes / buddy systems

Given the importance of a smooth start of assignment and its impact on a new staff member’s performance, receiving organisations should enhance the efficiency of on-boarding procedures of new JPOs. This includes on-arrival briefings and substantive and

logistical measures. Further, the Meeting reaffirmed the importance of JPO focal points in providing coaching support to newly on-boarded JPOs, particularly during the first months.

Recognizing that mentoring programmes have become the state of the art for young professional programmes in the private sector, the Meeting suggests that organisations consider offering mentoring programmes and buddy systems to JPOs as a means to facilitate their integration and to support their career development.

5) Supervision guidelines and compact with supervisors

Recalling previous recommendations with regard to supervision guidelines and a compact with supervisors (2003, 2005, 2007, 2009, 2011), the Meeting reaffirms the importance of proper supervision to ensure the success of JPO assignments and urges all organizations not using such tools yet to adopt detailed supervision guidelines and to use a compact with supervisors to enforce them. Partner countries may consider the consistent application and compliance with supervision guidelines and compacts with supervisors as an important element for the selection of JPO positions.

6) Selection tools

The Meeting expresses great interest in the presentations made by different agencies concerning the use of innovative electronic tools for the pre-selection and selection of candidates. The Meeting recommends sharing evaluation results of these pilot projects.

7) Sponsorship of Developing Country Candidates: Implementation of the Voluntary Trust Fund

Recalling recommendation no. 7 issued in 2013 in support of the launch of a voluntary Trust Fund for sponsoring developing country candidates, the Meeting takes note with satisfaction that the Trust Fund has been established.

The Meeting recommends to all partner countries to actively explore the possibility of contributing to the voluntary Trust Fund. Appropriate outreach activities shall be undertaken by the participants to contact additional contributing partners to mobilize interest in the Trust Fund.

8) Cost estimates

Recalling previous recommendations concerning the standardization of cost estimates (1999, 2001, 2009, and 2011) and recommendation no.2 from 2013 alerting of possible future implications with regard to the share of some direct costs, the Meeting takes note of the fact that possible changes to the standardized version of the cost estimates for some organizations may arise. These changes may derive from compliance with: 1) IPSAS requirements, and 2) new financial regulations mandated by the Executive Boards/Governing Bodies. Such new financial regulations are related to the compliance with the classification of core and non-core costs. Thus, previously centrally-managed costs may be re-apportioned and charged as part of other direct costs related to the appointment and included in the cost estimate after due information has been provided to partner countries

at the earliest possible occasion. The Meeting recommends that UN organizations keep these direct costs at a minimum in order to maintain cost effectiveness of the JPO Programme.

(For reference see GA Resolution 67/226 (paragraphs 43-56), UNDP/UN Women/UNFPA/UNICEF/UNOPS Executive Board documents DP/FPA/2012-1 & DP/FPA/2013-1 and related EB decisions, DP/2013/10.)

9) Facilitating ongoing communication

Recalling recommendation no. 9 issued in Stockholm in 2013 concerning the establishment of a dedicated JPO Programmes online platform, the Meeting takes note of the fact that a LinkedIn forum, managed by UNDP, France and The Netherlands, has been established in order to facilitate ongoing communication. The Meeting recommends all participants to join the platform to share issues of common interest. Among others, the platform may be used:

- a) To exchange best practices among stakeholders; for example between long-time partner countries and partner countries that recently joined the Programmes.
- b) To exchange any other relevant information that may enhance the Programmes.

10) Developing indicators to measure the quality of JPO Programmes

The Meeting recognizes the importance of having measurable indicators to monitor and evaluate the quality and the impact of the Programmes. For this purpose the Meeting proposes that by 31 December 2015 participants will suggest indicators that in their opinion are the most significant, using the established online platform. The results of this exercise will be reviewed and shared with all participants in the first quarter of 2016 by UN/DESA and discussed at the next meeting.

11) Assessment of the JPO Programmes

The Meeting greatly appreciates the results of the overall assessment of the JPO Programmes, presented by Switzerland and UN/DESA. Therefore, the Meeting suggests that appropriate measures be taken to continue the best practice of periodical surveys (possibly every 4 years) addressing all stakeholders (partner countries, organizations, JPOs, supervisors). UNDP volunteered to carry out the next survey before the 2017 Meeting.

12) Planning for the next meeting in 2017

The Meeting reaffirms the importance of constructive preparatory exchanges as a tool to enhance the effectiveness of the Biennial Meeting. The Meeting acknowledges the present best practice of requesting input from participants to build a meaningful agenda. In order to maximize the effectiveness of its conclusions, the Meeting suggests to add different formats for the debate such as introducing the use of voluntary working groups during the 11th Meeting and to allocate appropriate time in the agenda for this purpose.

Expressing once again deep appreciation to UN/DESA for its relevant substantive and technical contribution to the discussions as well as its excellent organizational efforts, the

participants requested UN/DESA to begin planning for the next meeting and to explore with various countries, among them Germany, to consider the possibility of hosting the meeting in 2017.

Conclusion:

Acknowledgment to the host country

The participants expressed their deep appreciation to the Government of The Netherlands for its warm welcome to The Hague, its generous and warm hospitality and excellent logistical arrangements which facilitated the fruitful discussions and results of the deliberations.

ANNEX II: Agenda

Tuesday, 28 April 2015 – Meeting room “Max van der Stoel Zaal”

Morning

09:00 – 09:50 Registration

Opening Session

Welcome and Introduction

10:00 Welcome address by Host Country Representative - Mr. Christiaan Rebergen, Director General International Cooperation, Ministry of Foreign Affairs of the Netherlands

10:10 Introductory remarks by Mr. Furio de Tomassi, Chief, Human Resources Management, Capacity Development Office, UN/DESA

Organizational arrangements

10:20 Presentation and adoption of the annotated agenda and election of officials: Chairperson, Secretary and Rapporteur

10:25 Coffee Break

Follow-up on the recommendations from the 9th Meeting of NRS and UN Organizations on the AE/JPO/APO Programmes held in Stockholm, Sweden 2013

10:40 Remarks/ Introduction by the Chairperson of the 10th Meeting

10:50 Review of Recommendations of the 9th Meeting by Mr. Matteo Sasso, UN/DESA

11:10 Review of earlier recommendation: Orientation Programme for Junior Professional Officers and Associate Experts by Ms. Maria Hutchinson, UNSSC

11:20 Follow up findings of the Evaluation Task Force Exercise; Overall Assessment of the Associate Expert/JPO/APO Schemes by Mr. Alberto Groff, Switzerland

11:40 Main findings of the 5th Statistical Overview Report of UN/DESA by Ms. Andrea Theocharis, UN/DESA

Present situation and future outlook from donor’s perspective

12:00 60th Anniversary of the Dutch JPO Programme – Continuous investment in young talent and UN development cooperation by Mr. Ronald Wormgoor, Head of Department of Multilateral Organizations and Human Rights, Ministry of Foreign Affairs of the Netherlands

Tour de Table

12:15 Donor countries

12:55 **Group photograph**

13:05 Lunch organized by host

Afternoon

14:00 Historical overview of main administrative decisions taken by the UN System/Donor Meeting on the Associate Expert/JPO/APO Programmes by Mr. Matteo Sasso, UN/DESA

Parallel Sessions

14:30 a) National Recruitment Services/ donor countries

(Conference room “Van Kleffenzaal” / moderated by the Chairperson of the Meeting) -
Topics as identified by donor countries

b) UN Organizations

(Conference room “Australiëzaal” / moderated by the Secretary of the Meeting)

- Topics as identified by UN Organizations

15:45 Coffee Break

16:00 Conclusions of the donor countries’ session
Conclusions of the UN Organizations’ session

16:15 Presentation of the conclusions of the parallel sessions to the plenary
(Conference room “Max van der Stoel Zaal”)

16:45 Discussion

17:15 End of the working programme

18:00 Reception organized by the host Lounge of the Hotel Suite Novotel Den Haag City Centre, Grote Marktstraat 46 3

Wednesday, 29 April 2015 – Meeting room “Max van der Stoel Zaal”

Morning

Best practices in the JPO Programmes

09:15 The WFP JPO Talent Pipeline by Ms. Chantal Tousignant, WFP

09:35 Video interviewing - an innovative approach to the selection process by Ms. Rossella Salvia, UNESCO

09:55 A competency based approach to assessment and career development by Mr. Antonino Brusa and Ms. Bettina Hasel, UNICEF

10:15 Integration support provided to Swiss JPOs by Ms. Nora Landheer, CINFO, Switzerland

10:35 Coffee Break

10:50 UNDP's Performance Appraisal System in the framework of career development by Ms. Lykke Andersen, UNDP

11:10 Talent management - how best to enable our JPOs to reach their full potential by Ms. Stephanie Ngo and Ms. Victoria Fernandes, UNFPA

11:30 JPO Career "boot camp" - from passive to active learning by Ms. Sylvie Layous, ILO, Ms. Fiona Walker, ITC, Ms. Cornelia Griss and Ms. Felicia Barry-Jorgensen, WHO

Promoting the Programme – Outreach activities

11:50 Strengthening existing and building new JPO partnerships in today's evolving world by Mr. Jean-Luc Marcelin, UNDP

12:15 Building new JPO partnerships. The case of the State of Kuwait by Mr. Hashim Al-Rifai, GSSCPD, State of Kuwait

12:25 German JPO Programme Strategy by Ms. Helene Paust und Ms. Brigitte Jäger, Germany

12:45 Lunch organized by host

Afternoon

UN Human Resources Reform and potential impact on UN system and AE/JPO/APO Programmes

14:00 Summary of progress in implementation of GA resolutions referring to United Nations HR Reforms (i.e. Mobility Scheme, Conditions of Service, UMOJA) by Martha Helena Lopez, UN/DM/OHRM (by VTC)

14:20 Lessons learned from reforms and reorganization in the World Bank Group by Ms. Anna-Maria Eftimiadis, The World Bank Group

14:40 The JPO Programmes in the 21st Century – review of present discussion at the normative level by Mr. Furio de Tomassi, UN/DESA

15:00 Discussion

Sponsorship of Developing Country Candidates (DCCs)

15:15 Update on the Voluntary Trust Fund for Developing Country Candidates (DCCs) / Roadmap and administrative arrangements for its implementation (Recommendation No.4) by Mr. Furio de Tomassi. UN/DESA

15:30 Discussion

15:45 Coffee Break

Administrative Topics

16:00 Discussion on pending issues resulting from parallel session on 28 April

17:00 End of the working programme

18:00 Visit of the Mauritshuis Art Museum with guided tour, organized by host

20:00 Dinner organized by host at Indonesian Restaurant Garoeda Kneuterdijk 18A 2514 EN

The Hague 5

Thursday, 30 April 2015 - Meeting room "Max van der Stoel Zaal"

Morning

09:30 Continuation of discussion on previously raised subjects & Interventions by donor countries and agencies on various issues

10:45 Coffee Break

11:00 Initial discussion on draft recommendations of the Meeting

12:30 Lunch organized by host

Afternoon

13:30 Continued discussion and presentation of the recommendations

14:00 Adoption of the recommendations

14:15 Identification of host and venue for the next biennial meeting in 2017

14:30 Closing statements by

- Dutch Ministry of Foreign Affairs

- Mr. Thomas Gass, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, UN/DESA (tbd)

- Secretary of the Meeting

- Chairperson of the Meeting

15:00 End of the programme

Annex III: List of Participants

DONOR COUNTRIES

Austria

Ms. Deva ZWITTER
Legal Attaché, Embassy of Austria
Van Alkemadelaan 342, 2597 AS
The Hague, The Netherlands.
Tel. +31-70-314 15 81
deva.zwitter@bmeia.gv.at

Azerbaijan

Mr. Parviz RUSTAMOV
III Secretary, Permanent Delegation of
the Republic of Azerbaijan to UNESCO
Maison de l'UNESCO, Bureaux MR.25 et
MR.40
1, rue Miollis
75015 Paris, France.
Tel. + 33 (0)145682868
p.rustamov.az@unesco-delegations.org

Belgium

Ms. Jannick VIOLON
JPO Programme Officer
FOD Buitenlandse Zaken, Buitenlandse
Handel en Ontwikkelingssamenwerking
Ministère des Affaires étrangères, du
Commerce extérieur et de la Coopération
au Développement
Karmelietenstraat 15 1000
Brussels, Belgium
Tel.+32 (0) 2501 4462
Jannick.Violon@diplobel.fed.be

Brazil

Mr. Pablo ROMERO
Third Secretary, Embassy of the Federative
Republic of Brazil in The Netherlands
Mauritskade 19
2514 HD, The Hague
Tel. +31 70 302-3959
Pablo.romero@itamaraty.gov.br

China

Mr. Yue DU
Secretary General, National Commission of
the People's Republic of China for UNESCO,
Ministry of Education, No.37 Damucang
Hutong, Xidan 100032, Beijing, China
duy@moe.edu.cn

Ms. Jinhui LIU
Director General, China Scholarship Council
No.9 Chegongzhuang Avenue
Level 13, Building A3
Beijing 100044, China
Tel. +86-10-66093900
bangongshi@csc.edu.cn

Mr. Xiangyi YANG
Deputy Director, Division of Planning and
Development, China Scholarship Council
No.9 Chegongzhuang Avenue
Level 13, Building A3
Beijing 100044, China
xyiyang@csc.edu.cn

Denmark

Mr. Lars Finn POULSEN
Head of the Team, Ministry of Foreign
Affairs
2 Asiatisk Plads
1448 Copenhagen, Denmark
Tel. +45 3392 0000
larpou@um.dk

Finland

Ms. Johanna KARANKO
Director, Department for Development
Policy
Ministry of Foreign Affairs
Säästöpankinranta 2, P.O. Box 343
Helsinki, Finland
Tel. +358 9 160 55565
johanna.karanko@formin.fi

Ms. Sirpa HELDAN-ZAMBETAKIS
JPO/UNV Programme Officer
Unit for UN Development Affairs
Department for Development Policy
Ministry of Foreign Affairs
Katajanokanlaituri 3, P.O. Box 512
Helsinki- 00023, Finland
Tel. +358 295 351 482
Sirpa.Heldan-Zambetakakis@formin.fi

Ms. Anne HÄMÄLÄINEN
Senior Programme Advisor, Centre for
International Mobility (CIMO)
Säästöpankinranta 2, P.O. Box 343
Helsinki, Finland
Tel. +358 207 868 513
anne.hamalainen@cimo.fi

France

Ms. Anne-Emmanuelle GANGBO
JPO/AE Programme Officer, Délégation des
fonctionnaires internationaux (DFI)
Ministry of Foreign Affairs
57 Boulevard des Invalides
75700 Paris, France
Tel. +33 (0)1 53 69 32 20
anne-emmanuelle.gangbo
@diplomatie.gouv.fr

Germany

Ms. Helene PAUST
JPO Programme Officer, Human Resources
Development, Human Resources Abroad
Federal Ministry for Economic Cooperation
and Development
Dahlmannstraße 4
53113 Bonn, Germany
Tel. +49 (0) 22899 535-3636
Helene.Paust@bmz.bund.de

Ms. Brigitte JAEGER
International Personnel Officer,
German Personnel in International
Organisations
Auswärtiges Amt
Werderscher Markt 1
10117 Berlin
Tel. + 030 5000 47 18
1-ip-2@auswaertiges-amt.de

Mr. Hellmut MEINHOF
Head of Bureau for International
Organisations' Personnel (BFIO), a
specialised service provider of the German
Federal Employment Agency
(Bundesagentur für Arbeit)
Bonn -53123, Germany
Villemombler Str. 76
Tel. +49 (0) 228 713-1073
Hellmut.Meinhof@arbeitsagentur.de
bfio@arbeitsagentur.de

Hungary

Mr. Daniel CSONKA
Third Secretary, Legal Matters
Embassy of Hungary in The Hague
Hogeweg 14, 2585 JD The Hague
Tel. +31 70 350 0404
DCsonka@mfa.gov.hu

Ms. Tessa van der MIESEN
Political Analyst
Embassy of Hungary in The Hague
Hogeweg 14, 2585 JD The Hague
Tel. +31 70 350 0404
TMiesen@mfa.gov.hu

Italy

Ms. Maria LETIZIA ZAMPARELLI
Programme Officer, Multilateral Office,
Directorate General for Development
Cooperation
Ministry of Foreign Affairs and International
Cooperation of Italy
Piazzale della Farnesina, 100135 Roma
Tel. + 0039 - 06.36911
maria.zamparelli@esteri.it

Japan

Mr. Satoshi ABE
Chief, Recruitment Center for International
Organizations, Foreign Policy Bureau
Ministry of Foreign Affairs
2-2-1 Kasumigaseki, Chiyoda-ku, Tokyo 100-
8919, Japan
Tel. +81-3-5501-8238
satoshi.abe-1@mofa.go.jp

Luxembourg

Mr. Marc PITZEN
Inspecteur principal
Ministère des Affaires Etrangères
6, Rue de la Congrégation
1352 Luxembourg, Luxembourg
Tel. +35 2 247 82338
marc.pitzen@mae.etat.lu

The Netherlands

Mr. Hans VAN POETEREN
JPO Programme Officer
United Nations and International Financial
Institutions Department (DVF-FS/CI),
Ministry of Foreign Affairs
P.O. Box 20061
2500 The Hague, Netherlands
Tel. +31 70 348 5300
h-van.poeteren@minbuza.nl
dmm-jpo@minbuza.nl

Ms. Nandy HEURTAUX
Financial Advisor, UN Affairs Division,
Ministry of Foreign Affairs
P.O. Box 20061
2500 The Hague, Netherlands
Tel. +31 70 348 5300
nandy.heurtaux@minbuza.nl

Mr. Rolf POSTHOUWER
Director, Nedworc Foundation
P.O. Box 104
3980 CC Bunnik, Netherlands
Tel. +31 (0)30 6932912
jpo@nedworcfoundation.nl

Ms. Alida LAURENSE
JPO Programme Officer, Nedworc
Foundation
P.O. Box 104
3980 CC Bunnik, Netherlands
Tel. +31 (0)30 6932912
jpo@nedworcfoundation.nl

Norway

Mr. Erlend WILHELMSEN
Advisor, Ministry of Foreign Affairs
Victoria Terrasse
Oslo-0251, Norway
Tel. + 47 23 95 16 47
Erlend.Wilhelmsen@mfa.no

Ms. Ragnhild OVERJORDET
JPO Focal Point, Ministry of Foreign Affairs
Victoria Terrasse
Oslo-0251, Norway
Tel. +47 2395 0179
ragnhild.overjordet@mfa.no

Poland

Ms. Beata PRADZYNSKA
Deputy Director, Office of Political Director,
Ministry of Foreign Affairs
al. J. Ch. Szucha 23
Warsaw 00-580, Poland
Tel. +4822523 8903
beata.pradzynska@msz.gov.pl

Republic of Korea

Ms. Yeonjoo CHAE
Second Secretary, United Nations Division
Ministry of Foreign Affairs
60, Sajik-ro 8-gil, Jong-no gu, Seoul,
Republic of Korea, (110-787)
Tel. +82 10 2552 2336
yjchae1983@gmail.com

Saudi Arabia

Mr. Fahd ALRUWAILY
Minister Plenipotentiary
Director General of NGOs Affairs and
Human Rights, Ministry of Foreign Affairs
P.O.Box 55937
Riyadh, 11544
Saudi Arabia
Tel. +966114055000 ex. 3158
fahadalrwaily@yahoo.com

Ms. Rania ABDULBAQI
Second Secretary, Permanent Mission of
Saudi Arabia to the United Nations
809 UN Plaza, 10th Floor
10017 New York, USA
nonah1131400@icloud.com

Spain

Ms. Teresa GANCEDO NIETO
AECID Focal Point
Jefe de Área de Reclutamiento para
Organismos Internacionales Departamento
de Cooperación Multilateral Agencia
Española de Cooperación para el Desarro,
Ministerio de Asuntos Exteriores y de
Cooperación
Avda. Reyes Católicos, 4. Dpcho. 3432
28040 Madrid, Spain
Tel. +34 91 583 8502
teresa.gancedo@aecid.es

Sweden

Mr. Christian LIEN
Head , Capacity Development Unit,
Department for Partnerships and
Innovations, Swedish International
Development Cooperation Agency (Sida),
Valhallavägen 199, 10525,
Stockholm, Sweden.
christian.lien@sida.se

Ms. Marie-Louise DAGRUP-STRAND
UN Development Coordinator, Department
for Partnerships and Innovations, Swedish
International Development Cooperation
Agency
Valhallavägen 199, 10525, Stockholm,
Sweden.
Tel. +46 8 698 54 03
marie-louise.dagrup-strand@nominova.se

Mr. Jonas WIKSTROM
Programme Manager
Swedish International Development
Cooperation Agency
Valhallavägen 199, 10525, Stockholm,
Sweden.
Tel. +46 8 698 54 03
Jonas.Wikstrom@sida.se

Switzerland

Mr. Alberto GROFF
Head of Section, United Nations and
International Organisations Division,
Federal Department of Foreign Affairs
Bundesgasse 28, 3003 Bern, Switzerland
Tel. +41 58 463 55 88
alberto.groff@eda.admin.ch

Ms. Nora LANDHEER
Outreach and Recruitment Officer, Centre
for Information, Counselling and Training
for Professions relating to International
Cooperation (cinfo)
P.O. Box / Rue Centrale 115
2500 Bern, Switzerland
Tel. +41 32 365 80 02
nora.landheer@cinfo.ch

Turkey

Mr. Harun Reşit HALISOGLU
Second Secretary, Embassy of the Republic
of Turkey
Jan Evertstraat 15
2514 BS, The Hague
The Netherlands
Tel. + 0031 6 33 46 48
30hrhalisoglu@mfa.gov.tr

United Arab Emirates

Mr. Fahad HATRASH
International Partnerships Executive
Ministry of International Cooperation and
Development
P.O. Box: 110555
Abu Dhabi, UAE
fahad.hatrash@micad.gov.ae

United Kingdom

Ms. Neelam BANGA
Deputy Programme Manager, United
Nations and Commonwealth Department,
DFID
22 Whitehall, London. SW1A 2EG, United
Kingdom
Tel. +44 (0)20 7023 0194
N-Banga@dfid.gov.uk

United States of America

Ms. Christina BREUER
Multilateral Outreach officer,
Office of Management Policy and
Resources - Bureau of International
Organization Affairs, U.S. Department of
State
2201 C Street NW, 20520, Washington,
D.C., USA
Tel. +1 202.736.4827
BreuerCA@state.gov

Mr. Steven AMUNDSON
IAEA Talent Acquisition Specialist
International Programs Office
Argonne National Laboratory
9700 S. Cass Avenue
Lemont, IL 60439, USA
Tel. +1 (630) 252-5491
samundson@anl.gov

UN-ORGANIZATIONS

Bioversity International

Ms. Ingrid LAMBERT
Human Resources Manager
Human Resources Unit
Via dei Tre Denari 472/a
00057 Maccarese (Fiumicino) Rome, Italy
Tel. +39 06611 8335
i.lambert@cgiar.org

Food and Agriculture Organization of the United Nations (FAO)

Ms. Ayna KHAIDOVA
Senior Human Resources Officer, Human Resources Support Office
Viale delle Terme di Caracalla
00153 Rome, Italy
Tel. +39 06 57051
Ayna.Khaidova@fao.org

Ms. Giulia deROBERT
Programme Officer a.i.
South-South Cooperation and Resource Mobilization (TCS), Technical Cooperation
Viale delle Terme di Caracalla, 00153 Rome, Italy
Tel. +39 06 57054032
Giulia.DeRobert@fao.org

International Atomic Energy Agency (IAEA)

Ms. Ursula LEJA
Team Leader, SG & NE Departments
Recruitment Unit, Division of Human Resources
Vienna International Center, Vienna 1400
Austria
Tel. (+431) 2600-0
u.leja@iaea.org

International Fund for Agricultural Development (IFAD)

Mr. Richard AIELLO
Staff Development Manager
Human Resources Division
Corporate Services Department
Via Paolo di Dono 44
00142 Rome, Italy
Tel. +39 06 5459 2684
r.aiello@ifad.org

International Labour Organization (ILO)

Mr. Marc FILLIEUX
Head, Resourcing Unit/ Talent Branch
Human Resources Development
Department
4, Route des Morillons
CH-1211 Geneva 22, Switzerland
Tel. +41 (0) 22 799 6111
fillieux@ilo.org

Ms. Sylvie LAYOUS-SALTIEL
JPO Focal Point, Human Resources
Development Department
4, route des Morillons
CH- 1211 Geneva 22, Switzerland
Tel. +41 (0)22 799 7242
jpo@ilo.org

International Maritime Organization (IMO)

Mr. John ALONSO
Human Resources Services
4 Albert Embankment, London SE1 7SR
UK
JAlonso@imo.org

Ms. Miroslava PACKARD
4 Albert Embankment, London SE1 7SR
UK
mpackard@imo.org

International Organization for Migration (IOM)

Ms. Greet de LEEUW
Director, Human Resources Management
17, Route des Morillons
PO Box 71
1211 Geneva, Switzerland
Tel. +41.22.717.9111
Gdeleeuw@iom.int

Ms. Sherree ATKINSON
Staff Planning & Mobility Specialist
Human Resources Management
17, Route des Morillons
PO Box 71
1211 Geneva, Switzerland
Tel. + 41 22717 9316
satkinson@iom.int

International Trade Center (ITC)

Ms. Fiona WALKER
Human Resources Officer, Division of
Programme Support
Palais des Nations, Geneva 10
CH-1211
Switzerland
Tel.+41 227300424
walker@intracen.org

International Telecommunication Union (ITU)

Ms. Laureen MARCHI
Place des Nations
1211 Geneva 20 Switzerland
Tel. +41 22 730 5111
Laureen.marchi@itu.int

UN Women

Mr. Prasun CHAKRABORTY
Lead, HR Planning, Policy and
Organizational Design,
Human Resources Section
220 East 42nd Street
10017 New York, USA
Tel. +1 646 781 4563
prasun.chakraborty@unwomen.org

United Nations Children's Fund (UNICEF)

Mr. Antonino BRUSA
Human Resources Manager, Human
Resources Division
3 U.N. Plaza
New York, NY 10017
USA
Tel.+1 212-824-6261
abrusa@unicef.org

Ms. Bettina HASEL
Human Resources Officer, Human
Resources Division
3 U.N. Plaza
New York, NY 10017
USA
Tel. +1 212 824 6083
bhasel@unicef.org

United Nations Department of Economic and Social Affairs (UN/DESA)

Mr. Furio de TOMASSI
Chief, Human Resources Management
Programme Support Service,
Capacity Development Office
Department of Economic and Social Affairs
One UN Plaza, DC1-2575
10017 New York, NY USA
Tel. +1 212 963 8343
tomassi@un.org

Mr. Matteo SASSO
Chief, UN JPO Programme,
Capacity Development Office
Department of Economic and Social Affairs
One UN Plaza, DC1-2585
10017 New York, NY USA
Tel. +1 917 367 5058
sasso@un.org

Ms. Andrea THEOCHARIS
Associate Human Resources Officer, UN
JPO Programme
Capacity Development Office
Department of Economic and Social Affairs
One UN Plaza, DC1-2576A
10017 New York, NY USA
Tel.+1 212-963 4856
theocharis@un.org

United Nations Department of Economic and Social Affairs (UN/DESA Rome Office)

Mr. Gherardo CASINI
Head of Office, Rome Office
Corso Vittorio Emanuele II, 251
00186 Rome, Italy
Tel. +39 06 6813 6320
casini@un.org

UNAIDS

Ms. Marisa JIMENEZ MIRALLES
HR Officer, Focal Point for UNAIDS JPOs
Department of Human Resources
Management
20, Avenue Appia
Geneva 27, CH-1211
Switzerland
Tel. + 41 22 791 4606
jimenezm@unaids.org

United Nations Development Programme (UNDP)

Ms. Lykke ANDERSEN
Manager, UNDP JPO Service Centre,
Midtermolen 3 PO BOX 2530
Copenhagen DK-21
Denmark
Tel. +45 35467178
lykke.andersen@undp.org

Mr. Jean-Luc MARCELIN
Programme Specialist, UNDP JPO Service
Center
Midtermolen 3 PO BOX 2530
Copenhagen DK-21
Denmark
Tel. +45 35467169
jean-luc.marcelin@undp.org

Ms. Tine THERKILDSEN
HR Associate, UNDP JPO Service Center
Marmorvej 51, 2100
Copenhagen, Denmark
Tel. +45 4533 6272
tine.therkildsen@undp.org

United Nations Development Programme (UNDP), Kuwait Office

Mr. Mubashar Riaz SHEIKH
UN Resident Coordinator & UNDP Resident
Representative Kuwait
Mishref, Diplomatic Square, Block 7, UN
House
13030 Safat, Kuwait
Tel. (+965) 2 530 8000
mubashar.sheikh@one.un.org

United Nations Educational, Scientific and Cultural Organization (UNESCO)

Ms. Rossella SALVIA
JPO/YPP Focal Point
Bureau of Human Resources Management
7, place de Fontenoy
75007 Paris, France
Tel. +33 (0) 1 4568 1073
r.salvia@unesco.org

United Nations Environment Programme (UNEP)

Ms. Maria CUNNINGHAM
Administrative Officer/JPO Coordinator
Office for Operations
PO BOX 30552
00100 Nairobi, Kenya
Tel. +254 20 762 2033
maria.cunningham@unep.org

United Nations High Commissioner for Refugees (UNHCR)

Mr. John F. THOMAS
Chief of Talent Outreach and Acquisition
Section, Division of Human Resources
Management
Global Service Centre, Budapest, Hungary
5/B Ipoly utca, Budapest, Hungary, H-1133
THOMASJ@unhcr.org

Mr. Szilvia FARKAS
Senior Recruitment Associate
Talent Outreach and Acquisition Section –
DHRM, Global Service Centre, Budapest,
Hungary
5/B Ipoly utca, Budapest, Hungary, H-1133
Tel. +36.1.450.5132
farkass@unhcr.org

United Nations Industrial Development Organization (UNIDO)

Mr. Stein R. HANSEN
Chief, Strategic Donor Relations
Wagramerstrasse 5
Vienna A-1400, Austria
Tel. +43 1 26026 5062
s.hansen@unido.org

Ms. Ghalia FARAJ
Associate Donor Relations Officer
Wagramerstrasse 5
Vienna A-1400, Austria
Tel. +43-1-26026-3482
G.FARAJ@unido.org

United Nations Institute for Training and Research (UNITAR)

Ms. Marina VASILESCU
Chief, Human Resources Administration
and Procurement
Palais des Nations
1211 Geneva, Switzerland
Tel. +41 22 917 8587
marina.vasilescu@unitar.org

United Nations Population Fund (UNFPA)

Ms. Victoria FERNANDES
Branding, Sourcing, and Outreach Specialist
605 Third Avenue
New York 10158
USA
Tel. (+1) 212 297 4969
vfernandes@unfpa.org

Ms. Stephanie (Que-Lan) NGO
HR Specialist, JPO Coordinator
Division for Human Resources
220 East 42nd Street
New York 10017
USA
Tel. +1 212 297 5352
Ngo@unfpa.org

**United Nations Relief and Works Agency
for Palestine Refugees in the Near East
(UNRWA)**

Mr. Gudmundur B. HELGASON
Manager, Complementary Personnel,
Department of Human Resources
Management
PO BOX 140157
Amman 11814
Jordan
Tel. +962 6 580 8509
g.helgason@unrwa.org

World Food Programme (WFP)

Ms. Clara WANG
Chief, Global Talent Acquisition
Via Cesare Giulio Viola, 68/70
Parco dei Medici
Rome, 00148
Italy
Tel. +39-06-65131
clara.wang@wfp.org

Ms. Yoko HONDA
Government Partnerships Officer, WFP
Japan Relations Office
Address
UNU Headquarters Bldg. 4F, 5-53-70
Jingumae, Shibuya-ku
Tokyo- 150- 0001
Japan
Tel. + 03-5766-5211
yoko.honda@wfp.org

Ms. Chantal TOUSIGNANT
Coordinator, Young Professional
Programmes
Recruitment and Reassignment Branch
Human Resources Division
Via Cesare Giulio Viola, 68/70
Parco dei Medici
Rome, 00148
Italy
Tel. +(39) 06.6513.2456
chantal.tousignant@wfp.org

World Health Organization (WHO)

Ms. Cornelia GRISS
Human Resources Specialist-Recruitment,
Placement, and Classification
Human Resources Service
Avenue Appia 20
1211 Geneva 27, Switzerland
Tel. +41 227912195
grissc@who.int

Mr. Mahen SANDRASAGREN
Coordinator Global Talent Management
Avenue Appia 20
1211 Geneva 27, Switzerland
Tel. + 41 22 791 21 11
sandrasagrenm@who.int

Ms. Felicia BARRY JORGENSEN
Human Resources Specialist
Avenue Appia 20
1211 Geneva 27, Switzerland
Tel. + 41 22 791 21 11
barryjorgensenf@who.int

World Intellectual Property Organization (WIPO)

Ms. Adélaïde BARBIER
Head of HR Planning Section
34, chemin des Colombettes
CH-1211 Geneva 20 , Switzerland
Tel. +41 22 338 85 44
adelaide.barbier@wipo.int

OBSERVERS

Mexico

Mr. Tonatiuh ROMERO
Deputy Head of Mission, Embassy of
Mexico to The Netherlands
Nassauplein 28, 2585 EC Den Haag,
Netherlands
Tel. +31 70 360 2900
tromero@sre.gob.mx

Saudi Arabia

Mr. Mohammed ALSAEED
General Manager of International Relations
Human Rights Council

Ms. Othman AHMAD
Member of Board
Human Rights Council

Organisation for Economic Co-operation and Development (OECD)

Mr. Naoto SUGIURA
HR Cordinator, Strategy and Business
Analysis Group
Human Resources Management
2, rue André Pascal
Paris Cedex 16, 75775, France
Tel. +33 1 45 24 82 00
Naoto.SUGIURA@oecd.org

Organization for Security and Coopertaion in Europe (OSCE) Secretariat

Ms. Julia CZEKIERSKA
Recruitment Section, Department of
Human Resources
Wallnerstrasse 6
Vienna, 1010, Austria
Tel. +43 1 514 360
Julia.Czekierska@osce.org

United Nations Capital Development Fund (UNCDF)

Ms. Chiara PACE
Partnerships and Communications
Specialist
Two UN Plaza, 26th floor, DC2 2604
New York, NY, 10017, USA
Tel. +1 212 906 6569
Chiara.pace@uncdf.org

United Nations System Staff College (UNSSC)

Ms. Maria HUTCHINSON
Deputy Director and Head of Programmes
Viale Maestri de Lavoro 10, Turin, Italy
Tel. +39 011 6535907
m.hutchinson@unssc.org

United Nations Volunteers (UNV)

Ms. Claudia PIVARAL MORJAN
Human Resources Associate
UN Campus, Platz der Vereinten Nationen 1
53113 Bonn, Germany
Tel. +49-228-815 2000
claudia.pivaral@unv.org

World Bank

Ms. Anna-Maria EFTIMIADIS
Programme Manager, Donor Funded
Staffing Programme
1818 H St NW, Washington DC, 20433, USA
Tel. +1 (202) 473-1000
aeftimiadis@worldbankgroup.org

Ms. Rosen ZORILLA
Programme Coordinator, Donor Funded
Staffing Programme
1818 H St NW, Washington DC, 20433, USA
Tel. +1 (202) 473-4218
rzorrilla@worldbankgroup.org

ANNEX IV: Opening Speech by Mr. Christiaan Rebergen, Director General International Cooperation, Ministry of Foreign Affairs of The Netherlands

Your Excellencies and Distinguished Guests,

First of all, I would like to welcome you to The Hague, international city of peace and justice. I hope you had a safe journey. I hope you had the opportunity to enjoy the Dutch festivities for King's Day. I hope you weren't too taken aback yesterday by my compatriots dressed in orange celebrating King's Day, the King's birthday. In any event, welcome to the Dutch Ministry of Foreign Affairs, where the 10th Meeting on the Junior Professional Officers Programmes will begin in just a few minutes.

The Kingdom of the Netherlands is a strong supporter of the United Nations and values its work highly. So we are delighted to host this meeting and to welcome UN organisations, national JPO Programme Officers and ministers here today. We will do our best to make everything go as smoothly as possible. But to be honest, most of the work has already been done by UN DESA. I'd like to thank them not only for all their work preparing this conference, but also for their overall coordination of our JPO Programmes within the UN system.

We will be discussing many topics at this meeting. What should we bear in mind during the discussions?

Last year, UN Secretary-General Ban Ki-moon congratulated the Netherlands with the 60th anniversary of the Dutch JPO Programme, and wrote: "This hugely successful initiative has not only enriched the lives of many young people, but has also enabled the United Nations itself to advance its global mission of peace, sustainable development and human rights." For the Netherlands, that is the essence of what we aim to achieve. We want to invest in young people. We want to give them an opportunity to learn and develop through work experience in the field. And we want to support UN organizations in their often difficult work.

This is why we launched our JPO Programme in the 1950s. In the past six decades, it has jump-started many careers. At the same time, it has evolved. The best change we have made, in the 1970s, was adopting the 'inclusive approach': opening up our programme to talented young people from a range of developing countries. In 1976, Ameerah Haq from Bangladesh became our first non-Dutch participant. Ever since, half the participants in the Dutch programme have not been Dutch. As for Ameerah Haq, after starting as a JPO with UNDP, she made it all the way to UN Under-Secretary-General for Field Support. We were very glad to see her in The Hague last year at the 60th anniversary celebrations.

Of course, Ameerah Haq's career is an exceptional success story. We don't expect all the participants to rise to such great heights. But the experience these young people acquire in the JPO Programmes stays with them for the rest of their lives. So it's great that many more countries have joined since 1976. We would especially like to welcome the delegates from

new donor countries that are joining us today for the first time. We are delighted that even more young people will benefit from this opportunity, as more countries set up their own JPO Programmes. Some of them, like the Dutch programme, are sponsoring non-nationals.

As I said, our programmes serve more than one purpose. They help not only JPOs starting their careers, but also the many UN organizations where JPOs work. From the International Labour Organization to UNICEF and from the World Food Programme to the World Health Organization and UNHCR, JPOs make big contributions to the UN's invaluable work, especially in the field. These additional skilled staff help UN organizations perform the often difficult tasks that the member states have entrusted them with.

Nevertheless, various discussions, especially right now in New York, make clear that the value and benefits of the JPO programmes could be better recognised. Not enough people see the JPOs' role in diversifying UN staff, for example. There is room for greater recognition, above all, among UN member states that do not have JPO programmes themselves, and sometimes have reservations or questions. We need to actively initiate meaningful dialogues at several levels, to promote understanding and generate more support for our programmes.

For the Kingdom of the Netherlands, our partnership with the UN is crucial. We seek to build bridges and be a partner for peace, justice and development. This, for example, is why we are a candidate for a seat on the UN Security Council for the 2016-2018 term. In our campaign and at the UN in general, we take young people very seriously. It is the generation that will build the future and so it needs to be given a voice. We are proud that the Netherlands has three Youth Envoys at the UN. One of them, Jilt van Schayik, is now cycling from Amsterdam to Cape Town, meeting with young people along the way to explore their motivations and passions. His ambitious project is aimed at bringing young people's stories back to the UN, where they can serve as a source of inspiration for young and old, and make a difference in the world.

In the next three days, you will discuss many topics, including technical issues, better harmonisation of the different programmes, and financial accountability and transparency of the system. But in all these discussions, you will be striving to support the UN and its work for sustainable development, peace and security, and human rights.

I wish you a fruitful and constructive meeting. Thank you.