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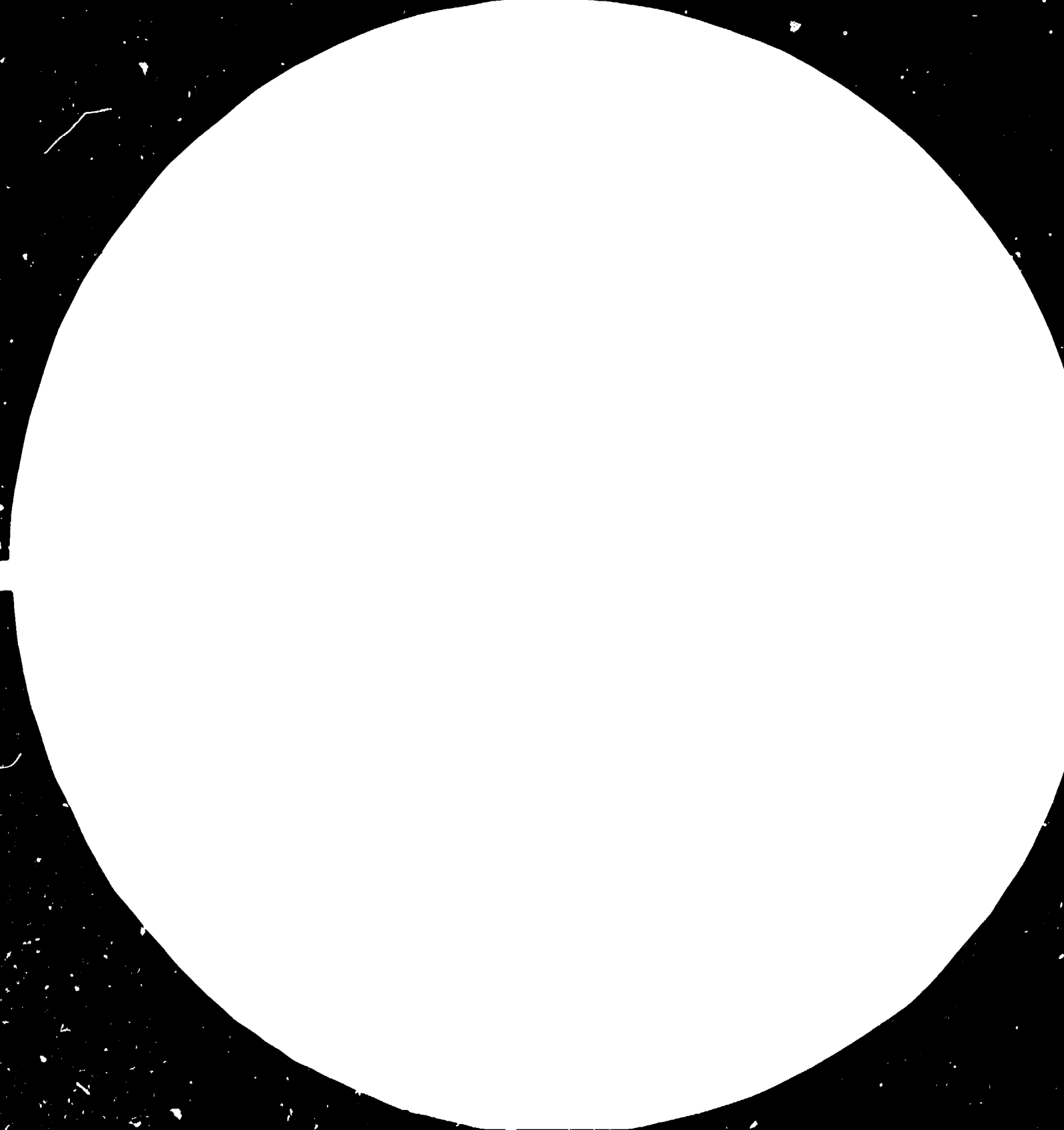
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14332

Distr.
LIMITED

UNIDO/PC.108
21 January 1985

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

ENGLISH

JPO PROGRAMME REVIEW*

Prepared by

Field Reports Monitoring Section
Division of Policy Co-ordination

* This document has been produced without formal editing.

V.85-21892

JPO Programme Review

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JPO PROGRAMME REVIEW

Corrigendum

Page 13

After the entry for Denmark insert

Finland

Bangladesh
Indonesia
Nicaragua
Viet Nam
Zambia

Page 14

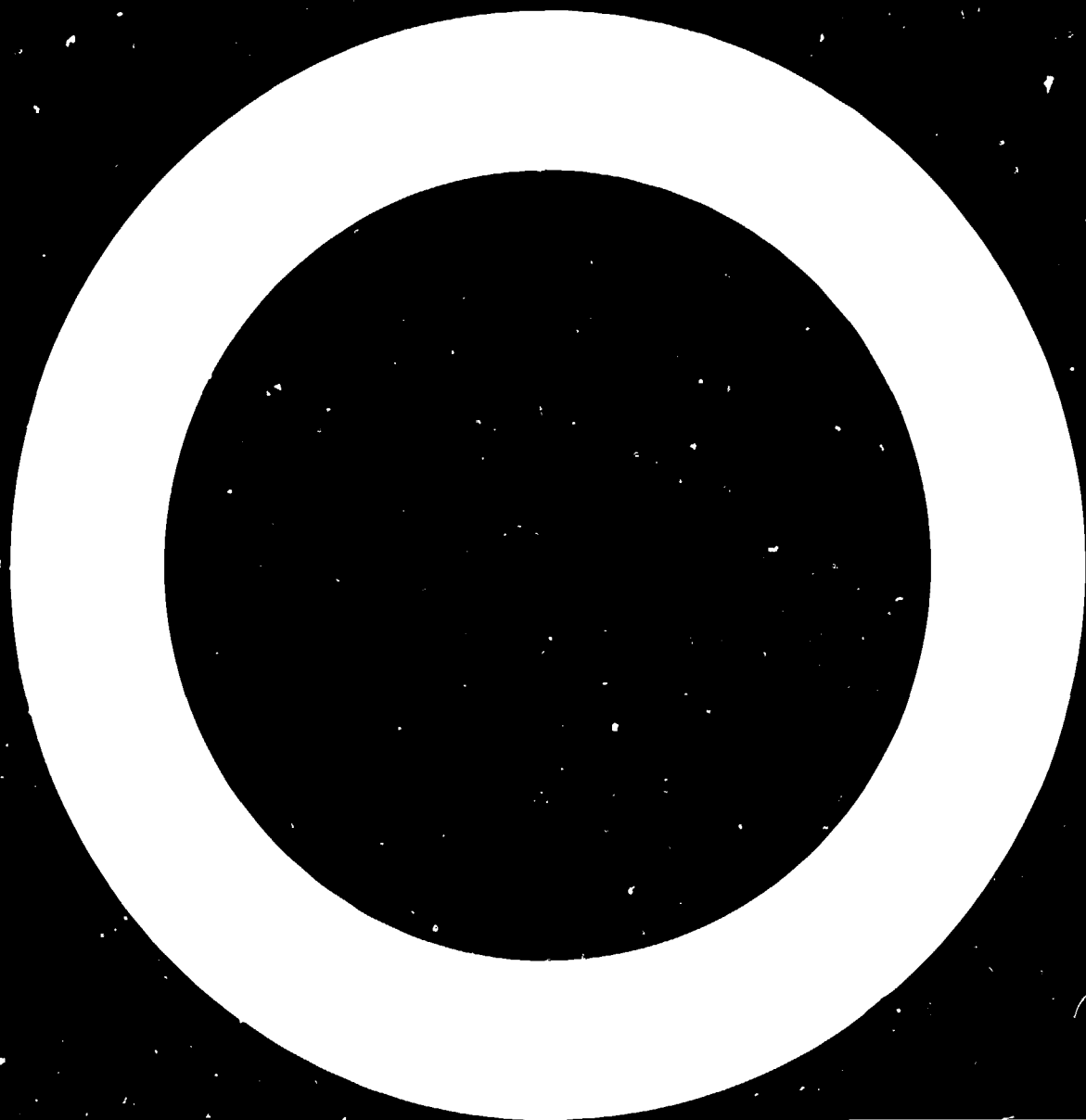
After the entry for the Netherlands insert

Norway

Cuba
Samoa
United Republic of Tanzania
Zimbabwe

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1.0 Introduction to JPO Programme and Aims

In 1972, the United Nations Industrial Development Organization (UNIDO) and the United Nations Development Programme (UNDP) jointly established a Junior Professional Officer (JPO) Programme to assist the Senior Industrial Development Field Advisers and with the following objectives:

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

The UNIDO JPO Programme has to date been sponsored by ten countries: Belgium, Denmark, Federal Republic of Germany, Finland, Italy, Japan, Netherlands, Norway, Sweden and Switzerland. The Netherlands and Norway finance candidates from developing countries in addition to their own nationals.

In order to appraise the Programme, the Field Reports Monitoring Section conducted a survey in 1982 covering the period 1972-1982. Questionnaires were sent to UNDP Resident Representatives supervising UNIDO JPOs, all SIDFAs, relevant headquarters staff, former JPOs and to all JPOs who were working at that time. This note summarizes the results of the survey. Although the number of replies are too small for statistical analysis, the response does give a general idea of the effectiveness of the programme and its contribution to the work of UNIDO during the last ten years.

This report has been updated to include information contained in questionnaires filled out by JPOs up to November 1984.

2.0 JPO Profile

At the time of his/her recruitment, the average JPO is an unmarried male, 29.4 years old, and has worked already for some time in private industry or industry, national administration, or university. To nearly 90% of them the JPO is a profession.

The age of recruitment varies between 22 and 32. Considerable effort has been made by the Field Reports Monitoring Section to recruit women. This effort has been quite successful. Until now 25 per cent of the JPOs have been women.

More than half of the JPOs are economists. One quarter has studied business administration, and the rest have a university degree in sociology, political science, or law. Some JPOs also have an engineering background. Though the JPO assignment is not their first job, most of them have no experience of developing countries. The one-third that have dealt with the subject, have mostly had experience of a theoretical nature.

JPOs are offered one-year contracts which are normally renewed for a second year. Depending on the JPO's performance and the sponsoring Government, the contracts of some JPOs are renewed for a third year.

One hundred and fifty-three JPOs will have completed their assignment by December 1984. Of the 153, only three JPOs have left their duty station before the end of their contract. (Annex 1)

2.1 Recruitment and Selection Process

The recruitment procedure is two-fold: first, at the national level, and second, at the UNIDO/UNDP level. The national selection is conducted according to the procedure and criteria set by the sponsoring Governments. The candidates are then interviewed by UNIDO and submitted to UNDP for final recruitment.

As the educational background is more or less uniform for all candidates, the candidate's character, personality, and motivation are by far the overriding factors in selecting JPOs. Another important factor is the knowledge of languages. Only those who are proficient in English, French, and/or Spanish are selected. Proficiency is also determined by a written test conducted during the interview.

2.2 Establishment of Vacancies and Matching Candidates with Posts

The needs of both organizations, UNDP and UNIDO, are taken into account when establishing posts. UNIDO JPO posts are established by consensus with UNDP. Since JPOs are primarily recruited to assist the SIDFAs, posts are consequently

established according to the priorities of the SIDFA Programme and its needs in terms of coverage. Once the vacancies are established, candidates are proposed for a given country according to linguistic qualifications, affinity with the country and with the SIDFA. Other factors which are to be considered are the target countries of donors, the degree of supervision required by the candidate, and agreement of the donor country. UNDP, UNIDO, the Resident Representative, the donor country and the candidate, all have to agree to the duty station. These are the reasons why candidates are told during the interview that the country of assignment cannot be guaranteed beforehand. (Annex 2)

2.3 The JPO Training Course in Vienna

Some sponsoring Governments conduct an orientation course of their own in their countries prior to the JPO assignment. UNIDO JPOs then go through a two-week training course in Vienna, which includes individual briefing by backstopping officers of projects in the country of assignment.

The training course introduces the newly recruited JPOs to the work environment of the UN and UNIDO with special attention to the UNIDO technical assistance programme. The objectives of the course are the following:

- To acquire a general knowledge of the history, the objectives, the structures and mechanisms of the United Nations.
- To explain the objectives, structures and functions of UNIDO at headquarters and in the field and the JPO's role in the organization.
- To provide a theoretical knowledge of the mechanisms of the UN technical assistance projects at the field level.
- To instill a practical knowledge of project design, formulation, implementation and evaluation.
- To understand the process of delivery of technical assistance project components, i.e. recruitment of project personnel; awarding fellowships; purchase of equipment and subcontractual services.
- To familiarize Junior Professional Officers with various special programmes carried out by UNIDO, i.e. integration of women in development, System of Consultations, investment co-operative programme, development and transfer of technology, and economic co-operation among developing countries, etc.
- To establish contacts and understanding with UNIDO headquarters staff, in particular with backstopping officers of UNIDO activities in the JPO country(ies) of assignment.

JPOs are satisfied with the initial training course. They feel that they gain understanding of the UN system and UNIDO's technical assistance and knowledge about their country of assignment; they particularly appreciate the personal contact with backstopping officers and other personnel from UNIDO headquarters and above all with their JPO colleagues.

Resident Representatives, SIDFAs, and headquarters staff are also satisfied with the results of the courses, but would like to see more emphasis placed on training on UN and UNIDO administrative procedures as they occur in the day-to-day work of the UNDP office. The course is also appreciated in that it allows for JPOs to spend time in UNIDO headquarters before leaving for the field and thus to familiarize themselves with the work of UNIDO.

2.4 The JPO Mid-Term Review Meeting

After approximately one year of assignment, the JPOs of the same "generation" return to Vienna for a mid-term review meeting. This meeting, which lasts five days, includes plenary sessions and individual briefing.

The mid-term review meeting has proven to be extremely useful for UNIDO headquarters personnel. The JPOs are given a detailed questionnaire which enables UNIDO to have a clear idea of the percentage of time that the JPOs spend on UNIDO related matters in the field and to discuss any individual or general problems encountered during the first year of assignment. (Annex 3)

The JPOs have also expressed satisfaction with the mid-term review meeting. It has proven to be extremely useful for the JPOs to be able to exchange professional experience and learn about technical assistance in the other developing countries.

2.5 Training in the field

In the field, UNDP staff and the SIDFA give the JPO on-the-job training. JPOs who have a resident SIDFA consider him or her as their best trainer. JPOs who do not have a resident SIDFA in the office get their training from the Deputy Resident Representative or a Programme Officer, and from the SIDFA when he or she visits their duty station. Additionally, JPOs profit considerably from the experience of UNIDO's project team leaders and from contacts established during headquarters missions.

In addition JPOs attend relevant seminars and training sessions in UNDP funded and UNIDO executed projects, as well as seminars on specialized subjects in fields relevant to industrialization. Some UNDP offices have comprehensive briefing programmes which provide JPOs with substantial information on the country, UNDP

operation - organizational structure, the programme and administrative procedures, UNDP's relationship with other donors, etc.

JPOs - especially those without a resident SIDFA - would like to receive more training in industrial policy and on different strategies. This training should focus on specific problems of industry in developing countries.

3.0 Tasks of the JPOs

The amount of responsibility and autonomy as well as the specific tasks assigned to JPOs depends on the individual supervisor; therefore, it varies from office to office.

There are some JPOs, without a resident SIDFA, to whom the Resident Representative has delegated to a great extent responsibility regarding the UNIDO programme. Generally, the status of a JPO and the tasks assigned to him/her depend to a great extent on whether there is or not a resident SIDFA in the UNDP office.

In an office with a resident SIDFA, the JPO works under the administrative authority of the Resident Representative, and under the direct supervision of the SIDFA. In such cases the JPO is seen as an administrative supplement to the SIDFA, who delegates tasks in accordance with his/her needs. Resident Representatives who responded to the questionnaire and had a resident SIDFA in their office, defined the role of a JPO as the assistant to the SIDFA and his/her replacement during the latter's absence. (Annex 4)

Half of the JPOs in the sample, who worked under direct supervision of a SIDFA, spent more than 90 per cent of their time on UNIDO activities. Only a few worked also on matters not related to industry.

In UNDP offices without a resident SIDFA, the JPOs are closely integrated in the UNDP office, receiving instructions either from the Resident Representative, Deputy Resident Representative, or a Programme Officer. Very few of them deal only with UNIDO-related matters and are expected to take over more or less the same responsibilities as a programme officer. So, in addition to monitoring the UNIDO projects, and following-up actions for the SIDFA and UNIDO headquarters, they are in charge of the projects of other UN agencies whose activities are related to industry, i.e. GATT, UNCTAD and ILO. Some JPOs are also responsible for other agencies such as UNESCO, WHO, IMCO and FAO.

All JPOs, regardless of whether they work with a SIDFA or not, do the same type of work. More than a third of their time is spent with project monitoring. The rest of the time is spent on mission assistance, preparation of industrial background papers, project documents, reporting, and other activities requested by UNIDO headquarters.

4.0 Assessment of JPO Programme

4.1 Assessment of JPO Programme by SIDFAs

The SIDFAs consider the JPO Programme as extremely helpful, if not absolutely necessary, because, without the assistance of a JPO, a lot of the SIDFA's time would be taken up with administrative work. In addition, the SIDFAs are very satisfied with the qualifications and work performance of the JPOs, although some SIDFAs wish that the JPOs would have had more briefing in UNDP field office procedures during the initial training.

4.2 Assessment of JPO Programme by Resident Representatives

The Resident Representatives fully support the JPO Programme. In offices without a SIDFA, work in the industrial sector can be followed by one staff member having close ties with both UNIDO and the SIDFA, thus also increasing the effectiveness of the UNDP office. Generally speaking, the Resident Representatives' experience with JPOs has been very positive; the JPOs respond with willingness and enthusiasm to the duties assigned to them and adjust rapidly to the work environment and living conditions. Many Resident Representatives would wish to see more JPOs from developing countries. They also wish to have JPOs immediately replaced, preferably with an overlap. UNIDO JPOs are also regarded as an excellent source of recruitment for the UN system. (Annex 5)

In conclusion, although the Resident Representatives and the SIDFAs' expectations of the JPOs sometimes differ, UNIDO JPOs are seen as an essential part of the field network.

4.3 Headquarters staff

The majority of UNIDO headquarters staff associated with JPOs are enthusiastic about their professional performance. JPOs are said to be energetic, enthusiastic, intelligent, and very much committed to their work. They are appreciated for their flexible approach, their lack of bureaucratic attitudes, their keenness to learn and their readiness to discuss substantive matters.

JPOs facilitate contacts with the field and the identification of project ideas. Many officials are fond of JPOs for their frank information about the field. It is often felt that JPOs should write more letters in addition to reports, because this would guarantee faster communication. It is also felt that JPOs should be able to concentrate more on programme matters and less on administrative activities. Some headquarters staff would wish that UNIDO JPOs had more experience in industry.

Generally, it is felt that UNIDO should take more advantage of the JPO Programme and use a greater number of former JPOs for headquarters and field posts.

4.4 JPOs views

JPOs are very positive about the experience that they gain during their field assignment. The majority think that the experience is challenging and that their participation in the JPO programme has been extremely useful, both from the professional and the personal point of view. The main reason given is that they have been able to acquire a thorough knowledge of the United Nations system and a deeper understanding of the social, economic and political conditions in developing countries.

However, the double identity as a UNDP and a UNIDO staff member might be a problem. As stated before, Resident Representatives and SIDFAs might have differing views about the UNIDO JPO's role. In some cases the JPO might find it difficult to devote time to tasks requested by the SIDFA or UNIDO headquarters. This situation, in the JPO's view, should be reflected in this report. ^{1/} JPOs

^{1/} The Agreement signed with UNDP in 1979 sets the framework for the operation of the UNIDO JPO Programme. This Agreement sets out the reporting line of the JPOs to SIDFAs, Resident Representatives and UNIDO headquarters. (Annex 7)

are also concerned about their relatively meagre career prospects within the UN system. ^{2/}

5.0 Career prospects

The career path of 89 ex-JPOs has been followed to date: 38 have regular contracts with the United Nations, including 7 in UNIDO; another 18 work in development banks, national development organizations and research institutes, ministries of development co-operation and the foreign service, all related to their previous experience as JPOs; another 8 work for consultancies or businesses related to development. In summary, it can be stated that for 51 JPOs out of the 89 who responded, the JPO experience has been an asset to the development of their career and has led directly to their current occupation. (Annex 6)

JPOs have learnt the intricacies of the UN technical assistance procedures and administrative rules, and have acquired a very valuable field experience. It is felt that UNIDO should take greater advantage of the JPO's knowledge and experience; however, for a variety of reasons the possibility of joining UNIDO headquarters after the JPO assignment is very slim.

The JPO's entrance level is either P-1 or P-2, depending on their previous professional experience and donor country policy. In the United Nations, 30 per cent of the vacant posts at the P-1 and P-2 level are reserved for the promotion of General Service staff members to the professional category. Recruitment for the remaining P-1 and P-2 posts is in principle done by way of competitive examinations for candidates from under-represented countries.

However, JPOs question the appropriateness of a competitive examination, since they already hold advanced university degrees, and would have acquired some 3 to 5 years work experience at the completion of their assignment. They feel that the two to three years of service in the field would be sufficient to judge if a JPO is a qualified candidate for a post in the United Nations system.

^{2/} Out of the 153 JPOs 38 have been absorbed by UNIDO and other UN organizations.

Although career prospects are limited within UNIDO and other United Nations agencies, many JPOs become useful assets for the donor's development assistance organizations, research institutes, foreign service etc.

The experience they have gained enables them to contribute to a better understanding of the problems of developing countries in their home countries. UNIDO and the sponsoring Governments should give thought to finding more possibilities to make use of the valuable experience and capabilities acquired by UNIDO JPOs.

6.0 Conclusion

The JPO Programme is an integral and vital element of UNIDO's field representation. Since financial constraints limit the number of SIDFAs, JPOs contribute most efficiently to UNIDO's field scheme. If they are assigned to a UNDP office with a resident SIDFA, they assist the SIDFA by improving the co-ordination of UNIDO activities at field level and providing UNIDO headquarters with the necessary information. They also enable the SIDFA to concentrate more on advising the Government and the Resident Representative.

In UNDP offices without a resident SIDFA, JPOs are even more important to UNIDO. Guided by the advice of the SIDFA resident in a neighbouring country, the UNIDO JPO strengthens the communication between Government, UNDP office and UNIDO headquarters. Even if a UNIDO JPO is additionally responsible for other United Nations agencies, he or she will give priority to UNIDO's actions and be an advocate for the country's needs for assistance.

The above is reflected in the enthusiastic evaluation of UNIDO JPOs' performance by UNIDO headquarters, SIDFAs and Resident Representatives.

The assessment of the JPO Programme has shown that by increasing UNIDO's capacities for effectively delivering technical assistance, the further strengthening of the Programme is very much in the interests of the developing countries. At the same time, it is one of the means for fostering greater awareness of problems of common interest to developing and developed countries.

Annex 1

Total number of JPOs contribution by country
1972 - 1984

	<u>Total contribution</u>	<u>Total number of JPOs</u> <u>who have completed</u> <u>their assignment in</u> <u>December 1984</u>	<u>JPOs on board</u> <u>in December 1984</u>
Belgium	53	51	2
Denmark	14	7	7
Finland	6	2	4
Federal Republic of Germany	35	27	8
Italy	1	-	1
Japan	10	7	3
Netherlands	46	31	15
Norway	4	2	2
Sweden	22	20	2
Switzerland	<u>7</u>	<u>6</u>	<u>1</u>
	198	153	45

* Out of the 46 JPOs sponsored by the Netherlands, 9 were from developing countries

Annex 2

Duty Stations by sponsoring Governments

Belgium

Algeria	Mauritania
Argentina	Mexico
Brazil	Morocco
Burkina Faso	Mozambique
Cameroon	Nepal
Colombia	Niger
Costa Rica	Nigeria
El Salvador	Pakistan
Ethiopia	Panama
Guatemala	Peru
Guinea	Philippines
Guyana	Rwanda
Honduras	Senegal
Indonesia	Swaziland
Ivory Coast	Thailand
Jamaica	Tunisia
Kuwait	Turkey
Lebanon	Zaire
Mali	

Federal Republic of Germany

Algeria	Ivory Coast
Argentina	Jamaica
Barbados	Kenya
Bolivia	Mexico
Brazil	Niger
Burkina Faso	Nigeria
Burma	Peru
Cuba	Rwanda
Dominican Republic	Sierra Leone
El Salvador	Sudan
Ethiopia	Trinidad and Tobago
Guatemala	Turkey
Honduras	Venezuela
Indonesia	Yemen

Denmark

Angola	Madagascar
Ecuador	Malaysia
Egypt	Nigeria
Kenya	Sierra Leone
Lesotho	Zambia
Liberia	Zimbabwe

Italy

Bolivia

Japan

Argentina
Barbados
Costa Rica
El Salvador

Indonesia
Sierra Leone
Thailand
Uganda

Netherlands

Bangladesh
Barbados
Bolivia
Burkina Faso
Cameroon
Democratic Yemen
Dominican Republic
Egypt
Ethiopia
Guinea
Haiti
Honduras
Kuwait
Liberia
Libya
Madagascar
Malaysia
Mauritania

Mexico
Nepal
Niger
Nigeria
Pakistan
Peru
Philippines
Republic of Korea
Senegal
Sri Lanka
Sudan
Syria
Thailand
Turkey
Venezuela
Zaire
Zambia

Sweden

Angola
Argentina
Cuba
Egypt
El Salvador
Ethiopia
Guatemala
Guyana
Ivory Coast

Kenya
Liberia
Mozambique
Nepal
Senegal
Sri Lanka
Tanzania
Thailand
Turkey

Switzerland

Afghanistan
Cameroon
Chad

Costa Rica
Ecuador
Indonesia

QUESTIONNAIRE

Date _____

I. WORK

1. How long have you been working as a UNIDO JPO?

less than 1 year less than 2 years less than 3 years

2. Is there a resident SIDFA?

yes no

3. How long has the present SIDFA been in his post?

less than 1 year less than 2 years more than 2 years

4. How long have you been working under his supervision?

less than 1 year less than 2 years more than 2 years

5. How many staff members (including all UN agencies but excluding yourself) are presently working in the UNDP office?

International Staff _____

National Professional Officers _____

General Services _____

Manual Workers _____

6. Is there a Programme Officer dealing with the Industrial Sector?

Yes No

7. If yes, what are his/her duties versus yours? _____

8. To whom does he/she report?

DRR SIDFA ARR

9. How many days have you spent on official field trips? _____

10. What is the magnitude of the present IPF (indicate years)?

_____ \$ over 19 -19

11. How many ongoing UNIDO IPF financed projects are presently in the country? _____

12. How many UNIDO Non-UNDP funded projects are in the country? _____

What is their total budget (all sources of funding including: SIS, RF, UNIDF, Trust Funds, etc.)? _____ \$

_____ \$ (other currencies, specify)

13. Give an estimate - in percentage - of the working time spent on the different tasks below:

- | | |
|--|---------|
| a. Programme development | _____ % |
| b. Project monitoring | _____ % |
| c. Administrative and financial activities | _____ % |
| d. Clerical incumbencies | _____ % |
| e. Activities specifically related to the preparation of and assistance to visiting missions | _____ % |
| f. Other (please specify) | _____ % |

14. Do you have a secretary working for you?

Yes No

15. If yes, is she/he assigned full-time to you?

Yes No

16. If no, with how many other officials do you share her/his services?

17. If you work for a non-resident SIDFA, how often does he visit your duty station?

18. Do you feel fully integrated with the UNDP Office?

Yes No

19. If no, indicate reasons:

- relationship with other staff
- your work/capacities not fully appreciated
- your performance negatively affected by difficult living conditions
- inadequate quality and/or quantity of work assigned to you
- difficulty in communication (language)
- Other (please specify)

20. In the work distribution within the UNDP office, are you dealing exclusively with UNIDO-related matters?

- Yes No

21. If no, specify what other tasks are attributed to you:

22. If you are given responsibilities for other than UNIDO activities, please estimate - in percentage - the time spent respectively on UNIDO and non-UNIDO tasks:

- a. UNIDO _____ %
b. other than UNIDO _____ %

23. In your work, do you get all the support you need?

- Yes No

24. Do you have enough work to keep you busy?

- Yes No

25. Are you satisfied with the quality of the tasks assigned to you?

- Yes No

26. If no, how would you like to see your situation changed?

- more emphasis on programme development
- more emphasis on project monitoring
- more emphasis on administrative and financial activities
- other (please specify) _____

27. How do you evaluate the experience you have gained so far?

- very useful
- moderately useful
- useless

28. How is your working relationship with the SIDFA?

- excellent
- good
- average
- poor

29. How do you consider your working relationship with the UNDP Resident Representative (or the RR a.i., as appropriate)?

- excellent
- good
- average
- poor

30. How do you evaluate the support you have received from UNIDO Headquarters (Field Reports Monitoring Section)?

a. in respect of your work:

- excellent
- good
- average
- poor

b. in respect of the conditions of service:

- excellent
- good
- average
- poor

31. What - in your opinion - should be done to improve your working relationship with the SIDFA? (please explain)

a) What is your personal evaluation of your on-the-job training?

31. continued

b) your working relationship with the UNDP RR (please elaborate)

c) the support received from UNIDO Headquarters (please elaborate)

Annex 4

UNITED NATIONS DEVELOPMENT PROGRAMME

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
UNDP/UNIDO

J O B D E S C R I P T I O N

POST TITLE	Assistant to the Senior Industrial Development Field Adviser, SIDFA (Junior Professional Officer, JPO).
DUTY STATION	As designated, with possibility of some travel in region if deemed necessary by SIDFA and/or UNDP Resident Representative, subject to approval by UNIDO Headquarters.
DURATION	Initially one year which may later be extended to a second year upon the SIDFA's request, the recommendations of the Resident Representative and the SIDFA with the agreement of the Junior Professional Officer and his sponsoring Government. In exceptional cases, a third year may be approved.
DUTIES AND RESPONSIBILITIES	<p>Subject to the overall supervision of the UNDP Resident Representative, under the general guidance of the SIDFA and in accordance with the rules and regulations of UNDP, the JPO will be expected to assist the SIDFA in the performance of such duties and responsibilities as are outlined below. Within this framework, his/her duties may include the following:</p> <ul style="list-style-type: none">- assistance in the elaboration and formulation of projects to be executed by UNIDO;- assistance in the preparation of the industrial background papers related to the establishment of the UNDP Country Programme and its periodic revisions;- assistance in the preparation of documents for projects, included in the Country Programme and those financed by SIS or any other source for UNIDO execution;- assistance in the evaluation of progress made by ongoing UNIDO projects;- assistance in the preparation of regular correspondence with UNIDO Headquarters on programme and project implementation;- assistance in the preparation of periodic progress reports on UNIDO field activities;

- assistance in follow-up with Government officials on selection of experts, clearance of proposed lists of sub-contracting firms, as well as nomination of candidates for fellowships or other UNIDO training programmes;
- assistance in follow-up with Government officials and with Headquarters on matters involving operational and projected UNIDO projects;
- assistance in installation of new UNIDO experts, and in the organization of UNIDO staff members' visits;
- co-operation with UNIDO experts, and assistance to sub-contracting firms implementing UNIDO projects in the country, when applicable;
- periodic reporting to UNIDO headquarters in accordance with the existing reporting requirements, as requested;
- performance of such other duties which the Resident Representative, the SIDFA or UNIDO headquarters may assign, primarily in the field of industrial development;
- A solid academic background at the post graduate level in economics, industrial engineering, public/business administration etc., or relevant demonstrated professional experience;
- Initiative and sound judgement; ability to organize work and to co-operate in harmony with local and international staff members in the Resident Representative's office;
- Fluency in English essential. In addition an excellent knowledge of French or Spanish is necessary when one of these languages is the official language of the country of assignment.

QUALIFICATIONS AND
EXPERIENCE

Annex 5

	<u>%</u>
1. A staff member whose performance is consistently outstanding	8
2. An excellent staff member whose performance exceeds expected standards	50
3. A competent and well-qualified staff member whose performance meets expected standards	39
4. A staff member whose performance does not meet expected standards in all respects	2
5. A staff member whose performance is unsatisfactory	-
6. No overall rating but positive comments	1
	<hr/> 100

The JPO's performance is evaluated according to UNDP criteria. The evaluation form is a similar one to those for UNDP programme officers. During the first year of the JPO assignment, the JPO's performance is evaluated twice and during the second year once. The report is completed by the SIDFA, Resident Representative and UNIDO Headquarters. The first reporting officer is the SIDFA in the office where there is a resident SIDFA. In countries where there is no resident SIDFA, the first reporting officer would be either the Resident Representative or the Deputy Resident Representative or, in some cases, the Assistant Resident Representative. The non-resident SIDFA covering the JPO country also gives his evaluation of the JPO performance. The Field Reports Monitoring Section in UNIDO Headquarters provides its comments on every JPO performance report.

The above chart shows the overall rating of UNIDO JPOs who completed their assignment by December 1984.

Annex 6

JPOs employment history
1972 - 1984

Country	UN system	Private sector	Public sector	Studying	Total number of JPOs who have completed their assignment in December 1984
Belgium	12	37	-	2	51
Federal Republic of Germany	7	16	2	2	27
Denmark	1	6	-	-	7
Finland	1	1	-	-	2
Japan	1	3	3	-	7
Netherlands	11	17	3	-	31
Sweden	2	14	4	-	20
Switzerland	3	3	-	-	6
Norway	-	2	-	-	2
	38	97	12	4	153

Annex 7

MEMORANDUM OF AGREEMENT
BETWEEN
UNDP AND UNIDO
CONCERNING
JUNIOR PROFESSIONAL OFFICERS
AS ASSISTANTS TO THE SENIOR INDUSTRIAL DEVELOPMENT FIELD ADVISERS

I. Generalities

UNDP and UNIDO have, since 1972, been operating a special Junior Professional Officer programme to provide Associate Experts (hereafter referred to as UNIDO JPOs) to function as "Assistants to the SIDFAs". It has been agreed that, regardless of whether financial contributions to the Junior Professional Officer programme are made to UNDP under its general JPO agreements with donor countries, or directly to UNIDO, the modalities of this programme shall be consistent with those which apply to the collaboration between UNDP and UNIDO with regard to SIDFAs, including the exchange of letters of November 7 and 30, 1977, between the Administrator of UNDP and the Executive Director of UNIDO.

II. Administrative arrangements

The terms of employment of the assistants to the SIDFAs will be governed by the agreements concluded between UNDP or UNIDO and donor Governments on the provision of Junior Professional Officers. They will be governed by the 200 Series UN Staff Rules. The following arrangements will govern the administration of the UNIDO JPO Programme.

- (a) The establishment of posts for UNIDO JPOs will be based on a consensus between UNIDO and UNDP.
- (b) UNIDO will keep donor countries abreast of vacancies as they occur.
- (c) UNIDO will make the necessary arrangements with the Governments for the selection of potential JPO candidates through interviews.
- (d) UNIDO will suggest the candidates for specific openings to UNDP which in its turn will clear these candidates with the Regional Bureaux and the field office concerned.
- (e) The appointment of the candidates will be initiated by the Divisions of Personnel of UNDP or of UNIDO, as the case may be, depending on whether the requisite funding is provided by donor countries to UNDP or to UNIDO.
- (f) UNDP will be responsible for the personnel administration of the UNIDO JPOs funded by it in the same manner as for other UNDP field staff.
- (g) UNIDO will train the JPOs prior to their departure for the designated duty station at UNIDO Headquarters. UNDP will be consulted on this training programme and will be given an opportunity to participate in it. (See short description of the Training Course as given in Annex I.)
- (h) The UNIDO JPOs will be responsible to the UNDP Resident Representative, but direct supervision over them will be exercised by the SIDFA covering the particular countries in which they are stationed.

- (i) The JPOs will report periodically to UNIDO Headquarters on their activities and work programme; they will also submit Performance Review Reports to UNDP, in line with the standard practice applicable to all staff in UNDP; copies of these reports will be made available to both UNDP and UNIDO.
- (j) Requests for the extension of UNIDO JPO contracts will be submitted to Governments on the basis of a consensus between UNDP and UNIDO.
- (k) UNDP or UNIDO, as the case may be, will directly approach donor Governments with a request to deposit the necessary funds into its contributions account for all the administrative expenses, including salaries and remunerations, travel to duty station and home leave, etc., as well as 12 per cent overhead costs.
- (l) Overhead costs will be shared by UNDP and UNIDO on the basis of 6 per cent each.
- (m) UNIDO will finance the duty travel of JPOs from funds assigned by UNDP to UNIDO on a pool basis from the travel allocations received from each donor country. UNIDO will provide accounting on its utilization. It is of course understood that the ultimate authority for approval of such travel will rest with the UNDP Resident Representative.
- (n) Terms of employment for JPOs administered by UNDP are attached as Annex III. Although this document has been specifically prepared for JPOs working directly for UNDP, its provisions, mutatis mutandis, in the light of Annexes I and II, also apply to the UNIDO JPOs.

III. Functions and activities of the UNIDO JPOs as Assistants to SIDFAs

Based on consultations between UNIDO and donor Governments, it was agreed that the UNIDO JPOs as Assistants to SIDFAs will primarily deal with aspects of Industrial Development.

The functions are described in Annex II (Job Description for the Assistant to the Senior Industrial Development Field Adviser), (SIDFA). In addition, UNIDO may request the JPOs to undertake specific ad hoc assignments in relation with the activities and work programme of UNIDO.

Signed _____
B. Morse

Signed _____
A. Khane

Date 5-2-79

