



Sida Review 2009:06

Training for a Career in International Development

an Evaluation of the JPO, BBE, JED and SARC Programmes

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Elisabeth Lewin

Sida Review 2009:06

Sida

Author: Elisabeth Lewin.

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Sida Review 2009:6

Commissioned by Sida, Department for Development Partnership

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Registration No.: 2008-001707

Date of Final Report: March 2009

Printed by Edita 2009

Art. no. SIDA51556en

ISBN 978-91-586-4082-5

ISSN 1401—0402

This publication can be downloaded from:

<http://www.sida.se/publications>

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

E-mail: sida@sida.se. Homepage: <http://www.sida.se>

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Executive Summary

As an active partner in international development, Sweden must build and maintain a highly qualified cadre of professionals who can work for international organizations, Sida and other Swedish development actors. To build such a cadre, training programmes for young professionals have been managed and funded by Sida for many years. This evaluation scrutinizes four major programmes:

- the Junior Officer Programme (JPO) for training and work in international organizations, primarily in the United Nations system
- the Special Assistant to the Resident Coordinator Programme (SARC) for work at a more advanced level in support of UN coordination and reform at country level
- the Junior Expert in Delegation Programme (JED) for training and work in the delegations of the European Union
- the Bilateral Associate Expert Programme (AEX, in Swedish BBE) for training and work in the field for Sweden's bilateral programme.

The programmes are assessed here against their main objectives: an increased number/share of qualified Swedish staff in prioritized international and regional organizations, and a broad, competent and well-trained Swedish resource base for international development cooperation. Other objectives added more recently are more active Swedish involvement and impact on global development cooperation, and the dissemination of development experience in Sweden and partner countries.

The total cost of the four programmes covered by this evaluation is approximately SEK125 million/year (US\$15 million or €11.5 million). The cost per participant ranges from SEK750,000 to 1.5 million/year (US\$90,000–180,000 or €69,000–140,000).

The evaluation is a tracer study. The main instrument is an e-mail survey to participants who concluded their assignments between 1992 and 2008, a total of 685 persons. Thanks to an effective search, it was possible to reach 93% of the participants. The number of responses was 521, which gives a response rate of 82% of those who were reached.¹ This impressive response rate and the guarantee of anonymity of the respondents contribute significantly to the reliability and credibility of the evaluation results. As a complement to the survey, interviews were conducted mainly with key staff at Sida.

Findings

This evaluation confirms that the resource base programmes have had a major effect on the number of Swedish citizens in international organizations. At the time of the survey (October 2008), 136 persons (26% of respondents) were working in international organizations or the EU. This figure should be related to the total number of Swedish professionals employed in development-related positions in international organizations, which is estimated at about 450 persons. Another interesting result is that 185 persons (36% of respondents) had worked for the UN or the EU for at least six months at some point in time after finishing their contracts.

In terms of building a broad and competent resource base for international development work, the results are also very positive. A majority of the ex-participants in all four programmes are now working in international organizations abroad or at Sida, the Swedish Ministry for Foreign Affairs, NGOs or

¹ Of the 685 participants, 639 (93%) were traced and received an electronic questionnaire. The 521 responses represent 76% of all participants including those who could not be reached.

consultancy firms in Sweden. Of the total number of respondents, 73% claim to have jobs that have a strong or very strong relation to international development.

Survey responses show that respondents have a high and consistent level of engagement in and commitment to international development over time. A majority of the respondents now working in international development believe that in five years they will still want to work in this field.

A complementary survey carried out in December 2008 indicates that as many as 122 of the professionals at Sida headquarters have participated in one of the resource base programmes. This is evidence of the significant contribution that the programmes have made to Sida's competence building over the years. The programmes are crucial for strengthening the competence not only of Sida but also of the Ministry for Foreign Affairs, consultancy firms, NGOs and other Swedish development actors.

Swedish involvement in global development and the presence of young Swedish professionals in Africa, Asia and Latin America have increased substantially thanks to the JPO, SARC, JED and BBE programmes. The evaluation results are inconclusive in terms of the extent to which participants have been able to share Swedish values with colleagues and counterparts, and as to whether the programmes have led to an enhanced Swedish impact on global cooperation. The methodology used in the evaluation is not adequate for this kind of assessment.

What can be confirmed is that a majority of the returnees continue to work in development-related fields, some of them in senior positions in the Ministry for Foreign Affairs, Sida, Swedish delegations or embassies, where they have influence on Swedish, and in some cases international, development policies. Others working as consultants or in NGOs or who are active in politics or lobby groups may also have influence, especially on civil society.

Respondents are disappointed about having few opportunities to share their knowledge and experience when they return to Sweden. They find that in general there is very little interest on the recipient side. Sida has failed to develop a systematic approach to debriefing and feedback, which means that valuable information and insight which Sida and the MFA could have used to update their information and enhance their competence are wasted.

Almost all respondents are very enthusiastic about and appreciative of the opportunity to participate in the programmes. They see them as an unequalled learning opportunity which has benefited them professionally and personally. Getting field experience and working in a multicultural environment were the most highly valued kinds of learning. For many, however, it has been a challenge to work in an organizational culture that is characterized by hierarchy, bureaucracy and formality. Many have had an exceptionally heavy workload.

On the whole, respondents consider Sida's Division for International Recruitment (RIU) to manage the programmes professionally. The staff are praised by many for their interest and commitment. Many appreciate the support they have received in difficult situations, while a few complain about not having received support when they needed it. The training and preparation offered by Sida get quite good marks. Language training and meetings with ex-participants got the highest marks. Many said they would have liked to have an adequate introduction to their workplace, but few did.

Interviews with Sida staff show that the Sida management's guidance of the programmes has been weak and the interest and engagement at senior levels limited. Strategic decisions have been delegated to the Division level. RIU, now the Team for Resource Base Development, is perceived as "the owner" of the programmes, serving as the point of contact with the UN and the EU, as well as with the applicants during the recruitment phase. This is working well. However, once the participants prepare professionally for their assignment, while they are working in the field and when they return, it would serve them better if they were able to communicate with thematic specialists and country teams.

In Sida's new organization, programme management has been transferred from the Department of Personnel to the Operations Pillar. This is a strategic move because it brings the resource base programmes closer to Sida's operational activities, which will provide a more supportive working environment and facilitate the sharing of the programme ownership with thematic and country specialists.

Closer cooperation between Sida and the two Secretariats for international recruitment set up by the Government at the ministerial level would strengthen recruitment to international organizations. Successful ex-participants with some additional years of qualified work experience constitute a rich pool of candidates for recruitment to middle- or senior-level posts in the UN or EU.

Over the past 40 years, JPOs, BBEs and lately also JEDs and SARCs have contributed significantly to the competence and the quality of performance that have made Sweden one of the most respected nations in terms of international development. It is difficult to imagine how Sweden could have acquired these competences in any other way.

The resource base programmes are indeed high-quality training and recruitment programmes, but they should also be perceived as strategic instruments to achieve Sweden's development objectives. This makes the resource base programmes highly relevant to all parts of Sida.

Recommendations

Based on the evaluation results, the evaluator recommends Sida:

- 1 to continue and to develop the resource base programmes, maintaining them at least at the present level
- 2 to develop a medium-term organization-wide strategy for the resource base programmes
- 3 to integrate the resource base programmes with Sida's operational activities
- 4 to find ways of systematizing the knowledge and experience acquired by the participants in the programmes
- 5 to take further initiatives to bridge the gap between the junior programmes and middle-level positions in the UN
- 6 to make the Junior Expert in Delegation Programme of the EU (JED) and the SARC Programme better known and recognized within Sida and the MFA
- 7 to establish closer cooperation with the Secretariat for International Recruitment and the EU Coordination Secretariat for more effective recruitment.

1 Introduction

1.1 The Resource Base Programmes

As an active and committed partner in international development, it is essential for Sweden to build and maintain a highly qualified cadre of professionals that can serve in Sweden's bilateral international cooperation agency, Sida, as well as in international development agencies. To build such a cadre, specific training programmes for young professionals have been developed which go under the name of *resource base programmes* in Sida.

This evaluation takes a look at four such programmes administered and funded by Sida. All of them provide training and work opportunities abroad in international development organizations for young Swedish professionals. While the programmes have many common characteristics, they differ, mainly in terms of the organizations in which the participants train and work.

- *The Junior Officer Programme (JPO)* provides training and work opportunities in international organizations, primarily in the United Nations system.
- *The Special Assistant to the Resident Coordinator Programme (SARC)* is for work in support of UN coordination and reform at country level.
- *The Junior Expert in Delegation Programme (JED)* is for training and service in the delegations of the European Union; and
- *The Bilateral Associate Expert Programme (BBE)* prepares and trains young professionals primarily for Sweden's bilateral programme.¹

1.2 Reasons for the Evaluation

Sida's decision in mid-2008 to have an evaluation undertaken of the four programmes was based on the following considerations:

- Five years had passed since the previous (2004) evaluation of the JPO and BBE programmes, and this was considered an appropriate time to take stock again.
- Two new programmes, JED and SARC, had been added and the older ones had developed.
- The mission of the Division for International Recruitment (RIU), since October 2008 renamed Team for Resource Base Development, had undergone certain changes following the adoption of a new Strategy for Global Development Programmes in December 2007.

1.3 Use of the Evaluation Results

The results of this evaluation will be used to report on the results of the resource base programmes, review the mechanism for the guidance and allocation of resources, and, if called for, improve them. The evaluation will also provide important input into a review of the resource base programmes that Sida's management has requested the Team for Resource Base Development to undertake in 2009.

¹ BBE is the Swedish acronym for Swedish Bilateral Associate Experts (in Swedish Bilateral Biträdande Expert). This acronym will be used throughout the report. Some years ago, BBEs as well as JPOs went under the name of Associate Experts (AEX). AEX is still the English acronym used for BBEs.

1.4 Evaluation Criteria

The programmes are to be assessed against the objectives of the programmes. From 1992 to 2007 the objectives were the following:

- *an increased number / share of qualified Swedish staff in prioritized international and regional organizations²*
- *a broad, competent and well-trained Swedish resource base for international development cooperation.*

It is a problem from an evaluation point of view that neither of the two objectives is given priority over the other, but it is an even greater problem that quantitative targets have not been set. This makes it impossible to determine whether and to what extent the objectives have been achieved. By how much should the number / share of Swedish staff increase for a result to be considered successful? How should the resource base be measured in terms of size and quality, and what is considered a good result?

In the *Strategy for Global Development Programmes*, which guides the programmes from 2008 to 2010, two objectives have been added:

- *more active Swedish involvement in and enhanced impact on global development cooperation for long-term, sustainable poverty alleviation*
- *feedback and sharing of knowledge about international development work in the field to relevant actors in Sweden and partner countries.*

The present evaluation includes participants who completed their contracts between 1992 and 2008. The assessment will be made primarily against the two first-mentioned, main objectives which have applied throughout the period 1992–2008. To a certain extent the programmes will also be assessed against the two latter objectives, although they were not adopted until one year ago.

1.5 Key Questions of the Evaluation

Six evaluation questions were derived from the terms of reference. The first five are related to the objectives of the programmes and the last to Sida's programme management. It is worthwhile for the reader to keep the six evaluation questions in mind because they determine the structure of this report, i.e. the findings in *Chapter 3* and the conclusions in *Chapter 4*.

Six evaluation questions

1. Have the programmes contributed to a higher number / share of Swedish staff in qualified positions in prioritized international or regional organizations?
2. Have the programmes contributed to building a broader and more competent Swedish resource base for international development work?
3. Have the programmes contributed to a more active Swedish involvement in and enhanced impact on global development cooperation for sustainable poverty alleviation?
4. Have the programmes contributed to the sharing of knowledge about international development work in the field to relevant actors in Sweden and partner countries?
5. What is the participants' assessment of the programmes?
6. How effective is Sida's management of the programmes?

² Regional organizations here means in particular the European Union.

1.6 Evaluation Methodology

The main instrument in this evaluation has been an e-mail survey to programme participants who concluded their assignments between 1992 and 2008, a total of 685 persons. They were divided into six groups, each one receiving a slightly different questionnaire adapted to the specificities of the programmes. For the four recent groups there were 35–40 questions. The JPO I and BBE I groups, who were included in the previous evaluation, received a shorter survey questionnaire.

There were questions with yes/no answers, “list radio” answers (choose one of several given alternatives), multiple options (choose one, several or none of given alternatives), free text and 5-point choice (assessment on a scale from 1 to 5). In the latter case, “1” stands for the most negative assessment and “5” for the most positive. Throughout the report *the mean value* of the assessments of the respondents in each group is calculated and compared with other groups, as relevant.

Table 1. The six groups of participants included in the survey

	End of contract period	Included in 2004 evaluation	Number of participants
JPO I	1992–2003	Yes	334
JPO II	2004–2008	No	154
BBE I	1992–2003	Yes	78
BBE II	2004–2008	No	73
JED	2002–2008	No	41
SARC	2007–2008	No	5
Total			685

As a complement, interviews were conducted with 14 Sida professionals with key roles in relation to the programmes, two officers at the Secretariat for International Recruitment at the Ministry for Foreign Affairs (MFA), and one at the EU Coordination Secretariat in the Prime Minister’s Office.

1.7 Structure of the Report

Following this introduction, *Chapter 2* briefly describes the programmes, their policy context, and where in Sida’s organization they are managed. The conclusions of the 2004 evaluation are also summarized. *Chapter 3* is about the findings of the current evaluation, i.e. the evidence provided by the survey and interviews in relation to the six evaluation questions. *Chapter 4* summarizes the evaluative conclusions. It is followed by recommendations in *Chapter 5*.

2 The Programmes

2.1 The Focal Problem Addressed by the Programmes

The purpose of the programmes under review is twofold: to build a resource base of well-qualified Swedish professionals with practical experience from international development work, and to increase the number and share of Swedish professionals in prioritized international and regional organizations.

2.2 Policy Context

Sweden’s development policy is characterized by consistency and a long-term perspective. Change is generally gradual and slow. However, in the past two years the Government has introduced important

policy changes. While change has been more profound with regard to bilateral cooperation, it has also taken place in the multilateral development policies. The Government's view on global cooperation, multilateral institutions and Sweden's role in global policymaking and cooperation has been defined in new strategy documents.

The *Strategy for Multilateral Development Cooperation* adopted in 2007 reflects Sweden's ambition for enhanced impact on multilateral development cooperation on a par with its voluntary financial contributions to multilateral institutions, particularly the UN. Sweden also sets out to play an active role in the shaping of the development policies of the EU. Enhanced impact on UN and EU policymaking is to be achieved through a variety of means: the elaboration of organization-specific strategies; analysis of the policies, operations and results of key institutions; consistent and coherent participation in governing bodies; a constructive dialogue with prioritized organizations and with other donors; and more effective coordination among Swedish ministries, agencies and embassies.

To implement the strategy, there is a need for professionals with in-depth knowledge and first-hand experience of multilateral institutions and the EU. Such competence will be required not only by MFA and Sida but also by other public organizations, organizations and private companies. In order to exert influence the Government seeks to have more Swedish professionals serving in qualified positions in key multilateral organizations and the EU. To achieve such a presence, recruitment efforts at all levels must be strategic, consistent, focused and guided by established political priorities. Sweden must have a broad, well-trained pool of competent and motivated professionals to draw from. It is a considerable advantage if they have served in junior or middle positions in the organizations in question.

The changing policy context and the upgrading of ambitions in terms of international recruitment are reflected not only in the *Strategy for Multilateral Development Cooperation* but also in the *Strategy for Global Development Programmes for 2008–2010*. As the resource base programmes are funded under the Global Development Programme, this strategy is now the principal guiding document. In terms of thematic orientation and priorities the JPO, like the BBE programme, is guided by *Sweden's Policy for Global Development*.

2.3 The Programmes under Review

Three of the programmes scrutinized in this evaluation are key instruments for building a resource base for careers in international development: JPO and SARC primarily for the UN system and JED for the EU, while the principal aim of the BBE programme is to provide Sweden's bilateral programme with development professionals with field experience. However, the programmes provide similar training and ex-participants in one programme may well find work in a different organization than the one where they worked as juniors.

The Junior Professional Officer Programme (JPO) provides training and an opportunity to work for up to three years in an international organization which is given priority by the Swedish Government. Swedish JPOs have worked in more than 30 different UN organizations and a few major international non-governmental organizations (NGOs). Applicants must have a Master's degree, a very good command of English and one other foreign language, and between two and four years' relevant work experience, and should not be over 32 years of age at the time of application.

The Special Assistant to the Resident Coordinator Programme (SARC) was created in 2006 to provide opportunities for more experienced young professionals to serve in the office of a Resident Coordinator in support of UN reform and coordination at country level. So far only a small number of Swedes have participated in the programme. The maximum age for applicants is 38. Applicants must have eight years of relevant working experience, including between three and five years *in the field*.

Sida joined the Junior Expert in Delegation Programme of the European Commission (JED) in 2000 which provides opportunities for young professionals to serve in a country delegation of the EU for two years. Applicants must have a Master's degree. At least part of the academic studies must have been performed in Sweden. They must have very good knowledge of Swedish, excellent command of English or French and good knowledge of the other, and between one and four years of relevant working experience.

The Bilateral Associate Expert Programme (BBE) started in 1985 as a complement to the JPO programme. It prepares young professionals primarily for service in the bilateral programme. There are three possible workplace arrangements for BBes. They can be (a) employed by Sida but working for a host country agency or organization; (b) employed by and working in the field for a Swedish consultancy firm, organization or agency (other than Sida); or (c) employed by Sida and working at a Swedish embassy. In the two first mentioned cases, there must be a bilateral agreement between Sida and the organization, agency or consultancy firm in question.

Applicants must have a *Bachelor's degree* and at least two years' relevant professional experience, but not more than one year's experience of relevant work in Sida's programme countries. They must have very good command of English and any other language relevant for the position, and a very good knowledge of written and spoken Swedish. Until a year ago the maximum age at the time of application was 35. As of 2008 the maximum age is 32.

For all four programmes applicants must have Swedish citizenship or a permanent residence permit. Except in the case of the JED programme, citizens of the other Nordic countries may apply provided they have had permanent residence in Sweden for at least one year. For BBE positions at Swedish embassies Swedish citizenship is required. While the formal requirements for the four programmes are fairly similar, they differ mainly in terms of the organizations in which participants work and the terms of employment. A growing number of highly qualified applicants has made all the programmes increasingly competitive.

The programmes share a common purpose, i.e. to broaden the Swedish resource base for a career in international development and to increase the number of Swedish professionals working in international development organizations, primarily the UN, the EU, Sida and consultancy firms.

2.4 Approximate cost of JPOs, BBes, JEDs and SARCs

The resource base programmes represent a huge investment in training young professionals for an international development career. The cost varies between the different programmes and placements. The following figures are rough approximates of the annual cost per person:

JPO	SEK million 1.1–1.4	The higher figure is for JPOs at the World Bank
BBE	SEK million 0.750–1.5	The higher figure is for BBes at embassies
JED	SEK million 1.0	
SARC	SEK million 1.3	

Sida's total cost for the four programmes amounts to about SEK125 million per year.

2.5 Sida's Management of the Programmes

Until recently, the programmes were administered by Sida's *International Recruitment and Training Division (RIU)*, a unit in the *Department for Personnel and Organizational Development*. Following Sida's reorganization in October 2008, the resource base programmes together with the head and staff of RIU have been transferred to the *Department for Development Partnerships* in the Operations Pillar. The unit is now called the Team for Resource Base Development. This organizational change is important in that it brings the

resource base programmes closer to Sida's operational activities.

2.6 Conclusions of the 2004 Evaluation

The JPO and BBE programmes are well-known programmes with an excellent reputation which have played a major role in forming Sweden's cadre of development professionals for over four decades.

The most recent evaluation of the JPO and BBE programmes was undertaken in 2003–2004.³ The issues and the methodology were quite similar to those in this evaluation, which facilitates comparison over time. The evaluation showed that the great majority of ex-JPOs and ex-BBEs continued to work in related areas. The demand for JPO posts by the sectoral departments within Sida, and for BBE posts by the regional departments in Sida, exceeded by far the number of openings and led to keen competition.

The evaluation concluded that the decision-making process at Sida, especially in terms of the distribution of posts of the JPO programme, was not well defined. The "Target Plan" (målbild) for Sida's JPO recruitment established in 2003 was considered an important instrument for medium- to long-term planning. This Plan set targets for JPO recruitment in terms of allocation of posts. Most participants made a positive assessment of Sida's recruitment process and the training they received. Their main criticism was related to Sida's lack of engagement once they had completed their JPO or BBE assignments.

3 Findings

The first section in this chapter contains statistical background information on the programme participants, and particularly the respondents who replied to the survey. Section 3.2 shows details on the survey response rate. The nine following sections (3.3–3.11) report on the findings related to the six evaluation questions presented in Chapter 1. Findings related to the implementation of the programmes are based mainly on the survey responses, while the findings related to Sida's management of the programmes are based also on interviews with staff at Sida and MFA. Whenever data are available, comparison is made with the results of the 2004 evaluation.

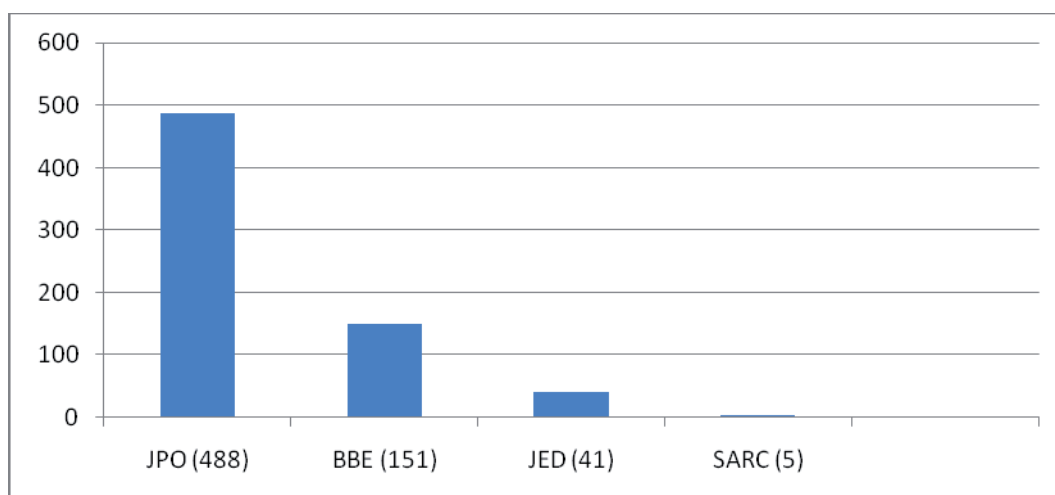
3.1 Basic Data on the Programmes and Participants

3.1.1 Number of participants in the four programmes

It is important to note that the JPO group is by far the largest, at 71% of all participants. The BBE group accounts for 22%, the JED group for 6%, and the SARCs for 1% of the total.

³ Report (in Swedish only), "Verktyg som utvecklat den svenska resursbasen. En utvärdering av JPO- och BBE-programmen 1992–2003".

Figure 1. Number of participants in the four programmes



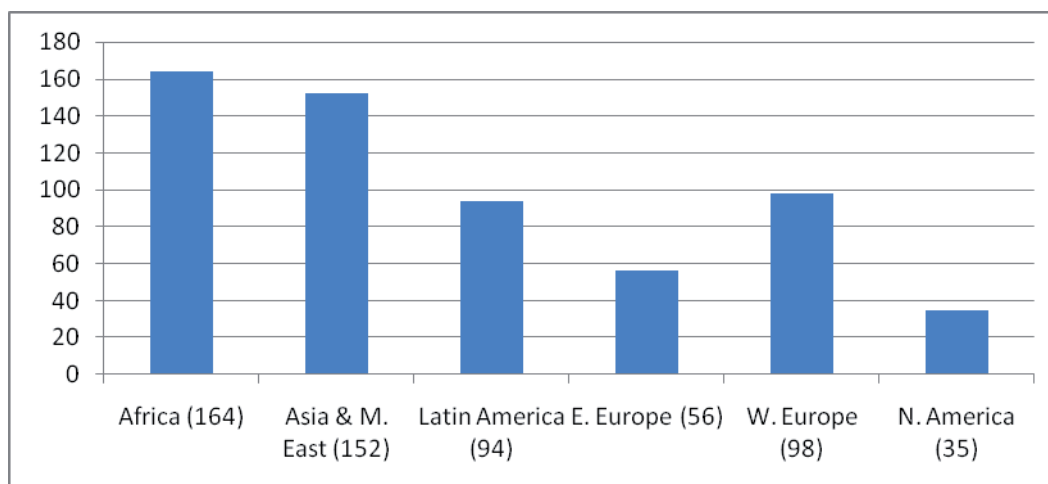
3.1.2 Gender balance

Sida aims at equal participation of women and men. However, the survey shows that the vast majority were female, 431 women (63%) as compared to 254 men (37%). Women dominated in all four programmes: 64% of JPOs, 57% of BBEs, 76% of JEDs and 60% of SARC participants. In the 2004 evaluation, 61% of JPOs and 50.5% of BBEs were female. The ratio has thus become more skewed.

3.1.3 Geographic distribution of posts; work placements

The survey provides information on the countries where the respondents were posted.

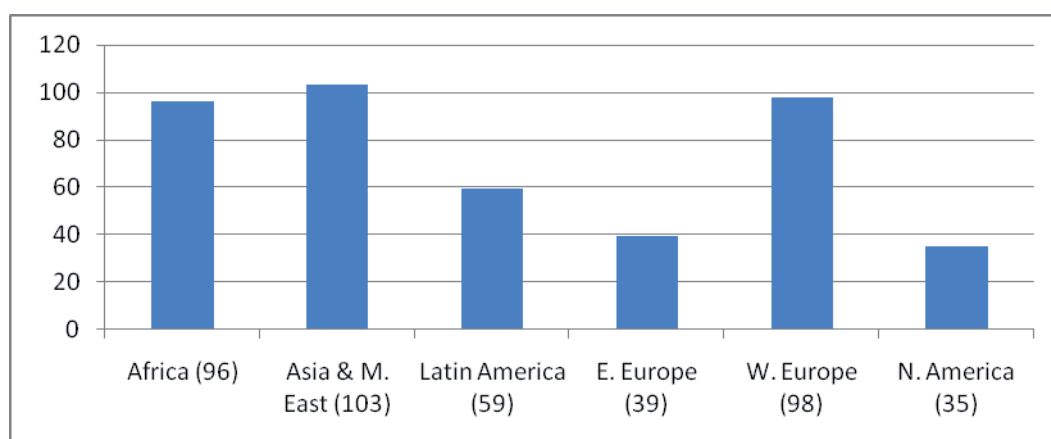
Figure 2. Regional distribution of the 521 respondents



The JPO programme

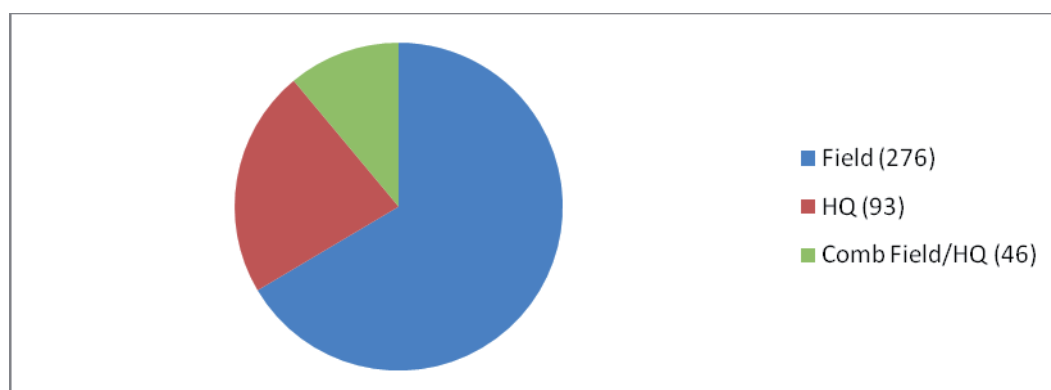
The regional distribution of the 352 JPO respondents is shown in *Figure 3*. Where a JPO had a combination of postings, both posts are counted. The most striking feature is the large number of JPOs who have served in Western Europe (98) and North America (35), mainly in HQ positions. 84 have served only in Europe or North America, and have thus not had any developing country experience.

Figure 3. Regional distribution of the JPO respondents



Of the JPOs, 59% were posted at a field office and 30% at headquarters, while 11% had a combination of the two. *Figure 4* shows the shares of field, HQ and combined postings. A combination of field and HQ postings is more costly but has some advantages which will be discussed later in the report.

Figure 4. Placement of JPOs

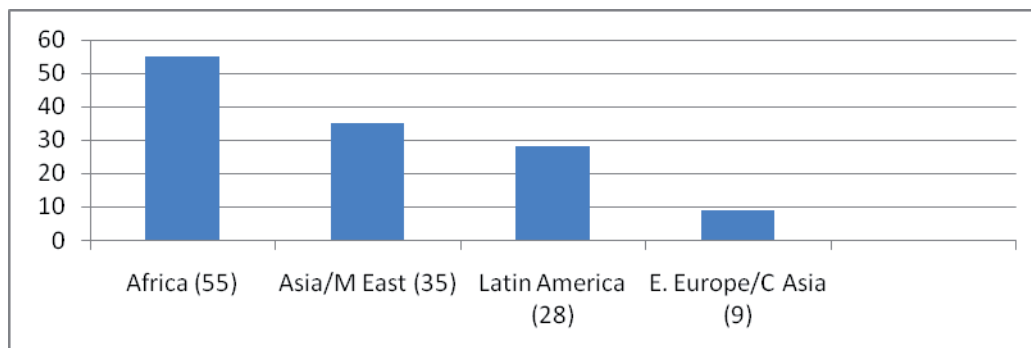


The 352 JPO respondents worked in over 30 different organizations. UNDP had the highest number (86) followed by UNICEF (39), UNHCR and ILO (28 JPOs each), and FAO (22). The UN Secretariat, which includes OHCHR and the Regional Commissions, had 28. Other recipients are major international NGOs, such as IOM, IUCN and PGA. A complete list of recipient organizations is found in *Annex 7*.

The BBE programme

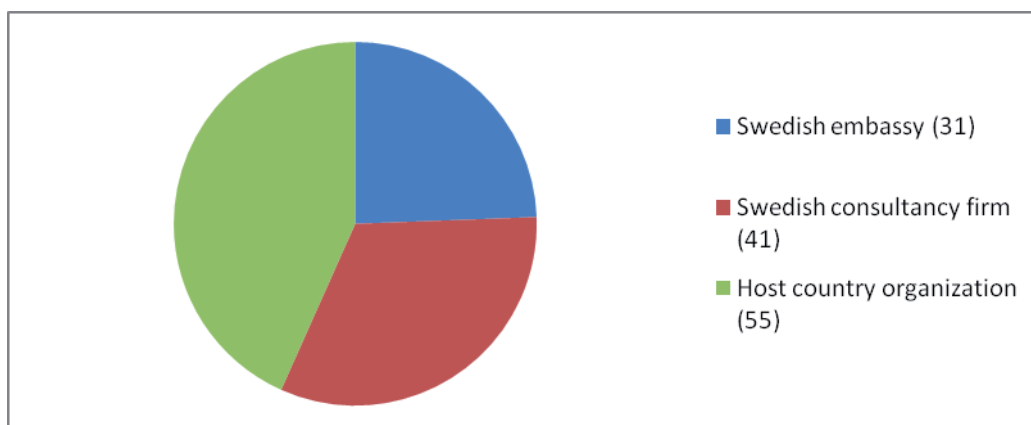
All BBEs are posted in less developed countries. The greatest number of BBE respondents were in Africa (43%), followed by Asia and the Middle East (28%), Latin America (22%) and Eastern Europe and Central Asia (7%).

Figure 5. Regional distribution of the BBE respondents



The distribution of the workplaces of BBEs is shown in *Figure 6*. In the past four years there has been a strong trend towards placing more BBEs in host country organizations and fewer at embassies. The higher cost of embassy BBEs has kept down the number.

Figure 6. Workplaces of the BBE respondents



The JED programme

In terms of *JED participants* the European Commission determines country placements based on Sweden's country priorities. The survey shows that all *JED respondents* had served in less developed countries: 14 in Asia and the Middle East, nine in Africa, eight in Eastern Europe and six in Latin America.

The SARC programme

Of the five *SARC respondents*, three had served in Africa, and one each in Asia and Latin America.

3.2 Survey Response Rate

Thanks to an effective search for contact information by Sida staff, it was possible to reach as many as 639 out of the 685 participants by e-mail (93%). This is a quite amazing result considering that many of the participants concluded their assignments 10–15 years ago.

The response rate calculated as a share of all *participants*, including those who could not be traced, is 76%. Of the 639 that did receive the survey, 521 responded, which gives a response rate of 82%. The impressive response rate contributes significantly to the reliability of the evaluation results. The response rate of the 2004 evaluation was slightly lower: 70% for JPOs and 82% for BBEs.

Table 2. Survey response rate by programme

	Number of participants	Number who received the survey	Number of responses received	Response rate in relation to recipients of survey	Response rate in relation to all participants
JPO I	334	295	230	78%	69%
JPO II	154	151	122	81%	79%
BBE I	78	74	62	84%	79%
BBE II	73	73	65	89%	89%
JED	41	41	37	90%	90%
SARC	5	5	5	100%	100%
Total	685	639	521	82%	76%

Some respondents did not answer all the questions. One reason for this was that JPOs who had worked with humanitarian assistance rather than development found some of the questions less relevant to their situation. In a similar way, a small number of JEDs and JPOs whose jobs were of a political rather than development nature found it difficult to answer some of the questions.

Technical problems in receiving and responding to the survey were reported by three recipients located in remote areas of Africa and Asia where connections were slow or frequently interrupted. There may have been others with similar problems who did not respond for similar reasons.

In most cases the results of the survey will be shown separately for each of the four groups: JPO, BBE, JED and SARC. In some instances, the JPOs and the BBes will be divided into the two subgroups – JPO I and JPO II, and BBE I and BBE II. Occasionally, because there are only five SARCs, their assessments will not be shown, as it is not possible to guarantee their anonymity.

3.3 More Professional Swedish Staff in Qualified Positions?

The question to be answered is whether and to what extent the programmes have contributed to a higher number/share of Swedish staff in qualified positions in prioritized international or regional organizations. In this section we shall see to what extent former participants have continued working in international development and whether they are interested in such jobs now and in the future.

3.3.1 Opportunities for continued work in the same organization?

Sida would like to see a reasonable number of JPOs continue working on a UN job or contract directly after their JPO contract. The survey shows that 42% of the JPOs had had such an opportunity for at least six months (34% for the same UN agency and 8% for another UN agency). When asked about the prospects of getting a P3/P4 job after completing the JPO contract, the JPOs were not optimistic. They were somewhat more positive about the chances of getting an “Assignment of Limited Duration” (ALD).

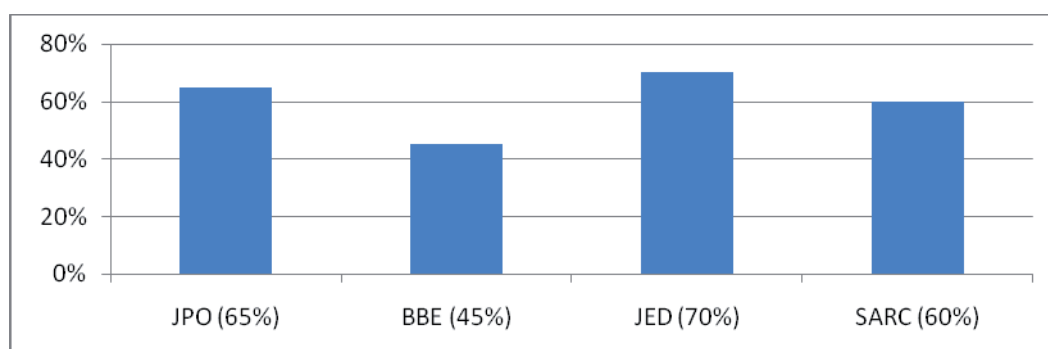
The JEDs were equally pessimistic about getting a job at the European Commission within a year after their JED contract, but more optimistic about getting a job at a delegation. For a position in the Commission or its delegations, applicants have to pass a “concours” – a competitive examination. Fifteen of the 37 JED respondents said that they had taken the “concours” to work at a delegation and four had done so for jobs in the Commission in Brussels, i.e. 19 in total. According to survey responses, as many as 17 had passed the “concours”.

The BBes made a more positive assessment of getting a development-related job than JPOs and JEDs. The SARCs gave rather mixed replies in terms of their chances of getting a regular P3/P4 post.

3.3.2 Participants' applications for jobs in international development

A large share of the respondents, 287 persons (55%), said they had applied for one or more jobs in international organizations after their JPO/BBE/JED or SARC contracts.

Figure 7. Percentage of respondents who have applied for international posts



In some cases, upon the request of a JPO, BBE, JED or SARC and after checking her/his qualifications for the international post in question, Sida/RIU has supported a candidature by submitting a letter of recommendation to the organization. *Table 3* shows the number of cases, and whether the applicant believes Sida's support enhanced her or his chances.

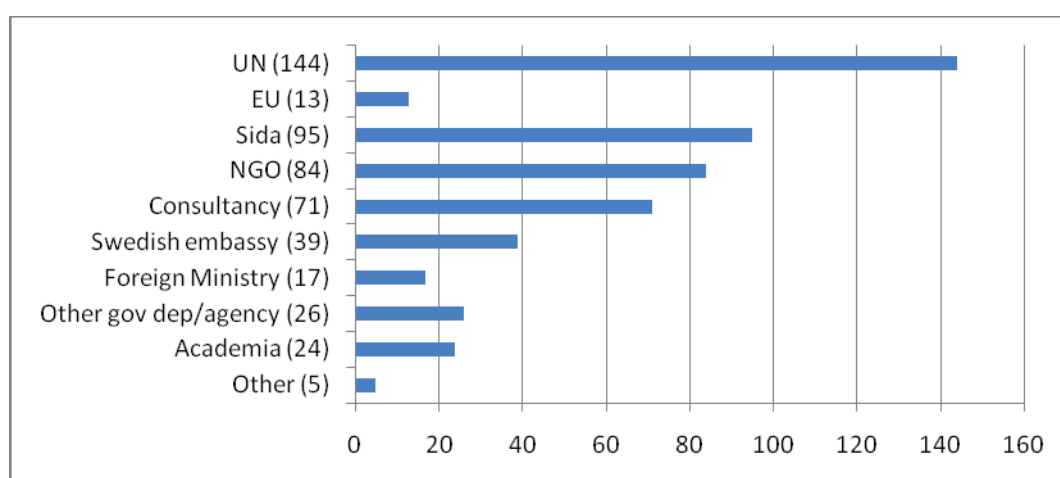
Table 3. Number of cases where Sida has supported candidates applying for international posts

	JPO I	JPO II	BBE II	JED	SARC
Number of cases where Sida has supported a candidature	27	20	8	4	1
Number of cases when the applicant believed it enhanced her/his chances	15	11	6	2	1

3.3.3 Jobs in international development after the JPO/BBE/JED/SARC assignment

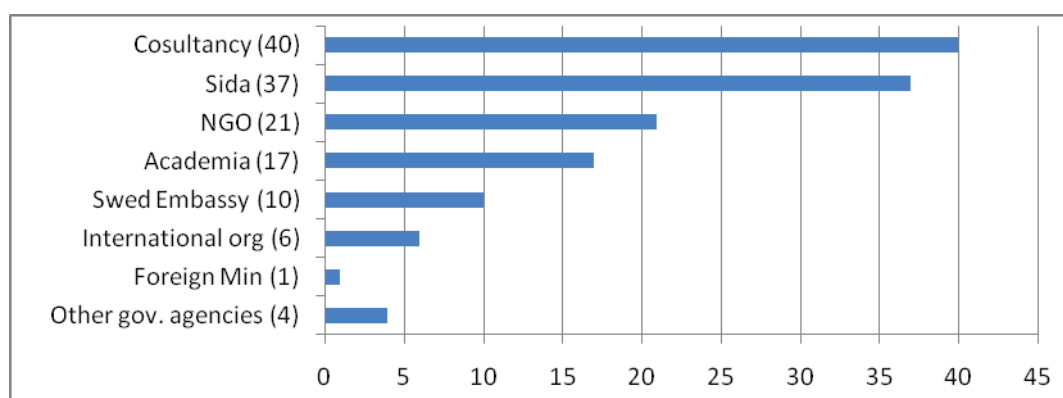
Figures 8, 9 and 10 show the number of respondents who had worked in international development for one or more periods of at least six months after their JPO, BBE or JED contracts. All five SARC participants have continued working either in the UN or at Sida[you give figures below]. *Table 4* summarizes the situation for all four groups taken together.

Figure 8. Number of JPOs who have worked in international development for more than six months after their JPO contract



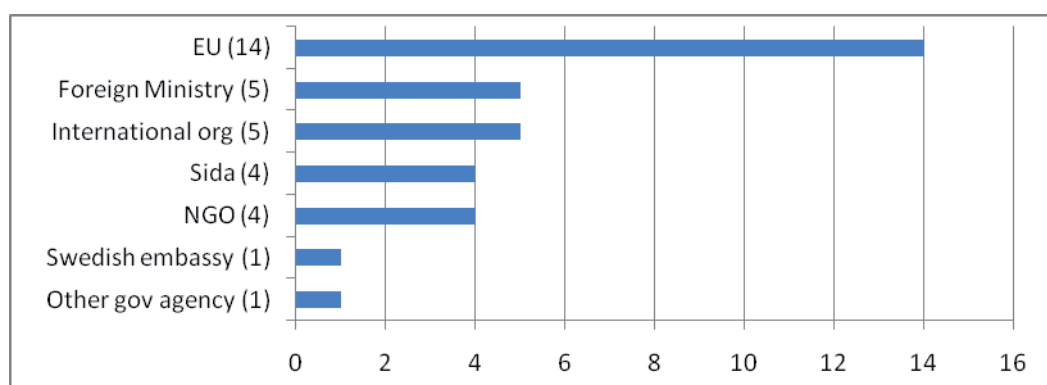
Note: Some persons have worked in more than one of the organizations mentioned; this is why the numbers add up to more than 352.

Figure 9. Number of BBEs who have worked in international development for more than six months after their BBE contract



Note: Some persons have worked in more than one of the organizations mentioned; this is why the numbers add up to more than 127.

Figure 10. Number of JEDs who have worked in international development for more than six months after their JED contract



The SARC participants finished their assignments quite recently and are now in their first jobs. Three of them work for the UN and two for Sida.

It is interesting to note that programme participants do not only keep to their “own” organizations. Ex-JPOs work for the EU and ex-JEDs work for the UN. Former BBEs also get jobs in the UN and the EU. If all the groups are aggregated, we get the following result.

Table 4. Number of JPOs, BBEs, JEDs and SARC who have worked in international development for more than six months after their contract (an aggregate of the data in Figures 8–10 plus the SARCs)

Employment/Workplace	Number of respondents
UN (154), EU (28) and other international organizations (3)	185
Sida	138
Consultancy	111
Swedish and international NGOs	109
Swedish embassies	50
Other government agencies (than Sida and MFA)	31
MFA	23
Academia	41

Note: Some persons have worked in more than one of the organizations mentioned; this is why the numbers add up to more than 685.

3.3.4 Consultancies for bilateral or multilateral development organizations

Of the respondents, 111 work or have worked as consultants on a permanent basis. They are employed by consultancy firms, either in Sweden (59) or abroad (12), or have their own company (40).

In addition, 112 respondents said they had conducted short-term consultancies (less than six months) for Sida, the UN, EU or other international organizations. Sixty-nine respondents had carried out fewer than five consultancies, 35 between six and 30, and eight consultants had carried out more than 50 consultancies.

3.3.5 Career plans of the participants when they joined the programmes

The respondents were asked to choose one of the following five alternative answers in terms of what they had in mind for their own future *before* they participated in the programmes:

When taking up my assignments I was determined to:

- (1) go in for a career in international development cooperation in the UN or the EU
- (2) return to Sweden upon completion of my contract. I saw the programme more as an opportunity for my personal development than as the start of an international career
- (3) return to Sweden, but changed my mind and decided to go in for an international career
- (4) continue a career in international development in the UN/EU but changed my mind. I found that the UN/EU was not the right career/employer for me
- (5) continue a career in international development in the UN/EU but my family situation changed and I chose another career/returned to Sweden

Table 5. Career plans of participants when they joined the programmes

	JPO I	JPO II	BBE I	BBE II	JED
Answer 1	25%	25%	57%	54%	19%
Answer 2	16%	8%	8%	6%	18%
Answer 3	8%	4%	8%	18%	5%
Answer 4	7%	12%	0%	0%	3%
Answer 5	13%	12%	11%	5%	5%
No answer	31%	39%	16%	17%	50%

There is a high share of “no answer”, except for the BBEs, indicating that there are other possible answers beyond those suggested. The remaining answers are distributed among all five options. *Answer no. 1* predominates in all groups, expressing a determination for a career in international development at the outset. This question was, however, phrased somewhat differently for the different groups. BBEs were asked about a career in “international development” which is broader than a career in the UN or EU about which JPOs and JEDs were asked. This explains why many BBEs chose answer no. 1. Many marked *answer no. 2*, i.e. the programme was seen as an opportunity for personal development. Quite a few also chose *answer no. 5*, i.e. that they chose another career when their personal situation had changed. Fewer JPOs chose *answer no. 4*, i.e. that they found that the UN was not where they wanted to work. Some of the frequent comments are listed below:

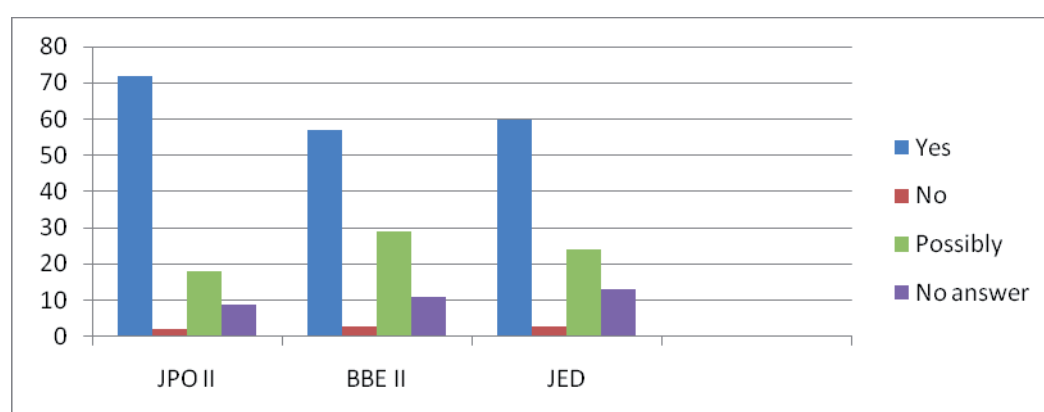
- The important thing for me was to get an experience in international cooperation. Which organization I worked for was of less importance.
- I didn’t see beyond my JPO experience when I left. I saw it as a unique opportunity for personal and professional development and was open for different options that might turn up.
- I wanted to get experience from working in the field in a developing country environment.
- I wanted to get JPO experience to be able to compete successfully for a job at Sida.
- I saw this as a fantastic opportunity to get an insight into how international cooperation works in practice and to get to know some of the key actors.
- I found that I did not want to have a job where I had to move from country to country all my life. I wanted to work in international development but have Sweden as my base.
- I saw my BBE experience as the start of an international career but not necessarily in development cooperation.
- I was interested in the thematic area in which I worked but I never had a UN career in mind.
- When I had children, my priorities changed.

3.3.6 Do the respondents foresee a career in international development?

For the JPO II, BBE II and JED groups the survey included the question: “Do you think that five years from now you’ll still want to have international development cooperation as your main area of work?” This question was to be answered only by those respondents currently working in international development. The replies indicate a very high interest in continued work in this field: 72% of the JPOIIs and about 60% for the BBE IIs and the JEDs.

The respondents who gave a positive answer were then asked which type of employment they would consider among a number of given alternatives. The overall picture is that respondents are open to a range of opportunities. The JPO IIs give the highest preference to the UN, Swedish embassies and Sida, the BBEs to Swedish embassies, Sida and NGOs, and the JEDs to EU delegations, Swedish embassies and Sida. There is a clear trend towards a preference for field postings rather than headquarter postings. Sida in Stockholm is however a popular choice in all three groups. In their comments quite a few respondents say that they would like to be able to move between jobs in international organizations and in Sweden, but that this seems to be quite difficult.

Figure 11. Percentage of respondents who foresee a career in international development



3.4 Building a Broad and Competent Swedish Resource Base

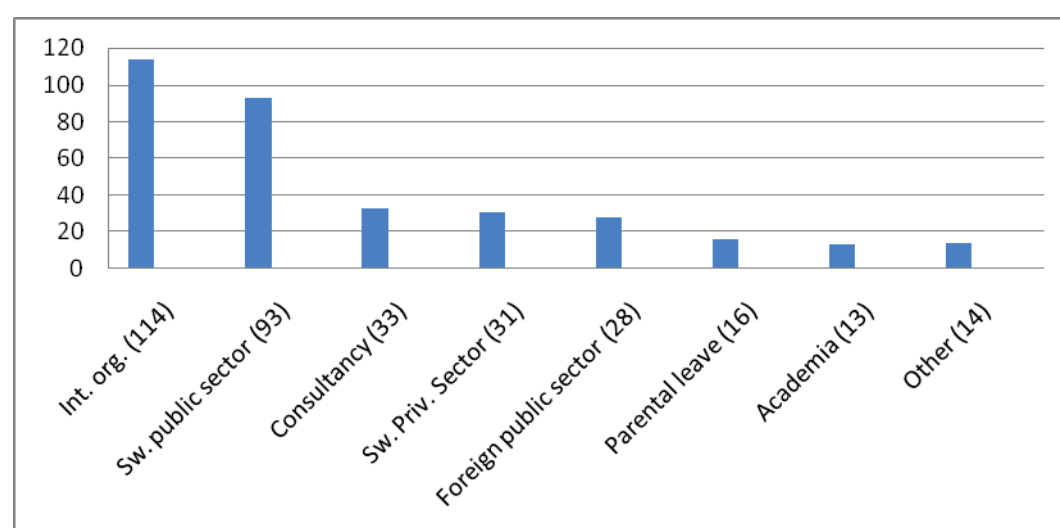
3.4.1 Present employment of the participants

The question whether the programmes have contributed to a broad and competent resource base is related to the previous question but is broader. We will answer it by analysing the present employment of the respondents and to what extent these jobs are related to international development and build on the person's JPO, BBE, JED or SARC experience. *There was also a question in the survey on the respondents' level of engagement and commitment to international development.*

The JPOs

The highest number of ex-JPOs work in international organizations (32%), second comes the public sector in Sweden; the third place is shared by consultancy firms and the private sector in Sweden.

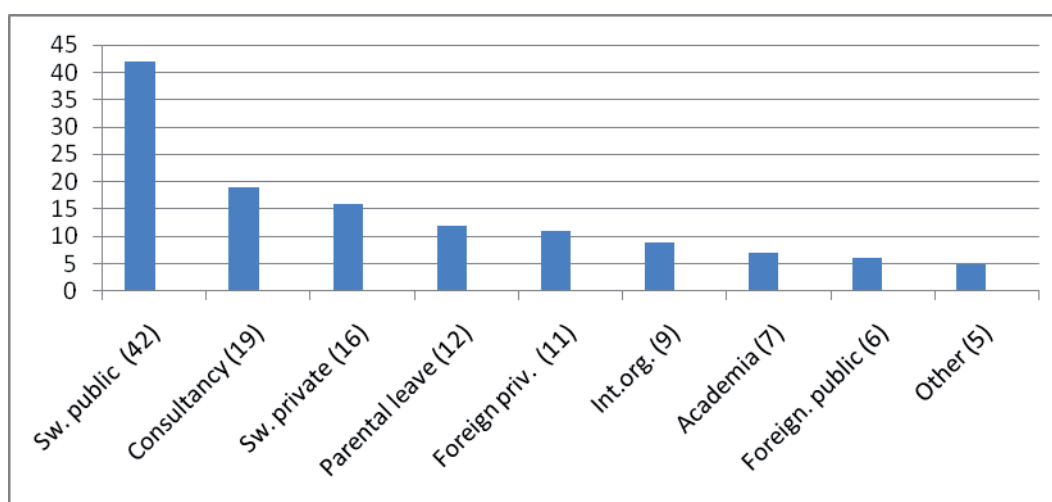
Figure 12. Present employment of the JPO respondents



The BBEs

Of the BBEs, 33% are now working in the Swedish public sector, the next-largest type of workplace is consultancy firms (15%), and the third is the private sector in Sweden (13%). The proportion of respondents who are now on parental leave is also high, at almost 10%. Sida is the main employer of the ex-BBEs in the public sector.

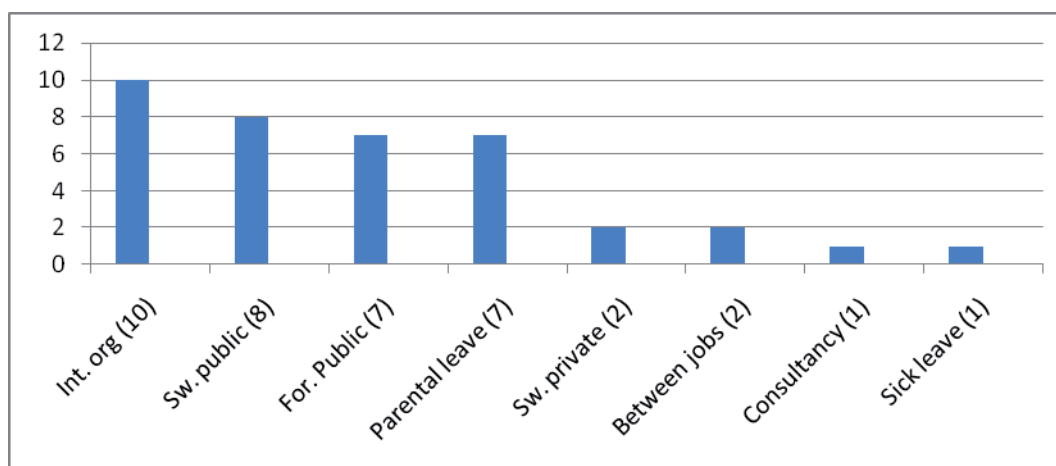
Figure 13. Present employment of the BBE respondents



The JEDs

The JEDs who received their training and work experience within the EU show a somewhat different pattern. The largest group (26%) work for an international or intergovernmental organization, predominantly the EU. Employment in the Swedish public sector comes second (21%) and the foreign public sector and parental leave share third place with 18.5% each.

Figure 14. Present employment of the JED respondents



The SARC

Three of the five participants (60%) in the SARC programme are now working in an international organization (the UN), and two in the public sector in Sweden (40%).

Because of the way the question was phrased in the questionnaires, it is not possible to determine exactly how many of the respondents are now employed by Sida. From another survey undertaken by RIU in December 2008, we know that there are now 122 ex-participants in these programmes employed by Sida. Seventy-three had been JPOs, 39 BBEs, eight JEDs and two SARCs. Some of them, however, had participated before 1992.

3.4.2 Are the respondents' present jobs related to international development?

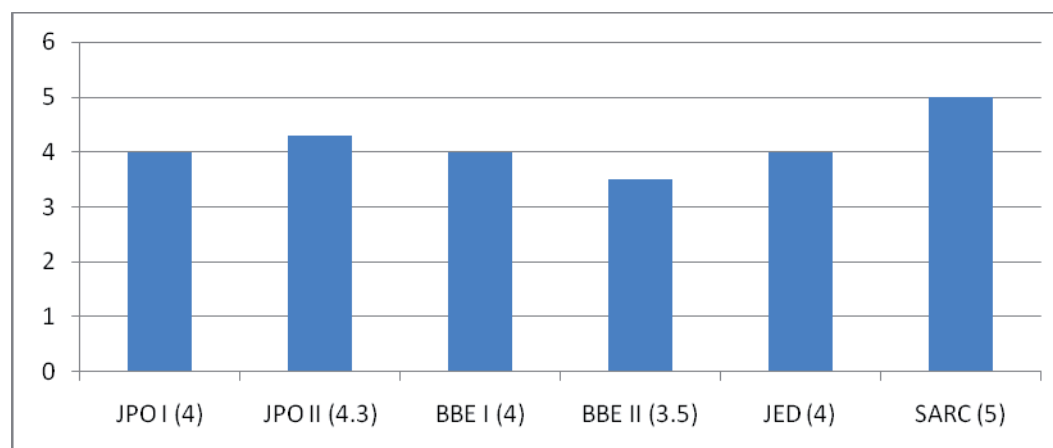
On a scale from 1 to 5, the respondents were asked the extent to which their present job was related to development. *Table 6* shows the percentage of respondents that marked 1 or 2 (no or weak relation) and 4 or 5 (strong or very strong relation). In all groups a majority have jobs that are strongly related to development. For all groups except BBE II and JED, the percentage is 70% or over. One explanation

for the lower share in these groups is the high number of respondents on parental leave. In the 2004 evaluation the corresponding figures were even higher: 85% of the JPOs and 73% of the BBEs said their jobs were related to international development.

Table 6. The extent to which the respondents' present jobs are related to international development

	JPO I	JPO II	BBE I	BBE II	JED	SARC
No or weak relation	21%	14%	21%	34%	24%	0%
Strong or very strong relation	70%	80%	71%	59%	66%	100%

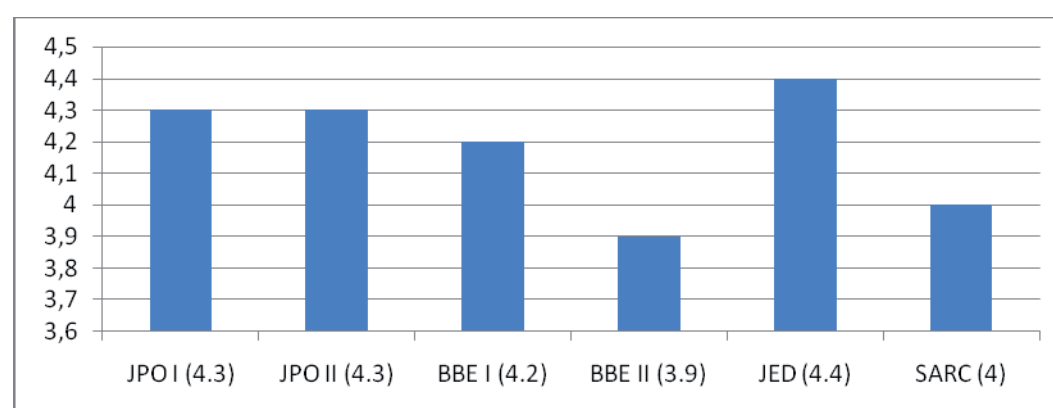
Figure 15. The extent to which the respondents' present jobs are related to international development (mean value of assessments in each group)



3.4.3 Do respondents find their international experience useful in their jobs?

Another question was about the respondents' opinion about *the usefulness* in their present job of the international experience that they gained through the JPO/BBE/JED/SARC experience. The following table shows that the respondents consider their international experience quite useful in their present jobs. The mean value of the groups is high, between 3.9 and 4.4. The JPOs and the JEDs have the highest values, 4.3 and 4.4. These groups constitute 75% of total respondents.

Figure 16. Respondents' assessment of the usefulness of their international experience in their present jobs



When participants were asked in what ways their experience was useful, there was a variety of answers, such as gaining field experience, a better understanding of how international development works, a knowledge of the host organization and its management and work processes, experience in project management, a wider contact network, proficiency in one or more foreign languages, an understanding of cultural differences, the ability to function in a multicultural environment, working in an international team, enhanced problem-solving capacity, improved communication skills, and enhanced life experience.

The SARCs found that their knowledge of the various UN agencies and their respective mandates, and of the functioning of the UN system as a whole, was broadened and their understanding of the way that the UN system works with national governments was deepened.

3.4.4 Did the programmes help respondents qualify for their present jobs?

Close to half of the respondents considered that their participation in the programmes had been a decisive factor for them in getting their present job. The rather high percentage of “no answers” among the JEDs is due to the fact that at the time of the survey many had just completed their contracts or were on parental leave and did not yet have a job.

Table 7. Share of respondents who believe the programme helped them qualify for their present jobs

	Yes	Not certain	No	No answer
JPO II	51%	24%	25%	0%
BBE II	43%	25%	32%	0%
JED	45%	26%	11%	18%

3.4.5 The value of the JPO/BBE/JED/SARC experience when applying for jobs

All groups consider their experience more valuable when applying for jobs in the organization in which they worked as JPO, BBE, JED or SARC than in other international organizations. The BBes see their experience as an important qualification for jobs at Sida, Swedish embassies and MFA. JPOs also believe that UN experience is an advantage when applying for jobs at Sida and Swedish embassies, but less so for jobs at MFA. All groups see their experience as less important in terms of jobs in Sweden that are *not related* to international development.

Table 8. Assessment of the value of the programmes when applying for jobs (mean value per group) 4

For positions	JPOs	BBEs	JEDs	SARCs
at Sida and Swedish embassies (development-related)	3.8	4.2	3.2	3.8
at Ministry for Foreign Affairs	3.2	3.6	3.4	3.5
in the United Nations system	3.9	3.5	2.9	4.0
in the European Commission or the delegations	3.0	3.1	3.9 ⁴	2.6
in Sweden – not related to international development	3.0	3.0	2.8	3.0

3.4.6 Reasons for not continuing with international development work

Respondents who have *not* continued to work in international development after their JPO, BBE, JED or SARC experience were asked about the reasons. A varied picture emerges. The most frequent reason given is that the respondent has received attractive job offers in other areas of work. Others respond that for personal reasons, family considerations included, they have chosen to work in Sweden. Others have not found suitable international job to apply for, or their applications have not been successful. A small number stated that they actually preferred other types of work.

⁴ JEDs gave a higher value in relation to positions at delegations (4.1) than at the European Commission in Brussels (3.6).

3.4.7 Engagement and commitment to international development

JPO IIs, BBE IIs, JEDs and SARC's were asked to assess the strength of their engagement in international development at three points in time: (a) when they applied to the programme, (b) when they completed their contract, and (c) at the time of the survey. For all four groups the result shows a strong and consistent engagement over time. However, while an assessment of "4" and "5" is predominant in all groups, there are nevertheless a few "1s" and "2s" in most groups which shows that there are also disappointed and disillusioned participants.

Table 9. Engagement in international development at three points in time (mean value, each group)

	At time of application Mean value	After completing their contract Mean value	At the present time Mean value
JPO II	4.6	4.5	4.5
BBE II	4.2	4.4	4.4
JED	4.2	4.3	4.3
SARC	4.8	4.6	5.0

3.5 Swedish Involvement in and Impact on Global Cooperation Policies

The current *Strategy for Global Development Programmes* states that the resource base programmes shall contribute to the promotion of Swedish values, policies and principles and to exerting influence on international development policies. The participants were asked three questions.

1. When serving as a JPO/BBE/JED or SARC, were you able to communicate and share Sweden's official view on issues such as gender equality, human rights, democratic governance, the environment and poverty alleviation?
2. Do you believe it is possible for someone in a middle or senior position in an international organization to transmit such values and have an impact on its policies?
3. Do you think it is realistic for a JPO/BBE/JED to be able to transmit such values?

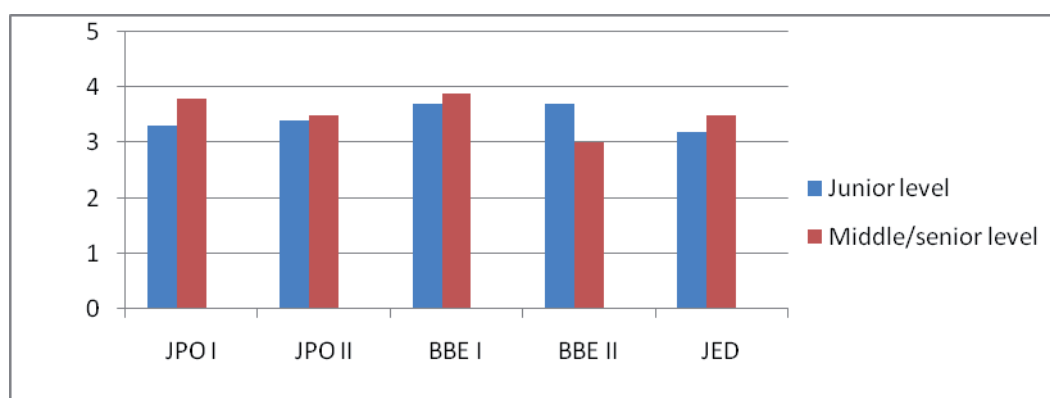
Figure 17 shows the assessment of each group on a scale of 1 to 5 in relation to the first two questions. The *first question* gets fairly high marks, i.e. many respondents thought they had been able to share values.

The response rate to the *second question* (influence at middle/senior level) was quite low. Those who responded seemed to agree that when you have a higher status in the organization your chances of exerting influence are greater and that an individual's personality and style of work determine her/his ability to have an impact on policies.

In terms of the *third question*, nearly half of the respondents said they found it realistic for a JPO/BBE/JED to contribute Swedish values. Almost as many thought the possibilities were fairly limited.

In their comments quite a few respondents point out that as a UN official you are not allowed to pursue your own country's interests and policies. Others say that as a young professional you have the best chances of influencing the thinking of others by participating in working groups and team exercises. You may for example be able to bring up issues such as gender equity that may otherwise be ignored. One of the SARC's points out that particular opportunities to influence policy may appear in relation to the drafting of the UN's main strategic planning document, the United Nations Development Assistance Framework (UNDAF). A general comment is that you may influence others by your own behaviour and attitudes.

Figure 17. Respondents' assessment of the possibilities of transmitting values and influencing international organizations



3.6 Transfer Experience to Actors in Sweden and Partner Countries

3.6.1 Sharing knowledge and experience with actors in Sweden and partner countries

As mentioned above, one of the new objectives of the resource base programmes that were added in 2008 is to have participants share their knowledge and experiences of international development cooperation with actors in Sweden and partner countries. Respondents were asked to assess to what extent they had been able to transmit knowledge and experience from their JPO, BBE, JED or SARC assignment to (a) a workplace in the field that they had had after their junior assignment, (b) counterparts in partner countries, and (c) a workplace in Sweden that they had had after their junior assignment. Close to half of the respondents marked “no answer” to these questions, in most cases probably because they had not had such workplaces or because the questions were ambiguous. The mean values of the assessments given are shown in *Table 10*. They are all in the middle of the 1–5 scale, which indicates that ex-participants have been able to share their experiences to some extent.

Table 10. Assessment of the extent to which respondents have shared their knowledge and experience of international development work

	Shared with workplace in the field	Shared with actors in partner countries	Shared at respondent's workplace in Sweden
JPO I	3.5	3.2	3.4
JPO II	3.6	3.5	3.7
BBE I	3.4	2.9	3.3
BBE II	3.4	3.2	3.8
JED	3.9	3.6	3.1

It should be mentioned here that in their comments many respondents expressed disappointment at the few opportunities they have had to share their experience, and the limited interest shown by superiors and colleagues. A decisive factor appears to be the type of employment and position that the participant gets after the programme. Those who continued working in the same thematic area, country or organization had the best opportunities to share essential knowledge. Ex-JPOs suggest that efforts should be made to place ex-JPOs in Sida positions where multilateral experience is useful.

3.6.2 Reporting back to Sida upon completion of assignments

Participants are requested to report back to Sida once a year using a specific format and to submit a final report upon completion of their contract. Respondents were asked whether they had submitted a final report, and, if so, how they perceived Sida's interest.

Table 11. Submission of final reports and assessment of Sida's interest in the reports

	Number that have submitted final report	Number that have not submitted final report	Assessment of Sida's interest
JPO II	93	29	2.7
BBE II	45	12	2.9
JED	28	3	3.4
SARC	2	3	2.5
	168 (73%)	48 (21%)	

Note: 6% of respondents in these groups did not answer these questions.

More than a quarter had not submitted a final report, most of them explaining that they had not received a request to report or had forgotten. What is remarkable is the respondents' low assessment of Sida's interest. There were many critical comments, e.g. that Sida rarely gives feedback on reports, and that most reports sent to RIU appear not to be shared with the substantive departments. The interviews conducted with Sida staff (focal points and country teams) confirmed that they rarely receive final reports. Many respondents were disappointed about Sida's lack of interest. The same criticism came out in the 2004 evaluation. This issue will be further discussed in the next chapter.

3.7 Programme Assessment by the Participants in all Programmes

3.7.1 Relevance of preparation and training prior to the programme

Sida has invested substantial resources in the training and preparation of participants and has worked hard to improve the schemes. The orientation courses, which are compulsory, are designed for the needs of each particular group. The participants are also offered intensive language training, complementary professional training, and an opportunity to meet somebody who recently concluded a similar assignment. The JPO II, BBE II and JED groups were asked what training they had received and to assess the relevance of each component.

The JPO II group

Table 12. Percentage of JPO respondents who participated in different training components and assessment of their relevance (mean value)

	Sida orientation course	Language training	Complementary professional training	Briefing by Sida department	Meeting with ex-JPO
Participation	100%	68%	6%	61%	57%
Assessment of relevance	3.9	3.9	3.4	3.1	3.7

The BBE II group

Table 13. Percentage of BBE respondents who participated in different training components and assessment of their relevance (mean value)

	Sida/RIU orientation course (compulsory)	Sida/MFA course (for embassy BBEs)	Language training	Complementary prof. training	Briefing by Sida department	Meeting with ex-BBE	Introduction at work-place
Participation	42%	75%	68%	3%	46%	54%	17%
Assessment of relevance	3.2	3.5	4.0	3.0	3.5	3.9	4.0

The respondents have apparently mixed up the two first-mentioned Sida courses. The first is compulsory, so participation should be 100%, not just 42%. The second is only for embassy BBEs. Only 18 of the respondents were embassy BBEs, but 49 answered that they had participated in the course. In other words, the results in the first two columns should be disregarded.

The JED group

Table 14. Percentage of JED respondents who participated in different training components and assessment of their relevance

	Sida orientation course	Language training	Briefing at Sida	Briefing at MFA	Meeting with ex-JED	Commission training programme
Participation	95%	68%	55%	39%	66%	97%
Assessment of relevance	3.3	4.1	2.7	2.8	3.9	3.3

Summary of assessments

Summing up the assessments of the three groups gives the following results. Language training got the highest mean value (4.0), followed by meetings with ex-JPOs, BBEs or JEDs (3.8), and Sida's orientation course (3.6). Briefings at Sida and the Ministry for Foreign Affairs are ranked fairly low.

Regional seminars

In recent years, RIU has organized regional seminars in Africa, Asia and Latin America for participants in the four programmes. Twenty-nine JPOs, 30 BBEs, seven JEDs and one SARC answered that they had participated in such a seminar. The mean value given by the participants assessing the value of the seminars was 3.9, which indicates that they were found to be quite useful.

3.7.2 Learning from participation in the programmes

On a scale from 1 to 5, JPO IIs, BBE IIs, JEDs and SARCs were asked to assess what they had learnt from the experience of working in international development. The assessments are exceptionally high for all the different groups. Respondents express a strong opinion that the programme has been a very important learning opportunity. "Working in a multicultural environment" and "getting field experience" get the highest values. The SARCs mention that they have learned important lessons of diplomacy by working with country representatives of the UN agencies who are not always enthusiastic about the coordination initiatives of the Resident Coordinator. The SARCs also point out that they have acquired skills in terms of complex project coordination.

In their comments, many respondents explain that they see the programmes as an extraordinary opportunity for competence building and personal development. This is one of the most convincing results of this evaluation.

Table 15. Respondents' assessment of learning in different areas (mean value)

	Your area of professional competence	International development cooperation	The organization for which you worked	Working in the field in a developing country	Working in a multicultural environment
JPO II	4.1	4.3	3.9	4.4	4.6
BBE II	4.0	4.1	4.2	4.1	4.5
JED	3.8	3.9	4.4	4.3	4.6
SARC	4.2	4.1	4.2	4.4	4.0
Mean value of all respondents⁵	4.0	4.1	4.2	4.4	4.5

3.7.3 Lack of opportunities to share information and experience

In their final comments many respondents, of all groups, complain about the lack of interest in their experience that they encountered when returning to Sweden. They said that they had practically no opportunity to share their knowledge and experience or to get feedback from Sida. For the participants this is naturally a personal disappointment, but for Sida they see it as a tremendous waste. After all the talk they have heard about the importance of building a resource base, they wonder why nobody cares to draw on their experience and enquire about their interest in future assignments. They get the impression that their experience is not valued.

The *JPOs* thought they had a wealth of information to share and could have contributed significantly to Sida's multilateral strategies and policies. The *BBEs* expressed similar disappointment at finding that only those who got a job at Sida related to their work as *BBEs* were able to share their knowledge and experience. The *JEDs* were equally disappointed that staff at Sida or MFA had not shown interest in them, either during or after their assignment. The few who got jobs related to EU matters are exceptions.

3.7.4 Sida's reintegration scheme (säckpengsbidrag)

Sida offers a favourable reintegration scheme for returnees and also for their spouses. Provided a programme participant or his/her spouse does not find regular employment in Sweden, she/he can find any job in Sweden and have Sida pay the salary for up to five months. The aim is to facilitate reintegration into the Swedish job market. The person can choose jobs freely, as long as the job is in Sweden. The salary is modest but the scheme is valuable in that it provides a financial safety net and time to find employment. The *JPO II*, *BBE II* and *JED* participants were asked to assess the significance of the scheme for them personally from three different perspectives, as shown in *Table 16*.

Table 16. The significance of Sida's reintegration scheme to respondents

	Significance for your decision to join a JPO/BBE/JED/SARC scheme?	Significance for improving your chances of getting a job in Sweden?	Significance for improving your chances of finding an international job?
JPO II	1.8	3.3	2.6
BBE II	2.0	3.5	3.2
JED	1.9	3.3	2.5
SARC	1.8	2.6	2.0
Mean value	1.9	3.2	2.6

Apparently participants did not attach much importance to the scheme when applying to the programmes. When returning to Sweden, their appreciation was much higher. However, because it is restricted to jobs in Sweden, the scheme is not viewed as helpful by those looking for jobs abroad. It should be noted that some of the participants were living abroad before participating in the pro-

⁵ This is a weighed value, i.e. the mean value not of the four groups but of all respondents in these four groups.

grammes and no longer consider Sweden their home. Others marry a non-Swedish citizen and have no intention of settling in Sweden after the assignment.

A fairly small share of the respondents benefited from the reintegration scheme. For most of those who did, the scheme facilitated their re-entry into the job market (*Table 17*).

Table 17. Respondents' use of the reintegration scheme and assessment of the result

	Yes, I used the scheme	No, I did not use the scheme	Led to job with same employer	Led to job with other employer
JPO II	27 (22%)	97 (78%)	14	9
BBE II	16 (25%)	49 (75%)	7	5
JED	5 (13%)	33 (87%)	2	1

Many respondents are critical of the rigidity of the rules. The scheme is not applicable either to those setting up their own business (self-employment) or for jobs outside Sweden. The latter is viewed as strange, since the aim of the programmes is to encourage international work. The returnee must start the job within six months of the end of the contract, so that participants are ineligible if they continue working abroad for some time. Another problem is that the scheme is not applicable to non-Swedish spouses. This makes it difficult for some couples of mixed nationalities to settle in Sweden. In short, respondents value the scheme but would like more flexibility.⁶

Some respondents remark that an undesirable consequence of the scheme is that it is used by some people as a short cut to get a job at Sida, because once you work at Sida your chances of getting a regular job there are better than they are for outside applicants. This is not seen as fair to other applicants. Another drawback is that Sida departments may use the scheme to engage a returnee at no cost, rather than hire somebody paying a salary.

3.8 Programme Assessment by JPOs

3.8.1 General assessment

The great majority of JPOs express gratitude and appreciation for the opportunity to participate in the programme. Many say that it has enriched them professionally as well as personally more than anything else they have done. The JPO experience has opened the door to the world of international development and in many cases has changed the course of their lives.

Nevertheless, some respondents express disappointment and disillusion about the UN. One person writes: "In Sweden we grow up with a romantic view of the UN as the noblest of organizations with the highest moral standards. It was tough to wake up to reality." They suggest that this issue should be discussed in Sida's orientation course. At the same time as the JPOs find the UN an extraordinary place in which to work, they find that the working environment can be very difficult, especially for a young and inexperienced person. Many JPOs have an unreasonably heavy workload, and thus run the risk of burnout. In other cases, the UN organization may not have identified a suitable work portfolio. This may result in their being underutilized and having a less satisfactory experience.

Swedish JPOs are usually somewhat older and have more work experience than JPOs from other countries. Several JPOs point out that this is an advantage because they tend to be more mature and better able to handle a difficult work environment. Nevertheless, in spite of their age and qualifications, it happens occasionally that Swedish JPOs are treated as juniors – or even assistants – and given unqualified tasks. Young professionals used to working life in Sweden in flat rather than hierarchical

⁶ The respondents do not seem to be aware of the fact that the reintegration scheme was not created by Sida. It is the result of a negotiation between the parties on the Swedish labour market. Sida has a formal permission to use the scheme but cannot change the rules (evaluator's comment).

organizations, where everyone has a voice and divergent opinions are respected, often find it difficult to cope with the bureaucracy and hierarchy of the UN system.

As a junior officer you are very dependent on your superior, especially in a small field office. Regular UN staff do not always see the JPO as a positive addition to the workplace. They have come in 'by the side door', placed by influential donors, and they compete with regular staff. There are even reports by some JPOs of occasional cases of bullying and discrimination, not least of female JPOs. A JPO may not have anywhere to turn for advice or support if and when problems arise. Quite a few respondents say that they would have liked to more support from Sida to help them handle difficult situations.

In their comments many respondents stress that having a good and detailed job description, a competent and interested superior with influence and good standing in the organization, and a professional and engaged supervisor is crucial to a successful JPO experience. The supervisor should be supportive of the JPO Programme, be really interested in promoting the JPO, be well placed and have weight and influence.

3.8.2 Problems of combining a UN career with raising a family

Young Swedish women and men expect to be able to combine a career with parenthood and are not prepared to give up either. Unfortunately, not a few female JPOs have found that it is next to impossible to combine a UN career with having a family, and especially with raising small children. Parental leave is fairly short, working days are very long, you may have to go away on official travel and be away from your family a lot, and available day care is not always up to standard. Unless you have a spouse or a relative at home to take care of the children, the situation may become too difficult. Some young women explained in their comments that they had found that their career opportunities became less good when they got pregnant. For these reasons quite a few Swedes, especially young women, leave the UN and return to Sweden where conditions for young families are much better. Another reason why UN employees leave is that they find that the mobility that a UN career demands has negative effects on their spouse and children. An added problem, especially in UNHCR, is that many posts are non-family duty stations.

3.8.3 Views on field or headquarters placement

Most respondents express a preference for JPO placements in the field. It is considered the best place to start a development career, because you get to know the reality of life in poverty and you have a better chance of getting a challenging job and responsibility. "Don't get stuck in an office in the capital, go as far out into the field as possible!" is a fairly frequent comment. On the other hand, it is not seen as advisable to stay for too long in the field, because then it may be hard to get a job at HQ. Working at HQ gives you exposure and an opportunity to build networks, valuable assets if you plan a UN career. Some JPOs argue that placement in a country where Sweden has a bilateral programme will improve your chances of continued employment. Their argument is that the UN will be more interested in keeping a person from a country which gives supplementary funding to its programmes. All things considered, it seems that a combination of a field post and headquarter post offers considerable advantages for a JPO. Such a combined post is however more costly for Sida.

JPOs who have worked at the World Bank recommend, however, that JPOs be placed at HQ rather than at country offices. HQ placements, they argue, will facilitate future employment.

3.8.5 Contacts with Sida before, during and after the assignment

Many JPOs are full of praise for the staff of RIU, especially in terms of the recruitment and preparation process. The staff are considered not only professional but also committed and engaged, helpful and flexible. Some are very appreciative of RIU's support in difficult situations, while others complain about not having received support when they needed it. For example, they point to situations where their job description was not respected, they did not have a supervisor or the relations with their supervisor or superior were unsatisfactory.

JPOs posted to countries where Sweden has a bilateral programme found it disappointing that the embassy or Sida office rarely approached them to get information, discuss issues or benefit from their knowledge about the operations of the UN. They claim that other donor countries tend to have more contacts and closer relations with their JPOs.

There is unanimous disappointment among JPOs about Sida's lack of engagement in their continued careers. As mentioned earlier, participants are eager to share their knowledge and experience with Sida, and especially with the thematic, regional or multilateral staff. To their disappointment, in most cases Sida did not contact them. Many were not even asked to submit a final report, and those who did rarely received feedback. There was strong criticism along these lines in the 2004 evaluation as well.

Some JPOs are of the opinion that Sida tends not to fully value the JPO experience – or other UN experience for that matter. Those who have continued working in the UN for some years have found problems getting a job at Sida and, if they succeed, they feel that their multilateral experience is not valued as much as bilateral experience.

3.8.6 What JPOs expect from Sida

Respondents have a number of ideas about how Sida could improve the JPO programme. They suggest that Sida be firm in its demands on employing organizations. Sida should request that:

- the organization has full understanding of the JPO programme and its objectives
- JPOs get a realistic, concise and updated job description
- every JPO has a superior of good standing who is supportive of the individual and the JPO programme
- every JPO has an engaged and committed supervisor with good standing in the organization
- an introduction programme is organized at the workplace for the JPO
- the individual training grant paid by Sweden is used only for relevant training for the JPO and not for other purposes, such as travel on official duty.

They would like Sida to:

- check with the present/previous JPO before sending a successor to the same posting
- give feedback to JPOs on annual and final reports
- ensure that the relevant thematic and country teams receive final reports
- provide systematic briefing and feedback to JPOs who have completed their assignments
- ensure that ex-JPOs are seen as an active resource base for future international recruitment by Sida and the Secretariats for international recruitment of the Government
- support JPOs who want a continued career in the UN.

3.9 Programme Assessment by BBEs

3.9.1 General assessment

Most respondents find the BBE experience an unequalled opportunity to gain an insight into other cultures, broaden their perspectives, enhance their personal development and start a career in international development. Perhaps even more than JPOs and JEDs, BBEs are disappointed about Sida's lack of interest and engagement. Since they have been working with the bilateral programme, BBEs who did not work at embassies had also expected to have closer contact with Sida while in the field, and to

get more credit for their experience when they returned. BBEs working in consultancy firms or for the host government were also disappointed at the failure of the Swedish embassy in the host country to provide adequate interest and support.

3.9.2 Job placement of BBEs

As mentioned earlier, BBEs work at a Swedish embassy, for a Swedish consultancy firm or for a host country institution, each type of placement giving a very different experience. Those working in host country organizations claim their experience to be the most valuable, as they get first-hand developing country experience and also an understanding of what it is like to be a counterpart and recipient of donor assistance. Such experience, they say, is difficult to get later on in a person's career.

Most of those who have worked for Swedish consultancy firms see their experience as training for a career in consulting. Field experience, they say, is a prerequisite for succeeding in international consultancy competitions.

Embassy BBEs work in a Swedish office environment and spend most of their time in the country's capital, which means that they are farther removed from the reality of a poor country. Their advantage, they say, is that they get training in Sida's processes and systems and can build networks with Sida staff. This helps them to get a job at Sida afterwards. Embassy postings are seen by some regular Sida staff as a way of increasing staff capacity at embassies, neglecting the fact that it is a training programme. Others insist that embassy BBEs get the best possible training to qualify for a variety of jobs at Sida.

3.9.3 What the BBEs expect from Sida

Respondents have a number of ideas on how Sida could improve the BBE programme. They suggest that Sida:

- check with the present holder of a BBE post before recruiting a successor (advice by a BBE placed in host country organization)
- ensure that job descriptions are correct, concise, specific and up to date
- emphasize to all employers that BBE positions are trainee positions
- be prepared and have the capacity to have a dialogue and give support to participants in the field, especially at the beginning of the assignment
- organize debriefing of returning BBEs, at the professional level with Sida's sectoral departments/ country teams, and at the personal level with RIU and possibly a psychologist (optional)
- show interest in returning BBEs and support them in their job seeking
- establish a system to ensure that ex-BBEs are part of an active resource base for future recruitment by Sida and the Secretariat for International Recruitment of MFA.

3.10 Programme Assessment by JEDs

3.10.1 General assessment

The JEDs are generally very appreciative of the opportunity to participate in the programme. They see it as a most interesting and rewarding experience which has given them insight into the functioning of the EU at country level and the opportunity of living and working in a developing country. They also consider it a useful experience if they choose other careers. Some point out that a two-year contract is too short – they would prefer three years. Just like the JPOs, they point out the hierarchical nature of the organization as something that is hard to get used to. Some of them make a point of expressing special thanks to Sida/RIU for the support received when they encountered problems.

A few of the JEDs worked in political departments at the EU delegations and were not at all or only marginally involved in the development programmes of the EU. These individuals would have liked to have contacts with MFA rather than Sida, since they were working on issues in the political domain. There was also the opinion that Sida should request the EU to assign JEDs only to development-related jobs and not to political departments.

Participants are concerned that, because the JED programme is not well known in Sweden, they may not get full recognition for their participation. Some JEDs believe that most staff at MFA and Sida do not know enough about the programme and that this makes it more difficult for JEDs than for other participants in the junior programmes to get jobs there.

3.10.2 What the JEDs expect from Sida

In their comments, JEDs present some ideas about what Sida could do to improve the programme. They would like Sida to be firm in its demands to the Commission in terms of:

- screening of the delegations receiving Swedish JEDs to ensure that the delegations have a suitable job opening and have made adequate preparations to receive the JED
- communicating with each delegation selected to receive a Swedish JED in order to confirm that her/his profile is relevant for the job available
- ensuring that the training budget of the JED is used for the purpose intended.

In terms of *Sida* the JEDs would like to have:

- clarity and realism with regard to the information about the programme. Participants must be made aware that future employment in an EU institution is far from guaranteed
- clarification with regard to the terms of employment (maternity leave, taxation etc.)
- feedback from Sida on their reports
- more contact with Sida and support during the JED assignment
- a system for debriefing to relevant Sida staff (EU coordinators and – where relevant – country teams) to ensure that the knowledge and experience of the JEDs is used
- more professional contacts with MFA, Sida and other potential employers to prepare for their return to the Swedish job market.

In terms of the *EU Coordination Secretariat* of the Prime Minister's Office they would like to see:

- more active and systematic support to help JEDs get continued work at EU delegations, especially in view of the expected reduction in the number of posts for EU officers when posts open up to diplomats from EU member states
- more active support to those who pass the EU “concours” to get jobs in EU institutions. JED respondents claim that some other countries work more effectively in this regard.

3.11 Programme Assessment by SARCs

The SARCs are generally enthusiastic about their participation in the programme. An advantage of this programme, they say, is that you are placed on a P3 post in the field, and are therefore eligible to apply for P3 or P4 positions in the entire UN system. Those interested in continuing to work on coordination and reform will, however, find that there are few openings at this level at offices of Resident Coordinators. There are many more jobs at this level in the funds, programmes or agencies of the UN,

but they tend to be more interested in hiring people who have worked in the organization before. This means that it may be difficult to get a job there unless you have previous experience in one of the agencies or very good contacts.

In the SARC's opinion, a Special Assistant to the Resident Coordinator gets broad professional experience since he or she works on many different issues and with all the UN agencies represented in the country. The SARCs stress unanimously that it is of the utmost importance to send SARCs only to pilot countries for UN reform (the so-called "One UN") with a Resident Coordinator who is pushing the reform agenda forcefully.

Three of the SARCs confirmed that their work was of a strategic nature and related to UN coordination and reform, while two were disappointed to find that their jobs were more of an administrative nature, e.g. organizing events, meetings, and training sessions. They explain that smaller RC offices in particular are understaffed, because the budget of the RC offices allows only a couple of professional posts. Other office staff are JPOs, UN volunteers, trainees and so on who are provided to the RC office free of charge. The professional qualifications of these staff may not match the needs of the office and the SARC may therefore have to take on tasks other than those outlined in the job description.

3.12 Sida's Management of the Programmes

3.12.1 Sida's overall guidance of the resource base programmes

Over the years the guidance of the resource base programmes by Sida's management has been surprisingly weak. RIU's mission and mandate have not been entirely clear. The Head of RIU has been entrusted with developing and managing the resource base programmes very much on her own within the general guidelines of the Government and the annual budgets. Important decisions have been taken by the Division Head, such as the share of the budget to be spent on bilateral (BBE) and multilateral programmes, respectively, and the relative sizes of the three multilateral programmes, JPO, SARC and JED.

3.12.2 Criteria used by Sida for selecting posts for JPOs, BBEs, JEDs and SARCs

The most strategic decision to be made by Sida is the selection of posts for the four programmes. RIU takes decisions on posts to be selected for recruitment by Sida based on consultations with various parts of Sida. The selection process for the JPOs is the most complex, because posts come up throughout the year, which makes it impossible to get an overview of available posts on an annual basis. BBE posts have until recently been selected twice a year, as a principle, but posts are now to be *selected* only once a year while *recruitment* to the posts is spread over the year.

As already mentioned, the selection of JPO posts is guided by a "Target Plan" (målbild) setting targets for the recruitment for the next two to three years in terms of gender, thematic areas, regions, and UN agencies. There are many aspects to consider. JPOs should be placed in an international organization to which the Government attaches priority; the thematic area should be among Sweden's priorities outlined in *Sweden's Policy for Global Development*; the recipient organization should provide qualified training, take good care of the JPOs and offer good prospects for a continued career. The Target Plan serves an important purpose by providing guidance for JPO recruitment in the medium term. It has, however, proved to be somewhat too rigid and difficult to adjust in order to meet new demands and emerging trends.

In 2007, RIU started working on a new "Target Plan" for 2008–2010 which would take into account the new *Strategy for Multilateral Development Cooperation*, and the results of an assessment of the relevance and effectiveness of UN agencies on which MFA is working. This assessment has not, however, yet been finalized (February 2009) and the new "Target Plan" has not yet been adopted.

Sida's policy is that *BBE posts* should reflect the priorities of Sweden's bilateral cooperation with respect to thematic areas and regional distribution. Sida adopted a "target plan" for 2005–2007 that is similar to the JPO plan with targets in terms of gender, regional distribution and thematic areas.⁷ Moreover, a balance is sought between the three kinds of workplace: a host country agency or organization, a Swedish consultancy firm in the field or a Swedish embassy (see 2.3 for details), since the BBE experience will vary and different workplaces will have different advantages to offer. In the first quarter of 2009, a BBE target plan for 2009–2010 is being developed.

The *JED posts* are the easiest and least time-consuming because recruitment is a coordinated process that takes place only once every two years. The European Commission takes decisions about placements based on a list of preferred countries and areas of work submitted by Sida.

The *SARC posts*, finally, are relatively few. They should be placed in countries where the Resident Coordinator is forcefully promoting UN reform. As Sida cannot have detailed knowledge of individual UN Resident Coordinators, in identifying posts they must rely on information and advice from others who are closely involved, for example Swedish embassies or Sida offices in the countries in question.

3.12.3 Has the selection of posts followed established priorities?

The JPO II group

Only the placements of the JPO II group can be assessed against Sida's "target" distribution of JPO posts, since targets were not established at the time of the recruitment of the JPO I group. Data on the JPO I posts are included in *Table 18* to show how placements have shifted following the adoption of the "target plan" in 2003. On the whole, Sida has managed rather well to move towards the desired geographical distribution and to reduce the share of HQ postings. The gender ratio, however, has become more skewed. In the JPO I group there were 61% female participants and in the JPO II group 69%.

Table 18. Regional distribution of the JPO II group compared to the target and the JPO I group

	Target Plan 2003. Percentage of posts	JPO II. Actual percentage of posts	JPO I. Actual percentage of posts
Africa	23	23	22
Asia and the Middle East	20	29	21
Latin America	17	12	15
Eastern Europe and Central Asia	20	12	7
HQ postings	20	24	35

The BBE II group

Only the placements of the BBE II group can be assessed against Sida's "target" for BBE posts, since targets were not established for the BBE I group. *Table 19* shows that the regional distribution of the BBE IIs meets the targets quite well. Africa and Latin America are slightly over target, while Asia is slightly under. Europe/Central Asia has seen a rapid increase and is approaching the target. The percentage of women is well over target, at 60% as compared to 54% in the BBE I group.

⁷ For the BBE and JED programmes as well, thematic priorities are guided by *Sweden's Policy for Global Development*.

Table 19. Regional distribution of BBE II compared to the target and the BBE I group

	Target. Percentage of posts	BBE II. Actual percentage of posts	BBE I. Actual percentage of posts
Africa	40	43	44
Asia	30	28	27
Latin America	15	17	27
Eastern Europe and Central Asia	15	12	2

3.12.4 How other Sida departments view the resource base programmes

The general opinion of Sida staff interviewed in the course of the evaluation is that the programmes are important, successful and well managed. Only a few had knowledge of all the resource base programmes. The JED and SARC programmes were practically unknown for most of them. The interviewees were, however, well informed about the specific programme(s) in which they were involved and had no problem understanding their own role in relation to RIU. In general, they claimed that their working relations with RIU were good and efficient.

The Sida sectoral departments have frequently supported RIU in the selection process by providing expertise in thematic areas, especially for JPO posts. The regional departments have occasionally helped to screen candidates, participate in interviews and brief successful candidates, mainly for BBE posts. Most of the selected candidates get a briefing at Sida, either as part of the orientation course organized by RIU or on an individual basis. A few departments or divisions have developed a long-term strategic approach in which they systematically use the programmes to build competence in priority areas to satisfy the future need for expertise in Sweden, among others for Sida.⁸

Most of the staff interviewed consider the staff of RIU to be professional, effective and hard-working. Some point out that the staff appear to be working under a great deal of stress, which may affect their work. The exceptional continuity of the core staff is appreciated, while the frequent changes in some posts have tended to reduce efficiency. Most departments appreciate that RIU is sensitive to their opinions and priorities and take them into account to the extent possible.

3.12.5 What competences can the ex-participants offer Sida?

Interviewees agree that field experience from a developing country is probably the most important competence acquired by participants. The widening of perspectives and personal development are also seen as important. Regional departments value in-depth knowledge and understanding of a country situation, while sectoral departments emphasize competence and practical experience in specific thematic areas. They stress that Sida needs to upgrade its expertise continuously to be at the cutting edge in priority areas. Learning about the policies and processes of multilateral organizations and the EU and how they operate in the field is considered useful for staff working in government offices, such as MFA and Sida.

In spite of these opinions, most are aware that Sida does not make optimal use of the competence of returning participants. A decisive factor is what job they get at Sida. Ex-BBEs can often make use of their experience from a bilateral country programme, while many of the ex-JPOs and ex-JEDs may not have opportunities to use their knowledge of the multilateral system.

Having participated in any one of the four programmes is considered a significant qualification when applying for a job in Sida, MFA, consulting firms or NGOs. In fact, in recent years most successful applicants for Sida jobs have had JPO, BBE, JED or SARC experience. The BBEs tend to be especially valued by the regional departments, while the sectoral departments usually show more interest in JPOs. As mentioned above, the JED and SARC programmes are known by few people at Sida.

⁸ The departments for Natural Resources and the Environment, Africa and Asia, the Health Division and the Urban Division belong to this category.

3.12.6 The Secretariats for recruitment to multilateral organizations and the EU

The Government has set up two Secretariats for international recruitment at the ministerial level, one for multilateral organizations, primarily the UN, and another for EU institutions. Both Secretariats have very limited resources.

The main task of the *Secretariat for International Recruitment* (P-SIR) at MFA is to identify posts of particular interest to Sweden and to encourage qualified Swedish professionals to apply for jobs in multilateral organizations. Information about multilateral recruitment is provided on the Government's website and a database of candidates with particularly interesting qualifications is being set up. The Secretariat maintains contact with the human resources departments of major international organizations and monitors the presence of Swedish citizens in the organizations.

Sida and the Secretariat work mainly with the same multilateral organizations. The Secretariat focuses on senior posts (P5 and D-level posts), while Sida works with junior and middle-level posts (up to and including P5). A major difference is that Sida works actively with the recruitment of candidates, while the Secretariat has more of a policy, coordination and promotion role and is not involved in active recruitment. Upon request by the Secretariat, RIU can occasionally propose ex-participants in the programmes who appear to have the right qualification for interesting openings. Sida and the Secretariat meet about every two months to exchange information. Both of them go on missions to principal UN agencies. Their visits are separate but their reports are shared. The Secretariat expresses appreciation of Sida's work with the JPO and SARC programmes.

A key task of the person interviewed at the *EU Coordination Secretariat* at the Prime Minister's Office is to promote and facilitate recruitment to EU institutions and to be updated on Swedish citizens employed by the EU. Also in this case, recruitment information is provided on the Government's website, talks are given to university students, and training sessions are organized for people preparing for the EU "concours". The Secretariat works in a similar way as the Secretariat at MFA and is not involved in active recruitment. A briefing was arranged with this Secretariat for the 2008 JED group before they departed. Contacts with Sida are infrequent.

4 Conclusions

4.1 Introductory Remarks

This chapter contains the evaluator's conclusions based on the findings presented in the previous chapter, comments made by the respondents, and interviews with Sida and MFA staff. The structure of the chapter follows the six evaluation questions outlined in *Chapter 1*.

The questions to be answered in sections 4.1 and 4.2 are the most important, as they address the achievement of the two main objectives of the programme: to increase the share/number of Swedish staff in qualified positions in prioritized international organizations and the EU, and to build a broad and competent resource base in Sweden for international development.

The high response rate to the survey – 521 of the 639 persons who received the survey (82%) – and the anonymity guaranteed for the respondents enhance the reliability and credibility of the results.

4.2 Contribution to the Number of Swedish Staff in Prioritized Organizations

4.2.1 Ex-participants in the resource base programmes in prioritized international and regional organizations

The evaluation gives strong evidence of the significant contribution the resource base programmes have made to the presence of Swedish professionals in what are usually called “prioritized international and regional organizations” in the Government’s policy documents:

- *At the time of the survey* in October 2008, 136 of the respondents were working in international organizations or the EU. This corresponds to 26% of respondents and 20% of participants over the period 1992–2008 (see 3.4.1 for details).
- Of the 521 respondents, 185 (36%) have worked for the UN or the EU *for at least six months after finishing their JPO, BBE, JED or SARC contracts* (3.3.3 and Table 20 below).
- Of the JPOs, 42% got employment or a contract with the UN *directly after completing their JPO contract* (3.3.1).
- Of the 37 JED respondents, nine have worked in an EU delegation and five in the Commission *after finishing their JED contracts* (Table 20). This corresponds to 38% of JED respondents.

Table 20. Number of respondents who have worked for the UN or the EU for at least six months after their JPO, BBE, JED or SARC contract

	Have worked for the UN or other international organization	Have worked for the EU: Commission or delegation
JPO	144	13
BBE	5	1
JED	5	14
SARC	3	0
Total	157	28

It is not possible to calculate from the available data how many of the Swedish professionals currently employed in these organizations participated in one of the resource base programmes. However, it is general knowledge that quite a few who are now in senior positions were JPOs before 1992, and are therefore not included in this evaluation. To establish the total number it would be necessary to make a survey of all Swedish professionals currently employed in the organizations.

4.2.2 Number of Swedish professionals employed in prioritized international and regional organizations

The numbers quoted above should be seen in relation to the total number of Swedish professionals doing development-related work in international organizations and the EU. However, reliable data on Swedish staff working on development-related issues are not easily available. The following is a rough estimate based on data from the UN, the World Bank and the EU. It must be interpreted with caution. Participants in training programmes, such as JPO, SARC and JED, are not included in the figures. (See *Annex 8* for details on Swedish employees in the UN, World Bank and the EU.

The number of Swedish professionals employed in the *UN system* with development-related work varies between 330 and 360 over the past five years. Total numbers and the numbers per agency are fairly stable from year to year. In the *World Bank Group* there are approximately 40–45 Swedish professional employees (2008). In the *EU institutions*, finally, it is estimated that about 50 Swedish professionals are employed in positions related to international development. All in all, this adds up to about 450 Swedish employees in professional development-related posts in prioritized international and regional organizations.

The figure is probably somewhat higher because some UN agencies are not included in the official aggregated UN statistics. Also, in addition to the employees, a large number of Swedish consultants are working on longer or shorter contracts for these organizations.

4.2.3 Concluding remarks

It is impressive to note that as many as 136 of the approximately 450 Swedish professionals (approximately 30%) in the UN, the World Bank and the EU were participants in the resource base programmes during the past 15 years. This is a proof of the important role that these programmes play in maintaining and possibly increasing the Swedish presence in international organizations.

Even if many participants in the programmes succeed in getting jobs in international organizations, this does not necessarily mean an increase in the number of Swedish professionals. Many other factors, including individual applications for jobs, promotions, dismissals, expiring contracts, and retirements, to name just a few, influence the numbers. The personnel policies of the various organizations, terms of employment and in some cases the application of national quotas are other factors that affect the number of Swedish staff.

4.3 Contribution to the Resource Base for International Development

4.3.1 Have the programmes contributed to building a broad and competent Swedish resource base for international development work?

Much of the evidence presented in the previous section is also valid for this question. The great number of ex-participants who work or have worked in one form or another for international organizations or the EU, Sida, MFA, consulting firms or NGOs in Sweden or abroad are part and parcel of the Swedish resource base. Responses to questions in the survey confirm this statement:

- A majority of the former participants in the programmes are now working in international organizations or Sida, MFA, NGOs or consultancy firms (3.4.1).
- In all groups (JPOs, BBEs, JEDs and SARCs), participants have continued to work predominantly in areas related to international development cooperation. Of the 521 respondents, 73% said that their present jobs had a strong or very strong relation to international development. Participation in the programmes had helped them qualify for these jobs (3.4.2 and 3.4.4).
- Two thirds of the respondents who have served as JPOs, BBEs or JED in the past seven years and are now working in international development believe that in five years' time they will still want to have international development as their main area of work (3.3.6).
- Of the 521 respondents, 145 are now employed in the Swedish public sector, the vast majority by Sida, and a considerable number by MFA, Swedish embassies abroad or other government ministries or agencies (3.4.1).
- Fifty-three respondents have jobs in consultancy firms engaged wholly or partially in international development.
- The programmes also benefit development-oriented NGOs in Sweden. One hundred and nine respondents work for Swedish NGOs or have done so for at least six months (3.3.3).

A complementary Sida survey carried out by RIU in December 2008 shows that as many as 122 Sida professionals have participated in one of the resource base programmes. This proves the significant contribution that the programmes have made to Sida's competence building (3.4.1). They continue to be crucial for building competence for Sida, the Ministry for Foreign Affairs, consultancy firms, NGOs and other development actors.

For more than 40 years young Swedish JPOs have brought home knowledge and experience from the field through their service in international organizations, primarily the UN, engaged in development programmes. They, and later the BBEs as well, have contributed in a decisive way to build the competence and the quality of performance that have made Sweden one of the most respected nations in terms of international development. It is difficult to imagine how Sweden could have acquired this competence in any other way.

Over the years, many JPOs have returned to work for the UN for shorter or longer periods, some in senior positions, where they have exerted influence on UN policies and practices.

4.4 Contribution to Swedish Involvement and Enhanced Impact

Have the programmes contributed to more active Swedish involvement in and enhanced impact on global development cooperation?

The evaluation has provided good evidence that the resource base programmes have led to a growing Swedish involvement in global development cooperation. The junior professionals have increased the Swedish presence substantially in many countries around the globe. It has not been possible to verify with any certainty to what extent participants have been able to share Swedish values with their colleagues and counterparts. Answers to this question are inconclusive (3.5). Respondents have different opinions as to whether this is realistic to expect from a junior person.

Nor has the evaluation succeeded in producing a clear answer to the second part of the question, that is, whether the programmes have enhanced Sweden's impact on global development cooperation. It is a complex question because, first of all, "impact" must be clearly defined and, second, it must be assessed by persons other than the participant himself/herself. The methodology applied in this evaluation is not adequate for this purpose.

What can be confirmed is that a majority of the returnees continue to work in development-related fields and that quite a few are now in senior positions in MFA, Sida, and Swedish delegations or embassies, where they have influence on Swedish and in some cases international development policies. Others who work as consultants or in NGOs, or who are active in politics or lobby groups, may also have influence, especially on civil society. It is a strength that participants in the programmes continue to be committed and engaged in development matters (3.4.7).

4.5 Contribution to the Sharing of Knowledge with Various Actors

Have the programmes contributed to the sharing of knowledge on international development with actors in Sweden and partner countries?

One conclusion of the survey is that it is difficult for the participants to find ways of disseminating their knowledge and sharing experiences when they return to Sweden. They are certainly eager to do so, but in general there is very little interest on the recipient side. Those who get a job similar to the one they had abroad are in the best position to make a contribution (3.6.1).

Sida has failed to develop a systematic approach to debriefing and feedback, and the participants are very critical of the absence of such a system; in fact this is one of the most frequent comments in the survey. Respondents are disappointed that they have not had the opportunity to share knowledge and experience which they are convinced would be useful to Sida and/or MFA. An overall conclusion of this evaluation is that valuable information and insight which Sida and MFA could have used to enhance their competence are being wasted.

The participants' point of contact in Sida has been RIU (now the Team for Resource Base Development), the unit known to them from the recruitment process and preparatory training. But once the participants are in the field, they are much more interested in contacts with Sida professionals involved in operations – the thematic specialists and country teams. They are the people who have requested the JPO and BBE posts and they should maintain an interest in the incumbents of the posts and have an obligation to follow up.

RIU has established a routine of annual reports and final reports that participants are to submit to Sida. This is an excellent initiative and should be pursued. However, participants are disappointed that they usually get no feedback on their reports. Another problem is that the reports appear to be rarely reviewed by thematic specialists or country teams (3.6.2).

4.6 The Participants' Assessment of the Programmes

Practically all respondents are enthusiastic about the programmes and appreciative of the opportunity to participate. They stress that it has been an unequalled learning opportunity which has benefited them both professionally and personally. At the same time, for many it has been a challenge and a tough experience to work in an organizational culture that is characterized by hierarchy, bureaucracy, and sometimes excessive formality. Many have had an exceptionally heavy workload (3.8–3.10).

On the whole, respondents consider that RIU manages the programmes in a professional way. Many respondents praise the staff for their interest and commitment. Many appreciate the support they have received in difficult situations, while a few complain about not having received support when they needed it. There are some complaints, especially from BBEs working for consultancy firms, that the terms of employment and other rules are not clear and that they have felt squeezed between the employing consultancy firm and Sida. The BBEs do not always know whether the consultancy firm or Sida is responsible and they are not certain whom to approach when a problem arises.

The respondents give quite good marks to the training and preparation offered by Sida. Language training and meetings with ex-participants get the highest marks, while the briefings by Sida staff, and MFA staff in the case of JEDs, receive the lowest. Many comment that they would have liked to have an adequate introduction to their workplace, but few did (3.7.1).

In the survey, all aspects of learning were given very high marks. Getting field experience and working in a multicultural environment were the most highly valued (3.7.2). In addition, Sida staff consider field experience to be a most important asset for a Sida career. The participants' criticism with regard to information sharing when they return and the absence of a systematic debriefing system has already been mentioned (4.5).

Sida's reintegration scheme is appreciated as it provides a financial safety net and time for the returnee to find a regular job in Sweden. Between 20% and 25% of the respondents had used the scheme and almost all succeeded in getting a regular job after that. However, many respondents are critical of the rigidity of the scheme, and especially of the fact that it cannot be used for self-employment or for jobs outside Sweden (3.7.4).

4.7 Sida's Management of the Programmes

4.7.1 Weak guidance by Sida's management

For many years the Sida management's guidance of the resource base programmes has been surprisingly weak. The Head of RIU has been entrusted to develop and manage the resource base programmes very much on her own within the general guidelines of the Government and the annual budget. Important decisions have been taken at the Division level.

RIU has until now been part of the Department of Personnel where the focus is on personnel policies, terms of employment and recruitment of Sida staff. This has not been an ideal arrangement, since RIU's work and mandate are of an entirely different character. It is important to realize that the resource base programmes are not recruitment programmes per se but instruments for the achievement of Sweden's development objectives. This has unfortunately been poorly understood by Sida's management and staff.

4.7.2 Programme ownership

In Sida, RIU has been perceived as the "owner" of the programmes. The Division serves as the point of contact and the negotiating partner vis-à-vis UN organizations and the European Commission. It is also the point of contact for applicants and selected participants during the recruitment and preparation phase. This is natural and works well. However, once the JPOs, BBEs, JEDs or SARCs are preparing professionally for their assignments, while they are working in the field and when they return, it would serve them much better if they were able to communicate about professionally-related issues with thematic specialists and/or country teams.

4.7.3 RIU's location in Sida's organization

In Sida's new organization, the programmes are managed by the *Team for Resource Base Development* in the *Department for Development Partnerships* in the *Operations Pillar*. Transferring the programmes from the Department of Personnel in the old organization to Operations in the new organization was a strategic move as it brings the resource base programmes closer to Sida's operational activities. This organizational location provides a more supportive working environment and will facilitate the sharing of programme ownership between this Team, on the one hand, and the country teams in the Operations Pillar and the thematic teams in the Policy Pillar on the other hand.

4.7.4 Views on the resource base programmes in Sida

The general opinion in Sida is that the programmes are important for the agency's competence building. In-depth knowledge of country situations, competence in specific thematic areas, and field experience are valued assets. Experience from the UN and the EU is seen as useful for staff working on multilateral issues at MFA or Sida. Regardless of these stated opinions, most staff are aware that Sida does not make optimal use of the competence of ex-participants working at Sida (3.11.4 and 3.11.5).

While the JPO and BBE schemes are well known, few are familiar with SARC and JED. These programmes need to be publicized more by Sida to make them more generally known.

4.7.5 Need for more support from the Team for International Cooperation (Policy)

RIU needs more support from Sida's Team for International Cooperation (Policy Pillar), which is responsible for cooperation and coordination between Sida, on the one hand, and the UN, the World Bank and the EU, on the other. The Team for Resource Base Development needs to be better informed in terms of multilateral policies, assessments and the relative priority given to the different UN agencies by MFA. It is also desirable that the Team for International Cooperation participate more actively in the preparatory training of the participants, as well as in their debriefing. Participants need to be informed about Sweden's multilateral policies and priorities. Unfortunately, for some time staff capacity has not been sufficient to fulfil these functions. An added problem is that staff turnover has been high.

4.7.6 Meeting the criteria for the selection of posts for recruitment

The selection of posts for recruitment of JPOs, BBEs, JEDs and SARCs is probably the most strategic decision in relation to the programmes to be made by Sida. Decisions are taken by RIU following consultations with Sida departments and the so-called focal points for UN agencies. The most complex are the JPO and the BBE programmes for which "target plans" for the distribution of posts in the medium range have been established. An analysis shows that on the whole Sida has managed rather well to move towards the target distribution. This proves that the target plans serve their purpose. In the next round, however, some more flexibility should be built into them (3.12.3).

4.7.7 Ex-participants – a target group for future recruitment to the UN and the EU

An overall impression is that greater cooperation between Sida and the two Secretariats for international recruitment set up at the ministerial level would strengthen the recruitment of Swedish professionals to international organizations and the EU.

Successful ex-participants with some years of qualified work experience after their JPO, SARC, JED or BBE experience constitute a rich pool of candidates for recruitment to middle- or senior-level posts in the UN or EU and should be seen as a prime target group. The Secretariat(s) should contact them to enquire about their interest in working for an international organization or the EU, and if they are interested encourage them to keep checking the Government's website. It would be even better if the Secretariats could include those with the most interesting qualifications in a database. With the electronic means available today, this seems feasible.

5 Recommendations

Based on the evaluation results, the evaluator recommends Sida to:

1 Continue and develop the resource base programmes, maintaining them at least at the present level.

The justification for this recommendation is that the programmes are achieving their objectives. They do indeed increase the number of Swedish professionals in qualified positions in international organization and contribute to the growth and development of a broad resource base for international development work.

The resource base programmes should be seen as an important instrument to achieve Sweden's development objectives. They are relevant for all parts of Sida.

2 Develop a medium-term strategy for the resource base programmes.

There is need for an organization-wide strategy to guide Sida's decision making in terms of the allocation of resources among the various resource base programmes, priorities to guide the selection of posts, the establishment of systematic feedback of knowledge and experience to Sida, and more effective competence building in Sida using the ex-participants.

The strategy should be guided by Sweden's development priorities, the Strategy for Multilateral Development Cooperation, the Strategy for Global Development Programmes, and the future recruitment needs of Sida and other development actors. Participation in the strategy work should be broad and qualified and include relevant teams of the Operations and Policy Pillars.

3 Integrate the resource base programmes with Sida's operational activities.

The ownership of the programmes in Sida should be shared between country teams (in the Operations Pillar), the thematic teams and the Team for International Cooperation (in the Policy Pillar), and the Team for Resource Base Development.

4 Find ways of systematizing the knowledge and experience acquired by the participants in the programmes.

Sida needs to find ways of reaping the benefits of the investment made in the programmes by systematizing feedback from the participants and to make an effort to recruit ex-participants to positions where their specific competence and experience can be useful to Sida.

5 *Take further initiatives to bridge the gap between the junior programmes and middle-level positions in the UN.*

Sida should continue to develop the SARC programme, and also find other ways to get experienced young professionals into middle-level positions in international organizations. Support should be given to qualified ex-participants applying for middle-level posts.

6 *Make the Junior Expert in Delegation Programme of the EU (JED) and the SARC Programme better known at Sida and MFA.*

The JED programme gives experience of and insight into the European Commission's external actions in developing countries, which are a valuable asset both for Sida and for MFA. The programme needs to be better known, understood and valued.

The SARC programme is also not well known. Considering that UN reform and UN coordination are high on the agenda of the Government, people who have worked as SARCs should be of considerable interest to MFA and Sida.

7 *Establish closer cooperation with the Secretariat for International Recruitment and the EU Coordination Secretariat for more effective recruitment.*

Recruitment of Swedish professionals would be more effective if the Secretariats saw the ex-participants in the programmes as a target group for their active recruitment efforts to more senior posts in international organizations.

Annex 1 Terms of Reference

Evaluation of SIDA'S RESOURCE BASE PROGRAMMES FOR JPO AND BBE, 2004–2008,*
SARC 2007–2008* and JED 2002–2008*

1 Background

1.1 About Sida

Sida, the Swedish International Development Cooperation Agency, is a government agency. Its goal is to contribute to making it possible for poor people to improve their living conditions.

Like other official Swedish bodies, Sida works independently within the framework laid down by the Swedish Parliament and Government. They specify the budgets, the countries which Sweden – and therefore Sida – is to work with, and the focus of Sweden's international development cooperation. For more information, see Sida's home page, www.sida.se.

1.2 About the Division for International Recruitment (RIU)

The unit for recruitment for international recruitment and training (hereafter referred to as RIU) is a division under Sida's Department for Personnel and Organizational Development (PEO). In Sida's new organizational structure, RIU will come under the Operations Pillar and will be part of the Department for Development Partnerships.

RIU's job is to give young Swedish graduates with a few years' work experience the opportunity to work overseas in international development cooperation in order in the longer term to increase the number of Swedes who have the competence and interest to work in multilateral and bilateral development cooperation in future. This role is called "resource base development". The overall goal is to increase the share of Swedish experts in the international and regional organizations that the Government prioritizes.

The following programmes and tasks are part of RIU's work within resource base development:

JPO – the Junior Professional Officer Programme. JPOs serve in different parts of the United Nations system for a period of three years at most. Training positions. Maximum age at start of contract 32 years.

BBE – the Bilateral Associate Expert (Bilaterala biträdande experter) Programme. Participants work in Sida's partner countries in bilateral development cooperation for two years at most. Training positions. Maximum age at start of contract 32 years.

JED – Junior Experts to the Delegations of the European Commission. Participants serve for two years in the delegations of the European Union. Training positions. Hitherto the maximum age at start of contract has been 30 years. As of 2008, no age limit.

SARC – Special Assistant to the Resident Co-ordinator of the United Nations System. Positions for more experienced graduates who support a Resident Coordinator in issues of UN coordination and reform in countries specifically chosen by Sida. Maximum age at start of contract 38 years.

YK – the Young Consultant (Yngre konsult) programme – aims to give younger graduates experience of international project work to facilitate their participation in Sida's work or that of other Swedish international actors. The programme is open to applications from companies, organizations and institutions which do consultancy work with Sida.

* The date spans indicate when the contracts under the respective programmes finished.

SWEDFUND – the Sida-Swedfund placements programme, recently introduced – is a resource base programme that aims to offer recent graduates practical experience in placements abroad for one year.

The Global Medicine Programme aims to give a number of Swedish medical specialists in training the opportunity to work in clinical practice in low-income countries under accredited supervision at an institution with which Sweden is already engaged in development cooperation or research cooperation in order to gain expertise in and familiarity with diseases of global significance. The objective is to broaden and deepen interest in international cooperation and to strengthen the Swedish resource base for development cooperation.

The evaluation to be carried out now covers the first four programmes mentioned above – JPO, BBE, JED and SARC.

In addition to the field of resource base development, RIU also works with:

- developing guidelines for the secondment of staff to prioritized international organizations;
- the guiding and financing of the exchange and grant programmes administered by the International Programme Office for Education and Training
- personnel support for international electoral observation;
- budgetary support for the UN's volunteer programme (UNV) and the UN System Staff College; and
- the secondment of national experts to the EU.

1.3 The Task: Background

The most recent evaluation of the resource base programmes (JPO and BBE) was carried out in 2003–2004. The reasons for a new evaluation in 2008 are that:

- 1) five years had passed since the previous evaluation;
- 2) new programmes have been introduced; and
- 3) RIU's mission has changed since 2008 with the adoption of the Strategy for Global Development Programmes (see section 2 below).

2 The Aims of the Programmes

For several years, the resource base programmes have been guided by the Government's annual letters of appropriation to Sida: "Sida will work to increase the share of qualified Swedish personnel in prioritized international and regional organizations and to expand, train and develop the Swedish resource base for international development cooperation".

From 2008 the resource base programmes become one component of Sida's contribution to global development and are guided by the Strategy for Global Development Programmes, of which the overall objective is: "Enhanced Swedish participation in and influence on global development cooperation for the long-term, sustainable reduction of poverty" (page 2, item 2.1, Overall strategic goals).

Another strategic objective is: "The transfer back of experience from global development cooperation to actors in Sweden and in partner countries for the long-term, sustainable reduction of poverty" (page 2, point 2.1, Overall strategic goals).

The specific objective for the resource base programmes, according to the Strategy for Global Development Programmes, is “the strengthening of Swedish competence and engagement in international development cooperation, among other things by enhancing the share of qualified Swedish staff in international and regional organizations prioritized by the Government” (page 6, item 2.4, The resource base programmes – goals).

Further, the Strategy states that: “The work will include among other things service in multilateral organizations and the EU, secondment to international organizations, exchange and scholarship programmes, the participation of Swedish authorities and institutions in global initiatives, and training programmes within Sida’s area of work” (page 7, item 2.4, The resource base programmes – goals).

Other guidance documents that have a bearing on the resource base programmes are the annual budget bills, the letters of appropriation issued to the individual authorities, and the Strategy for Multilateral Development Cooperation adopted by the Swedish Government in 2007, which among other things prescribes a significant rise in the level of ambition in the personnel field.

The Strategy for Global Development Programmes states that “a long-term perspective will be established that is aimed at ensuring that individuals with, for example, a JPO or JED background shall be seen as a recruitment base for future appointment to international organizations or in Sweden” (page 7, item 2.4, The resource base programmes).

3 The Objectives of the Contract

3.1 Contract objective 1

The evaluation of the resource base programmes will be carried out mainly against the yardstick of the objectives of the programmes (see section 2 above) that applied at the time when the participants were recruited and the programmes were being carried out.

Central questions:

- Have the programmes contributed to increasing the share of Swedish staff working in prioritized international and regional organizations?
- Have the programmes contributed to expanding, training and developing the Swedish resource base for international development cooperation?

3.2 Contract Objective 2

In addition to objective 1, it will be of considerable interest for Sida/RIU also to receive an assessment of the extent to which the programmes contribute to achieving the new objectives that apply from 2008.

- 1) Enhanced Swedish participation in and influence on global development cooperation for the long-term, sustainable reduction of poverty

Central questions:

- How have the positions been selected
 - Have the participants in the programmes been able in any way to contribute towards or have an influence on global development cooperation?
- 2) The transfer of experience from global development cooperation to actors in Sweden and in its partner countries for the long-term, sustainable reduction of poverty

Central questions:

- Where are the people who have finished their assignments now? (in the public or private sector, or in international organizations in Sweden/abroad?)
- Have the training positions or the jobs participants have had yielded increased competence in particular areas and/or experience or other competence that it has been possible to transfer to actors in Sweden and/or in the partner countries?
- Has this transfer actually happened? If so, how and to whom? Obstacles and opportunities?
- Has there been reporting back to Sida? If so, in what form?

3) The strengthening of Swedish competence and engagement in international development cooperation

Central questions:

- Have participants' engagement and competence in international development cooperation been strengthened? If they have, in what way?

4) Increasing the share of qualified Swedish staff in international and regional organizations prioritized by the Government (the same objective as in Contract objective 1).

Central questions:

- Do the programmes contribute to increasing the share of Swedish personnel in prioritized international and regional organizations?
- Did the participants foresee continuing to work in international development cooperation or did they see their experience more as an exciting opportunity?

3.3 Other Evaluation Questions

The following questions relate to both the contract objectives and are intended to give RIU a sound basis for assessing whether:

- participants in the resource base programmes consider that they were given appropriate preparation before departure for their posts;
- their service has contributed to their professional learning in their individual fields, or to understanding about the organization where the participation has served, or about international development cooperation generally;
- participants in the resource base programmes consider that the reintegration scheme ("säckpengsbidraget") has increased their chances of continuing in a post in international development cooperation or continuing in some other post;
- the Ministry for Foreign Affairs/Sida considers RIU's guidance and handling of the resource base programmes to have been appropriate to the purpose and effective.

4 Definitions and Delimitations

The following concepts have been defined:

What is meant by "personnel retained" within international organizations?

Sida takes this to be the number of individuals who have continued in some type of contract in the organization concerned for at least six months after the end of their JPO/JED/SARC contract.

What are the resource base programmes?

In this context, Sida takes these to be the JPO, BBE, JED and SARC programmes (see section 1.2 above).

What is meant by “an increased share”?

The development of the share of qualified Swedish staff in international and regional organizations will be assessed over a five-year period (2002–2007) and will be based on information from the organizations concerned. Since the share of Swedish professionals will be influenced by a range of other factors besides the resource base programmes, that information will have to be complemented with a calculation of the number of participants in the different resource base programmes who have continued to work in international development cooperation abroad or in Sweden.

The evaluation will cover two different target groups of participants in the resource base programmes:

- 1) those who have completed their contracts under the four resource base programmes, as follows:
 - JPOs, January 2004–December 2008;
 - BBEs, January 2004–December 2008;
 - SARCs, 2007–2008; and
 - JEDs, 2002–2008.
- 2) those on the JPO and BBE programmes who received the survey questionnaire in the 2003 evaluation. For those groups, the evaluation will be restricted to a few questions about their career after their JPO or BBE contract ended.

5 Requirements and Risks

5.1 Requirements for the Conduct of the Evaluation

For a meaningful evaluation to be possible, Sida must be able to supply up-to-date contact information via email to the participants in both target groups. A high response rate will also be a prerequisite if the result is to be reliable. This is particularly the case with the first of the two target groups. For the other – those who participated in the JPO and BBE programmes in 1993–2004 – a significantly lower response rate can be expected, but the information that is elicited can still be meaningful.

5.2 Risks

The greatest risk is that the response rate will not be high enough. For the evaluation to be of good quality, a response rate of at least 70 per cent will be needed. If the response rate is lower than this, the consultant will check with RIU before the analysis and compilation begin.

6 The Task

6.1 Scope

The evaluation will include a survey questionnaire that will be sent to c. 270 people who have had a BBE, JPO, SARC or JED position and have completed their contract as indicated above.

In addition, another, shorter survey questionnaire will be sent to the 450 people who were included in the 2004 evaluation. This will be brief and should focus first and foremost on the participants' career after the end of their JPO or BBE service.

Further, 10–15 persons within the Ministry for Foreign Affairs and the Sida organization who have experience of the resource programmes will be interviewed to give their views on the programmes. Since the focus and the qualifications differ for the different resource base programmes, the questionnaires developed for the four programmes will differ to some extent. Moreover, a separate questionnaire will have to be worked out for the second target group, the participants in the 2004 evaluation.

The survey questionnaire will be web-based and will consist of a combination of quantitative and qualitative questions.

All individuals will be guaranteed anonymity vis-à-vis Sida. In the report to Sida all responses will be anonymized.

The results of the evaluation will be compiled, analysed and presented in a final report. Quantitative as well as qualitative variables will be used.

6.2 The Details of the Task

The consultant will carry out the commission independently but will keep RIU informed of progress throughout. If and when more significant problems or issues arise, the consultant will inform RIU and consult about how the problems are to be solved. This will apply in particular if the response rate does not reach the required level.

RIU will nominate a contact person for the evaluation and appoint a working group. The consultant will in the first place keep this contact person informed of the course of the work and about any possible problems that arise. In addition, progress will be checked with the working group on at least six predetermined occasions.

The contact person for the evaluation is Marie-Louise Dagrups-Strand. The members of the working group are Benita Öberg, Charlotte Bjarnholt and Marie-Louise Dagrups-Strand.

The consultant will

- set a timetable for the whole conduct of the evaluation; this will be approved by RIU;
- elaborate the survey questionnaire, which must be approved by RIU before it is sent out; and
- be responsible for an IT solution for the web-based questionnaire (this will form part of the tender).

Before the evaluation work starts, RIU will provide to the consultant:

- contact details for the persons to be included in the survey and their distribution across the different resource base programmes;
- contact details for the persons in the Ministry for Foreign Affairs and Sida whom it is intended to interview; and
- the definitions and delimitations to be applied (see section 4 above).

The consultant as well as RIU will make all efforts to keep to the timetable for the evaluation they have agreed in order to avoid delays. The contact person and the working group will be available for discussion with the consultant when requested.

The result of the evaluation will be presented in two stages:

Stage 1. A statistical compilation and preliminary analysis of the responses to the questionnaire

Stage 2. The final report.

The final report will include a compilation and quantitative and qualitative analyses of the responses to the questionnaire and an assessment of how far the contract objectives have been met. It will also be expected to give RIU the information defined above at the end of section 3 as a basis for judging the questions listed there.

6.3 Timetable

The evaluation will be carried out over the period 1 September–15 December 2008. A preliminary report will be given to RIU by 15 December 2008 at the latest and a final report by 28 February 2009 at the latest. If the rate of response is too low or other problems arise during the course of the work, it may be necessary to adjust the timetable. If so, this will be done by RIU and the consultant together.

Annex 2 List of Acronyms and Abbreviations

BBE	Bilateral Associate Expert (Programme)
CGIAR	Consultative Group on International Agricultural Research
CIAT	International Center for Tropical Agriculture
DDA	Department of Disarmament Affairs (United Nations)
DESA	Department of Economic and Social Affairs (United Nations)
DG DEV	Directorate General for Development (European Union)
DG RELEX	Directorate General for External Relations (European Union)
DHA	Department of Humanitarian Affairs (United Nations)
DPA	Department of Political Affairs (United Nations)
DPKO	Department of Peacekeeping Operations (United Nations)
ECHO	European Commission's Humanitarian Aid Office
EU	European Union
FAO	United Nations Food and Agriculture Organization
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICRAF	International Centre for Research in Agroforestry
ICRC	International Committee of the Red Cross
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
IOM	International Organization for Migration
ITC	International Trade Centre
ITU	International Telecommunications Union
IUCN	International Union for Conservation of Nature
JED	Junior Expert in Delegation Programme
JPO	Junior Professional Officer Programme
MFA	Ministry for Foreign Affairs (Sweden)
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs

OHCHR	Office of the UN High Commissioner for Human Rights
PGA	Parliamentarians for Global Action
RIU	Division for International Recruitment and Training (Sida)
SARC	Special Assistant to the Resident Coordinator (Programme)
Sida	Swedish International Development Cooperation Agency
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCHS	United Nations Centre for Human Settlements
UNDCP	United Nations International Drug Control Programme
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency
UNU	United Nations University
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

Annex 3 List of Staff Interviewed at Sida, The Ministry for Foreign Affairs (P-Sir) and the Prime Minister's Office/EU Coordination Secretariat

Interviewee	Date of interview	Programme/UN organization/region
Inger Axell	13 Oct. 2008	JPO, SARC, JED, multilateral policy
Jan Robberts	20 Oct. 2008	JED, EU coordination
Richard Bomboma	15 Oct. 2008	JED, BBE, JPO in Africa
Gunilla Essner	21 Oct. 2008	JPO, BBE, Health (midwives)
Birgitta Jansson	21 Oct. 2008	JPO, UNICEF
Johan Sundberg	23 Oct. 2008	JPO, BBE, the marine initiative
Jörgen Schönning	14 Oct. 2008	BBE, JPO in Asia
Kerstin Gyllhammar	20 Oct. 2008	JPO in Central Asia
Thomas Melin	13 Oct. 2008	JPO, Habitat + BBE
Elisabet Hedin	14 Oct 2008	JPO, UNHCR, IOM
Göran Bergman	21 Oct. 2008	BBE
Inge Gerremo	27 Oct. 2008 (phone interview)	JPO, BBE. Department for Natural Resources and the Environment
Irene Rudefors Zellinger	6 Nov. 2008	Head, RIU
Georg Andrén	4 Dec. 2008	Director, Department for Development Partnerships
Per Carlsson	19 Nov. 2008	Ministry for Foreign Affairs, Secretariat for International Recruitment (P-SIR)
Marianne Österlind	19 Nov. 2008	Ministry for Foreign Affairs, Secretariat for International Recruitment (P-SIR)
Thomas Belius	15 Jan. 2009	Prime Minister's Office, EU Coordination Secretariat

Annex 4 List of Documentation (All Documents in Swedish)

Svensk strategi för multilateralt utvecklingsarbete, Regeringskansliet, april 2007.

Strategi för globala utvecklingsinsatser, Regeringskansliet, december 2007.

Verktyg som utvecklats för den svenska resursbasen, en utvärdering av JPO- och BBE-programmen 1992–2003. Holger Nilén, Per-Ulf Nilsson, Jocke Nyberg, CONTEXT, 2004.

Sidas management response: Ställningstaganden och åtgärder avseende utvärdering av JPO- och BBE-programmen 1992–2003. Sida/RIU 2005 01 13.

Sida. Underlagsmaterial till Sidas målbild för perioden 2008–2010. PEO/RIU PM 2007 09 19.

Sida. Målbild BBE 2005–2007. Promemoria.

Annex 5 List of Tables

Table 1.	The six groups of participants included in the survey
Table 2.	Survey response rate by programme
Table 3.	Number of cases where Sida has supported candidates applying for international posts
Table 4.	Number of JPOs, BBEs and JEDs who have worked in international development for more than 6 months after their contracts (an aggregate of the data in figures 7–9 plus the SARCs)
Table 5.	Career plans of participants when they joined the programmes
Table 6.	The extent to which the respondents' present jobs are related to international development
Table 7.	Share of respondents that think the programme helped them qualify for their present jobs
Table 8.	Assessment of the value of the programmes when applying for jobs
Table 9.	Engagement in international development at three points in time
Table 10.	Assessment of the extent to which respondents have shared their knowledge and experience of international development work
Table 11.	Submission of final reports and assessment of Sida's interest in the reports
Table 12.	Percentage of JPO respondents who participated in different training components and assessment of their relevance
Table 13.	Percentage of BBE respondents who participated in different training components and assessment of their relevance
Table 14.	Percentage of JED respondents who participated in different training components and assessment of their relevance
Table 15.	Respondents' assessment of learning in different areas
Table 16.	The significance of Sida's reintegration scheme to respondents
Table 17.	Respondents' use of the reintegration scheme and assessment of the result
Table 18.	Regional distribution of the JPO II group compared to the target and the JPO I group
Table 19.	Regional distribution of BBE II group compared to the target and the BBE I group
Table 20.	Number of respondents who have worked for the UN or the EU for at least six months after their JPO, BBE, JED or SARC contract

Annex 6 List of Figures

- Figure 1. Number of participants in the four programmes
- Figure 2. Regional distribution of the 521 respondents
- Figure 3. Regional distribution of the JPO respondents
- Figure 4. Placement of JPOs
- Figure 5. Regional distribution of the BBE respondents
- Figure 6. Workplaces of the BBE respondents
- Figure 7. Percentage of respondents who have applied for international posts
- Figure 8. Number of JPOs who have worked in international development cooperation for more than six months after their JPO contract
- Figure 9. Number of BBEs who have worked in international development cooperation for more than six months after their BBE contract
- Figure 10. Number of JEDs who have worked in international development cooperation for more than six months after their JED contract
- Figure 11. Percentage of respondents who foresee a career in international development cooperation
- Figure 12. Present employment of the JPO respondents
- Figure 13. Present employment of the BBE respondents
- Figure 14. Present employment of the JED respondents
- Figure 15. The extent to which the respondents' present jobs are related to international development
- Figure 16. Respondents' assessment of the usefulness of their international experience in their present jobs
- Figure 17. Respondents' assessment of the possibilities of transmitting values and influencing international organizations

Annex 7

Organizations which have received swedish jpos, 1992–2008

	Total number of JPOs received 1992–2008 (of survey respondents)	JPO I (1992–2004) Number received (of survey respondents)	JPO II (2004–2008) Number received (of survey respondents)
UNDP ⁹	86	53	30
UNICEF	39	21	18
UNHCR	28	17	11
ILO	28	21	7
UN Secretariat ¹⁰	27	20	7
FAO	22	18	4
WHO	18	12	6
UNESCO	15	11	4
WFP	13	9	4
UNDCP/UNODC	12	10	2
UNFPA	10	5	5
World Bank	8	4	4
UNAIDS	8	3	5
IOM	8	5	3
UNEP	6	2	4
UNCHS/Habitat	6	3	3
ITC	4	2	2
IFAD	4	4	0
IUCN	4	2	2
PGA	3	1	2
UNIFEM	2	2	0
IMO	2	2	0
UNIDO	2	2	0
IAEA	1	1	0
WMO	1	1	0
ICRC	1	1	0
CGIAR	1	0	1
AIT	1	0	1
ICRAF	1	0	1
CIAT	1	0	1

⁹ Includes UNDP, UNOPS, UNCDF and UNDG.

¹⁰ Includes OCHA, DHA, DESA, DDA, DPA, DPKO, OHCHR and the Regional Commissions.

Annex 8 Swedish Professionals Employed in the UN System, The World Bank Group and the EU

Swedish professionals employed in the UN system

Statistics on UN personnel by nationality are published on a yearly basis.¹¹ The total number of *Swedish professionals* in the UN and its agencies on 31 December in each of the six years 2002–2007 is shown in the table below. Total numbers and the numbers per agency are fairly stable from year to year. It can be concluded that not everybody but the vast majority are engaged in development-related work, since most are employed in development-related funds, programmes and agencies. General staff are not included in the table.

Number of Swedish professionals employed in the UN system, 2002–2007

	2002	2003	2004	2005	2006	2007
UN	85	88	75	91	96	103
UNDP	37	44	44	39	45	43
UNFPA	5	9	8	9	8	8
UNOPS	5	3	4	4	4	3
UNHCR	30	32	37	35	6	6
UNICEF	44	40	35	35	40	24
UNRWA	3	5	5	5	4	4
ITC	2	1	2	2	2	5
UNU	1	-	-	-	-	-
ILO	13	15	15	15	12	12
FAO	13	16	19	16	16	24
WFP	17	21	24	24	24	26
UNESCO	12	13	12	10	9	9
WHO	12	15	20	24	24	21
UNAIDS	4	8	8	10	7	4
ICAO	3	4	4	2	2	1
UPU	1	1	1	1	1	1
ITU	3	2	1	1	2	2
WMO	-	-	-	-	-	1
IMO	1	1	1	1	2	1
WIPO	4	4	4	4	4	4
IFAD	7	6	7	8	7	7
UNIDO	2	3	3	3	3	4
IAEA	13	14	13	19	17	15
TOTAL	317	345	342	358	335	328

Swedish professionals employed in the World Bank Group

Information on the number of Swedish professionals at the World Bank Group is not easily available. An estimate based on data provided by the Secretariat for International Recruitment at the MFA is 40–45 Swedish professional employees and some 50 Swedish long-term consultants (2008).

¹¹ UN System, Chief Executives Board for Coordination, Human Resources Network, Personnel Statistics. <http://ceb.unsystemceb.org/>.

Swedish professionals employed in EU institutions

About 1200 Swedish citizens were employed in EU institutions in 2008. No data are available on how many had jobs related to international development but it may be assumed that most persons working in DG RELEX (the external relations of the EU), DG DEV (in the development field), Europeaid (implementation of development cooperation), ECHO (humanitarian assistance), and delegations in developing countries work on such issues. A simple count produces the result that 52 Swedish professionals are employed in these workplaces. The figure is a rough estimate and should be interpreted with caution.

Swedish professionals in development related EU institutions and delegations (2008)

DG RELEX	DG DEV	Europeaid	ECHO	Delegations in Africa, Asia, Latin America and the Balkans
15	8	6	4	19

Annex 9a

Sida Evaluation of the Resource Base Programmes: JPO 1992–2003

Electronic survey questionnaire for participants of the JPO I group

Introduction

This questionnaire is an important component in the evaluation of Sida's JPO, SARC, BBE and JED resource base programmes over the period 1992–2008. It is designed for those who completed a JPO contract between 1992 and 2003.

If the evaluation is to produce clear results and enable reliable conclusions to be drawn, the rate of response needs to be high. I would therefore like to urge you to take part in the survey and take the trouble to reply to all the questions that are relevant for your situation. I realize that there are many questions, but in most cases all you have to do is choose between the alternatives given. Only in a few cases are you asked to formulate your own comments.

The answers will be analysed statistically and reported to Sida. In the report, it will not be possible to link the information given with any individual. You are therefore guaranteed anonymity vis-à-vis Sida, the Ministry for Foreign Affairs, the United Nations and any other interested parties.

Please let me have your reply as soon as possible, and in any case by 20 October, 2008, at the latest. Those who reply to the survey will be invited to a gathering at Sida in March 2009.

With kind regards

Elisabeth Lewin, consultant

1 Personal Information

Female

Male

Year of birth

Which UN organization did you work for as a JPO?

(The World Bank counts as a UN organization.)

What type of placement did you have as a JPO?

Please choose one of the alternatives below.

in the field

at HQ

combination of field and HQ

In what place/places were you stationed?

In which year did you finish your JPO service?

For how many months did you work as a JPO?

2 Your Present Occupation

2.1 What is your main occupation today (October 2008)?

Please choose one of the alternatives below.

working in Sweden in the public sector

working in Sweden in the private sector

working abroad in the public sector

working abroad in the private sector

working in an international/intergovernmental organization

working in a consultancy firm with a focus on development cooperation

working as an independent consultant

academic studies

research

looking for a job

on parental leave

on sick leave

other

2.2 Is your present work related to international development cooperation?

Please give your answer below on a scale of 1 to 5 where 1 means “no relation” and 5 means “a strong relation”.

2.3 In your present work, are you able to use the experience of working internationally that your JPO post gave you?

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

2.4 If you consider that you are able to use that experience, please describe in what way.

3 The Value of JPO Experience when Applying for Jobs

What is your opinion of the value of having had a JPO post when applying for jobs?

Please give your answers below on a scale of 1 to 5 where 1 means “no value” and 5 means “very great value”.

in the UN system

in Sida and Swedish missions abroad

in the Ministry for Foreign Affairs

in international development cooperation

in Sweden in areas other than international development cooperation

4 Jobs after your JPO post

4.1 Jobs immediately after JPO service

Please mark one of the alternatives if it fits your case.

When I finished my JPO service I got a post immediately in the same UN organization for 6 months or more.

When I finished my JPO service I got a post immediately in another UN organization for 6 months or more.

4.2 Since finishing your JPO service, have you applied for a post or assignment in the UN or another international or intergovernmental organization, not counting any post you may have got immediately after your JPO posting?

Yes

No

4.3 If you answered “Yes” to the previous question, did Sida support your application?

Yes

No

4.4 If you answered “Yes” to the previous question, do you consider that Sida’s support improved your chances of getting the post/assignment?

Yes

No

Not sure

4.5 Since finishing your JPO posting, have you worked for at least 6 months in international development cooperation for one or more of the following employers?

Please mark all the alternatives that apply in your case.

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm

a Swedish mission abroad

another government department or authority in Sweden

a Swedish consultancy firm with a focus on international development cooperation

a foreign consultancy firm with a focus on international development cooperation

as an independent consultant with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation

an international NGO with a focus on international development cooperation

an UN organization

the European Commission or an EU delegation

a university or other academic institution

- 4.6** If you have marked one or more alternatives for the question above, please indicate briefly, in chronological order, the different jobs you have had with a focus on international development cooperation: employer, place where stationed, type of post and period of time.

- 4.7** If you carried out consultancy work after the end of your JPO posting for less than 6 months for Sida, the UN or other international or intergovernmental development organizations, please indicate which organizations you have worked for and the approximate number of assignments you have had.

- 4.8** If you have not worked with international development cooperation within an international or intergovernmental organization since you finished as a JPO, what is the reason/what are the reasons for this?

I applied for but did not get a post/assignment at the UN organ where I worked as a JPO.

I applied for but did not get a post/assignment at a UN organ other than the one where I worked as a JPO.

I was offered but did not accept a post within the UN system.

I chose not to continue to work within the UN system.

I applied for but did not get a post in the European Commission/an EU delegation.

I was offered but did not accept a post in the European Commission/an EU delegation.

I did not find any suitable post to apply for in an international/intergovernmental organization.

I chose to work within Swedish development cooperation.

I chose not to continue to work in international development cooperation.

I chose not to continue to work abroad.

I was unable to continue to work abroad for personal reasons (family, illness).

I received and accepted an attractive offer in another field.

5 The Direction of your Future Career

- 5.1** In the next 5 years, would you be interested in a post in international development cooperation provided that the work was interesting and the conditions acceptable?

Yes

No

Possibly

- 5.2** If you answered “Yes” or “Possibly” to the previous question, which types of placement would interest you?

a UN post in the field

a UN post at HQ

the European Commission in Brussels

an EU delegation in the field

a Swedish mission abroad (international development cooperation)

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm (international development cooperation)

a consultancy firm with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation

an international NGO with a focus on international development cooperation

6 Chances to Exert Influence and Transfer Experience

The government has decided that from and including 2008 one of the objectives of the resource bases programmes will be to disseminate the values that inform Swedish development policy and to try to influence international development cooperation.

6.1 Do you believe that when you were working as a JPO you were able to contribute Swedish values in areas such as gender equity, human rights, democracy, the environment and combating poverty?

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

6.2 Do you consider it realistic to expect a JPO to be able to contribute Swedish values in the above areas?

Yes

No

Only to a limited extent

6.3 If you continued to work within the UN system or in another international or intergovernmental organization for a period or for several periods, do you consider that you were able at that time to disseminate Swedish values and influence the organization or organizations where you worked?

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

6.4 Do you consider it realistic to think that persons in a middle-level post or on a senior level in the UN will be able to disseminate Swedish values and thereby exert influence on the activity?

Please explain briefly how you see this question. Obstacles and opportunities?

6.5 Do you consider that you have been able to transfer experiences from your JPO service?

Please reply for each of the following three points. Give your answers below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

to the organization/workplace where you worked in the field

to actors in the partner countries where you worked

to the organization/workplace in Sweden where you were appointed

7 Your View of your Jpo Service and Career

7.1 Which of the following best describes your thinking before you went abroad as a JPO?

When I started my JPO service I firmly intended to continue within the UN system and stay after the end of the contract.

When I started my JPO service I had already decided to return to Sweden. I saw JPO service more as an opportunity for my personal development than as the start of a UN job.

When I started my JPO service I intended to return to Sweden. I saw JPO service more as an opportunity for my personal development than as the start of a UN job. But as my posting went on it became more and more clear to me that I wanted to work within the UN.

When I started my JPO service I firmly intended to make my career in the UN system, but as my posting went on I realized that the UN as an employer does not suit me.

When I started my JPO service I firmly intended to make my career in the UN system, but as my posting went on my family situation changed and I chose a different field of work.

7.2 If none of the above corresponds to your situation, how would you describe your position?

8 Other Views

Is there anything further you would like to pass on concerning the JPO programme or your experience of it?

Thank you for your cooperation!

Annex 9b

Sida Evaluation of the Resource Base Programmes: JPO 2004 – 2008

Electronic survey questionnaire for participants in the JPO II group

Introduction

This questionnaire is an important component in the evaluation of Sida's JPO, SARC, BBE and JED resource base programmes over the period 1992–2008. It is designed for those who completed a JPO contract between 2004 and 2008.

If the evaluation is to produce clear results and enable reliable conclusions to be drawn, the rate of response needs to be high. I would therefore like to urge you to take part in the survey and take the trouble to reply to all the questions that are relevant for your situation. I realize that there are many questions, but in most cases all you have to do is choose between the alternatives given. Only in a few cases are you asked to formulate your own comments.

The answers will be analysed statistically and reported to Sida. In the report, it will not be possible to link the information given with any individual. You are therefore guaranteed anonymity vis-à-vis Sida, the Ministry for Foreign Affairs, the United Nations and any other interested parties.

Please let me have your reply as soon as possible, and in any case by 20 October, 2008, at the latest. Those who reply to the survey will be invited to a gathering at Sida in March 2009.

With kind regards

Elisabeth Lewin, consultant

1 Personal Information

Female

Male

Year of birth

Which UN organization did you work for as a JPO?

(The World Bank counts as a UN organization.)

What type of placement did you have as a JPO?

Please choose one of the alternatives below.

in the field

at HQ

combination of field and HQ

In which year did you finish your JPO service?

For how many months did you work as a JPO?

2 Your Present Occupation

2.1 What is your main occupation today (October 2008)?

Please choose one of the alternatives below.

working in Sweden in the public sector

working in Sweden in the private sector

working abroad in the public sector

working abroad in the private sector

working in an international/intergovernmental organization

working in a consultancy firm with a focus on development cooperation

working as an independent consultant

academic studies

research

looking for a job

on parental leave

on sick leave

other

2.2 Is your present work related to international development cooperation?

Please give your answer below on a scale of 1 to 5 where 1 means “no relation” and 5 means “a strong relation”.

2.3 Do you think you would have got your present job if you had not had a JPO post?

Yes

No

Not sure

2.4 In your present work, are you able to use the experience of working internationally that your JPO post gave you?

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

2.5 If you consider that you are able to use that experience, please describe in what way.

3 A UN Post Immediately after JPO Service

3.1 Please mark one of the alternatives if it fits your case.

When I finished my JPO service I got a post immediately in the same UN organization for 6 months or more.

When I finished my JPO service I got a post immediately in another UN organization for 6 months or more.

3.2 Please provide here any comments on your choice of answer to the previous question.

3.3 In general terms, how do you see the chances for a person, either immediately or shortly after (within 6 months) finishing a JPO post, to get –

a job at P3 or P4 level in the UN organization where that person has had a JPO post?

an ALD (Assignment of Limited Duration) contract or other time-limited contract within the UN?

Please give your answer below on a scale of 1 to 5 where 1 means “no chance” and 5 means “a very good chance”.

4 The Value of JPO Experience when Applying for Jobs

What is your opinion of the value of having had a JPO post when applying for jobs?

Please give your answers below on a scale of 1 to 5 where 1 means “no value” and 5 means “very great value”.

in the UN system

in the European Commission or in EU delegations

in Sida and Swedish missions abroad

in the Ministry for Foreign Affairs (in international development cooperation)

in Sweden in areas other than international development cooperation

5 Have you Applied for International Jobs? have you Applied for RIU Support?

5.1 Since you finished as a JPO, have you applied for a post or assignment in the UN or in another international or intergovernmental organization?

Yes

No

5.2 If you answered “Yes” to the previous question, did Sida support your application?

Yes, once

Yes, twice or more

No

5.3 If you answered “Yes” to the previous question, do you consider that Sida’s support improved your chances of getting the post/assignment?

Yes

No

Not sure

6 Jobs After your JPO Post

6.1 Since finishing your JPO post, have you worked for one or more periods of at least 6 months in international development cooperation for one or more of the following?

Please mark all the alternatives that apply in your case.

the same UN organization as when I worked as a JPO

another UN organization

the European Commission or an EU delegation

another international or intergovernmental organization

- 6.2 If you marked one or more alternatives for the question above, please indicate briefly, in chronological order, the different jobs you have had: employer, place where stationed, type of post and period of time.**

- 6.3 If you carried out consultancy work after the end of your JPO posting for the UN or another international or intergovernmental development organizations, please indicate which organization(s) you have worked for and the approximate number of assignments you have had.**

- 6.4 Since finishing your JPO posting, have you worked for one or more periods of at least 6 months in international development cooperation for one or more of the following employers?**

Please mark all the alternatives that apply in your case.

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm

a Swedish mission abroad

another government department or authority in Sweden

a Swedish consultancy firm with a focus on international development cooperation

a foreign consultancy firm with a focus on international development cooperation

as an independent consultant with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation

an international NGO with a focus on international development cooperation

a university or other academic institution

other

- 6.5 If you have marked one or more alternatives for the question above, please indicate briefly, in chronological order, the different jobs you have had: employer, place where stationed, type of post and period of time.**

- 6.6 If you have not worked with international development cooperation within an international or intergovernmental organization since you finished as a JPO, what is the reason/what are the reasons for this?**

Please mark all the alternatives that apply in your case.

I applied for but did not get a post/assignment at the UN organ where I worked as a JPO.

I applied for but did not get a post/assignment at a UN organ other than the one where I

worked as a JPO.

I was offered but did not accept a post within the UN system.

I chose not to continue to work within the UN system.

I applied for but did not get a post in the European Commission/an EU delegation.

I was offered but did not accept a post in the European Commission/an EU delegation.

I did not find any suitable post to apply for in an international/intergovernmental organization.

I chose to work within Swedish development cooperation.

I chose not to continue to work in international development cooperation.

I chose not to continue to work abroad.

I was unable to continue to work abroad for personal reasons (family, illness).

I received and accepted an attractive offer in another field.

I chose to continue to study.

Other reasons *(please describe)*

7 The Direction of your Future Career

7.1. Do you think that in 5 years you will still want to be working mainly in international development cooperation?

This question is for those who are currently working in international development cooperation as their main field of work. Others should go to question 7.3.

Yes

No

Possibly

7.2 If you answered “Yes” or “Possibly” to the previous question, which types of placement would interest you?

a UN post in the field

a UN post at HQ

the European Commission in Brussels

an EU delegation in the field

a Swedish mission abroad (international development cooperation)

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm (international development cooperation)

a consultancy firm with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation

an international NGO with a focus on international development cooperation

7.3 In the next 5 years, would you be interested in a post in international development cooperation provided that the work was interesting and the conditions acceptable?

Yes

No

Possibly

7.4 If you answered “Yes” or “Possibly” to the previous question, which type of placement or placements might interest you?

a UN post in the field

a UN post at HQ

the European Commission in Brussels

an EU delegation in the field

a Swedish mission abroad (international development cooperation)

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm (international development cooperation)

a consultancy firm with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation

an international NGO with a focus on international development cooperation

8 Chances to Exert Influence and Transfer Experience

The government has decided that from and including 2008 one of the objectives of the resource bases programmes will be to disseminate the values that inform Swedish development policy and to try to influence international development cooperation.

8.1. Do you believe that when you were working as a JPO you were able to contribute Swedish values in areas such as gender equity, human rights, democracy, the environment and combating poverty?

Please give your answer on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

8.2. Do you consider it realistic to expect a JPO to be able to contribute Swedish values in the above areas?

Yes

No

Only to a limited extent

8.3. If you continued to work within the UN system or in another international or intergovernmental organization for a period or for several periods, do you consider that you were able at that time to disseminate Swedish values and influence the organization or organizations where you worked?

Please give your answer on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

- 8.4 Do you consider it realistic to think that persons in a middle-level post or on a senior level in the UN will be able to disseminate Swedish values and thereby exert influence on the activity?**

How do you see the obstacles and opportunities?

- 8.5 Do you consider that you have been able to transfer experiences from your JPO service?**

Please reply for each of the following three points. Give your answers on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

to the organization/workplace where you are or were working in the field

to actors in the partner countries where you are working/worked

to the organization/workplace in Sweden where you are working/worked

- 8.6 With reference to the previous question, why were you able or not able to transfer your experience? Obstacles and opportunities?**
-

9 Learning and Competence Building

- 9.1 How far do you consider that your JPO service has contributed to your own professional learning?**

Please give your answers on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

in your own subject field

about international development cooperation generally

about the UN organization where you worked

about how the UN’s development cooperation is handled in the field and how the UN system works in practice

an ability to work in a foreign culture and a multicultural organization

- 9.2 Is there any other competence that you believe you have acquired through your JPO service?**
-

10 Preparation, Field Seminars, Reporting Back

- 10.1 What preparatory training did you get through Sida before your JPO service?**

Please mark all that apply in your case.

orientation course

language training

complementary professional training

briefing by the relevant division of Sida

meetings with former JPOs

- 10.2 At this distance in time, against the background of your JPO experience, what is your assessment of the relevance of the training and preparation Sida offered you personally?**
Please give your answers below on a scale of 1 to 5 where 1 means “not at relevant” and 5 means “very relevant”.

orientation course

language training

complementary professional training

briefing by the relevant division of Sida

meetings with former JPOs

- 10.3 Did the UN organization where you worked offer you an introduction programme?**

Yes

No

- 10.4 If you answered “Yes” to the previous question, against the background of your JPO experience, how would you now assess the relevance of this introduction?**

Please give your answer below on a scale of 1 to 5 where 1 means “not at relevant” and 5 means “very relevant”.

- 10.5 During your time as a JPO, did you take part in any field seminar arranged by Sida/RIU?**

Yes

No

- 10.6 If you answered “Yes” to the previous question, how valuable do you think the field seminar was for you personally?**

Please give your answer below on a scale of 1 to 5 where 1 means “no value” and 5 means “very valuable”.

- 10.7 Since you finished your JPO service, have you reported back to Sida on your work and your experiences?**

Yes

No

- 10.8 If you answered “Yes” to the previous question, on whose initiative did this happen?**

What form did the reporting back take – written or oral?

To which division/unit/person did you report back?

- 10.9 How would you assess Sida’s interest in your reporting back?**

Please give your answer below on a scale of 1 to 5 where 1 means “no interest” and 5 means “strong interest”.

10.10 If there was no reporting back, what was the reason?

11 Sida's reintegration scheme

11.1 How significant do you think the possibility of receiving a "säckpeng job" after the end of a JPO position was to you?

(The Sida reintegration scheme – "säckpengsbidrag" – pays a salary for a returnee to work in any job for not more than 5 months after return in order to facilitate their reintegration into the Swedish job market.)

Please give your answers below on a scale of 1 to 5 where 1 means "not significant at all" and 5 means "very significant".

for you to venture to go away on JPO service

in increasing your opportunities of getting a job in Sweden after your return

in increasing your opportunities for a post in an international/intergovernmental organization in future

11.2 Did you yourself get "säckpeng job" after your return?

Yes

No

11.3 If you answered "Yes" to the previous question, did this job lead to continued employment?

Yes, with the same employer

Yes, with another employer

No

12 Engagement in and Commitment to Development Cooperation

Please state how strong your engagement in/commitment to international development cooperation is/was –

Please give your answers below on a scale of 1 to 5 where 1 means "weak" and 5 means "very strong".

– when you applied for your JPO post

– when you finished your JPO post

– today

13 Your Career Plans at the Start of your JPO Post

13.1 Which of the following best describes your thinking before you went abroad as a JPO?

When I started my JPO post I firmly intended to continue within the UN system and stay after the end of the contract.

When I started my JPO post I had already decided to return to Sweden. I saw JPO service more as an opportunity for my personal development than as the start of a UN job.

When I started my JPO post I intended to return to Sweden. I saw JPO service more as an opportunity for my personal development than as the start of a UN job. But as my posting went on it became more and more clear to me that I wanted to work within the UN.

When I started my JPO post I firmly intended to make my career in the UN system, but as my posting went on I realized that the UN as an employer does not suit me.

When I started my JPO post I firmly intended to make my career in the UN system, but as my posting went on my family situation changed and I chose a different field of work.

13.2 If none of the above corresponds to your situation, how would you describe your position?

14 Other Views

Is there anything further you would like to pass on concerning the JPO programme or your experience of it?

Thank you for your cooperation!

Annex 9c

Sida Evaluation of the Resource Base Programmes: BBE 1992 – 2003

Electronic survey questionnaire for participants in the BBE I group

Introduction

This questionnaire is an important component in the evaluation of Sida's JPO, SARC, BBE and JED resource base programmes over the period 1992–2008. It is designed for those who completed a BBE contract between 1992 and 2003.

If the evaluation is to produce clear results and enable reliable conclusions to be drawn, the rate of response needs to be high. I would therefore like to urge you to take part in the survey and take the trouble to reply to all the questions that are relevant for your situation. I realize that there are many questions, but in most cases all you have to do is choose between the alternatives given. Only in a few cases are you asked to formulate your own comments.

The answers will be analysed statistically and reported to Sida. In the report, it will not be possible to link the information given with any individual. You are therefore guaranteed anonymity vis-à-vis Sida, the Ministry for Foreign Affairs, the United Nations and any other interested parties.

Please let me have your reply as soon as possible, and in any case by 20 October, 2008, at the latest. Those who reply to the survey will be invited to a gathering at Sida in March 2009.

With kind regards

Elisabeth Lewin, consultant

1 Personal Information

Female

Male

Year of birth

Where did you work as a BBE?

- a Swedish mission abroad (an embassy, a Sida office)
- a Swedish consultancy firm, mission (Sida office) or organization
- an authority, organization or company of a partner country

Where were you stationed?

In which year did you finish your BBE service?

For how many months did you work as a BBE?

2 Your Present Occupation

2.1 What is your main occupation today (October 2008)?

working in Sweden in the public sector

working in Sweden in the private sector

working abroad in the public sector

working abroad in the private sector

working in an international/intergovernmental organization

working in a consultancy firm with a focus on development cooperation

working as an independent consultant

research

looking for a job

on parental leave

on sick leave

other

2.2 Is your present work related to international development cooperation?

Please give your answer below on a scale of 1 to 5 where 1 means “no relation” and 5 means “a strong relation”.

2.3 In your present work, are you able to use the experience of working internationally that your BBE post gave you?

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

2.4 If you consider that you are able to use that experience, please describe in what way.

3 The Value of BBE Experience when Applying for Jobs

3.1 What is your opinion of the value of having had a BBE post when applying for jobs?

Please give your answers below on a scale of 1 to 5 where 1 means “no value” and 5 means “very great value”.

in Sida and Swedish mission bodies abroad

in the Ministry for Foreign Affairs (in international development cooperation)

in private organizations with a focus on international development cooperation

for consultancies in the area of international development cooperation

in the UN system

in the European Commission or European Union delegations

to posts in Sweden in areas other than international development cooperation

4 Jobs After your BBE Post

4.1 Since finishing your BBE service, have you applied for a post in the UN, the EU or another international or intergovernmental organization?

Yes

No

4.2 If you answered “Yes” to the previous question, did Sida/RIU support your application?

Yes

No

4.3 If you answered “Yes” to the previous question, do you consider that Sida’s support improved your chances of getting the post?

Yes

No

Not sure

4.4 Since finishing your BBE posting, have you worked for at least 6 months in international development cooperation for one or more of the following employers (not counting a “säckpengsbidrag” job)?

(“Säckpeng” means a salary for not more than 5 months paid under Sida’s reintegration scheme to facilitate a returnee’s reintegration into the Swedish job market.)

Please mark none, one or more of the following alternatives.

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm

a Swedish mission abroad

another government department or authority in Sweden

a Swedish consultancy firm with a focus on international development cooperation

a foreign consultancy firm with a focus on international development cooperation

as an independent consultant with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation

an international NGO with a focus on international development cooperation

an UN organization

the European Commission or an EU delegation

a university or other academic institution

4.5 If you have marked one or more alternatives for the question above, please indicate briefly, in chronological order, the different jobs you have had related to international development cooperation: employer, place where stationed, type of post and period of time.

- 4.6 If you carried out consultancy work after the end of your BBE posting for less than 6 months for Sida, the UN or other national, international or intergovernmental development organizations, please indicate which organizations you have worked for and the approximate number of assignments you have had.**
-

- 4.7 If you have not worked with international development cooperation within an international or intergovernmental organization since you finished as a BBE, what is the reason/what are the reasons for this?**

I applied for but did not get posts in Sida.

I applied for but did not get posts in the Ministry for Foreign Affairs.

I applied for but did not get a post in an international/intergovernmental organization.

I did not find any suitable post to apply for.

I was offered but did not accept a post in Sida.

I was offered but did not accept a post in the Ministry for Foreign Affairs.

I was offered but did not accept a post in an international/intergovernmental organization.

I chose not to continue to work in international development cooperation.

I chose not to continue to work abroad.

I was unable to continue to work abroad for personal reasons (family, illness).

I received and accepted an attractive offer in another field.

5 The Direction of your Future Career

- 5.1 In the next 5 years, would you be interested in a post in international development cooperation provided that the work was interesting and the conditions acceptable?**

Yes

No

Possibly

- 5.2 If you answered “Yes” or “Possibly” to the previous question, which type or types of placement would interest you?**

Please mark all that apply in your case.

a UN post in the field

a UN post at HQ

the European Commission in Brussels

an EU delegation in the field

a Swedish mission abroad in a developing country

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm

a consultancy firm with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation

an international NGO with a focus on international development cooperation

6 Chances to Exert Influence and Transfer Back your Experience

The government has decided that from and including 2008 one of the objectives of the resource bases programmes will be to disseminate the values that inform Swedish development policy and to try to influence international development cooperation.

6.1 Do you believe that when you were working as a BBE you were able to contribute with Swedish values in areas such as gender equity, human rights, democracy, environment and combating poverty?

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

6.2 Do you consider it realistic to expect a BBE to be able to contribute Swedish values in the above areas?

Yes

No

Only to a limited extent

6.3 If after your BBE service you continued to work abroad in the field of development cooperation in an international or intergovernmental organization, do you consider that you were able at that time to disseminate knowledge about the goals and values of Swedish development policy and to influence the organization where you worked?

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

6.4 Do you consider it realistic to expect a person in a middle-level post or on a senior level in an international or intergovernmental organization to be able to disseminate Swedish values and thereby exert influence on the activity? How do you see the obstacles and opportunities?

6.5 Do you consider that you have been able to transfer experiences from your BBE posting to – the organization/workplace where you worked in the field?

actors in the country where you worked?

the organization/workplace in Sweden where you were appointed?

This question is for those who, after their BBE post, have worked with Swedish development cooperation in Sweden or abroad (in a Swedish mission abroad, a NGO or a consultancy firm).

Please give your answers below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

7 Your View of your BBE Service and Career

7.1 Which of the following best describes your thinking before you went abroad as a BBE?

When I started my BBE service I firmly intended to continue to work in international development cooperation after the end of my contract.

When I started my BBE service I had already decided to come back to another type of job in Sweden. I saw BBE service more as an opportunity for my personal development than as the start of a career in development cooperation.

When I started my BBE service I intended to return to Sweden. I saw BBE service more as an opportunity for my personal development than as the start of a career in development cooperation. But as my posting went on it became more and more clear to me that I wanted to work in development cooperation.

When I started my BBE service I firmly intended to make my career in the development cooperation, but as my posting went on I realized that it is not the kind of work that suits me.

When I started my BBE service I firmly intended to make my career in development cooperation, but as my posting went on my family situation changed and I chose a different field of work.

7.2 If none of the above corresponds to your situation, how would you describe your position?

8 Other Views

Is there anything further you would like to pass on concerning the BBE programme or your experience of it?

Thank you for your cooperation!

Annex 9d

Sida Evaluation of the Resource Base Programmes: BBE 2004 – 2008

Electronic survey questionnaire for participants in the *BBE II group*

Introduction

This questionnaire is an important component in the evaluation of Sida's JPO, SARC, BBE and JED resource base programmes over the period 1992–2008. It is designed for those who completed a BBE contract between 2004 and 2008.

If the evaluation is to produce clear results and enable reliable conclusions to be drawn, the rate of response needs to be high. I would therefore like to urge you to take part in the survey and take the trouble to reply to all the questions that are relevant for your situation. I realize that there are many questions, but in most cases all you have to do is choose between the alternatives given. Only in a few cases are you asked to formulate your own comments.

The answers will be analysed statistically and reported to Sida. In the report, it will not be possible to link the information given with any individual. You are therefore guaranteed anonymity vis-à-vis Sida, the Ministry for Foreign Affairs, the United Nations and any other interested parties.

Please let me have your reply as soon as possible, and in any case by 20 October, 2008, at the latest. Those who reply to the survey will be invited to a gathering at Sida in March 2009.

With kind regards

Elisabeth Lewin, consultant

1 Personal Information

Female

Male

Year of birth

Where did you work as a BBE?

- a Swedish mission abroad (an embassy, a Sida office)
- a Swedish consultancy firm, mission or organization
- an authority, organization or company of a partner country

Where were you stationed?

In which year did you finish your BBE service?

For how many months did you work as a BBE?

2 Your Present Occupation

2.1 What is your main occupation today (October 2008)?

working in Sweden in the public sector

working in Sweden in the private sector

working abroad in the public sector

working abroad in the private sector

working in an international/intergovernmental organization

working in a consultancy firm with a focus on development cooperation

working as an independent consultant

research

looking for a job

on parental leave

on sick leave

other

2.2 Is your present work related to international development cooperation?

Please give your answer below on a scale of 1 to 5 where 1 means “no relation” and 5 means “a strong relation”.

2.3 In your present work, are you able to use the experience of working internationally that your BBE post gave you?

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

2.4 If you consider that you are able to use that experience, please describe in what way.

3 The Value of BBE Experience when Applying for Jobs

What is your opinion of the value of having had a BBE post when applying for jobs?

Please give your answers below on a scale of 1 to 5 where 1 means “no value” and 5 means “very great value”.

in Sida and Swedish official bodies abroad

in the Ministry for Foreign Affairs (in international development cooperation)

in the UN system

in the European Commission or European Union delegations

for consultancies in the area of international development cooperation

in private organizations with a focus on international development cooperation

to posts in Sweden in areas other than international development cooperation

4 Jobs After your BBE Post

4.1 Since finishing your BBE service, have you worked for at least 6 months in international development cooperation for one or more of the following employers?

Please mark none, one or more of the following alternatives.

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm

a Swedish mission abroad

another government department or authority in Sweden

a Swedish consultancy firm with a focus on international development cooperation

a foreign consultancy firm with a focus on international development cooperation

as an independent consultant with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation

an international NGO with a focus on international development cooperation

an UN organization

the European Commission or an EU delegation

another international/intergovernmental organization

a university or other academic institution

4.2 If you have marked one or more alternatives for the question above, please indicate briefly, in chronological order, the different jobs you have had related to international development cooperation: employer, place where stationed, type of post and period of time.

4.3 If you carried out consultancy work after the end of your BBE posting for Sida, the UN or other national international or intergovernmental development organizations, please indicate which organizations you have worked for and the approximate number of assignments you have had.

4.4 If you have not worked with international development cooperation within an international or intergovernmental organization since you finished as a BBE, what is the reason/what are the reasons for this?

I applied for but did not get a post in Sida.

I applied for but did not get a post in the Ministry for Foreign Affairs.

I applied for but did not get a post/assignment in the UN or another international organization.

I did not find any suitable post to apply for.

I was offered but did not accept a post in Sida.

I was offered but did not accept a post in the Ministry for Foreign Affairs.

I was offered but did not accept a post in an international/intergovernmental organization.

I chose not to continue to work in international development cooperation.

I chose not to continue to work abroad.

I was unable to continue to work abroad for personal reasons (family, illness).

I received and accepted an attractive offer in another field.

I chose to continue my studies.

Other (please describe)

5 The Direction of your Future Career

5.1 Do you think that in 5 years' time you will still want this as your main area of work?

This question is for those who are currently working in international development cooperation as their area of work. Others should go to question 5.3.

Yes

No

Possibly

5.2 If you answered "Yes" or "Possibly" to the previous question, which type or types of placement would interest you?

a UN post in a field office

a UN post at HQ

the European Commission in Brussels

an EU delegation in the field

a Swedish mission abroad (international development cooperation)

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm (international development cooperation)

a consultancy firm with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation in Stockholm

an international NGO with a focus on international development cooperation

5.3 In the next 5 years, would you be interested in a post in international development cooperation provided that the work was interesting and the conditions acceptable?

This question is for those who are currently not working in international development cooperation as their main area of work. Others should go to section 6.

Yes

No

Possibly

5.4 If you answered “Yes” or “Possibly” to the previous question, which type or types of placement would interest you?

a UN post in a field office

a UN post at HQ

the European Commission in Brussels

an EU delegation in the field

a Swedish mission abroad (international development cooperation)

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm (international development cooperation)

a consultancy firm with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation in Stockholm

an international NGO with a focus on international development cooperation

6 Chances to exert influence and transfer back your experience

The government has decided that from and including 2008 one of the objectives of the resource bases programmes will be to disseminate the values that inform Swedish development policy and to try to influence international development cooperation.

6.1 Do you believe that when you were working as a BBE you were able to contribute with Swedish values in areas such as gender equity, human rights, democracy, environment and combating poverty?

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

6.2 Do you consider it realistic to expect a BBE to be able to contribute Swedish values in the above areas?

Yes

No

Only to a limited extent

6.3 If after your BBE service you continued to work abroad in the field of development cooperation in an international or intergovernmental organization, do you consider that you were able at that time to disseminate knowledge about the goals and values of Swedish development policy and to influence the organization where you worked?

This question is for those who after their BBE service continued to work abroad with development cooperation in an international/intergovernmental organization. Others should go to question 6.5.

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

6.4 Do you consider it realistic to expect a person in a middle-level post or on a senior level in the UN or the EU to be able to disseminate Swedish values and thereby exert influence on the activity? How do you see the obstacles and opportunities?

6.5 Do you consider that you have been able to transfer experiences from your BBE posting to – the organization/workplace where you worked?

actors in the partner country where you worked?

the organization/workplace in Sweden where you worked?

This question is for those who, after their BBE post, have worked with Swedish development cooperation in Sweden or abroad (in a Swedish mission abroad, a NGO or a consultancy firm).

Please give your answers below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

6.6 Please explain why were you able or not able to transfer your experience. Obstacles and opportunities?

7 Learning and Competence Building

7.1 How far do you consider that your BBE service has contributed to your own professional learning?

Please give your answers on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

in your own subject field

about international development cooperation generally

about the organization where you worked

about how Sweden’s development cooperation is handled in the field and works in practice an ability to work in a foreign culture and/or a multicultural organization

Is there any other competence that you believe you have acquired through your BBE service?

8 Preparation, Field Seminars, Reporting Back

8.1 What preparatory training did you get before your BBE service?

Please mark all that apply in your case.

RIU’s preparatory course

the Ministry for Foreign Affairs/Sida’s orientation course

language training

complementary professional training

briefing by the relevant division at Sida

meetings with former BBEs

an introductory programme arranged by the employer on the spot

8.2 At this distance in time, against the background of your BBE experience, what is your assessment of the relevance of the training and preparation in which you participated?

Please give your answers below on a scale of 1 to 5 where 1 means “not at relevant” and 5 means “very relevant”.

RIU’s preparatory course

the Ministry for Foreign Affairs/Sida’s orientation course

language training

complementary professional training

briefing by the relevant division at Sida

meetings with former BBEs

an introductory programme arranged by the employer on the spot

8.3 During your time as a BBE, did you take part in any field seminar arranged by Sida/RIU?

Yes

No

8.4 If you answered “Yes” to the previous question, how valuable do you think the field seminar was for you personally?

Please give your answer below on a scale of 1 to 5 where 1 means “no value” and 5 means “very valuable”.

8.5 Since you finished your BBE service, have you reported back to Sida on your work and your experiences?

Yes

No

8.6 If you answered “Yes” to the previous question,

on whose initiative did this happen?

what form did the reporting back take – written or oral?

to which division/unit/person did you report back?

8.7 How would you assess Sida’s interest in your reporting back?

Please give your answer below on a scale of 1 to 5 where 1 means “no interest” and 5 means “strong interest”.

8.8 If there was no reporting back, what was the reason?

9 Sida's Reintegration Scheme

9.1 How significant do you think the possibility of receiving a "säckpeng job" after the end of a BBE position was to you?

(The reintegration scheme – "säckpengsbidrag" – pays a salary for a returnee for not more than 5 months after return in order to facilitate their reintegration into the Swedish job market.)

Please give your answers below on a scale of 1 to 5 where 1 means "not significant at all" and 5 means "very significant".

for you to venture to go away on BBE service

in increasing your opportunities of getting a job in Sweden after your return

in increasing your chances of getting a post in international development cooperation

9.2 Did you yourself get "säckpeng job" after your return?

Yes, with an employer in the international development cooperation field

Yes, with another employer

No

9.3 If you answered "Yes" to the previous question, what happened after your "säckpeng job"?

I got a job with the same employer

I got a job with another employer

I did not get a job after my "säckpeng job"

10 Engagement in and Commitment to Development Cooperation

Please state how strong your engagement in/commitment to international development cooperation is/was –

– when you applied for your BBE post

– when you finished your BBE post

– today

Please give your answers on a scale of 1 to 5 where 1 means "weak" and 5 means "very strong".

11 Your Career Plans at the Start of your BBE Post

11.1 Which of the following best describes your thinking before you went abroad as a BBE?

When I started my BBE post I firmly intended to continue working in international development cooperation after the end of the contract.

When I started my BBE post I had already decided to return to Sweden. I saw BBE service more as an opportunity for my personal development than as the start of a career in development cooperation.

When I started my BBE post I intended to return to Sweden. I saw BBE service more as an opportunity for my personal development than as the start of a career in development cooperation. But as my posting went on it became more and more clear to me that I wanted to work in international development cooperation.

When I started my BBE post I firmly intended to make my career in development cooperation, but as my posting went on I realized that as a career it does not suit me.

When I started my BBE post I firmly intended to make my career in development cooperation, but as my posting went on my family situation changed and I chose a different field of work.

11.2 None of the above corresponds to my situation I would rather describe my position as follows.

12 Other Views

Is there anything further you would like to pass on concerning the BBE programme or your experience of it?

Thank you for your cooperation!

Annex 9e

Sida Evaluation of the Resource Base Programmes: JED 2002 – 2008

Electronic survey questionnaire for participants in the JED group

Introduction

This questionnaire is an important component in the evaluation of Sida's JPO, SARC, BBE and JED resource base programmes over the period 1992–2008. It is designed for those who completed a JED contract in 2002, 2004, 2006 or 2008.

If the evaluation is to produce clear results and enable reliable conclusions to be drawn, the rate of response needs to be high. I would therefore like to urge you to take part in the survey and take the trouble to reply to all the questions that are relevant for your situation. I realize that there are many questions, but in most cases all you have to do is choose between the alternatives given. Only in a few cases are you asked to formulate your own comments.

The answers will be analysed statistically and reported to Sida. In the report, it will not be possible to link the information given with any individual. You are therefore guaranteed anonymity vis-à-vis Sida, the Ministry for Foreign Affairs, the United Nations and any other interested parties.

Please let me have your reply as soon as possible, and in any case by 20 October, 2008 at the latest. Those who reply to the survey will be invited to a gathering at Sida in March 2009.

With kind regards

Elisabeth Lewin, consultant

1 Personal Information

Female

Male

Year of birth

Where were you stationed?

In which year did you finish your JED post?

2 Your Present Occupation

2.1 Your main occupation today (October 2008)

If you are finishing your JED service during late autumn 2008 and already know where you will be working thereafter, use this as the basis for your answers to questions 1–5.

working in Sweden in the public sector

working in Sweden in the private sector

working abroad in the public sector

working abroad in the private sector
working in an international/intergovernmental organization
working in a consultancy firm with a focus on development cooperation
working as an independent consultant
academic studies
research
looking for a job
on parental leave
on sick leave
other

2.2 Is your present work related to international development cooperation?

Please give your answer below on a scale of 1 to 5 where 1 means “no relation” and 5 means “a strong relation”.

2.3 Do you think you would have got your present job if you had not had a JED post?

Yes

No

Not sure

2.4 In your present work, are you able to use the experience of working internationally that your JED post gave you?

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “very great use”.

2.5 If you consider that you are able to use that experience, please describe in what way.

3 An EU Job Immediately or soon After the JED Post

3.1 In general terms, how do you see the chances for a person, either immediately or shortly after (within 6 months) finishing a JED post, to get –

Please give your answer below on a scale of 1 to 5 where 1 means “no chance” and 5 means “a very good chance”.

a post in the European Commission

a post in a European Union delegation

3.2 Did you take a test or competitive examination (“concours”) to qualify for a post in the European Commission or an EU delegation?

Yes, for a post in the European Commission

Yes, for a post in a European Union delegation

No

3.3 Did you pass this test or “concours”?

Yes

No

4 The Value of JED Experience when Applying for Jobs

What is your opinion of the value of having had a JED post when applying for jobs?

in the European Commission

in EU delegations

in the UN system

in Sida and Swedish missions abroad

in the Ministry for Foreign Affairs (in international development cooperation)

for consultancies in international development cooperation

in Sweden in areas other than international development cooperation

Please give your answers on a scale of 1 to 5 where 1 means “no value” and 5 means “very great value”.

5 Have you Applied for International Posts? Have you Applied for RIU Support?

5.1 Since you finished as a JED, have you applied for a post or assignment in the EU, the UN or another international or intergovernmental organization?

Yes

No

5.2 If you answered “Yes” to the previous question, did Sida support your application?

Yes, once

Yes, twice or more

No

5.3 If you answered “Yes” to the previous question, do you consider that Sida’s support improved your chances of getting the post/assignment?

Yes

No

Not sure

6 Jobs After your JED Post

6.1 Since finishing your JED post, have you worked for one or more periods of at least 6 months in international development cooperation for one or more of the following?

Please mark none, one or more alternatives

the European Commission

an EU delegation

a UN organization

another international or intergovernmental development organization

Sida

the Ministry for Foreign Affairs

another government department or authority in Sweden

a Swedish official body abroad

a Swedish consultancy firm with a focus on international development cooperation

a foreign consultancy firm with a focus on international development cooperation

as an independent consultant with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation

an international NGO with a focus on international development cooperation

a university or other academic institution

another government department or authority in Sweden

another employer

If you marked one or more alternatives for the question above, please indicate briefly, in chronological order, the different jobs you have had related to international development cooperation: employer, place where stationed, type of post and period of time.

6.3 If you carried out consultancy work for the EU, the UN or another international or inter-governmental development organization, please indicate which organization(s) you have worked for and the approximate number of assignments you have had.

6.4 If you have not worked with development cooperation in an international or intergovernmental development organization since you finished as a JED, what is the reason/what are the reasons for this?

I applied for but did not get a post in the European Commission.

I applied for but did not get a post in an EU delegation.

I was offered but did not accept a post in the European Commission/an EU delegation.

I applied for but did not get a post in the UN.

I was offered but did not accept a post in the UN.

I did not find any suitable post to apply for in an international/intergovernmental organization.

I chose to work within Swedish development cooperation.

I chose not to continue to work in international development cooperation.

I chose not to continue to work abroad.

I was unable to continue to work abroad for personal reasons (family, illness).

I received and accepted an attractive offer in another field.

I chose to continue to study.

Other reasons (please describe)

7 The Direction of your Future Career

7.1 Do you think that in 5 years you will still want to be working mainly in this field?

This question is for those who are currently working in international development cooperation as their main field of work.

Yes

No

Possibly

7.2 If you answered “Yes” or “Possibly” to the previous question, which type or types of placement would interest you?

the European Commission in Brussels

an EU delegation

a UN post in the field

a UN post at HQ

a Swedish mission abroad

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm (international development cooperation)

a consultancy firm with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation in Stockholm

an international NGO with a focus on international development cooperation

7.3 In the next 5 years, would you be interested in a post in international development cooperation provided that the work was interesting and the conditions acceptable?

This question is for those who are currently not working in international development cooperation as their main field of work. Others should go to question 8.

Yes

No

Possibly

7.4 If you answered “Yes” or “Possibly” to the previous question, which type or types of placement might interest you?

the European Commission in Brussels

an EU delegation

a UN post in the field

a UN post at HQ

a Swedish mission abroad (international development cooperation)

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm (international development cooperation)

a consultancy firm with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation in Stockholm

an international NGO with a focus on international development cooperation

8 Chances to Exert Influence and Transfer Experience

The government has decided that from and including 2008 one of the objectives of the resource bases programmes will be to disseminate the values that form Swedish development policy and to try to influence international development cooperation.

8.1 Do you believe that when you were working as a JED you were able to contribute Swedish values in areas such as gender equity, human rights, democracy, environment and combating poverty?

Please give your answer on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

8.2 Do you consider it realistic to expect a JED to be able to contribute Swedish values in the above areas?

Yes

No

Only to a limited extent

8.3 If you continued to work with development cooperation abroad in an international or intergovernmental organization, do you consider that you were able to disseminate knowledge about Sweden’s development policy goals and values and to influence the organization where you worked?

Please give your answer on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

8.4 Do you consider it to think that persons in a middle-level post or on a senior level in the EU or another international or intergovernmental organization will be able to disseminate Swedish values and thereby exert influence on the activity? How do you see the obstacles and opportunities?

8.5 If after your JED post you have worked with Swedish development cooperation in Sweden or abroad with an appointment in Sida, the Ministry for Foreign Affairs, a foreign official authority, a NGO or a consultancy firm, do you consider that you have been able to transfer your experience of the EU’s development cooperation work –

to the organization/workplace where you were working in the field?

to actors in the partner country where you worked?

to the organization/workplace in Sweden where you are working/worked?

Please give your answer on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

- 8.6 With reference to the previous question, please explain why you were able or not able to transfer your experience. Obstacles and opportunities?**

9 Learning and Competence Building

- 9.1 How far do you consider that your JED service has contributed to your own professional learning?**

Please give your answers on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

in your own subject field

about international development cooperation generally

about the work of the European Commission and other EU institutions

about how the EU’s development cooperation is handled in the field and works in practice

an ability to work in a foreign culture and a multicultural organization

- 9.2 Is there any other competence that you believe you have acquired through your JED service?**

10 Preparation, Field Seminars, Reporting Back

- 10.1 What preparatory training did you get before your JED service?**

orientation course

language training

briefing by the responsible executive officer for EU affairs at Sida

briefing at the Ministry for Foreign Affairs

meeting with former JEDs

the European Commission’s Training Programme in Brussels

- 10.2 At this distance in time, against the background of your JED experience, what is your assessment of the relevance of the training and preparation in which you participated?**

Please give your answers below on a scale of 1 to 5 where 1 means “not at relevant” and 5 means “very relevant”.

orientation course

language training

briefing by the responsible executive officer for EU affairs at Sida

briefing at the Ministry for Foreign Affairs

meetings with former JEDs

the European Commission’s Training Programme in Brussels

10.3 During your time as a JED, did you take part in any field seminar arranged by Sida/RIU?

Yes

No

10.4 If you answered “Yes” to the previous question, how valuable do you think the field seminar was for you personally?

Please give your answer below on a scale of 1 to 5 where 1 means “no value” and 5 means “very valuable”.

10.5 Since you finished your JED service, have you reported back to Sida on your work and your experiences?

Yes

No

10.6 If you answered “Yes” to the previous question, on whose initiative did this happen?

what form did the reporting back take – written or oral?

to which division/unit/person did you report back?

10.7 How would you assess Sida’s interest in your reporting back?

Please give your answer below on a scale of 1 to 5 where 1 means “no interest” and 5 means “strong interest”.

10.8 If there was no reporting back, what was the reason?

11 Sida’s Reintegration Scheme

11.1 How significant do you think the possibility of receiving a “säckpeng job” after the end of a JED position was to you?

(The Sida reintegration scheme – “säckpengsbidrag” – pays a salary for not more than 5 months after return in order to facilitate a returnee’s reintegration into the Swedish job market.)

Please give your answers below on a scale of 1 to 5 where 1 means “not significant at all” and 5 means “very significant”.

for you to venture to go away on JED service

in increasing your job opportunities in Sweden after your return

in increasing your opportunities for a post in an international/intergovernmental organization in future

11.2 Did you yourself get “säckpeng job” after your return?

Yes, with an employer working in the field of international development cooperation

Yes, with another type of employer

No

11.3 If you answered “Yes” to the previous question, did this job lead to continued employment?

Yes, I got a job with the same employer.

Yes, I got a job with another employer.

No, I did not get a job after my “säckpeng job”.

12 Engagement in and Commitment to Development Cooperation

Please state how strong your engagement in/commitment to international development cooperation is/was –

Please give your answers below on a scale of 1 to 5 where 1 means “weak” and 5 means “very strong”.

– when you applied for your JED post

– when you finished your JED post

– today

13 Your Career Plans at the Start of your JED Post

13.1 Which of the following best describes your thinking before you went abroad as a JED?

When I started my JED post I firmly intended to continue in the EU/European Commission and stay after the end of my contract.

When I started my JED post I had already decided to return to Sweden. I saw JED service more as an opportunity for my personal development than as the start of a career within the EU/European Commission.

When I started my JED post I intended to return to Sweden. I saw JED service more as an opportunity for my personal development than as the start of a career within the Commission. But as my posting went on it became more and more clear to me that I wanted to work in the EU/European Commission.

When I started my JED post I firmly intended to make my career in the EU/European Commission, but as my posting went on I realized that as an employer the EU/European Commission does not suit me.

When I started my JED post I firmly intended to make my career in the EU/European Commission, but as my posting went on my family situation changed and I chose a different field of work.

13.2 None of the above describes my position. I would describe it as follows:

14 Other Views

Is there anything further you would like to pass on concerning the JED programme or your experience of it?

Thank you for your cooperation!

Annex 9f

Sida Evaluation of the Resource Base Programmes: SARC 2007–2008

Electronic survey questionnaire for participants in the SARC group

Introduction

This questionnaire is an important component in the evaluation of Sida's JPO, SARC, BBE and JED resource base programmes over the period 1992–2008. It is designed for those who completed a SARC contract in 2007 or 2008.

If the evaluation is to produce clear results and enable reliable conclusions to be drawn, the rate of response needs to be high. I would therefore like to urge you to take part in the survey and take the trouble to reply to all the questions that are relevant for your situation. I realize that there are many questions, but in most cases all you have to do is choose between the alternatives given. Only in a few cases are you asked to formulate your own comments.

The answers will be analysed statistically and reported to Sida. In the report, it will not be possible to link the information given with any individual. You are therefore guaranteed anonymity vis-à-vis Sida, the Ministry for Foreign Affairs, the United Nations and any other interested parties.

Please let me have your reply as soon as possible, and in any case by 20 October, 2008, at the latest. Those who reply to the survey will be invited to a gathering at Sida in March 2009.

With kind regards

Elisabeth Lewin, consultant

1 Personal Information

Female

Male

Year of birth

In what place were you stationed?

In which year did you finish your SARC service?

For how many months did you work as a SARC?

2 Your Present Occupation

2.1 Your main occupation today (October 2008)

If you finished your SARC post during late autumn 2008 and already know where you will be working thereafter, use this as the basis for your answers to this and the following questions.

working in Sweden in the public sector

working in Sweden in the private sector

working abroad in the public sector

working abroad in the private sector

working in an international/intergovernmental organization

working in a consultancy firm with a focus on development cooperation

working as an independent consultant

academic studies

research

looking for a job

on parental leave

on sick leave

other

2.2 Is your present work related to international development cooperation?

Please give your answer below on a scale of 1 to 5 where 1 means “no relation” and 5 means “a strong relation”.

2.3 Do you think you would have got your present job if you had not had a SARC post?

Yes

No

Not sure

2.4 In your present work, are you able to use the experience from your UN (SARC) service?

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “very great use”.

2.5 If you consider that you are able to use that experience, please describe in what way.

3 A Sarc Posting and its Value when Applying for Jobs

3.1 During your time as a SARC, did you work mainly with UN reform and coordination? Did the work match up to the expectations you had before you started?

Please summarize your experience and describe what you found good/not so good, for example, in issues relating to the tasks you were given, responsibility, workload, management and the work environment.

3.2 In general terms, how do you see the chances for a person immediately after finishing a SARC post to get –

a job in the UN at P3 or P4 level?

an ALD (Assignment of Limited Duration) contract or other time-limited contract within the UN organization?

Please give your answer on a scale of 1 to 5 where 1 means “no chance” and 5 means “a very good chance”.

3.3 What is your assessment of the value of having had a SARC post when applying for jobs?
in the UN system

in the European Commission or in European Union delegations

in Sida and Swedish official bodies abroad

in the Ministry for Foreign Affairs (in international development cooperation)

for consultancies in international development cooperation

in Sweden in areas other than international development cooperation

Please give your answers on a scale of 1 to 5 where 1 means “no value” and 5 means “very great value”.

3.4 Do you think that the SARC programme is designed in such a way as to promote the goal of getting more Swedes into the UN system in regular posts? Please develop your point of view and describe possible problems that you see.

4 Jobs after your SARC Post

4.1 Which different jobs, tasks or other occupation (study, parental leave, sick leave or similar) have you had during at least 6 months since you finished as a SARC? Please indicate briefly, in chronological order, employer, place where stationed, type of post or other situation and period of time.

4.2 If you have not worked with development cooperation in an international or intergovernmental development organization since you finished as a SARC, what is the reason/what are the reasons for this?

I applied for but did not get a post in the UNDP/UNDGO.

I applied for but did not get a post in another UN body.

I was offered but did not accept a post in the UN system.

I chose not to continue to work in the UN system.

I applied for but did not get a post/commission in the European Commission/an EU delegation.

I was offered but did not accept a post/commission in the European Commission/an EU delegation.

I did not find any suitable post to apply for in an international/intergovernmental organization.

I chose to work within Swedish development cooperation.

I chose not to continue to work in international development cooperation.

I chose not to continue to work abroad.

I was unable to continue to work abroad for personal reasons (family, illness).

I received and accepted an attractive offer in another field.

Other reasons *(please describe)*

4.3 Since you finished as a SARC, have you applied for a post or assignment in the UN or another international or intergovernmental organization?

Yes

No

4.4 If you answered “Yes” to the previous question, did Sida support your application?

Yes

No

4.5 If you answered “Yes” to the previous question, do you consider that Sida’s support improved your chances of getting the post/assignment?

Yes

No

Not sure

5 The Direction of your Future Career

5.1 If you do not currently have a job in the UN, would you be interested in a post in the UN system in the next 5 years, provided that the work was interesting and the conditions acceptable?

Yes

No

Possibly

5.2 If you answered “Yes” or “Possibly” to the previous question, would you be interested in a placing –

Choose none, one or both of the following alternatives.

a UN post in the field?

a UN post at HQ?

5.3 In the next 5 years, would you be interested in working in international development cooperation in another organization than the UN?

If the answer is “Yes”, choose one or more of the following alternatives.

the European Commission in Brussels

an EU delegation in the field

a Swedish mission abroad

Sida in Stockholm

the Ministry for Foreign Affairs in Stockholm (international development cooperation)

a consultancy firm with a focus on international development cooperation

a Swedish NGO with a focus on international development cooperation in Stockholm

an international NGO with a focus on international development cooperation

6 Chances to Exert Influence

The government has decided that from and including 2008 one of the objectives of the resource bases programmes will be to disseminate the values that inform Swedish development policy and to try to influence international development cooperation.

6.1 Do you believe that when you were working as a SARC you were able to disseminate knowledge about Sweden's development policy goals and values in areas such as gender equity, human rights, democracy, the environment and combating poverty, and to influence –

the organization/workplace where you worked?

to actors in the country where you worked?

Please give your answer on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

6.2 Do you think it is realistic as a Swedish official on a middle or senior level in the UN system to disseminate Swedish values thereby influence the activity? How do you see the obstacles and possibilities?

6.3 Do you think you have been able to transfer your experiences from the UN's development cooperation till your current place of work?

This question is for those who after their SARC service have continued to work with development cooperation for a Swedish organization in Sweden or abroad (Sida, the Ministry or Foreign Affairs, a private organization, a consultancy firm).

Please give your answer below on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

6.4 Please explain why you were able or not able to transfer your experience. Obstacles and opportunities?

7 Learning and Competence Building

7.1 How far do you consider that your SARC service has contributed to your own professional learning?

Please give your answers on a scale of 1 to 5 where 1 means “not at all” and 5 means “to a great extent”.

in your own subject field

about international development cooperation generally

about how UN coordination is handled in the field in theory and practice

an ability to work in a foreign culture and a multicultural organization

7.2 Is there any other competence that you believe you have acquired through your SARC service?

8 Preparation, Field Seminars, Reporting Back

8.1 What preparatory training did you get before you worked as a SARC?

orientation course arranged by Sida

language training through Sida

briefing by the relevant division of Sida

a briefing from the Ministry for Foreign Affairs

introductory training at UNDGO

8.2 At this distance in time, against the background of your SARC experience, what is your assessment of the relevance of the training and preparation in you got?

Please give your answers below on a scale of 1 to 5 where 1 means “not at relevant” and 5 means “very relevant”.

orientation course arranged by Sida

language training through Sida

briefing by the relevant division of Sida

a briefing from the Ministry for Foreign Affairs

introductory course at UNDGO

8.3 During your time as a SARC, did you take part in any field seminar arranged by Sida/RIU?

Yes

No

8.4 If you answered “Yes” to the previous question, how valuable do you think the field seminar was for you personally?

Please give your answer below on a scale of 1 to 5 where 1 means “no value” and 5 means “very valuable”.

8.5 Since you finished your SARC service, have you reported back to Sida on your work and your experiences?

Yes

No

8.6 If you answered “Yes” to the previous question,

on whose initiative did this happen?

what form did the reporting back take – written or aural?

to which division/unit/person did you report back?

8.7 How would you assess Sida's interest in your reporting back?

Please give your answer below on a scale of 1 to 5 where 1 means "no interest" and 5 means "strong interest".

8.8 If there was no reporting back, what was the reason?

9 Sida's Reintegration Scheme

9.1 How significant do you think the possibility of receiving a "säckpeng job" after the end of a SARC position was to you?

for you to venture to go away on a SARC posting

in increasing your job opportunities in Sweden after your return

in increasing your opportunities for a post in an international/intergovernmental organization after your SARC posting

(The Sida reintegration scheme – "säckpengsbidrag" – pays a salary for not more than 5 months after return in order to facilitate a returnee's reintegration into the Swedish job market.)

Please give your answers below on a scale of 1 to 5 where 1 means "not significant at all" and 5 means "very significant".

9.2 Did you yourself get "säckpeng job" after your return?

Yes, with an employer working in the field of international development cooperation

Yes, with another type of employer

No

9.3 If you answered "Yes" to the previous question, did this job lead to continued employment?

Yes, with the same employer

Yes, with another employer

No

10 Engagement in and Commitment to Development Cooperation

Please state how strong your engagement in/commitment to international development cooperation is/was –

– when you applied for your SARC post

– when you finished your SARC post

– your commitment/engagement today.

Please give your answers below on a scale of 1 to 5 where 1 means "weak" and 5 means "very strong".

11 Your View of your Sarc Posting and your Career

11.1 Which of the following best describes your thinking before you went abroad as a SARC?

When I started my SARC service I firmly intended to continue within the UN system and stay after the end of the contract.

When I started my SARC service I had already decided to return to Sweden. I saw SARC service more as an opportunity for my personal development than as the start of a UN job.

When I started my SARC service I intended to return to Sweden. I saw SARC service more as an opportunity for my personal development than as the start of a UN job. But as my posting went on it became more and more clear to me that I wanted to work within the UN.

When I started my SARC service I firmly intended to make my career in the UN system, but as my posting went on I realized that the UN as an employer does not suit me.

When I started my SARC service I firmly intended to make my career in the UN system, but as my posting went on my family situation changed and I chose a different field of work.

11.2 None of the above describes my position. I would describe it as follows:

12 Other Views

Is there anything further you would like to pass on concerning the SARC programme or your experience of it?

Thank you for your cooperation!

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www.sida.se sida@sida.se

