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Norwegian Junior Professional Officers in the UN

The challenge of retaining JPOs
and increasing the number of
Norwegians in the UN system

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Preface

This report was commissioned by Norec, which has been responsible for the Norwegian Junior Professional Officer (JPO) Program since 2021. The objective of the report is to advise the development of the JPO program on how it may contribute to retention of JPOs in the UN system.

We would like to thank Norec for entrusting us with the task of examining both factors that may hinder and strengthen JPO retention.

We would also like to express our gratitude to the Norwegian, Swedish, Danish, and UN experts, as well as current and former JPOs, for sharing with us their experiences with and insights into the JPO programs. Thank you for allocating a portion of your valuable time to attend the in-depth interviews and complete the web survey.

We wish to thank our colleagues Åse Grødeland for patiently preparing a list of former and current JPOs who could be contacted during data collection, for developing the survey questionnaire, and for providing input into an early draft of the report; Hedda Flato for her support during questionnaire design and for administering the web survey; and Svein Erik Stave for valuable feedback on a draft of the report. We are also grateful for the comments provided by Norec.

As always, the report remains the sole responsibility of its authors.

Mona Christophersen and Åge A. Tiltnes
Oslo, 17 April 2023

Acronyms and abbreviations

DANIDA	Danish International Development Assistance.
DESA	Department of Economic and Social Affairs (UN)
DKR	Danish kroner
FAO	Food and Agricultural Organization
HR	Human resources
ICSC	International Civil Service Commission
ILO	International Labour Organization
JPO	Junior Professional Officer
MFA	Norwegian Ministry of Foreign Affairs
NAV	Norwegian Labour and Welfare Administration
NOK	Norwegian kroner
Norad	The Norwegian Agency for Development Cooperation
Norec	Norwegian Agency for Exchange Cooperation
SARC	Special Assistant to Resident Coordinator
SIDA	Swedish International Development Cooperation Agency
SKR	Swedish kronor
UNESCO	United Nations Educational, Scientific and Cultural Organization
UN	United Nations
UNDP	United Nations Development Program
UNGA	United Nations General Assembly
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USD	United States dollar
USG	Under Secretary General
WHO	World Health Organization

Summary of findings

This report identifies and discusses factors that may encourage Norwegian Junior Professional Officers (JPOs) to proceed with a career within the United Nations (UN), and barriers that may constrain their decision to do so. The report also examines whether some of the factors of relevance to JPO retention hold different significance for women and men. It concentrates mainly on the Norwegian JPO programme: that is, what Norway does to recruit Norwegians into JPO positions, what it does to prepare them for the job, what kind of support Norway provides during the JPO assignment, and what is done by Norwegian authorities to ensure that people remain in the UN when the JPO period comes to an end. The report also examines the working conditions of the JPOs, including their relations with colleagues and superiors, and it compares their salaries and non-pay benefits with those normally offered by employers and the welfare state in Norway.

The report builds mainly on information from 7 key informants, in-depth interviews with 11 former and 2 current JPOs, and a questionnaire survey disseminated to 127 former and current JPOs. Whilst the report draws equally on the qualitative and quantitative data, this summary emphasizes the survey statistics for brevity.

Perception of the overall JPO programme and the JPO assignment

Only 4 in 10 JPOs held the opinion that the programme does a good job in recruiting Norwegian professionals into the UN system and launching their UN careers; 4 in 10 believed that the programme does a decent job; and 2 in 10 were dissatisfied with the programme.

However, three out of four were satisfied with their time as a JPO, and about 1 in 10 were dissatisfied with it. One half of the JPOs living with partners during their JPO assignment found that their partners were satisfied with their stay whilst one in five were dissatisfied.

Motivation

Seven in 10 women and 8 in 10 men intended to pursue a UN career, or at least remain with the UN for some time after the JPO assignment came to an end.

JPO retention

There is a higher proportion of former JPOs employed in the UNDP from Sweden (23 per cent) and Denmark (20 per cent) than from Norway (15 per cent). However, our survey data suggest that the Norwegian retention rate is not significantly different from that of Sweden: at the time of the survey, one in four former JPOs — and a higher share of men (34 per cent) than women (23 per cent) — were employed by the UN at the time of the survey; and 7 in 10 former JPOs were offered employment in the UN when their JPO assignment ended.

Six in 10 former JPOs — and as many women as men — had worked in the UN for a shorter or longer time since their JPO period, as has been found for former Swedish JPOs. The proportion is even higher, 7 in 10, amongst respondents younger than 40.

Twenty-four per cent of former JPOs currently not employed by the UN said they would consider applying for a UN position sometime in the future, 29 per cent answered that they would not, and the remaining respondents were not sure.

Information before the assignment

Only 6 in 10 had attended a course or meeting in Norway that provided practical information and a briefing about the JPO assignment before they arrived at their duty stations. Three out of four JPOs-to-be who had attended such a course or meeting expressed satisfaction with it.

Yet, their level knowledge about social security and other rights prior to assuming their JPO posts was rather poor: only 1 in 4 were well informed about the ability to retain their membership in the Norwegian National Insurance Scheme; 1 in 3 were well informed about the UN pension scheme; and 45 per cent knew the UN health insurance scheme well. A mere 17 per cent were well informed about their rights to sickness benefits. Furthermore, more than one half of the JPOs lacked proper information on UN arrangements for parental leave, childcare support, and support for children's education.

Supervision at the UN

Only one half of former or current JPOs reported having, or having had, a designated supervisor. Six in 10 of those who had a supervisor were satisfied with them (71 per cent of men and 54 per cent of women); twice the share of women than men were dissatisfied. Of note is the significantly lower level of satisfaction among the youngest JPOs — of these, only one third voiced their satisfaction and 3 in 10 were dissatisfied.

Follow-up from Norway during the assignment

During their time as a JPO, 1 in 5 had been in touch with Norec, 1 in 4 had been in touch with Norad, 8 in 10 had had contact with the MFA in Oslo, and 9 in 10 had been in contact with a Norwegian diplomatic mission. The contact was initiated by the individual JPO as often as it was by the four organizations.

However, in the view of many JPOs, the level of contact was inadequate. For example, 52 per cent said that they would have liked more regular contact with embassies, and 57 per cent would have liked more interaction with the MFA in Oslo. A higher share of female than male JPOs would have preferred more contact with Norwegian authorities, and the share is higher amongst those below 40.

It was suggested that systematic contact at regular intervals would benefit both the individual JPOs and the Norwegian authorities. It was reported that JPOs from other countries were followed up more closely by their respective authorities — a factor believed to have a positive effect on retention.

The working environment

Around 30 and up to 40 per cent of the survey respondents were satisfied with various aspects of the performance of their UN organization (duty station), such as the decision making, management and planning, and utilization of staff and other resources.

About 30 per cent expressed dissatisfaction, and men were slightly more satisfied than women.

Fifty-three per cent of women and 72 per cent of men were satisfied with the overall working environment; 25 per cent of women and 17 per cent of men were neither satisfied nor dissatisfied; and 23 per cent of women and 11 per cent of men were dissatisfied with the working environment. The next two paragraphs provide some details.

In what was described as a hierarchical and bureaucratic organization, 62 per cent of male and 48 per cent of female JPOs were satisfied with the support they received from superiors when facing challenges. However, as many as 15 per cent of men and 30 per cent of women were dissatisfied. When asked about problems that they may have experienced during their time as a JPO, 48 per cent of women and 23 per cent of men acknowledged having had difficult relations with one or more superiors.

Four in five JPOs were satisfied with the opportunity to work independently; two thirds were content with their role in decision-making processes; and the same proportion expressed satisfaction with their work tasks.

The work pressure at many JPO duty stations was substantial. Only one half of the JPOs (57 per cent of men and 49 per cent of women) were satisfied with the workload during their assignment. One in 4 women and 1 in 10 men expressed dissatisfaction with their working time. Similarly, 1 in 5 women and 1 in 10 men were dissatisfied with the work flexibility and free time offered.

The qualitative interviews suggest that some JPOs are concerned about, and have personal experience with, two aspects that can particularly take the joy out of the working life of women: gender discrimination regarding promotion to a higher professional level or a permanent UN position and sexual harassment.

Salaries and benefits

Nine in 10 JPOs were satisfied with their salaries. Two in three believed that the UN's support for childcare was too low; 85 per cent considered the UN health insurance as good; 53 per cent rated the UN scheme for sick pay as good; but only 11 per cent thought that the UN arrangement for parental leave was good.

One half of the JPOs believed that the UN pension scheme — from which Norwegian JPOs are exempt — was good. The qualitative interviews suggest that the JPOs would prefer adherence to the UN pension scheme over the private-sector scheme they are offered. The qualitative data also suggest that the JPOs would want to remain full members of the National Insurance Scheme whilst serving in the UN.

Competition from the Norwegian labour market

UN salaries are comparable to or higher than salaries in Norway. Still, in the view of many, the Norwegian labour market trumps UN employment when factors beyond payment are considered: the Norwegian market is characterized by low unemployment and good access to decent and stable jobs, a very good social protection scheme, and opportunity for dual career families with two incomes. Regulations in favour of work–life balance and a family-friendly work culture also favour employment in Norway and appear to work against the retention of JPOs in the UN system.

When the survey was distributed, one third of the former JPOs held positions at the MFA, Norad, or NGOs, which shows that many have remained engaged in development work. The others worked in the UN (1 in 4), the private sector (also 1 in 4), or in the Norwegian public sector outside MFA and Norad.

1 Introduction

This report identifies and discusses factors that may encourage Norwegian Junior Professional Officers (JPOs) to proceed with a career within the United Nations (UN) system, as well as barriers that may constrain such continuation.¹ The report also examines whether some of the factors relevant to JPO retention hold different significance for women and men. It concentrates mainly on the Norwegian JPO programme: that is, what Norway does to (a) recruit Norwegians into JPO positions, (b) prepare them for and provide support during the JPO assignment, and (c) ensure that people remain in the UN once the JPO period comes to an end. The report also briefly compares the Norwegian JPO programme with similar programmes, mainly those of Sweden and Denmark. Furthermore, the report examines the working conditions of the JPOs in the UN, including their relations to colleagues and superiors, and it compares salaries and non-pay benefits provided by the UN with those normally offered by employers in Norway and the Norwegian welfare state.

The report builds mainly on information from key informants, in-depth interviews with former and current JPOs, and a questionnaire survey of former and current JPOs. ‘Informant/informants’ is used with reference to key informants and former and current JPOs who shared insights and opinions in the qualitative interviews, whilst ‘respondent/respondents’ refers to those who participated in the survey and, therefore, is used when we present survey results.

What prompted the study is the observation that the retention of Norwegian JPOs appears to be lower than for many other countries. Furthermore, Norwegians are underrepresented in many UN agencies. The study was commissioned by the Norwegian Agency for Exchange Cooperation, Norec, which is an agency under the Norwegian Ministry of Foreign Affairs (MFA). Since 2021, Norec is responsible for the recruitment and follow up of the JPO programme, tasks that were previously handled by the MFA.² The ultimate objective of the study was to advise the development of the Norwegian JPO programme.

The survey carried out for the purpose of this project suggests that Norway’s JPO programme could be improved: only 4 in 10 former and current JPOs hold the opinion that the programme does a good job in recruiting Norwegian professionals into the UN system and launching their UN careers. Just as many believe that the programme does a decent job, while 2 out of 10 are dissatisfied with the programme (Table 1). Disappointingly, it appears that the programme is not perceived as better by JPOs today than it was by JPOs three decades ago.

¹ When we refer to the UN system and UN agencies in this report, we also include multilateral organizations such as the World Bank and various development banks.

² From its establishment in 1963 until 2018, Norec was known as Fredskorpset (the Norwegian Peace Corps).

Table 1 Assessment of the JPO programme. Degree to which the respondents think the UN JPO programme, including the Norwegian contribution to it, serves the purpose of creating work opportunities in the UN for former JPOs. By gender (n = 127) and comparison with the statistics from the 1994 study (n = 191; MFA, 1994: Annex 4, p. 28, question 30).

	This survey			All 1994
	Women	Men	All	
Very high degree	8	13	9	16
High degree	34	23	30	29
Some degree	40	38	39	26
Low degree	11	17	13	25
Very low degree	8	9	8	4
Total	100	100	100	100

However, the survey also finds that a majority of former JPOs are satisfied with their time as JPOs in the UN overall. For some, considerations of their work and workplaces will have the most impact on assessments, whilst for others the family situation and social circumstances are also important – and perhaps an equal or the most important consideration. Taken together, three out of four are very satisfied or satisfied with their time as a JPO (Table 2). About 1 in 10 are dissatisfied with their stay. Men are slightly more satisfied than women, whilst there is no significant difference across age groups.

Table 2 Overall satisfaction with the JPO assignment by gender (n = 127) and age groups (n = 126). Percentage of former and current JPOs.

	Gender		Age groups			All
	Women	Men	26–39 yrs	40–49 yrs	50+ yrs	
Very satisfied	31	47	21	43	47	37
Satisfied	40	34	56	29	31	38
Neither satisfied nor dissatisfied	20	13	21	14	17	17
Dissatisfied or very dissatisfied	9	6	3	14	6	8
Total	100	100	100	100	100	100

Comment: For the 66 individuals who had served at two or more duty stations, we used their assessment of the primary duty station to prepare the table. A comparison of the two groups shows insignificant variation.

One half of those living with a partner during their JPO assignment were of the opinion that their partners were very satisfied or satisfied with the stay, 3 in 10 thought that they were okay with it (neither satisfied nor dissatisfied), whilst 2 in 10 found that their partners were dissatisfied or very dissatisfied with the experience.³ Only 15 JPOs had children (of an age where asking about their satisfaction is meaningful) staying with them. Of these, 11 individuals (73 per cent) believed that their children were very satisfied or satisfied with their lives at the time, while the remaining four thought that their children were neither satisfied nor dissatisfied.

An initial observation based on the above statistics is that the JPOs are reasonably content with their work in the UN, but that the JPO programme may have to do better

³ For those who followed their partners to two or more locations, we have used results for the first location. Results for the second location are slightly more positive.

and deliver more to increase the chances that they pursue professional careers in the UN, either directly after the JPO assignment or after a (shorter or longer) break.

1.1 Understanding retention

Retention can be understood and measured in various ways. A study by the United Nations Development Programme (UNDP) defines retention as still being employed by the UN six months after the JPO assignment comes to an end and remaining employed by the UN (UNDP, 2019). But clearly, a direct and uninterrupted but rather short work relationship with the UN after the JPO assignment is not the only, and perhaps not even the best, way to define retention — particularly not if the ambition is to raise the number of Norwegians working in the UN and in international organizations more generally (MFA, 2021).

Propelling JPOs directly into a UN career may be one approach to reaching the objective of filling more UN positions with Norwegians. A second approach may be to encourage Norwegians to pursue a lifelong career in the UN system whether they serve as JPOs or not, and a third approach may be to make it easy for people to alternate between work in the UN and relevant jobs in Norway or abroad. A combination of these approaches is certainly possible.

As we will return to later in this report, a good number of survey respondents have worked in the UN since their JPO assignments came to an end but failed to get a new UN contract directly after the JPO assignment, or they chose to do something else first. Some have had a shorter or longer period in jobs outside the UN, some pursued further education, others may have accompanied their partners and/or been occupied as full-time parents, and yet others may have taken a gap year and travelled the world. A survey finding, which demonstrates the potential of achieving the goal of having more Norwegians in the UN, is that many former JPOs currently employed outside the UN state that they would consider applying for UN jobs in the future.

Is Norway mainly interested in those who dedicate their life and career to the UN from the JPO assignment onwards, or would it also further Norwegian interests to take a more flexible approach, in which former JPOs may move in and out of jobs in the UN and elsewhere? We do not have a strong opinion on the steps Norway takes — or emphasizes — to fulfil the goal of increasing the number of Norwegians in the UN. However, we think that our exploration of the reasons why some JPOs remain employed at the UN whilst others leave the UN when their assignments come to an end, is relevant for a broader discussion on UN retainment.

1.2 Analytical framework and report outline

Prior knowledge of the UN system, a brief literature review, and information about the JPO programmes available on different websites helped us identify factors of importance for the retention of Norwegian JPOs in the UN. Key-informant qualitative interviews in an early stage of the project also contributed to our understanding and informed the survey design.

There are both personal factors and structural factors at play. Personal factors include motivation, personal interests and career plans, a like or dislike of duty stations, civil status, dual career considerations, family ties in one's home country, possible plans to establish a family, and social life — to mention a few. Structural factors include work experience during the JPO assignment (work tasks and responsibilities, working conditions) and work benefits (salary, tax rates, social and health benefits, pension scheme, etc.) as well as similar factors associated with alternative jobs and

job offers, inside and outside the UN, in Norway or abroad. Usually, several of these factors impact decisions, and whilst one factor may have a decisive impact in some cases, it is usually a consideration of multiple factors which decides the actions taken. The relative importance of each factor may differ over time and change with increased information levels, new work experiences, an altered family situation, etc. As we shall see, a substantial proportion of the JPOs altered the plans and priorities they had prior to assuming the JPO position during the time they served.

The various personal and structural factors act as an organizing principle of the report in the sense that different chapters are devoted to various (sets of) factors.

This first chapter provides a background for the study and presents the data sources on which the report is built. Chapter 2 introduces the retention challenge and provides some statistics. From chapter 3 onwards, we examine the various factors that may impact the JPOs' choice or ability to remain employed in the UN system beyond their JPO assignment. Chapter 3 commences with a look at the recruitment of JPOs. Next, chapter 4 examines personal considerations and motivations upon entering the JPO system.

Chapter 5 turns to structural matters; the introduction to the JPO work provided by Norway, and the kind of support JPOs receive during their assignments — from superiors and others at their duty stations, as well as from Norwegian authorities. Chapters 6, 7, and 8 also consider structural factors. The first examines the importance ascribed to the work environment, while chapter 7 takes a particular look at gender policies in the UN. Chapter 8 considers perceptions of salaries and social security benefits in the UN in comparison to the Norwegian welfare system. Chapter 9 explores JPOs' thoughts on how well a UN career can be combined with a decent family and social life as well as dual career aspirations. Chapter 10 looks at how a UN career is weighed against alternative employment, in Norway and internationally. Chapter 11 concludes the report by summarizing our analysis and highlighting what we consider to be the most important factors affecting JPO retention in the UN. Some of these findings, we think, might have a bearing on the future work of Norec, Norad, and the MFA associated with the recruitment, follow up, and support of JPOs during the assignment and their possible transition to a UN career.

Before we offer details on the retention challenge and present results from our investigation of factors that may impact retention, we use the remainder of this chapter to present the JPO programme and the data on which our analysis rests.

1.3 Background

The United Nations JPO programme

The UN's JPO programme began in 1961 and offers experience in multilateral cooperation in the UN to young university graduates with advanced degrees, interested in a UN career (UN DESA, 2019). The funding of the JPOs is part of bilateral agreements between the UN and donor countries to enhance the development and capacity of the UN. The JPO programme is thus part of the development aid and mobilizes additional resources from donors to the UN. Junior experts are employed by several UN organizations, and are assigned to their headquarters, regional offices, or field offices.⁴ As of January 2023, the UN hosted a total of 342 JPOs and Special Assistants to the Resident Coordinator (SARCs) from 29 donor countries and 37 different nationalities; 68

⁴ In UN parlance, 'field office' is the term applied to an agency's country office.

per cent of these were women and 32 per cent men. They were based at more than 50 duty stations across the world, working for more than 40 different UN Departments (UN, n.d.-a).

Norway, and other countries like Sweden and Denmark, have JPOs and SARCs and have also funded Sustainable Development Officers.⁵ The programme also includes people serving at multilateral organizations like the World Bank and various development banks. In this report, we will treat them as one group and refer to them as JPOs.

The Norwegian JPO programme

The Norwegian junior expert programme was ratified by the Norwegian Parliament in 1962. Between 1963 and 1993, Norway recruited a total of 310 Norwegian young professionals to the UN (MFA, 1994). Since 1994, some 20 young professionals have been recruited annually. Hence, altogether up to 870 Norwegian junior experts have gained valuable UN experience through this programme.⁶ A Norwegian JPO is currently usually recruited for three years, preferably spending two years at a field office or regional duty station followed by a third year at a headquarters. However, this scheme is not followed systematically, and many JPOs spend the first two years at a headquarters whilst others do not move stations for their third year. Furthermore, the Norwegian government may co-finance a fourth year with the employing organization (MFA, 2021; UN DESA, 2019).⁷

These days, Norway annually funds 30–35 JPO positions across several UN and multilateral organizations (MFA, 2021).⁸ Only Norwegian citizens are eligible to apply for these positions, and although the JPOs are virtually regular UN staff members and the employing organization has full employer responsibility, Norway assists in the recruitment.

According to the MFA (2021) and Norec (n.d.), Norway's current rationale for funding JPO positions is:

- to increase the supply of experienced young professionals to the UN system and other international development organizations domestically and internationally,
- to support and strengthen the receiving organization, and
- to build competence and international experience among young Norwegian professionals.

It is our impression that, in the early stages of the JPO programme, the objective was twofold. Besides strengthening the UN's capacity (the second bullet point above), emphasis was placed on building a base of Norwegians with international experience that could benefit Norway and Norwegian institutions (the third bullet point). The

⁵ UNDP partner countries fund Sustainable Development Officers (SDOs) within the framework of the JPO Programme. The SDOs work to strengthen UNDP's capacity to support the implementation of the Sustainable Development Goals. Norway has not funded SDOs for the past two years. There is a Norwegian programme for the secondment of Senior Professional Officers – more experienced professionals than the JPOs – under development. Information from Norec, 29 August 2022.

⁶ Our calculation amounts to 870 JPOs. We have assumed that 310 JPOs between 1963 and 1993 is an accurate count, and that 20 individuals have been recruited annually since then.

⁷ At the early stage of the programme, JPOs were recruited for two years. We have been unable to establish when the programme expanded to three years and when the opportunity for a co-financed fourth year was added.

⁸ This figure indicates that several JPOs left their posts early – as suggested by our data – and that in some years, fewer than 20 persons were recruited; this implies that our calculation that 870 Norwegians have served as JPOs since the start of the programme is inflated.

attention to UN retention seems to have increased over the years, in tandem with the realization that too few JPOs pursue UN careers and that there is overall underrepresentation of Norwegians in the UN system.

However, as mentioned earlier, our attention in this report is given to the first bullet point above – to increase the supply of experienced young professionals, particularly to the UN system – as well as measures that can ensure that a higher share of JPOs remain employed by the UN upon ending their JPO assignment.

Underrepresentation

Although a small country, Norway is the sixth largest donor to the UN (Government, 2020). This contribution, however, is not reflected in the number of Norwegians employed by the UN. Norway has attempted to overcome this issue for quite some time. In 2012, the then Norwegian Minister of Foreign Affairs aimed to systematize and strengthen efforts to increase the number of Norwegians in multilateral organizations (Libell, 2012). Yet, years of targeted efforts have yielded limited results. In October 2022, the Norwegian MFA conducted a headcount of Norwegians employed in multilateral organizations, reporting 224 regular UN employees and 31 JPOs (Government, 2022a).⁹

It is often assumed that the low number of Norwegians in the UN results from few Norwegian job applications to the UN system. Reasons for such modest interest in UN careers include a strong competitive labour market accompanied by a generous welfare system in Norway (Libell, 2012). Yet, Norwegian presence at all levels of the UN is important to promote Norwegian values and interests, as expressed in Norway's strategy towards multilateral cooperation (MFA, 2019).

Norway's inadequate representation in the UN system was observed by the current Minister of Foreign Affairs, Anniken Huitfeldt. In November 2022, she announced the establishment of a working group tasked with looking into aspects associated with the recruitment of Norwegians to the UN, including the matter of their access to, or exclusion from, the Norwegian welfare system (Government, 2022b).

1.4 Methodology

As stated above, the report builds on three sources of primary data: qualitative interviews with key informants who know the JPO programmes well, qualitative interviews with former and current JPOs, and a quantitative survey of former and current JPOs. In the following, we provide details on these information sources.

Qualitative interviews

A total of 20 qualitative interviews were conducted. We first interviewed seven key informants: two individuals at the Norwegian MFA, one working with recruitment to international organizations and another previously involved in operating the JPO program; two individuals currently managing the programme at Norec; one expert from Sweden, one from Denmark, and one person at the UNDP JPO service centre in Copenhagen.¹⁰ The interviews covered themes like cooperation with UN organi-

⁹ The headcount is from selected multilateral organizations and not a complete list. The numbers are somewhat lower than expected, as it is often assumed that there are around 500 Norwegians employed by multilateral organizations, including 300 in the UN system (Libell, 2012).

¹⁰ The UNDP JPO Service Centre administers the JPO Programme and the Specialist Development Programme. These programmes provide young professionals pursuing a career in develop-

zations to identify JPO positions, particularities of the recruitment process, the follow-up and support of JPOs before and during assignments, and assistance with landing UN jobs after JPO assignments.

We also enquired about the key informants' knowledge of JPO experiences and their perception of major obstacles to retention in the UN system. Factors that arose included competition from the Nordic welfare systems and domestic labour markets, as well as the UN work culture. Norwegian language was used in all interviews except two, which were conducted in English. All seven key informant interviews were conducted on Teams during August and September 2022, audio recorded and transcribed.

Secondly, we conducted in-depth interviews with 2 current and 11 former JPOs. The selection of candidates aimed at maximum variation with respect to gender, age, UN organization, time of JPO assignment, and type of employment since the assignment. We interviewed seven women and six men. Of the 11 former JPOs, some served a few years ago, several served 8 to 10 years ago, some were JPOs about 20 years ago, and one had his JPO experience 30 years ago.¹¹

Six of the former JPO informants had continued their career in the UN system and five had returned to Norway. Among those in Norway, there are individuals who remained in the UN system for a while after their JPO assignment, some who returned to Norway immediately upon completing the assignment, and some who had cut the JPO assignment short and returned to Norway ahead of time. The informants in Norway currently hold jobs in the public sector (both in central government and in municipalities) and in NGOs.

Significant topics for these interviews included what made the JPOs interested in working with the UN in the first place, JPO experiences, perception of follow-up and support from the UN and national authorities during their assignment, thoughts about UN welfare benefits, work-life balance and the situation of accompanying family members, and the transition from JPO to a professional career both inside and outside the UN system. Four interviews were carried out face-to-face at the UN headquarters in New York in September 2022, the remaining nine interviews were conducted on Teams in January 2023. All interviews with JPOs were carried out in Norwegian, audio recorded and transcribed.¹²

The survey

A complete list of former Norwegian JPOs does not exist at Norec nor the MFA. The survey sample frame thus consists of former and current JPOs generated by us. It was constructed from a list of 172 Norwegians registered in UNDP's JPO Alumni Database, as well as names from lists provided by Norec and obtained from a former JPO. As the contact information of people on the lists was mostly missing or outdated, an extensive search on the internet was conducted to find email addresses and/or telephone numbers. We also identified former JPOs via our own internet search.

Potential respondents were approached for permission to store their contact details in a project database. The UNDP office in Copenhagen requested members of the JPO Alumni Association to approach Fafo and provide such permission. Fafo also contacted many people directly and asked for their consent. Furthermore, a former JPO posted the request on a Facebook group for former JPOs.

ment with the opportunity to gain hands-on experience in multilateral technical cooperation and international development within a UN agency (JPOSC, 2023).

¹¹ Challenges related to 'old' information are discussed in the 'interpretation of data' sub-section below.

¹² All quotes in the report have been translated from Norwegian by us.

We ultimately compiled a list of approximately 360 names, and all those for whom we had, or believed we had, accurate information were contacted. More than 300 individuals on our list were approached, and 174 gave their consent to be included in the project database. Between 2 November and 13 December 2022, 127 former and current Norwegian JPOs completed the survey. This equals a response rate of 73 per cent. With regards to the 360 names, however, the response rate was merely 35 per cent.

Despite all efforts to identify and track down former and current JPOs, the sample is not statistically representative of all Norwegian JPOs. They comprise only 23 per cent of the up to 560 persons who have served as JPOs over the past three decades.¹⁵ Caution is therefore advised when interpreting the statistics. Nevertheless, we think they do suggest patterns in opinions, which in conjunction with the qualitative data provide valuable information.

Some of the respondents' background characteristics are presented in Table 3. Nearly two thirds are women. The JPOs are, on average, 45 years old. The percentage of women is slightly higher in the lowest age group (69 per cent) than in the two older age groups in the table (respectively, 63 and 58 per cent). This represents a continuing trend in which the share of Norwegian female JPOs is gradually increasing: in the years 1971–1980, 16 per cent were women and for 1981–1993, the percentage had increased to 30 (MFA, 1994: 49, Table 6.1).¹⁴

The fact that a majority of Norwegian JPOs are women is in accordance with findings for other countries. For example, Finland has recorded as many as 82 per cent female JPOs for the years 2000–2011 (White, Seppänen & Ahonen, 2011). Other countries have a gender distribution more similar to Norway's: Italy reported 57 per cent women in the years 2010–2016 (our calculation using data from the Italian Development Cooperation, 2017); and Sweden reported 74 per cent women in the years 2005–2016 (Karlsson, 2022). Similarly, the percentage of female JPOs reported by the UNDP for the years 2004–2018 is 61 (UNDP, 2019).

Most respondents to our survey had some international experience before they became JPOs, with 5 in 10 having their entire or part of their education from abroad and 3 in 4 with international work experience.

Nearly one half of the respondents began their JPO assignment in 2010 or later.¹⁵ A similar proportion of the respondents have served at one duty station whilst the other half have been stationed at two or more different locations during their time as a JPO.¹⁶ Two in three report experience from an agency headquarters, and nearly as many have experience from a field office. The experiences of JPOs over the past three decades are different from the experiences of those who served before 1994, when, we should remember, their contracts were shorter, and they more often worked at only one duty station. Before 1994, only 25 per cent had served at a headquarters and 38 per cent at a field office (our calculation based on MFA, 1994: Annex 4, p. 19, question 19).¹⁷

¹⁵ As indicated in footnote 8, this figure may be inflated, which implies a slightly better coverage.

¹⁴ Seven of the respondents to our survey started out as JPOs before 1994 and hence may have participated in the survey for the 1994 report, which had 149 respondents.

¹⁵ The mean year that the respondents began their JPO assignment is 2007. The median is 2009.

¹⁶ Forty-eight per cent of the survey respondents had spent their time as a JPO at 1 duty station only, whilst the others had been posted at 2 (46.5 per cent) or 3 or more duty stations (5.5 per cent).

¹⁷ Furthermore, the 1994 study showed that 15 per cent had worked at a regional office, 34 per cent reported having a project-based assignment, and 3 per cent reported 'other duty station'.

Four in 10 respondents in our survey have been stationed in an African country whilst 3 in 10 have their JPO experience from Asia, North America, and Europe, respectively (some have served on more than one continent). The respondents have worked for a total of 25 different UN agencies as JPOs. Of these, 39 people (31 per cent) worked for the UNDP and 12 (9 per cent) for UNFPA, topping the list.

Table 3 Background of survey respondents (n = 127). Absolute numbers and percentages.

		Respondents	Per cent
Gender	Women	80	63
	Men	47	37
Age groups (n = 126)	26–39 years	39	31
	40–49 years	51	41
	50 years and above	36	29
Education from ...	Norway	35	28
	Norway and abroad	71	56
	Abroad	21	17
International work experience before becoming JPO	Yes	97	76
	No	30	24
JPO status	JPO in the past	114	90
	Currently a JPO	13	10
SARC status	Have worked as SARC	6	5
	Have not worked as SARC	121	95
Year when JPO assignment started	1990–1999	29	23
	2000–2009	40	32
	2010–2022	58	46
Number of duty stations as JPO	One	61	48
	Two	59	47
	Three or more	7	6
Type of duty station(s) as JPO (multiple answers)	Headquarters	78	61
	Regional office	28	22
	Field office	84	66
	Project	23	18
	Other	9	7
Location of JPO duty station(s) (multiple answers)	North America	35	28
	South America	10	8
	Europe	46	36
	Asia	40	32
	Africa	56	44
	Oceania	2	2

Most survey questions were closed, but some were open-ended and aimed to solicit the respondents' opinions on ways to enhance the retention rate of Norwegian JPOs. Some of the questions were developed by Fafo whilst others were copied, and sometimes adapted, from a previous study of Norwegian JPOs commissioned by Norad/MFA in 1994 (MFA, 1994), a Finnish JPO study conducted in 2011 (White, Seppänen & Ahonen, 2011), and a Swedish JPO study from 2020 (Nordlöf, Åström & Königson, 2021). The questionnaire can be found in Annex 1.

We used QuenchTec for survey design and web-based survey administration. Analysis was done with SPSS 27.

Interpretation of data

We have surveyed and interviewed people with JPO experience spanning a period of more than 30 years. We lack information on how the objectives and content of the UN and Norwegian JPO programmes may have developed during this time. Similarly, we have limited understanding of how the UN system has changed. This may constrain our ability to interpret data correctly, as some of the answers to survey questions as well as thoughts shared in the in-depth interviews will be based on conditions as they were many years ago. Some of the JPOs' suggestions may be responses to the challenges of the past, thus not addressing current realities.

Nevertheless, it appears that many of the factors with a bearing on people's decision making around working with the UN remain the same over time. This is our conclusion from the qualitative interviews as well as from the survey data, which generally reveal minimal variation across age groups and the point in time when respondents worked as JPOs. Furthermore, it appears that people's experiences from the UN depend more on the nature of the duty station at which they worked (large or small, headquarters or field office) and its working environment than the time they served.

2 JPO retention – what we know

All Nordic countries participate in JPO programmes and share the three goals of supporting UN organizations with young professionals, gaining experience from international development cooperation, and increasing the recruitment of nationals to the UN (UNRIC, n.d.).¹⁸ We have not found any statistics on JPO retention for all UN agencies, only for the UNDP. There, the average JPO retention rate over the past 20 years is over 50 per cent, but with significant variation across countries.

For the UN, the Department of Economic and Social Affairs (DESA) functions as the executive office for all UN JPOs and administers all human resources (HR) related matters, including contract, administration of benefits and entitlements, training, and donor liaisons (UN DESA, 2019). DESA has developed a JPO handbook, but much to our surprise we have not found any evaluation of the programme nor statistics on retention.

This chapter presents statistics on retention drawing on the UNDP data as well as two Swedish studies in addition to our survey.

2.1 UNDP JPO retention

The UNDP has regularly compiled data on whether people who have served as JPOs in the UNDP and a few affiliated UN agencies have remained UN employees after their JPO assignment.¹⁹ The most recent report (UNDP, 2019) covers the period from 2004 to 2018 and presents statistics for each country participating in the JPO scheme. It defines ‘retention’ as still being employed by the UN 6 months after finishing the JPO assignment and shows a general 56 per cent retention rate. However, the study finds that 23 per cent had since left the UN and were working elsewhere. Hence, merely 33 per cent of all JPOs were employed by the UN when the survey period ended (Table 4). Among the Nordic countries, Denmark has the highest JPO retention rate, which, at 52 per cent, is close to the average of 56 per cent. However, more than one half of them had since left the UN, and at the time of the survey, merely 20 per cent still worked in the UN. The retention of Swedes is comparable to that of the Danes. The result for Norway is below average, with 41 per cent of JPOs retained 6 months after the JPO assignment came to an end and only 15 per cent remaining employed in the UN (UNDP) at the end of the reporting period.²⁰ For comparison, Germany has one of the highest retention rates of all countries, at 76 per cent.

Norway, at least for the first two years of the assignment, has emphasized field (country) experience when deciding where to fund JPO positions. In contrast, Germany appears mainly to place JPOs in headquarters. A higher proportion of JPOs in headquarters than in field offices tend to remain with the UN when their assignments

¹⁸ Interview with Swedish and Danish key informants, August and September 2022.

¹⁹ UNDP has conducted these surveys every three years since 2003. The other agencies are the United Nations Capital Development Fund (UNCDF), United Nations Development Operations Cooperation Office (UNDOCO, until 2018), United Nations Development Fund for Women (UNIFEM, until 2010), and United Nations Volunteers (UNV).

²⁰ Finland (34 per cent) and Switzerland (22 per cent) are among the countries with the lowest UNDP retention rates.

come to an end (UNDP, 2019).²¹ This may relate to better networks and information flow and a higher number of available P-3 positions at the headquarters.²²

Table 4 UNDP retention rates of POs for all countries, three Nordic countries, and Germany, 2004–2018.

	Retained JPOs			Non-retained JPOs
	Former JPOs still working in the UN system	Former JPOs who worked for at least 6 months in the UN system before leaving	Total	Former JPOs who did not continue working in UN system after their JPO assignment or who stayed for less than 6 months before leaving
All countries (n = 887)	33	23	56	44
Germany (n = 68)	43	34	76	24
Sweden (n = 53)	23	28	51	49
Denmark (n = 69)	20	32	52	48
Norway (n = 55)	15	26	41	60

Source: UNDP, 2019, pp. 4, 8, 72, and 73.

2.2 Swedish JPO retention

Two recent reports shed light on retention amongst Swedish JPOs. The first report draws on data from a questionnaire survey covering people who completed their JPO assignment between 2005 and 2016 (Nordlöf, Åström & Königson, 2021).²³ With answers from 139 individuals out of a target population of 353 (a response rate of 39 per cent), the study found that 37 per cent were still working in the UN in January 2021. This result is significantly better than the UNDP survey finding of 23 per cent. The study also observed that altogether 68 per cent of the JPOs were working in development cooperation inside or outside the multilateral system at the time of the survey, and that an additional 19 per cent had done so since their JPO assignment.

The second report followed up with a desk study which reviewed the LinkedIn profiles of 192 former JPOs from the same pool of people who had completed their JPO assignment between 2005 and 2016 (Karlsson, 2022). Covering a higher proportion of the 319 former JPOs than the first study (60 per cent) but excluding those who had contracts as SARCs only), this second report found that that 19 per cent still worked within the UN system in 2022, a finding more in tune with the UNDP figure for Sweden (23 per cent).²⁴ The second report also found that 57 per cent of the former JPOs had worked with the UN after their JPO assignment, and that most of them — 45 per cent of all JPOs — had moved directly from the JPO assignment to a new contract with the UN. Furthermore, it found that 9 in 10 had continued their work within the field of development cooperation within the UN, the Swedish public sector, international

²¹ Our survey does lend some support to that conclusion: 58 per cent of former JPOs who had been JPOs at a headquarters versus 48 per cent of those who had served at a field office reported having worked at the UN since their JPO assignment came to an end (some had served both in headquarters and field offices); and 71 per cent of the former versus 66 per cent of the latter had been offered a position at the UN towards the end of their assignment.

²² The ‘P’ in ‘P-3’ refers to the Professional UN staff categories. Interview with key informant, September 2022.

²³ Just like our study, some of the JPOs had also been SARCs, and some had only been SARCs. We use the term ‘JPO’ only.

²⁴ The difference in findings can be ascribed to different sample sizes and methodologies.

and national NGOs, or the private sector. Karlsson did not find any significant difference between female and male JPOs regarding this.

2.3 Norwegian JPO retention

The survey did not collect information that would enable direct comparison with UNDP statistics, using the UNDP’s definition of retention as a JPO who remains employed in the UN six months after the JPO assignment ends. Instead, the survey asked if former JPOs were offered a new UN position before their assignment ended; if they had worked in the UN after the JPO assignment (whether directly after the JPO assignment or at a later stage); and if they held a UN job at the time of the survey. Furthermore, the survey asked those currently not employed by the UN if they might consider a job in the UN sometime in the future. To shed light on Norwegian JPO retention, we present findings related to these questions in this section.

At the time of our survey, one in four former JPOs were employed by the UN. The proportion was lower among individuals aged 50 and above (some of whom likely had retired) and considerably higher among those younger than 40 (Table 5). The mean age of those who worked in the UN at the time of the survey were 43, and the median 41.²⁵ To compare with retention figures from Sweden, we have calculated the proportion of Norwegian JPOs who terminated their assignments between 2005 and 2016 and were currently employed by the UN. The figure is 21 per cent, which is not significantly different from the result of the most recent Swedish study, but significantly lower than what was found in the first Swedish study (37 per cent). Yet, it is higher than what was found by the latest UNDP report (15 per cent).

Table 5 Employment experience from the UN and abroad after the JPO assignment by gender and age groups. Percentage of former JPOs.

	Gender		Age groups			All (n = 113)
	Women (n = 69)	Men (n = 44)	26–39 yrs (n = 26)	40–49 yrs (n = 50)	50+ yrs (n = 36)	
Was offered a position at the UN towards the end of the JPO assignment	65	75	73	72	64	69
Ever worked in the UN after the JPO assignment	57	57	69	57	47	57
Currently working at the UN	23	34	54	24	14	27
Ever worked abroad outside the UN	10	27	4	20	22	17

Seven in 10 former JPOs were offered employment in the UN when their JPO assignment came to an end.²⁶ The proportion was slightly higher amongst men than women and amongst those younger than 50 than those 50 and above (Table 5). However, many of those who received an offer from the UN did not take the job. In fact, one half of all former JPOs (51 per cent of the women and 55 per cent of the men) returned

²⁵ The ‘mean’ is the arithmetic average of all values in a distribution (i.e., the sum of all the values divided by their number). The ‘median’ is the mid-point in the distribution sorted from the lowest to the highest value, with an equal number of values below and above the mid-point.

²⁶ Before 1994, 33 per cent of the JPOs were offered a job at the UN organization where they served (MFA, 1994: Annex 4, p. 34, question 40).

to Norway upon ending their JPO assignment.²⁷ The proportion who returned to Norway was substantial, both amongst those who received a job offer (45 per cent) and those who did not (69 per cent).

One in four former JPOs terminated their JPO contracts prematurely. The percentage was higher among women (30 per cent) than men (16 per cent). However, not all of them left the UN. Whilst the reasons for leaving early were diverse, several respondents transitioned into other UN positions before the end date of their JPO assignment. Other reasons were related to security considerations, difficult working conditions, pregnancy and personal matters, and job offers outside the UN, including at Norad and the MFA.

Although a good number of our respondents had quit the UN before or upon concluding their JPO contracts, the survey results suggest that motivation for working in the UN, or working abroad more generally, was high: 6 in 10 former JPOs, and as many women as men, had worked in the UN for a shorter or longer time since their JPO period. The proportion is even higher, 7 in 10, amongst respondents younger than 40 (Table 5). Furthermore, one in five former JPOs had worked abroad in non-UN positions since their JPO assignment. That share is higher among men (27 per cent) than women (10 per cent).

Fifty-seven per cent of former Norwegian JPOs had worked with the UN after their JPO contract, which is the same result as was found by the second Swedish study referred to above.²⁸ This suggests that Norwegian JPO retention may not be much lower than the Swedish retention, as indicated earlier.

Nearly one half (47 per cent) of those who returned to Norway after their JPO assignment confirmed that this was their wish. Thirty-five per cent were in doubt about what to do, while 18 per cent wanted to remain at the UN. More women than men wanted to go back home (56 versus 33 per cent), whilst more men than women (29 versus 11 per cent) wanted to keep working in the UN. This indicates that a higher proportion of JPOs could have been retained by the UN. Factors that may encourage or dissuade Norwegian JPOs from staying with the UN will be addressed in the following chapters.

The survey asked former JPOs currently not employed by the UN whether they would consider applying for a UN position sometime in the future. Twenty-four per cent said they would apply, 29 per cent answered that they would not, whereas the remaining respondents were not sure. A higher proportion of male than female respondents answered both in the affirmative (28 versus 22 per cent) and negative (38 versus 25 per cent) whilst women more often than men were uncertain. Not surprisingly, the younger the respondents, the more positive they were towards seeking new employment with the UN: 38 per cent of those below 40 compared to 25 per cent of those in the forties, and only 13 per cent of those aged 50 and above, said they might apply for a UN position again sometime in the future.

This chapter has introduced the retention challenge and discussed relevant statistics. The UNDP has regularly surveyed retention among its JPOs and has identified an

²⁷ A few of the JPOs also returned to their previous (permanent) place of residence abroad. In 1994, 53 per cent of those who were offered a job at the UN agency where they served accepted the offer (MFA, 1994: Annex 4, p. 35, question 40b).

²⁸ To make the comparison even more precise, we also calculated the result for those who terminated their JPO contract between 2005 and 2016 only, since this was the sample criterion of the Swedish study. The figure for this group of former Norwegian JPOs is 54 per cent, essentially the same.

overall retention rate of 56 per cent, with the Nordic countries scoring below average: Denmark, 52 per cent; Sweden, 51 per cent; and Norway, 41 per cent. Assignment to headquarters instead of field offices appears to have a positive impact on retention rates. As we will see later, it is a common understanding that Sweden provides closer follow-up and better support to their JPOs than Norway, something that may help explain why Sweden's JPO retention rate is higher than that of Norway. Yet, the recent survey results suggest that the difference in retention between the two countries may not be significant. Since the various studies have not used the same measurements, however, a direct comparison is impossible.

The statistics show only minor variation in retention related to gender, as the proportion of JPOs who had been offered a position at the UN towards the end of the assignment was slightly higher for men (75 per cent) than for women (65 per cent), and a higher share of men (34 per cent) than women (23 per cent) were working in the UN at the time of the survey. However, the survey found no difference between women and men regarding the percentage who had ever worked in the UN after the JPO assignment (57 per cent for both). The most significant gender difference was found for those who had worked abroad outside the UN – 10 per cent of women versus 27 per cent of men.

3 Recruitment

The recruitment procedure for JPOs has several steps, starting with Norway and other countries choosing which JPO positions to fund in the different UN agencies. These decisions are taken based on national political priorities for development cooperation and are a way for donor countries to earmark some of their support as part of the branding of national priorities and values, beyond general support to the UN's core budget.

3.1 Recruitment of JPOs in Norway

The Norwegian MFA was responsible for recruiting JPOs until April 2021, when this responsibility was entrusted to Norec. However, Norec collaborates with the MFA in carrying out this part of its mandate: the MFA takes final decisions on budget and priorities, while Norec operates the programme. The recruitment process starts with the UN organizations making concrete suggestions for the JPO positions that they would like to be funded and filled. These requests are often communicated through local Norwegian representations and embassies. A list of positions is compiled by Norec and assessed by the MFA, with a view towards Norwegian policies and priorities as well as available budgets.²⁹ Important considerations when choosing UN partner organizations include variation in technical competence regarding political priorities and whether the UN organizations are already supported with Norwegian JPOs.³⁰ The priorities are clearly formulated in the letter of allotment from the MFA to Norec (MFA, 2021).

The UN organizations implement the recruitment of JPOs. They announce available positions on their webpages and earmark these positions for Norwegian citizens. At this stage, Norec assists by advertising the positions through Norwegian job sites and social media.

When Norec assumed responsibility for the JPO programme, it had seen some years with low interest and few applications. While outreach was somewhat limited during the COVID-19 pandemic, Norec began using social media and digital marketing systematically, and through that succeeded in increasing the number of applications to the JPO positions.³¹

The shortlisting of candidates and job interviews is mostly done by the recruiting organization. The idea is to expose the candidates to the UN as an employer from the start, in line with other UN staff; the successful candidate will eventually sign a contract with the UN, on UN conditions.³² For certain organizations, like the World Food Programme and the World Bank, Norec assists by shortlisting candidates. Previously, such pre-selection was more common, but Norec aims to hand most of the selection

²⁹ In 2023, NOK 50 million was allocated to the JPO, UNV, and UN intern programmes (MFA, 2022: 69–71).

³⁰ Organizations with high Norwegian priority may receive several JPOs, whilst organizations with lower priority will have difficulty getting support for even one JPO.

³¹ Interviews with key informants, August 2022.

³² Interview with key informant, September 2022.

process to the UN partner organizations. The idea is that it is the UN agency that best knows its needs and capacity gaps, and that a successful selection may increase the prospect of retention.³³ A former JPO questioned the selection of UN agencies and duty stations. When she left her position at a regional office in Africa, her manager approached the Norwegian MFA and asked for a new JPO — a request that was granted. The JPO, however, was surprised to find that she was not contacted, and asked about her opinion on this assignment and whether it was a good idea to replace her with another Norwegian JPO.³⁴

3.2 Recruitment of JPOs in Sweden

Sweden's recruitment process is similar to that of Norway. The Swedish MFA has outsourced the recruitment of JPOs to its Swedish International Development Cooperation Agency (Sida). Sida lets the UN organization present a list of JPO vacancies and match those to Sweden's priorities. Sida's ambition is to respond to actual needs and requirements, thus avoiding the creation of positions that might be interesting but perhaps not what the UN organization is requesting. Sweden has a focal point for each UN organization, with updated information on the organization's priorities and needs. Sweden stopped doing pre-selection in 2018 and made agreements with partner organizations to take responsibility for the full selection process. Different from Norway, however, Sida already begins discussing potential retention of the JPO with the UN organization at this initial phase.³⁵

Sweden was the first among the Nordic countries to reform its selection procedures for JPOs. Sweden has a national platform for JPO applications, through which it invites the employing organizations to review the applications. This is different from Norway's approach, where the candidates submit applications through the UN agencies' platforms. The advantage of the Swedish model is that Sida can easily check whether (a) the candidates meet all requirements and (b) certain candidates show special interest through frequent applications.³⁶

Sweden seems to allocate more resources and efforts at all stages of the recruitment process than the other Nordic countries. According to its Nordic colleagues, Sweden is more devoted to recruitment.³⁷ Swedish executive officers travel regularly to visit partner organizations, to build networks and learn how they can better support these organizations, including discussing options for JPO retention. Sida also utilizes this opportunity to stay in touch with the Swedish JPOs during their assignments. Furthermore, Sida staff regularly visit universities to inform students about the JPO programme. They also promote the programme through various social media channels.

Sweden used to allocate 140 to 150 million Swedish kronor (SKR)³⁸ to junior secondment programmes annually (in addition to 120 million SKR to senior secondment programmes), confirming the Nordic colleagues' impression of a highly

³³ The Norwegian approach to JPO recruitment used to be different. Before 1994, a few (5 per cent) had become JPOs without having to go through a job interview. However, among the other JPOs, 60 per cent had been interviewed by Norad or the MFA, 21 per cent by the UN organizations that were hiring, and 34 per cent by both the Norwegian side and the UN (MFA, 1994: Annex 4, p. 11, question 11b).

³⁴ Interview with former JPO, January 2023.

³⁵ Interview with key informant, August 2022.

³⁶ Interview with key informant, August 2022.

³⁷ Interview with key informant, September 2022.

³⁸ As of 6 March 2023, the rate of SKR is almost equal to the NOK.

resourceful programme. Yet, the programme experienced significant cutbacks after the change of government in October 2022, and in 2023 only 67 million SKR is available for the junior secondment programme (and 70 million SKR is being used on the senior secondment programmes). Before the budget reduction, about 40 million SKR was earmarked yearly for the recruitment of some 40 new JPOs, but due to the cut-back, Sweden will not recruit a single new JPO in 2023. Approximately 40 million SKR will be spent on existing JPO contracts. Sida has 2.5 staff members working on the JPO programme supporting the UN, in addition to 2.5 individuals working on the senior programmes.³⁹

Neither the Danish MFA nor Norec seems to have access to the same resources as Sida used to have and hence cannot muster the same level of engagement to build relations with potential UN partners or with universities to attract more attention to the JPO programme.

3.3 Recruitment of JPOs in Denmark

The Danish Ministry of Foreign Affairs is responsible for the recruitment of Danish JPOs. Denmark allocates about 90 million Danish kroner (DKR) to JPOs and other junior secondments, including to the EU.⁴⁰ A total of 60 positions are supported, of which 30 to 35 are JPO positions at the UN and the World Bank.⁴¹ Suggestions for new JPO positions often come from embassies, which identify needs for JPOs in line with Danish interests.

The Ministry of Foreign Affairs then approaches the specific UN organizations, asking whether they would accept support for such a position. Usually, the organizations respond in the affirmative and prepare a Terms of Reference for the suggested position. Based on the Terms of Reference, funding for the position is secured in the development cooperation budget. To attract applications, the Danish Ministry of Foreign Affairs announces JPO positions on the official platform for public employment and other technical job platforms of relevance. Furthermore, it cooperates with a private recruitment agency.⁴²

Denmark is more directly involved in the recruitment and selection of potential candidates than its Nordic colleagues. Danish candidates apply through a Danish portal, and, except for UNDP positions, the Ministry of Foreign Affairs carries out the first screening of candidates and submits a shortlist to the employing UN organization. The UNDP, on the other hand, receives the applications of all candidates and implements the full selection procedure by itself.⁴³

This chapter has identified some variation in the JPO recruitment procedures in Norway, Sweden, and Denmark. The major differences seem to concern the resources invested in the contact with UN organisations hosting JPOs and the level of responsibility delegated to the employing UN organizations.

Sida has many dedicated staff tasked with recruiting Swedes to international organizations. It has also left the recruitment process to the employing UN

³⁹ E-mail correspondence with key informant at Sida, 3 March 2023. Contrary to the Norwegian JPO programme, the Swedish and Danish programmes also second JPOs to the EU, which makes comparison of allocations of grants and human resources to the programmes challenging.

⁴⁰ As of 6 March 2023, 90 million DKR equals 134 million NOK.

⁴¹ Interview with key informant, September 2022.

⁴² Interview with key informant, September 2022.

⁴³ Interview with key informant, September 2022.

organization. Furthermore, Sida invests in networking and building trust through regular dialogue with the UN organizations via yearly visits. Norway is moving in the same direction as Sida by leaving most of the recruitment process to the employing UN organizations.

Denmark, despite its more 'traditional' recruitment approach — both regarding the selection of JPO positions and the preselection of candidates for the jobs — has the highest national retention rate of the three countries in the UNDP study, indicating that the selection procedures do not have a significant impact on the level of retention.

4 Motivation for a UN career

In chapter 2, we observed that the motivation for employment in the UN appears high. Amongst other things, we based that conclusion on (a) the high proportion of former JPOs who had ever worked in the UN after their JPO assignment (57 per cent) and (b) the fact that one fourth of former JPOs currently not employed by the UN confirmed that they may seek employment with the UN again in the future. This chapter provides some additional information underscoring this finding and shows that the respondents' desire to pursue a career within the UN system was reasonably high when they entered the JPO programme. However, such intentions may shift if realities on the ground turn out to be different and less favourable than expected, or bright opportunities appear elsewhere.

Survey respondents were asked about their reasons for applying for the JPO position. Career opportunities and professional considerations were clearly more important than personal motives and financial reasons (Table 6). Women more often than men ranked career reasons as being of primary importance (63 versus 43 per cent).

Table 6 Reasons people applied for a position as JPO. Reasons ranked by importance (n = 127). Percentage.

Importance	Career reasons	Professional considerations	Personal reasons	Economic reasons
1st	55	47	13	1
2nd	31	39	21	6
3rd	13	13	41	19
4th	1	1	15	45
Not relevant	-	-	9	28
Don't know	-	-	-	1
Total	100	100	100	100

The qualitative interviews suggest that many of these young talents have been quite strategic in their career development. They have wanted to work internationally and have acted systematically to achieve that goal. One JPO recounted that as a child she lived abroad, where she attended an international school. She had enjoyed that so much that she continued at an international school when she moved back to Norway. As she grew older, she studied abroad and specialized in human rights and international law. She was almost groomed into an international career and said that, from an early age, she knew she wanted to work internationally with development issues and women, peace, and security.⁴⁴

Others told us that they had a general interest in international affairs, which resulted in development studies or studies in political science and international relations. Many pursued at least a part of their studies abroad. Although they may not have had a plan to work with the UN, they were interested in international development and saw the JPO position as an opportunity to get into that field of work.

⁴⁴ Interview with former JPO, September 2022.

Several of our JPO informants wanted to try out working for the UN but had not decided what to do next.⁴⁵

What seems important for many JPOs is the opportunity to do important and meaningful work — to make a difference to persons benefitting from development projects and initiatives. Prior knowledge of the UN as a challenging workplace might have led some JPOs to think of the UN as a temporary but important experience for their future career in the development field. Others may have underestimated the (sometimes very) demanding working environment at the UN, and although set on a UN career when they assumed their positions, may have changed their minds along the way. As suggested above, motivation is not a static affair but is influenced by positive and negative life experiences. The JPOs' experiences during their assignments undoubtedly had significance for their decision to apply for a new job in the UN or pursue a career elsewhere.

The survey sheds further light on the JPOs career plans and motivations: it asked respondents to mark the statement that most accurately described their mindset before assuming their post as JPO, contrasted with what they did when the assignment ended (Table 7). Seven in 10 women and 8 in 10 men intended to make a UN career, or at least stay with the UN for some time after the JPO assignment came to an end.⁴⁶ Some of these individuals quit, however, because they did not find the UN a suitable place of employment, and some also decided to leave for personal reasons. By contrast, 1 in 10 expected to return to Norway after the JPO tenure but had changed their mind and remained employed in the UN. Twice as many women as men expected to leave the UN and return to Norway when their JPO assignment came to an end and did as intended.⁴⁷ To sum up this table: while most JPOs enter the scheme with the intention of staying, twice as many decided to opt out during or immediately after the JPO assignment as those who changed their mind and chose to stay in the UN when the JPO assignment ended.

Table 7 Work intentions upon starting out as a JPO versus what respondents ended up doing when the JPO assignment came to an end. From five statements, the respondents chose the one that suited them the best. By gender (n = 114). Percentage of former JPOs.

	Women	Men	All
When I started out as a JPO, I intended to continue in the UN system after the JPO assignment	49	59	53
When I started out as a JPO, I had already decided to return to Norway when the JPO contract ended	20	11	17
When I started out as a JPO, I was certain to return to Norway when the JPO contract ended but I changed my mind and decided to keep working in the UN	11	9	11
When I started out as a JPO, I intended to continue in the UN system when the JPO contract ended but I concluded that the UN as an employer did not suit me	10	11	11
When I started out as a JPO, I intended to make a career in the UN system, but I decided to leave the UN for personal reasons	10	9	10
Total	100	100	100

⁴⁵ Interviews with former JPOs, September 2022 and January 2023.

⁴⁶ The proportion of respondents set on a UN career to start with is also higher among the younger compared to the older respondents.

⁴⁷ Of those who returned to Norway, a few (3 per cent of all respondents) had applied unsuccessfully for a job at the UN agency where they worked as a JPO, whilst some (6 per cent of all respondents) were offered employment in the UN system but turned down the offer.

The Swedish JPO survey asked the same question. The comparable results from the Swedish survey are 70, 14, 4, 6, and 5 per cent (from the top down in Table 7) (Nordlöf et al. 2021, Annex 2, Table 14).⁴⁸ This suggests that Swedish JPOs may have a stronger motivation for pursuing a UN career when they start out as JPOs than Norwegian JPOs, something that could be a factor contributing to Sweden's higher UNDP JPO retention rate than that of Norway. Yet, as stated above, our survey indicates that Norway's retention rate may not be very different from that of Sweden.

This chapter has found that the JPOs' motivation for the job, and to remain with the UN beyond the JPO assignment, is significant when they start out: three in four – and a slightly higher proportion of men than women – intended to remain employed in the UN when they commenced their JPO assignment. However, during the JPO assignment, the plans and priorities of a substantial share of the JPOs changed, and one in five survey respondents who came into the UN with the intention of staying, decided to leave the organization.

⁴⁸ The actual figures for the Swedish survey are 59, 12, 4, 6, and 4 per cent, and 15 per cent non-response. Figures in the text result from our calculation after removing the non-response cases.

5 Support before and during the assignment

The information, guidance and assistance received before and during the assignment play an important role regarding the overall work experience. This chapter is about support provided to JPOs from the moment they accept their assignment until their contract comes to an end.

5.1 Preparation

Many Norwegian JPOs, but apparently not all, had been invited to a course or meeting aiming to prepare them for the assignment. Some were unable to attend, due to obligations in their jobs at the time or because recruitment occurred at a time when no preparation courses were available. Some of the courses were exclusively for JPOs, while other courses were general courses for all newcomers at the MFA. Such courses used to be organized by the MFA but are currently the responsibility of Norec.

Copies of MFA course programmes were made available to us. The courses tended to emphasize Norwegian policies and priorities towards the UN, such as Norwegian development cooperation efforts through the UN, trends and challenges in Norwegian development policy, and important development topics for Norway (e.g., climate change, environment, energy, the role of trade in development cooperation, humanitarian aid and protection, human rights, and gender) (MFA, 2013b, 2013c).⁴⁹ The content may have changed over time. The courses lasted from one to four days. The qualitative interviews confirmed that the courses concentrated on priorities in Norway's foreign and development policies. Some information about the UN was also provided; however, according to our informants, this covered topics like UN reform and the work of the security council and placed little weight on practical information such as the UN's expectations of JPOs and how to manoeuvre within the UN system.

Norec (and previously the MFA) sends out an information or guidance letter to the JPOs before they assume their jobs. The letter provides general information about the JPO programme and the terms of employment, and it contains a list of obligations and advice: for before departure from Norway and upon arrival at the duty station. The letter includes practical information about travel and accommodation, as well as information about issues like taxes, pensions, and the Norwegian National Insurance Scheme (Folketrygden). It also informs about reporting procedures during the JPO assignment (MFA, 2022, 2013a).⁵⁰

Despite these information efforts, JPO informants told us that they relied on social media like Facebook and searching the internet to obtain information on salaries,

⁴⁹ Information on course materiel. Received in e-mail correspondence with former JPO, September 2022.

⁵⁰ We have obtained one information letter sent to JPOs in 2013 (MFA, 2013a) and a second letter from 2022 (Norec, 2022). The content is almost identical, but the most recent letter contains slightly more information, particularly on social welfare and reporting routines. The letter from 2022 can be found in Annex 4.

non-pay benefits, and regulations for parental leave in the UN, as well as the rules for membership in the Norwegian welfare scheme. The JPOs would have liked to receive more practical information and to learn more about the UN system: among the topics mentioned were what to expect when arriving at the UN, an understanding of the UN work culture and its hierarchical structures, and advice on UN career moves. One informant suggested inviting former JPOs to the preparatory meetings to share their experiences.⁵¹

The survey asked the JPOs whether they had attended various courses or meetings in Norway or at the UN as part of their training as a JPO. However, the questions did not specify when the various courses took place. Yet one question must have referred to a course that took place before the JPOs moved to their respective duty stations: 6 in 10 women and men had attended a course or meeting in Norway that provided practical information and briefing.⁵² Three out of four JPOs-to-be who had attended such a course or meeting expressed satisfaction with it. The share of JPOs who had attended such preparatory event is lower than it was before 1994. Then, 82 per cent had attended an orientation course or briefing before they joined the UN. By contrast, the level of satisfaction appears to be higher 'today', as only 6 in 10 were satisfied in the 1994 study (MFA, 1994: Annex 4, p. 14, questions 13 and 13b).

The rather high level of satisfaction with the preparatory course or briefing is startling when held up against the criticism of the information provided to the JPOs, as voiced in the qualitative interviews and the responses to the open-ended survey questions. It becomes even more surprising when considering the level of satisfaction with information regarding various rights and benefits as JPOs, which we turn to next.

Whether or not they had attended courses, the JPOs' self-perceived level of knowledge about social security and other rights prior to assuming their JPO posts is rather poor (Table 8). Only one in four were well informed about the ability to retain their membership in the Norwegian National Insurance Scheme,⁵³ one in three were well informed about the UN pension scheme, and 45 per cent knew the UN health insurance scheme well. A mere 17 per cent were well informed about their rights to sickness benefits.

More than one half of the JPOs lacked proper information on UN arrangements for parental leave, childcare support, and support for their children's education. The latter is perhaps unsurprising because it is information that many JPOs may not have sought if they did not have children at the time or intended to have children during the JPO assignment. Nevertheless, it speaks to the general low level of information provided to the JPOs. And, with one exception – health insurance – the youngest JPOs (those aged 26–39 years) were less informed than older JPOs regarding all benefits listed in Table 8. For example, 18 per cent claimed to be very well or well

⁵¹ Interview with former JPO, September 2022, and answers to open-ended survey questions.

⁵² The other courses and meetings covered by the survey were not the preparatory kind but concerned training and increased competence. Hence, they occurred mostly during, not before, the JPO assignment started, and we will discuss the survey findings below. However, we would like to add that a few informants had attended preparatory training courses at the JPO centre in Copenhagen with a more UN-focused approach than the courses in Norway. And one informant had been sent to London for a country-specific course preparing him for his JPO destination.

⁵³ The information letter from 2013 only mentions that the JPO may retrieve information about the National Insurance Scheme from a public web page or may contact the local NAV office. The 2022 letter informs that it is possible to retain a voluntary membership with the National Insurance Scheme – but says nothing about the steps required to achieve it – and that the JPOs may re-enrol in the scheme upon their return to Norway if the intention is to stay at least 12 months.

informed about the rules on membership in the National Insurance Scheme for JPOs, 23 per cent were very well or well informed about pensions, and 10 per cent were very well or well informed about the sick pay scheme at the UN.

Table 8 How well the JPOs were informed about certain benefits before being stationed at the UN (n = 127).

	Very well	Well	Neither well nor poorly	Poorly	Very poorly	Total
Ability to remain a member in the National Insurance Scheme as a JPO	8	17	23	29	24	100
Pension scheme	6	28	26	24	15	100
Health insurance	10	35	26	20	8	100
Sick pay scheme	2	15	32	27	24	100
Parental leave	2	12	36	27	24	100
Support for childcare	1	5	31	31	32	100
Support for children's education	2	10	35	27	25	100
Study grants for adult offspring	2	9	33	27	29	100

More than one half of the JPOs lacked proper information on UN arrangements for parental leave, childcare support, and support for their children's education. The latter is perhaps unsurprising because it is information that many JPOs may not have sought if they did not have children at the time or intended to have children during the JPO assignment. Nevertheless, it speaks to the general low level of information provided to the JPOs. And, with one exception — health insurance — the youngest JPOs (those aged 26–39 years) were less informed than older JPOs regarding all benefits listed in Table 8. For example, 18 per cent claimed to be very well or well informed about the rules on membership in the National Insurance Scheme for JPOs, 23 per cent were very well or well informed about pensions, and 10 per cent were very well or well informed about the sick pay scheme at the UN.

The UN handbook for JPOs (UN DESA, 2019) contains a great deal of practical information about the UN, UN regulations, pay scales and benefits, etc. (UN DESA, 2019). However, we lack knowledge on how such information was provided by the UN before 2019, and we did not enquire whether, when, and how the JPOs came to know about the handbook, used it, and benefitted from it.

What is evident is that the JPOs wanted to possess better information about the UN before they arrived at the duty stations. Moreover, as suggested by the qualitative data, some of the information that the JPOs *did* have was not provided during meetings or via information letters offered by the UN or Norwegian authorities, and possibly not by handbooks, but was instead gathered by the JPOs individually.

5.2 Courses and meetings during the JPO assignment

As noted above, 58 per cent had attended courses or meetings aimed at preparing the JPOs for their assignment. Nearly as many (53 per cent) had attended an information meeting or briefing event at the UN, presumably upon arrival or soon after their arrival at their duty stations (Table 9).

The JPOs may receive up to 4,000 USD yearly to attend training courses, seminars, and meetings, including travel, to raise their various competences. The release of these funds occurs in coordination between the JPOs and their employing organizations

(MFA, 2013a; Norec, 2022).⁵⁴ Sixty-three per cent had attended at least 1 course at the UN aimed at enhancing their professional competence, and 15 per cent had attended such a course in Norway (Table 9). This is a significant improvement over the first 3 decades of the Norwegian JPO programme, when only 29 per cent had attended professional training courses (MFA, 1994, Annex 4, p. 23, question 25).

A lower proportion of JPOs (32 per cent) had attended language courses after they arrived at their duty stations. The UN offers free language courses in the six official UN languages (UN DESA, 2019).⁵⁵ Even fewer JPOs had attended language courses in Norway – most of them, presumably, before they travelled to their duty stations (Table 9).⁵⁶ Most JPOs were satisfied with the language courses, both those in Norway and those organized by the UN or attended abroad.

Table 9 Type of courses/meetings attended during the JPO assignment by gender and the proportion satisfied with these activities amongst those who attended (n = 127). Percentages.

	Women (n = 80)	Men (n = 47)	All (n = 127)	Percentage satisfied
Briefing/counselling, Norway	56	60	58	75
Briefing/counselling, the UN	60	40	53	73
Language course, Norway	6	6	6	88
Language course, the UN	30	34	32	85
Professional course, Norway	13	19	15	74
Professional course, the UN	68	55	63	93

5.3 Supervision in the UN

When the JPOs arrive at their duty station, they typically become part of a team and the team leader assumes the role of supervisor.⁵⁷ The JPO handbook suggests dialogue regarding expectations and the development of a workplan for the first three months. Once the JPO has settled in, this plan will be revised and substituted with a new workplan, lasting the remainder of the first year. Towards the end of the first year, the JPO's performance is assessed against the workplan in a performance review. A good review is a condition for renewal of the contract. Norway is among a few donors that currently sponsor assignments for up to four years. Extensions are subject to annual review of priorities, available funds, and a satisfactory performance review (UN DESA, 2019).

The Norwegian information letter mentions that JPOs are invited to comment on the performance review, which, in addition to serving as the basis for renewal of the JPO contract, is vital in considerations for UN positions when JPO assignments come to an end (Norec, 2022). However important supervision and reviews may be, only 50 per cent of the 127 survey respondents reported having, or having had, a designated supervisor. This figure is low and compares to 62 per cent from 1963 to 1993 (MFA, 1994: Annex 4, p. 20, question 22).

⁵⁴ This amount was the same in 2022 as in 2013.

⁵⁵ These languages are Arabic, Chinese, English, French, Russian, and Spanish.

⁵⁶ The MFA/Norec offers to cover the expenses of language courses in Norway before moving to the duty station with up to 4,000 NOK (7,000 NOK for couples). However, the amount was not augmented between 2013 and 2022 (MFA, 2013a; Norec, 2022).

⁵⁷ A supervisor is typically a UN staff member at the P-4 level. Information from interview with former JPO, January 2023.

Although the JPO is employed as a professional officer, the job is viewed as a recruitment position that may lead to regular employment in the UN. The team leader, supervisor, or other superiors of the JPO will often not only hold performance reviews, and discuss and give advice on the JPO’s responsibilities and work tasks, but might also discuss work openings and opportunities at the UN that materialize along the way. For this reason, quality guidance and on-the-job-training is critical for retention.

Both the in-depth interviews and the open-ended questions in the survey elicited the importance of having a supervisor. The survey enquired about the level of satisfaction with supervisors (results are shown in Table 10). At a 71 per cent rate of satisfaction, men seem more content than women (54 per cent very satisfied or satisfied). Twice the share of women as men were dissatisfied. Of note is the significantly lower level of satisfaction among the youngest JPOs. Among these, only one third voiced their satisfaction and 3 in 10 were dissatisfied. However, the gender difference appears to have disappeared with time: in the youngest age group, the percentage of women and men who were very satisfied or satisfied with their supervisor is practically the same (34 and 35 per cent, respectively), as is the percentage of women and men who were very dissatisfied or dissatisfied (30 and 34 per cent).

The level of satisfaction with supervisors (60 per cent) is almost identical to that found in the 1994 study (MFA, 1994: Annex 4, p. 21, question 22b). Hence, it appears that the supervision of JPOs may not have improved over the past 30 years.

Table 10 Level of satisfaction with the supervisor at the UN by gender (n = 63) and age groups (n = 62). Percentage of former and current JPOs with a supervisor.

	Gender		Age groups			All
	Women (n = 39)	Men (n = 24)	26-39 yrs (n = 23)	40-49 yrs (n = 21)	50+ yrs (n = 18)	
Very satisfied	21	33	9	33	39	26
Satisfied	33	38	26	48	28	34
Neither satisfied nor dissatisfied	26	21	35	14	22	24
Dissatisfied	15	4	22	5	6	11
Very dissatisfied	5	4	9	-	6	5
Total	100	100	100	100	100	100

JPO informants arriving at well-functioning duty stations expressed overall satisfaction with training and supervision. In the words of one former JPO:

I received good training. I was sent to different training courses, including a three-week course for JPOs in New York. [...] I had a very good manager who was great at giving me on-the-job-training and entrusted me with big work assignments. Of course, he supervised me and allowed me to ask questions, but he was not afraid of giving me challenging tasks. I experienced a steep learning curve from the start. I was competent upon arrival, and I was taken seriously and allowed to use it [my competence].⁵⁸

Not surprisingly, this person was retained in the UN system.

However, not everyone had such a positive experience. One JPO never learned who his supervisor was, and claimed it was ‘a little sink or swim’ and believed a supervisor

⁵⁸ Interview with former JPO, January 2023.

would have been very helpful.⁵⁹ This JPO was unlucky with both his postings, experiencing difficult and disorganized offices with minor supervision and support. Despite having an offer to continue working with the UN, he left after his JPO assignment had come to an end.

The UN system is characterized by high mobility, with employees tending to move from position to position or between various duty stations or UN agencies every few years. Consequently, some JPOs unfortunately lose a good supervisor after a short time, or lose their appointed supervisor before they even arrive at the duty station. Several informants shared such experiences. One former JPO had arrived at a field office with vast internal conflicts. Her team leader was highly competent but left the post a few weeks later due to the disputes. Other colleagues were asked to take over the supervision, but refused, claiming it was outside their job description. The JPO's situation became unbearable, and after a few months she managed to change duty stations with the assistance of the MFA.⁶⁰

The risk of losing one's supervisor, or not having one in the first place, is particularly high in small field offices that have a limited number of international staff.⁶¹ Other JPOs who lost their supervisor were assigned a new one; sometimes this meant moving horizontally within the organization and being assigned new duties. While this may be beneficial for some, since it widens their experience, it might also be stressful and jeopardize the continuity and development of expertise and management skills.

The qualitative interviews suggest that follow-up of JPOs from supervisors and superiors regarding new postings and future UN careers differs significantly. Some JPOs had received no support in this regard, while others have experienced supervisors who regularly encouraged them to apply for announced positions and gave them time to write applications and train for interviews during work hours.⁶² The importance of supervisor follow-up and support featured regularly in the qualitative interviews, particularly in relation to UN employment once the JPO assignment came to an end.

While mentioned by a few in the open survey questions, help from the UN system to remain employed beyond the JPO period was not prominent among the suggestions for improved retention. Rather, the open survey questions pointed greatly at measures that could be taken on the Norwegian side, which we will turn to next.

5.4 Follow-up from Norway

The MFA was responsible for funding and follow-up of the UN organizations employing JPOs for most of the time covered by this report. Rapid staff turnover at the ministry meant that several people held this responsibility at the MFA over the years. Although the MFA has had no formal employer responsibility for the JPOs, it has offered a contact person for them: someone to turn to if they needed advice or assistance – as observed in the case mentioned above, in which the JPO received help to move from a dysfunctional duty station to a better one. This contact has now been taken over by Norec.

The aforementioned information letter from Norec (2022) calls for the JPOs to fill an evaluation form after six months of service, and again at the end of the contract period. The JPOs are also encouraged to contact Norec for short debriefs during visits

⁵⁹ Interview with former JPO, January 2023.

⁶⁰ Interview with former JPO, January 2023.

⁶¹ Interview with former JPO, January 2023.

⁶² Interview with former JPO, January 2023.

to Norway. Furthermore, the JPOs are requested to make an appointment for an exit interview with Norec (Norec, 2022). Our JPO informants mentioned debriefs and exit evaluations in the qualitative interviews. One JPO said that she had disclosed (what she considered) important information in her final evaluation but was unsure how this was used by Norec and the MFA.⁶⁵

There is contact between JPOs and various Norwegian authorities during their assignments, although — as will be shown below — perhaps not as much as some JPOs would have liked. The survey shows that one in five former and current JPOs had been in touch with Norec, one in four had been in touch with Norad, 8 in 10 have had had contact with the MFA in Oslo, while 9 in 10 had been in contact with a Norwegian diplomatic mission (Table 11). Contact can refer to anything from formal physical meetings to meetings on Teams, telephone calls, and the exchange of emails, as well as informal meetings of a more social nature.

As shown in Table 11, most of the JPOs who had contact with Norwegian authorities had more than one such contact. There is a slightly higher share of women than men who had contact with Norwegian authorities. The overall contact pattern is stable over time — there is limited systematic variation across age groups, with one exception: a much higher share of the youngest JPOs have had contact with Norec. This is presumably associated with a change in responsibility from the MFA to Norec.

Table 11 Percentage of former and current JPOs who had contact with Norwegian authorities during the JPO assignment. By organization, gender (n = 127) and age groups (n = 126).

Organization	Number of contacts	Gender		Age groups			All
		Women	Men	26–39 yrs	40–49 yrs	50+ yrs	
Norec	Once	5	4	10	4	-	5
	Two times or more	15	9	33	2	6	13
	Total	20	13	44	6	6	17
Norad	Once	9	6	8	8	8	8
	Two times or more	19	13	13	14	22	16
	Total	27	19	21	22	31	24
Embassy	Once	11	6	18	8	3	10
	Two times or more	80	77	69	86	78	79
	Total	91	83	87	94	81	88
MFA	Once	21	11	26	12	17	17
	Two times or more	58	72	54	67	67	63
	Total	79	83	79	78	83	80

The vast majority of JPOs had contact at least once with Norwegian authorities during their assignment. Eighty-three per cent had been in touch with Norad or the MFA at least once, and 87 per cent had been in touch with Norad, the MFA, or Norec. There is no significant gender difference, but on these two indicators, too, a higher proportion of JPOs below 40 had been in touch with Norwegian authorities — particularly when Norec is included (95 per cent had had contact with one of the three organizations at least once).

⁶⁵ Interview with former JPO, January 2023.

The contact between JPOs and Norwegian authorities appears to be somewhat better today than in the early days of the Norwegian JPO programme. At that time, 75 per cent of the JPOs had communicated some kind of feedback to the MFA or Norad during their assignment. Six in 10 had provided oral feedback and 6 in 10 had provided written feedback (meaning that some had provided both). Nine in 10 had communicated their comments to the Norwegian authorities during the assignment and 4 in 10 had done so after the assignment came to an end (again implying that some JPOs had done both) (MFA, 1994: Annex 4, pp. 25–26, questions 26, 26b, and 26c).

According to our survey, contact between the JPOs and Norwegian authorities was initiated by the individual JPO as often as it was by the four organizations. The UN had also initiated such contact a few times. Before 1994, contact between the JPOs and the MFA/Norad was more often initiated by the JPOs (reported by 82 per cent) than MFA/Norad (reported by 38 per cent) (MFA, 1994: Annex 4, p. 26, question 26d).

The survey enquired about the purpose of the contact, and results are presented in Table 12. The table shows that exchange of information was the most common reason, but a need for assistance and advice was also often mentioned as a reason for contact. As many as 25 and 45 per cent, respectively, had been in touch with diplomatic missions and the MFA in Oslo for this purpose. Some JPOs had sought, and conceivably received, assistance from particularly diplomatic missions (9 per cent) and the MFA in Oslo (16 per cent) to prolong their stay with the UN after the JPO assignment.⁶⁴ A higher proportion of men than women had been in touch with Norec, diplomatic missions and the MFA to solicit support to find a position at the UN. Most respondents reported that their contact with the Norwegian authorities was satisfactory.

Table 12 Purpose of contact with Norwegian authorities, by organization. Multiple answers. Percentage of former and current JPOs (n = 127).

	Exchange of information	Advice, counsel	Support to remain in the UN
Norec	13	10	2
Norad	23	9	-
Embassies	72	25	9
MFA	53	45	16

The survey also asked whether the respondents would have liked more contact with these four organizations during their JPO assignments. Twenty-three per cent said that they would not have liked more contact with any of them, 18 per cent said that they would have liked more contact with Norec, 35 per cent said the same for Norad, 52 per cent said that they would have liked more regular contact with embassies, and 57 per cent would have liked more interaction with the MFA in Oslo (Table 13). With respect to gender and age, the tendency is similar for this indicator as for actual contact: a higher share of female than male JPOs would have preferred more contact with Norwegian authorities, and the share who would have wanted more such contact is highest in the youngest age group. The gender difference holds for the youngest age group, as a higher proportion of women than men would have liked more contact with all four organizations: Norec, 37 versus 33 per cent; Norad, 44 versus 33 per cent; diplomatic missions, 67 versus 33 per cent; and the MFA, 70 versus 58 per cent.

⁶⁴ Assistance to extend the employment with the UN may have been about extending the JPO period but may also have been about finding a new posting or supporting their candidacy for a job.

Taken together, these findings strongly suggest that the level of contact between JPOs and relevant Norwegian authorities, in the view of the JPOs, is insufficient.

Table 13 Percentage of former and current JPOs who would have liked more contact with Norwegian authorities during the JPO assignment. By organization, gender (n = 127) and age groups (n = 126).

Organization	Gender		Age groups			All
	Women	Men	26–39 yrs	40–49 yrs	50+ yrs	
Norec	21	13	36	8	14	18
Norad	40	26	41	33	28	35
Embassy	60	36	56	53	42	52
MFA	56	57	67	59	42	57

The in-depth interviews with JPOs and the open-ended survey questions suggest that the JPOs experienced Norwegian follow-up differently. Some felt that they were heard and cared for in difficult situations, while others did not. In accordance with survey findings, JPOs' contact with embassies and delegations for both professional and social reasons varied considerably. One explanation for this picture is that many small duty stations do not even have Norwegian representation in the country. However, we also found a perceived lack of interest on the part of the embassies.

Some of our JPO informants could not remember having had any contact with Norwegian representatives during their assignment. One said: 'It was never like I received an e-mail where they asked me how things were going'.⁶⁵ Another JPO recalled once receiving an invitation to an on-line meeting, but due to the time difference, the meeting started at 3 am and she declined the invitation.⁶⁶ One JPO learned that Norwegian civil servants had been in contact with their team leader but had not approached the JPO.⁶⁷

A JPO based in New York, however, recalled a visit from two MFA representatives who had invited all the JPOs serving there to a meeting. Others acknowledged having received e-mails from Norway containing general information. One JPO serving in New York wished that she had at least been provided with a contact list for other JPOs and Norwegians serving in New York from the Norwegian authorities. This would have been helpful to start building a social network when new in town.⁶⁸ JPO informants with severe challenges at their duty stations had contacted the MFA for assistance, mainly to change duty stations.

Contact with embassies and delegations appear to have been random. JPO informants did not believe that the MFA had sent any notices to diplomatic missions about their arrival. We do not know what has occurred in the past, but the current routine is that Norec sends a notice to Norwegian service missions about JPO arrivals. Furthermore, the information letter sent to JPOs encourages the JPOs to contact local representatives and register with 'Reiseklar', the MFA's travel app.

Several informants had felt little interest from the embassies regarding regular professional contact and exchange of experience. By contrast, at some duty stations, the JPOs were invited to one or two annual meetings with local Norwegian representatives. Some JPOs developed personal relations with embassy staff and were frequently invited to social events.

⁶⁵ Interview with former JPO, January 2023.

⁶⁶ Interview with JPO, September 2022.

⁶⁷ Interview with former JPO, January 2023.

⁶⁸ Interview with JPO, September 2022.

Several JPO informants suggested that regular professional contact with embassies and the MFA (and later Norec) in Norway would have been valuable. A former JPO with nearly 20 years of service in the UN system, including experience with the handling of JPOs, proposed that Norwegian representatives check in on JPOs at regular intervals: for example, after three months, six months, and one year. For comparison, Sweden checks in on their JPOs every third month to see how they are doing and are readily available for chats and updates.⁶⁹

Funding JPOs is a significant investment for Norway, which deserves a return on the investment. This JPO argued that strengthened follow-up would give the JPOs improved opportunities to share information and discuss matters of relevance to the assignment, including overall satisfaction, work tasks, training, and the quality of supervision.⁷⁰ Such contact and dialogue would make it easier for JPOs to overcome the unfamiliarity of the UN system, which is often perceived as overly bureaucratic and complex to navigate.

Our key informants frequently emphasized that Norway does not have any employer responsibility towards the JPOs, which is the full responsibility of the employing UN organization. The rationale for this approach is the UN Charter, which requires that UN employees not have strong ties to their home countries but remain independent, international civil servants. Yet, as we shall discuss next, other countries seem to handle this differently.

5.5 JPOs from other nations

This section is mainly based on observations made by Norwegian informants, since we did not interview JPOs of other nationalities. However, some information is confirmed by our Nordic key informants.

Several JPOs commented that Norway takes a much more hands-off attitude towards their JPOs than other countries. For example, the perception was that Swedish JPO colleagues are followed up closely by Swedish authorities through regular visits and meetings, both with the JPOs and with the employing organizations. Thus, Sida receives regular updates on how the different UN organizations perform, what their priorities are, and where there might be challenges. Sida also receives first-hand information on how each JPO is adapting to their job and performing their duties, how the supervision is, and whether the JPOs are facing any difficulties. They obtain this information on top of the more formal performance reviews. With this approach, the informants said, Sida is well positioned to assist both individual JPOs and the receiving organizations. Furthermore, through such close follow-up, Sida obtains solid information for future decisions regarding where to invest money concerning JPOs.

Although Sweden, like Norway, has left most of the JPO recruitment process to the employing organization, our JPO informants believed Sida was still quite involved in the recruitment through psychological testing of candidates and training courses. They reported that Sida also invited JPOs to a midterm course on career development.⁷¹ It was confirmed to us by Sida that this is the current practice.⁷² Our JPO informants felt that the Swedish JPOs had far more frequent contact with embassy staff, particularly with delegations at UN headquarters, especially in New York.

⁶⁹ Interview with key informant, August 2022.

⁷⁰ Interview with former JPO, January 2023.

⁷¹ Interview with former JPO, January 2023.

⁷² Interview with key informant, August 2022.

A former JPO with 15 years' experience in the UN system and currently in a management position, alleged that Sweden is much more active towards its national UN staff than is Norway and routinely supports Swedish UN staff who seek new positions by sending accompanying letters to draw attention to certain applications. This former JPO never saw such behaviour from the Norwegian MFA, where the attitude, in her view, is that 'if you are good enough, you'll get the job'.⁷³

Close follow-up of JPOs from Germany and the Netherlands was also mentioned. The German JPOs were regularly invited to the German delegation in New York for debriefs of the work and working environment in their organizations. Furthermore, the delegation held regular meetings on issues like retention with the UN organizations that received funding. We were told that, during a JPO course in New York organized by the UN, the German and Dutch JPOs were offered debriefs with their respective delegations, whereas the Norwegian participants experienced a lack of interest from the Norwegian delegation.⁷⁴

We were informed that some countries like France and Germany have a close dialogue with the UN organizations they finance, while Norway makes fewer demands and largely leaves the UN agencies to themselves.⁷⁵ Kuwait is in close contact with its JPOs and has employed a JPO service person in New York who provides practical assistance, such as finding the JPOs living quarters.⁷⁶

One former JPO suggested that improved dialogue between the donor and the UN organization gives the JPO more respect. In her experience, the German JPOs were treated well because it was known that they had 'a direct line' to the German delegation. In contrast, she believed that the Norwegian JPOs were not taken as seriously because they did not seem to be appreciated by their own delegation.⁷⁷ In chapter 2, we mentioned Germany's high UNDP retention rate. It is likely that the extensive follow-up and support of German JPOs by national authorities is of significance for that achievement.

This chapter has discussed support provided to JPOs before and during the assignments. Many, but not all JPOs had been invited to preparatory courses before commencing their assignments. The survey found that three quarters of the attendants were satisfied with the courses. Despite this, they lacked good information about social security rights and benefits. Informants in the qualitative interviews called for further information about what to expect from the UN system, related to work culture and working conditions, as well as social security benefits.

The quality of follow-up and supervision from the UN during the JPO assignment varies considerably. Only one half of the survey respondents had a designated supervisor and the level of satisfaction with the support and guidance from superiors at the duty stations was relatively low, albeit varying significantly.

The follow-up of JPOs from Norwegian officials is marked by the fact that Norway does not have employer responsibility for the JPOs. Despite this, there is a contact person available in Norway, currently at Norec and previously at the MFA. The contact person is responsible for the contact with both the employing organization and the JPO and is involved in issues like contract extension, general information, and debriefs.

⁷³ Interview with former JPO, September 2022.

⁷⁴ Interview with former JPO, January 2023.

⁷⁵ Interview with former JPO, January 2023.

⁷⁶ Interview with former JPO, January 2023.

⁷⁷ Interview with former JPO, January 2023.

Most JPOs had been in contact with the MFA, Norad, or an embassy during their assignment; here, the purpose was mainly the exchange of information. Some of the contact appears to have been random. More than one half of the survey respondents would have liked expanded contact with Norwegian authorities, particularly the MFA (now Norec) and the embassies, during their JPO assignment. It was suggested that systematic contact at regular intervals would benefit both the individual JPOs and the Norwegian authorities. JPOs from other countries like Sweden and Germany were followed up more tightly by their respective authorities, something that the JPO informants believe has a positive effect on retention.

6 Working conditions

When identifying factors that may encourage or hinder JPOs regarding pursuing a career in the UN system, we tend to focus on problems and challenges and what can be improved. It is therefore relevant to emphasize that, in the qualitative interviews, the JPOs unanimously mentioned that the JPO experience was an exciting opportunity. They learned a great deal about the UN system, what worked well, and how their organization cooperated with other UN agencies, local governments, and donor countries. Many JPOs were included as full members in their working teams and given interesting, challenging tasks and a great deal of responsibility. They described the experience as meaningful – a place where they could make a difference and contribute to a better life for many persons. Yet, the informants also shared negative experiences. These were mainly caused by dysfunctional offices. Some gritted their teeth and decided to endure; others moved office and were rewarded with better experiences; still others chose to leave the UN.

The survey also suggests that the JPOs' experiences are diverse. This chapter will show good scores on most indicators, but also suggests that a sizable minority have had problems at work and are dissatisfied with several aspects of their working environment. Furthermore, there is a tendency for female JPOs to have more negative work experiences and be less contented than male JPOs.

6.1 Satisfaction with the employing UN agency

Around 30 and up to 40 per cent of the survey respondents were very satisfied or satisfied with various aspects of the performance of their UN organizations (duty stations), such as the decision making, management and planning, and utilization of staff and other resources (Table 14). Some 30 per cent expressed dissatisfaction. Here, an important observation is that very few expressed that they were very satisfied. On all these indicators, men revealed a slightly higher degree of satisfaction than women. Similarly, respondents who remained at the UN after their JPO assignment expressed somewhat more satisfaction than those who returned to Norway when their assignment came to an end. There was no significant difference across age groups, except that those older than 50 acknowledged being very satisfied slightly more often than other respondents.

Table 14 Level of satisfaction with various aspects of the JPOs' UN agencies (n = 114).

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Total
Processes of decision making	4	31	37	21	7	100
Pace of decision making	2	24	39	21	13	100
Management	6	32	35	17	10	100
Planning	5	35	35	18	8	100
Use of staff	4	26	38	22	10	100
Use of resources	4	28	40	20	8	100

6.2 Hierarchical and bureaucratic structure

An immense organization with about 120,000 employees, the UN may sometimes be difficult and frustrating to navigate (UN, n.d.-d). UN operations are known to be both hierarchical and highly bureaucratic, often causing inefficiencies, which may be discouraging. Despite its immensity, complexity, and some negative systemic features, the UN is also the world's largest and most respected international organization committed to peace, development, and human rights. It offers its staff the opportunity to make a difference.

Most of the JPO informants soon learned that the UN is a highly hierarchical system and that little could be done without approval from above. One of them said:

The system is very bureaucratic, right? A task takes a very long time — and there are often a lot of people sharing their opinions before decisions are taken and progress is made.⁷⁸

Another JPO described a cumbersome system with many formalities and layers of decision making.⁷⁹ Such hierarchical structures may feel alien to those with experiences from Norwegian work life, where most institutions tend to have a flatter structure in which employees are provided with considerable responsibility and co-determination.

Relevant work experience is a formal requirement in the application for a JPO position. Some of the JPO informants had extensive work experience from organizations in which they had a great deal of responsibility and easy access to management. One informant told us how, prior to becoming a JPO, she had worked for a large Norwegian NGO and had independent responsibilities and a voice, as she met regularly with management. When she assumed her JPO position, she felt quite junior and not perceived as a professional. Instead, she felt perceived like an intern with limited skills, unable to contribute substantially to the organization.⁸⁰

Despite an uneasy start for some, with time most JPO informants learned how to manoeuvre in the UN:

I managed to get things done towards the end [of my JPO period]; I understood how the system worked and how I had to jiggle and coax and take devious routes instead of saying things directly.⁸¹

One JPO informant believed Norway should prepare the JPOs better concerning ways to manage the bureaucratic and hierarchical UN system.⁸² This was also a point shared by some survey respondents.

The JPOs' experiences varied somewhat between those serving in a headquarters and those stationed at a field office. On the one hand, the headquarters can provide more solutions and flexibility in difficult situations, for example by moving staff to other offices — though the hierarchical system can be more overwhelming and time consuming. In a field office, on the other hand, there are usually few international staff, and the JPOs are more often included in meetings with managers, may assume responsibility sooner than elsewhere, and easier learn to tackle the bureaucracy more easily.⁸³

⁷⁸ Interview with JPO, September 2022.

⁷⁹ Interview with JPO, September 2022.

⁸⁰ Interview with JPO, January 2023.

⁸¹ Interview with JPO, January 2023.

⁸² Interview with JPO, January 2023.

⁸³ Interviews with JPOs and former JPOs, September 2022.

As juniors in a hierarchical system, the JPO informants felt it was necessary to constantly work hard, take on new assignments, and do everything to impress managers. Some of them felt vulnerable in asymmetrical relationships, particularly if they wanted to remain in the system beyond the JPO period. As seen in chapter 5, the yearly performance reviews are decisive for the renewal of contracts, and some feared poor relations with a manager could ruin their future. Those lucky enough to obtain a fixed term contract with the UN still felt that it could be terminated with short notice, should they not please their superiors' expectations.⁸⁴

Nevertheless, the UN system has regulations in place to protect its employees. For instance, staff on fixed contracts are entitled to six months' notice should their contract not be renewed; there are economic benefits for those working with the UN more than a year; and they have priority over other employees for available positions within the UN system. Although everyone's contract is renewed yearly, all fixed contracts have funding in the core budget for at least three or four more years and hard to terminate without extensive negotiations in the organization.⁸⁵ These regulations seemed little known among the former JPOs we interviewed.

The survey results present a mixed picture of the JPOs' relations with managers (Table 15). They show that 62 per cent of male and 48 per cent of female respondents were very satisfied or satisfied with the support they received from superiors when facing challenges. However, as many as 15 per cent of men and 30 per cent of women were dissatisfied or very dissatisfied. When asked about problems they may have experienced during their time as a JPO, 48 per cent of women and 23 per cent of men acknowledged having had difficult relations with one or more superiors for a shorter or longer time (Table 16).

Table 15 Level of satisfaction with support from superiors and colleagues in case of challenges. By gender. Percentage of former and current JPOs (N=127).

		Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Total
Support from superiors in case of challenges	Women	19	29	24	14	15	100
	Men	15	47	23	9	6	100
	All	17	35	24	12	12	100
Support from colleagues in case of challenges	Women	26	35	25	14	-	100
	Men	19	60	13	6	2	100
	All	23	44	21	11	1	100

Table 16 Percentage of former and current JPOs who have experienced difficult relations with superiors and/or colleagues during their JPO assignment. By gender (n = 127).

	Women	Men	All
Difficult relations with superiors	48	23	39
Difficult relations with colleagues	36	13	28

We should note that women more often reported unfavourable experiences and more often expressed dissatisfaction. This is perhaps unsurprising, when considering that

⁸⁴ Fixed term contracts are 'permanent' yet must be renewed annually.

⁸⁵ Interview with former JPO, January 2023.

many managers are men, many of whom come from countries and cultures with less gender equality than Norway.⁸⁶ We return to the issue of gender in the workplace in chapter 7.

One challenge for JPOs seeking continued UN employment is that there are usually few openings at the P-2 and P-3 levels, meaning that there might be few available positions matching the JPO's profile. They tend instead to be given short consultancy contracts, renewed on a few months' notice at the start of their UN career. Furthermore, the processing of job applications is generally a lengthy process and job-offers tend to come in the last minute. This had consequences for some of our JPO informants: they had been offered a new UN contract just before their JPO assignment came to an end but were anxious about waiting so accepted jobs outside the UN instead. Job security is essential to many; they do not want to risk an income gap between jobs.

6.3 Work culture and working environment

To work with the UN is a dream for many, including many of the JPOs surveyed for this study. Exposure to working in a diverse and multicultural environment on issues that truly matter is an important motivating factor, as is the opportunity to learn, and to appreciate and respect different cultural backgrounds in one's daily work. Yet, the work culture in the UN is demanding, with high expectations and tight deadlines.

With a few exceptions, the current and former JPO informants talked about how the JPO assignment was a positive experience overall. For the most part, they felt well received and incorporated into work teams in which they were highly appreciated, working alongside skilled and capable colleagues. Eight in 10 male and 6 in 10 female survey respondents were very satisfied with the support they received from colleagues in the face of challenges (Table 15). This is an indicator, we think, of a decent collegial working environment. Yet, 36 per cent of the women and 13 per cent of the men had experienced difficult relations with colleagues (Table 16). Although we do not know how serious any of these cases or situations were, they appeared in response to a question about problems, so they were clearly not minor incidents.

In the survey, one in four respondents reported too simple work tasks as a problem. Nevertheless, with time, most JPOs appear to have been given important tasks and responsibilities. At least this is our impression from the qualitative interviews; the JPOs assuming the more administrative positions underscored how this gave them a good introduction to and overview of the employing organization.⁸⁷ According to the survey, 82 and 75 per cent of female and male JPOs, respectively, were very satisfied or satisfied with the opportunity to work independently. Two thirds were content with their role in decision-making processes. The same proportion of respondents expressed satisfaction with the work tasks (Table 17). In contrast to those who reported too simple work tasks, 13 per cent believed their positions had been too difficult or demanding (at least part of the time). Seventeen per cent felt there had been a mismatch between their education, skills, and experience, on the one hand, and what was required of them, on the other (Table 18).

⁸⁶ We assume that the UN management works at the P-4 to D-2 levels, where men constitute 42–46 per cent of the staff (UN 2023).

⁸⁷ Interviews with former JPOs, September 2022 and January 2023.

Table 17 Level of satisfaction with various aspects of one's own working conditions. By gender. Percentage of former and current JPOs (n = 127).

Aspects of work			Very	Neither		Very	Total	
			satisfied	Satisfied	satisfied nor dissatisfied	Dissatisfied		dissatisfied
Opportunity to work independently	Women		38	45	10	8	-	100
	Men		47	28	19	6	-	100
	All		41	39	13	7	-	100
Opportunity to impact decision making	Women		21	43	23	10	4	100
	Men		28	36	17	17	2	100
	All		24	40	21	13	3	100
Work tasks	Women		24	44	24	6	3	100
	Men		28	47	15	9	2	100
	All		25	45	21	7	1	100
Workload	Women		14	35	20	23	9	100
	Men		21	36	28	13	2	100
	All		17	35	23	19	6	100
Working time	Women		18	34	24	19	6	100
	Men		21	47	23	6	2	100
	All		19	39	24	14	5	100
Flexibility	Women		11	29	39	15	6	100
	Men		23	36	32	2	6	100
	All		16	32	36	10	6	100

Table 18 Problems experienced during the JPO assignment by gender (n = 127).

	Women	Men	All
The position was too difficult or demanding	14	13	13
Work tasks were too simple	26	17	23
The position was not relevant to my skills and experience	19	13	17

A few JPO informants, primarily those stationed at small field offices, reported more negative experiences. These largely concerned dysfunctional work environments caused by internal conflicts, staff reduction, or the abrupt transferral of team-leaders. In one instance, the JPO was transferred to a more functional duty station, a second JPO 'kept calm and carried on', and a third JPO 'gave up' and decided to terminate the contract early.⁸⁸

One of the JPOs was stationed at an office which was due to close a few years after her arrival. This caused conflicts and a difficult work environment – for example, because the international staff could move on to new positions within the UN system while the local staff would lose their jobs, understandably creating distress and

⁸⁸ Interviews with former JPOs, January 2023.

insecurity.⁸⁹ With limited work experience and without any prior experience from the UN, the assignment was very difficult. To avoid similar situations in the future, the JPO proposed improved screening of potential partner agencies and offices selected to receive JPOs.⁹⁰

One JPO stressed that JPO work requires humbleness and cultural sensitivity towards colleagues coming from different societies with alternative work cultures.⁹¹ The multicultural work environment at the UN means that compromises and considerations are needed, sometimes at the expense of efficiency.⁹² In the words of another informant:

It is not a homogenous system. We all come with our own baggage and perspectives, which makes it [the work] very exciting, but also very difficult and frustrating.⁹³

It can obviously be hard to find that colleagues and leaders have entirely different priorities from oneself in challenging and sometimes critical situations.

Two JPOs remarked that nothing was lined up for them when they arrived at the duty station. They had to familiarize themselves with how things worked in their offices or office units, sometimes having to carve out their own job description or demonstrate their qualifications and what they could contribute before being taken seriously and admitted into normal work routines.⁹⁴ By contrast, one former JPO said that he was rapidly regarded as a full member of an ambitious team. The office had up-to-date equipment and was perceived as a good working environment; all staff, both international and local, contributed their best efforts.⁹⁵ Most of the JPOs in the qualitative interviews also reported having friendly working environments, including social activities after work, despite the heavy workload.

A former JPO, now employed by the UN in New York, believed that UN work is coloured by the American work culture, with limited worker's rights, long working hours, and a lot of 'face time' in the office. He felt that face time — here, referring to the expectation that one be in the office (i.e., showing one's face) if one's boss is present — is sometimes more important than what one produces.⁹⁶ However, idle office time was not a prominent feature of our informants' JPO assignments. Most instead mentioned high demand for speedy delivery on large and small tasks, often requiring work beyond regular working hours without any form of compensation. Sometimes this took place in an environment characterized by 'sharp elbows'.⁹⁷

The biggest difference from a Norwegian job is that you must work 24/7. [In my previous job] I worked overtime and sometimes in the evening, but it was agreed in advance, and I was compensated for it. Now my boss can call me at 11 pm and expect me to work instantly if something [important] has occurred. You must work when it is required.⁹⁸

⁸⁹ Four in ten survey respondents had experienced some form of organisational reform as a problem during their JPO assignments.

⁹⁰ Interview with former JPO, January 2023.

⁹¹ Interview with former JPO, January 2023.

⁹² Interview with former JPO, January 2023.

⁹³ Interview with JPO, January 2023.

⁹⁴ Interviews with former JPOs, September 2022 and January 2023.

⁹⁵ Interview with former JPO, January 2023.

⁹⁶ Interview with former JPO, September 2022.

⁹⁷ Interview with former JPO, January 2023.

⁹⁸ Interview with JPO, September 2022.

Being operative entails responding quickly when something transpires; formal working hours become of minor importance. Another JPO described how the work was often ad hoc and difficult to structure and plan. If they received an inquiry for a meeting they had sought for a long time, they were expected to organize the meeting immediately. At times, they were understaffed, and the workload therefore increased.⁹⁹

Survey responses substantiate this high work pressure. Only about one half of the JPOs (57 per cent of men and 49 per cent of women) were very satisfied or satisfied with the workload during their assignment. The fact that 1 in 4 women and 1 in 10 men expressed dissatisfaction with their working time hints at the same (Table 17).¹⁰⁰ Similarly, 1 in 5 women and 1 in 10 men were dissatisfied with the work flexibility offered. Only two in five women and three in five men were satisfied with the flexibility. We return to the issue of working hours when we discuss work–life balance in chapter 9.

In larger offices with several JPOs, the work environment among the JPOs was described as good by our informants. The more experienced JPOs advised and assisted the newcomers on office routines, which was much appreciated and deemed very helpful.

In the qualitative interviews, most former and current JPOs described an altogether positive and meaningful assignment in which they could contribute positively to the work of the UN agency and make a difference. Yet, according to the survey, few were very satisfied with various aspects of the UN agencies' work, and 30 per cent expressed dissatisfaction.

Being somewhat prepared for working in a hierarchical and bureaucratic system, JPOs appear to learn how to manoeuvre, yet dependency on managers for advancement and future UN jobs may place the JPOs in a vulnerable position. Regular working hours were at times not respected, and some JPOs felt pressured to accept excessive workloads.

Several of the aspects discussed in this chapter affected the informants' perception of the working environment; of these, relations with colleagues and managers are among the most important. The responses to one survey question effectively summarize the picture we have attempted to paint: 53 per cent of women and 72 per cent of men were satisfied with the working environment; 25 per cent of women and 17 per cent of men were neither satisfied nor dissatisfied; and 23 per cent of women and 11 per cent of men were dissatisfied with the working environment.

In other words, although most of the survey respondents were content with most aspects of their working conditions, both qualitative and quantitative data suggest great diversity in experiences and assessments. Many JPOs reported problems at their duty stations, and a sizable minority were discontent with the aspects we have considered. The chapter has demonstrated that female JPOs more often tend to be critical of the JPOs' working conditions than their male counterparts.

⁹⁹ Interview with former JPO, January 2023.

¹⁰⁰ What the JPOs emphasized when responding to the question about working time, we do not know. The number of working hours must have been crucial for most. However, related aspects such as the beginning and end of the working day, overtime work, working outside normal working hours, including during the weekend, likely counted as well.

7 Gender challenges in the UN

We have already touched upon gender differences when discussing several aspects that may impact JPOs' decisions to remain in the UN when their contract comes to an end – or to apply for new UN positions after a break. This chapter briefly examines two areas that primarily concern the working conditions of women in the UN, and which may decisively inform their decision-making around investing in a UN career: discrimination and sexual harassment. Before that, we briefly describe the status of gender parity at the UN.

7.1 Gender parity at the UN

In January 2017, a Gender Parity Task Force was established to generate a roadmap, with benchmarks and timeframes, to achieve gender parity across the UN system. The goal was not just about getting the numbers right (i.e., 50 per cent women and 50 per cent men): it was about modernizing the organization and shifting its institutional culture so that the UN can reach its full potential (UN, 2017b).

Six years later, gender parity has been somewhat achieved at the headquarters but lags behind in the field offices (UN, 2023). For international staff at the P-2 level, where JPOs serve, there is a female majority, and at the Under Secretary General (USG) level, gender parity has been achieved. Yet, for all other professional levels, gender parity has not yet been fully reached – the percentage of women at these levels varies from 42 to 48 per cent. This means that young female JPOs will often have male superiors, particularly at field offices where the gender parity is only at 34 per cent.

Late last year, the UN Secretary General António Guterres commended the progress made by the UN regarding gender parity, which, as recently as five years ago, stood at 25 per cent. However, he said that “[w]orkplace culture also needs to advance. [...] And if stereotypes and workplace bias is left unchecked, sexism and racism tolerated, “we will fail the people we serve” (UN, 2022). He further asserted that gender equality is essentially a question of power and that the culture of male domination must change in terms of leadership, decision making, and participation at all levels of the organization.

The UN JPO programme does not contribute to gender equality in terms of equal representation among its employees: two thirds of the JPOs and SARCs hosted by the UN are women, and in recent years women have constituted a similar share of the Norwegian JPOs. Our key informants were discontented with the situation and asserted that gender parity is the aim for Nordic JPO recruitment. However, achieving a gender balance of 50 per cent men and 50 per cent women has proven difficult. This situation likely reflects an international trend in which female university students outnumber male university students in social sciences and the humanities, which are most relevant for current UN positions.

Conversely, in the past, a higher proportion of male than female JPOs appear to have remained at the UN (see chapter 2). Our data do not allow us to conclude that this will continue to be the case but do suggest that a higher proportion of women than men prefer working in Norway.

7.2 Gender discrimination

Almost all job advancements in the UN mean being assigned to another post at a higher professional level (P-1 to USG)¹⁰¹. For such advancement to occur, there must be an open vacancy announced. If the candidate has the right qualifications and profile, internal examination and interview procedures form part of the selection process. A written examination is common for positions at least up to the P-4 level.

In her fourth (co-financed) year as a JPO, one informant was assigned to a particular team in her organization. When her JPO contract ended, she was mainstreamed into the organization to keep working with the same team for another two years. The organization was going through significant reorganizations at the time, and the extension was offered at the P-2 level. ‘What was interesting was that my male colleagues, who started at the same time as I did, were offered P-3 positions in the same reorganization process’.¹⁰² Understandably, she found that disheartening and unfair. An advancement from P-2 to P-3 does not have major economic implications, but it affected her feeling of integrity and how she was perceived and respected by colleagues and leaders.

Another female JPO informant was still holding a P-2 position eight years into her UN career.¹⁰³ Although she had originally applied for a P-2 position to stay on at her duty station, it is remarkable that she had not been elevated into at least a P-3 position, considering her long experience. In contrast, the male JPOs we interviewed were offered or able to secure P-3 positions directly after their JPO contract ended, or a few months later.¹⁰⁴ We also interviewed female JPOs who had obtained P-3 positions immediately after their JPO assignment, so we cannot know whether or how common gender discrimination of this sort is. However, experiences like this, and knowledge about them, undoubtedly affect women’s willingness to stay on in the UN.

In the previous chapter, we described the UN as a hierarchical and bureaucratic system. Our data suggest that some managers exploit the asymmetrical power balance accompanying the hierarchy. As mentioned before, JPOs — like other UN staff — have a yearly performance review, an evaluation by superiors that forms the basis for the annual renewal of the JPO contract (or any UN contract). We were told that this was normally a straightforward process and that the contract would be renewed if one had done one’s job reasonably well throughout the year. Yet, for some former and current JPO informants, such reviews were stressful, and particularly so when they had strained relations with their superior(s) — which, according to the survey data, was more likely for women than men. One former JPO emphasized that she would never apply for a position without good prior knowledge about the team leader and how the team worked. She claimed that such information was readily available through informal channels. Useful information can also be found, as she shared, in annual UN reports, which may contain evidence about complaints against various agencies, and specific departments. Such complaints can include exploitation and abuse by superiors, including sexual harassment.¹⁰⁵

¹⁰¹ The professional levels are P-1 to P-5, two director levels (D-1 and D-2), Assistant Secretary General (ASG), and Under Secretary General (USG).

¹⁰² Interview with former JPO, January 2023.

¹⁰³ Interview with former JPO, January 2023.

¹⁰⁴ Interviews with former JPOs, September 2022 and January 2023.

¹⁰⁵ Interview with former JPO, September 2022.

7.3 Sexual harassment

Our key informants had not received reports of sexual harassment among JPOs (or other Norwegian UN staff) in quite some time. We were told that information and reports of sexual harassment would be taken very seriously by both the MFA and the UN. The latter has become more transparent and has established good reporting and notification routines to counter sexual harassment in response to 2017's #MeToo movement. The routine is to bring experiences of sexual harassment to the HR department of the organization in question and to the UN ombudsman. It also seems to be Norwegian policy to terminate cooperation with the UN organization, at least with the office or duty station where the offense occurred, after such incidents. The key informants felt confident that the various UN organizations are capable of handling sexual harassment cases properly, should it occur.¹⁰⁶

A former JPO's experiences do not align well with what we heard from the key informants. She told us that one of her superiors flirted with her; when she did not respond positively to his advances, she felt that he turned against her. With support from her immediate leader, she went to the UN ombudsman to discuss alternative actions in this situation. She was advised not to take the matter further, since the situation was 'vague' and she lacked evidence. She felt an absence of support, and no longer being a JPO, she could not turn to the Norwegian side for support. She was fearful that her UN career was blocked, despite having worked hard and having produced good results.¹⁰⁷

This former JPO told us that she had collected similar stories from friends and colleagues in the UN system, some of them graver than her own: for instance, a case concerning e-mails and SMS messages from a superior with sexualized content. She stated that even the more serious cases were met with identical advice from the UN ombudsman, for the same reason: weak evidence. Notably, some of these incidents had taken place after the UN adopted its zero-tolerance policy on sexual exploitation and abuse (UN, 2017a).

Allegations of sexual harassment in the UN system is nothing new. In the 1980s and 1990s, the media were already reporting that sexual harassment was frequent and quietly accepted in the UN (Bolle, 2018). Several studies have confirmed this, reporting that between 55 and 67 per cent of surveyed UN staff have experienced sexual harassment from colleagues and leaders (Jørgensen, 2017). A more comprehensive study of more than 30,000 UN staff in 2019, representing about 17 per cent of all UN employees, found that around one third had experienced sexual harassment (Bolle, 2019). In response to these challenges, the UN opened a 24-hour hotline in February 2019, and began investigating all sexual harassment cases reported to the hotline. These investigations have produced some results: for example, in 2019, a leader at the World Bank received what some considered a mild conviction (i.e., salary freeze and exclusion from HR responsibility), after which he left the organization (Bolle, 2021); and in 2022, an Undersecretary General for Technology was fired for sexual harassment (Bolle, 2022).

Norwegians in the UN have also reported sexual harassment. In an op-ed, Halling and Begby (2018) comment that many Norwegian development aid workers have experienced abuse and sexual harassment; the authors point out that temporary contracts create vulnerability towards sexual pressure and harassment. These experiences suggest that, despite proclaiming zero tolerance towards sexual harassment,

¹⁰⁶ Interviews with key informants, August 2022.

¹⁰⁷ Interview with former JPO, January 2023.

the UN still has a way to go. One of our former JPO informants proposed the establishment of a support system in Norway for Norwegian UN and development cooperation staff with such experiences. Although Norway has no formal employer responsibility towards JPOs and other UN staff, the JPOs we spoke to argued that it would be helpful if some sort of assistance was provided: perhaps a hotline or professional psychological assistance for Norwegian JPOs (and other UN staff).

The UN has recently prepared progressive gender policies and has made achievements on gender parity over the past five years. Although the level of gender parity varies across the organization, with better parity at headquarters than at field offices, it has risen from about 25 per cent to almost 50 per cent.

Despite these achievements, however, the UN remains a hierarchical organization and still suffers from asymmetrical power relations, which may be exploited by superiors with traditional gender attitudes. Such relations may also place JPOs, and other young UN staff, at risk of gender discrimination and sexual harassment. The former JPOs called for support from Norwegian authorities in such cases.

8 Salaries and social security benefits

In addition to the working environment, other crucial aspects of any job are the salary and benefits. This chapter examines what former and current JPOs think of these traits of their JPO jobs. The chapter also includes comparisons with the salary levels and benefits on offer in Norway.

8.1 Salaries

Salaries for professional categories in the UN system are established by five professional grades (P-1 to P-5), and the salary levels are determined on the principle that the UN should be able to recruit staff from all its member states, including those who are the highest paid. Thus, the salaries of professional staff are set in reference to the highest paid national service and applied uniformly worldwide in the UN common system (UN, n.d.-b). JPO positions are placed at the P-2 level. The base salary for P-2 currently starts at 60,000 USD annually, with yearly raises up to a ceiling of 81,000 USD after 12 years (ICSC, 2022a).

In addition to the base salary, there is a post adjustment for professional and higher categories at the UN. As the cost of living varies significantly between duty stations, the post adjustment is designed to compensate for such differences. The purpose is to provide all staff with the same purchasing power, independent of local cost of living. Differences in cost of living are measured through periodic surveys at all duty stations and adjusted regularly (UN, n.d.-b).

This salary system has made it very attractive to work in the UN system; apart from some high-cost countries, where the two-income family is a common feature. Some of the former JPOs we interviewed commented that several international colleagues tended to latch on to their UN positions, as it was difficult to find alternative employment providing the same income and benefits. Furthermore, serving in the United States would give citizenship to children born there, an extra advantage for many. Some wished to return to their home country, but still did not consider it for lack of realistic alternatives. Even for Norwegians, coming from a high-cost country with high salaries and good welfare benefits, the UN salary is considered good. Nine in 10 survey respondents expressed satisfaction with the JPO salary. There was, however, a much higher percentage of women (68 per cent) than men (38 per cent) who said they were very satisfied with the salary (Table 19).

Table 19 Level of satisfaction with the JPO salary. By gender (n = 127).

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Total
Women	68	25	5	3	-	100
Men	38	45	17	-	-	100
All	57	32	9	2	-	100

All the JPOs whom we interviewed believed that the salary was good, and much higher than they had earned in prior jobs. One informant commented that the salary was triple her previous salary.¹⁰⁸ Another said that she believed that it was a mistake when she saw her first pay slip.¹⁰⁹ Most JPOs are young and single, usually with only a few years of work experience after university and not used to high incomes. For the most part, our informants were able to live well and save money. Contributing to that is the fact that most member states have exempted UN staff from income tax. Some deductions are taken from the salary for health insurance and for what is called staff assessment — a form of tax administrated by the UN organizations.¹¹⁰ The JPOs of some countries also contribute to pensions, but Norwegian JPOs are exempted.¹¹¹

Those living in New York who brought a family with children along with them were less satisfied with the salary:

If you only look at the numbers, the salary is sky-high [...] but we have nothing left at the end of the month. But then that is more about the city we live in and the cost level, which is extreme.¹¹²

Everything is expensive in New York, including the rent for apartments, which UN staff pay from their own salaries. The UN covers 75 per cent of expenses for dependents' education from the age of five until the child has completed four years of post-secondary education (college/bachelor's degree, or until 25 years old) (UN, n.d.-c). The challenge here concerns expenses for childcare and kindergarten, from when the child is about three months to five years of age. In New York, having a child in kindergarten (KG) costs between 2,000 and 3,000 USD a month, with no discount for siblings.¹¹³ In addition, the JPOs (and other UN staff) are usually in a situation where the partners do not work and contribute to the family income. Due to the high costs, JPO informants in New York remarked that they had less money at their disposal after fixed expenses were covered than in other countries where they had stayed, yet managed reasonably well.

Despite having a much better salary than for similar work in Norway, it was commented that if you considered 'the total package' and the quality of life, life was perhaps not better than in Norway.¹¹⁴ One said:

It's a good salary, no doubt. But particularly in the US where the work pressure is hard and [with] the long working hours as well as very expensive welfare services, I am aware that if I want children, my situation will be better in Norway.¹¹⁵

¹⁰⁸ Interview with JPO, September 2022.

¹⁰⁹ Interview with JPO, January 2023.

¹¹⁰ The JPO handbook gives an example of deductions for health and dental insurance at 270 USD per month (UN DESA, 2019: 17). The staff assessment rates are derived from the general income tax at the different headquarters (UN, n.d.-b).

¹¹¹ JPOs become participants in the United Nations Joint Staff Pension Fund upon appointment unless explicitly exempted from participation by their governments in agreement with the UN. Staff members' contribution to the Pension Fund is deducted from their pay cheques at the rate of 7.9 per cent of their pensionable remuneration. The organization contributes 15.8 per cent. Participants who separate from the organization after serving less than five years are reimbursed for their contribution to the Fund but not the contribution from the organization (UN DESA, 2019: 20).

¹¹² Interview with JPO, September 2022.

¹¹³ With the exchange rate as of 10 March 2023 (1 USD=10.6 NOK), the monthly cost of a child may reach more than 30,000 NOK. However, the out-of-pocket expense for families is lower because the UN provides financial support for kindergarten and education.

¹¹⁴ The 'total package' here refers to two incomes and comprehensive welfare benefits.

¹¹⁵ Interview with former JPO, January 2023.

Due to a lack of flexibility at work, some perceived UN employment as incompatible with a good family life.

As an appendix to the discussion of salaries versus expenses, it should be noted that the UN offers a child allowance meant to cover child-related expenses. The annual child allowance currently stands at 3,222 USD (WHO, 2022), which can cover most expenses to childcare in many countries, whereas in places like New York it will only cover a fraction of the actual expense (perhaps for one month). As shown in Table 20, the survey respondents found that the support for childcare is bad, whilst they were more pleased with support for children’s education and the grants provided in support of older and adult children’s studies. Two thirds of the respondents for which the question was relevant – and women and men alike – believed the UN support to childcare was too low.

Table 20 Perceived quality of various UN benefits. Percentage of JPOs (n = 127).

		Very good	Good	Neither good nor bad	Bad	Not relevant	Total
Support for childcare	Women	-	3	8	20	70	100
	Men	4	11	2	34	49	100
	All	2	6	6	25	62	100
Support for children’s education	Women	6	13	8	4	70	100
	Men	17	17	11	2	53	100
	All	10	14	9	3	64	100
Study grants for adult children	Women	5	6	9	5	75	100
	Men	11	17	4	2	66	100
	All	7	10	7	4	72	100

8.2 Social protection

Social security, or social protection, commonly refers to insurance programmes that cover loss of regular income in specific situations, such as retirement (pensions), parental or sick leave, occupational injury, and disability. The International Labour Organization (ILO) has focused on social protection since its foundation in 1919, particularly the maternity and unemployment benefits incorporated in work contracts (ILO, 1944). The Nordic countries, building on this, developed a welfare state with comprehensive economic and social policies known as the Nordic Model. As a result, Norway’s welfare benefits are well developed and somewhat ahead of many other countries, including the United States, which seems to be the model organizing the UN’s work life and many of its welfare benefits. Although the UN provides good health insurance and for example include some medicines and dental expenses, it cannot always match what Scandinavian UN employees are accustomed to in their home countries.

In Norway, social protection is organized through the National Insurance Scheme (Folketrygden), from which the JPOs (and other Norwegian UN staff) are withdrawn when they begin working with the UN. One reason for this is that the JPOs become UN civil servants and thus should not have any ties to or receive any benefits from their home country.

According to the JPO informants, they are required to send a change of address to the national registry but do not receive a confirmation of their exit from the National

Insurance Scheme. Neither, it seems, do they receive any information about the option to remain enrolled through a voluntary membership, or the cost of that. The Norwegian Labour and Welfare Administration (NAV) has confirmed that it does not inform members when their membership in the National Insurance Scheme ends. NAV expects the Norwegian institution(s) assisting in the recruitment of JPOs – that is, Norec – to provide relevant information about potential membership in the National Insurance Scheme, while the information letter sent to JPOs encourages them to contact their local NAV office to obtain the necessary information (Norec, 2022).¹¹⁶

Application for voluntary membership in the National Insurance Scheme is individual. If found eligible, the cost is estimated to be between 22 and 51 per cent of a JPO's salary (NAV 2023) – while the JPOs claimed it was 40 per cent, it is anyway incompatible with the high cost of living at most UN duty stations, such as in Geneva and New York.¹¹⁷ The substantial cost of voluntary membership is explained by the lack of contribution from the employer, in this case the UN (or indirectly the Norwegian MFA, which is responsible for the funding of the JPOs). An overview of the relations and interactions between the Norwegian national social protection scheme, on the one hand, and the UN scheme, on the other hand, are difficult to come by.¹¹⁸ For example, there is no official registry over members of the National Insurance Scheme (Odland 2023). One element concerns the regulations around maternity leave, which are rather straightforward; another concerns the consequences of choices and regulations far into the future, such as retirement pensions or medical treatment and economic support in the event of chronic disease, injury, or disability. A bureaucrat at the Norwegian MFA reported that the MFA is working to clarify some of these issues.¹¹⁹

The survey inquired about the perceived quality of several non-pay benefits. Eighty-five per cent, and a higher proportion of men than women, considered the health insurance offered by the UN as very good or good.¹²⁰ The former and current JPOs were less content with the arrangements surrounding sick pay (Table 21).¹²¹ Only one half assessed the UN scheme for sick pay to be very good or good.

Some JPO informants found it difficult to understand the cancellation of their membership in the National Insurance Scheme and wanted to remain members, albeit at a lower cost: for example, at the 7.5 per cent commonly deducted from one's salary in Norway. Although covered by health insurance through the UN, the cancellation of one's membership in the National Insurance Scheme added to a sense of insecurity, something that may well affect JPOs' decision to pursue a UN career.

¹¹⁶ Telephone conversation with NAV Utland, 12 December 2022.

¹¹⁷ Voluntary membership in the National Insurance Scheme has three levels of benefits: a) health insurance, b) compensation for loss of income during sick leave, and c) pension. When the employer does not pay employer fees, the cost for a) is 9,1 per cent of gross income, the cost for b) is 13.8 per cent, and the cost for c) is 28.4 per cent. The total cost for alternative a) and b) is 22.9 per cent of the salary, while the total cost increases to 51.3 per cent if disability benefits and pension component are included. However, the JPOs are currently offered a separate pension scheme (NAV 2023).

¹¹⁸ Interview with key informant, August 2022.

¹¹⁹ Interview with key informant, August 2022.

¹²⁰ The UN's health insurance covers, among other things, expenses for eyeglasses and dental treatment, which the Norwegian National Insurance Scheme does not.

¹²¹ Note that there were few respondents for three of the questions, as those who answered 'not relevant' were removed from the calculation. For sick leave they comprised about 4 in 10; for parental leave 5 in 10; and for the question on UN pension, about 3 in 10 respondents said the question was not relevant to them.

Table 21 Perceived quality of various UN benefits. Percentage of JPOs.

		Very good	Good	Neither good nor bad	Bad	Total
Health insurance (n = 118)	Women	36	44	19	-	100
	Men	43	48	9	-	100
	All	39	46	15	-	100
Sick pay scheme (n = 77)	Women	15	33	27	25	100
	Men	10	52	38	-	100
	All	13	40	31	16	100
Parental leave (n = 64)	Women	-	3	24	74	100
	Men	4	19	19	58	100
	All	2	9	22	67	100
Pension scheme (n = 88)	Women	9	34	38	19	100
	Men	34	23	34	9	100
	All	19	30	36	15	100

One key informant commented that such double insurance was neither necessary nor right.¹²² In contrast, the JPOs did not view double insurance as a problem. Rather, they considered it as a form of enhanced security, which would have made it easier to remain a UN employee through years of parenthood and in the event of unexpected illness. JPO informants mentioned that the cancellation of one's national health insurance was not followed very strictly by other nations. One JPO recounted that he had been a member of the British national health service while being a UN employee. He was a member of this insurance scheme due to prolonged stays in Britain, and he believed that no British citizens had to cancel their insurance memberships while serving in the UN.¹²³ Another JPO said that whereas the cancellation of membership in the Norwegian National Insurance Scheme was a frequent topic in conversations between Norwegian JPOs, she had never heard about such worries among her Finnish or Swedish colleagues and believed that they kept their national insurance memberships.¹²⁴ Sida informed us that Swedish JPOs were meant to cancel their Swedish insurance membership (with *Forsäkringskassan*), but it did not happen automatically and they never followed up on whether it was done.¹²⁵

Another issue mentioned by the Norwegian JPOs was that, without membership in the National Insurance Scheme, one is unable to obtain a Norwegian bank mortgage to buy property in Norway.¹²⁶ In addition, cancellation of one's membership in the Norwegian scheme does not appear to have been 100 per cent consistent. We heard of one JPO who had been unable to cancel their insurance membership due to property ownership in Norway, possibly due to tax issues. Several of the JPOs had also benefitted from medical treatment in Norway during their assignments as JPOs and could not explain why they had access to their general practitioner (*fastlege*), how

¹²² Interview with key informant, August 2022.

¹²³ Interview with former JPO, January 2023.

¹²⁴ Interview with former JPO, January 2023.

¹²⁵ Email correspondence with Sida, 2 February 2023.

¹²⁶ Interview with former JPO, September 2022.

they could apply for and benefit from extra support from NAV due to chronic illness, and why they were accepted for treatment in Norwegian hospitals.¹²⁷

8.3 Parental leave

Our key informants voiced concern that poorer social protection at the UN than in Norway and other Scandinavian countries had strong negative consequences on both the recruitment and retention of JPOs. Their worries were particularly associated with regulations for maternity leave.

Up until 2023, the UN has offered 16 weeks maternity leave with full pay and up to 4 weeks paternity leave, compared to 49 weeks with full pay shared between the parents in Norway. In Sweden, 68 paid weeks are equally divided between the mother and father, and in Denmark, parents share 48 weeks. We return to the UN's new scheme for maternity leave at the end of this section.

The JPOs are between 28 and 32 years old when they are recruited, an age when some have already started a family and others are considering it. One young JPO gave birth during her assignment in New York. She was aware of the comparatively short parental leave offered by the UN, something that she had found out on her own. However, she was strongly motivated to get as much out of her JPO period as possible and did not wish to take a long leave. Despite having a supportive husband who took care of the baby, she admitted that the situation was far from ideal, not least because the workload and work hours in her office were very demanding. She was even asked to return from her leave three weeks early due to an extraordinary workload at her office, and she felt that it was difficult to decline. This was doable due to the home-office regime under COVID-19, which made the combination of her roles as a mother and a JPO possible. For example, it allowed her to breastfeed her infant during work-hours. Another aspect of the short maternity leave was the lack of a replacement during her absence: instead, her responsibilities were reallocated to colleagues. As some of the tasks were too demanding for them, she followed up on a part of her portfolios during her maternity leave. She remarked that this arrangement later eased her return to work, because she had partly worked during her leave anyway. Furthermore, due to her brief maternity leave, this JPO felt that she lost little of her valuable UN experience. A longer leave, she believed, would have meant less experience, since the Norwegian JPO contracts – as opposed to what she had heard about the German contracts – were not prolonged with the duration of the parental leave.¹²⁸ According to Norec, however, the period of parental leave is currently added to the JPO contract.¹²⁹

This informant's experience illustrates high work pressure, short parental leave, and high JPO motivation; it also suggests that JPOs with the ambition to remain in the UN system may find themselves in a vulnerable situation and at risk of being taken advantage of by managers who overburden them with work, a topic discussed in more detail in other chapters of this report.

The JPOs we interviewed commented that the short parental leave in the UN was a frequent theme in informal conversations, and a general impression seemed to be that many JPOs wished to return to Norway to start a family.¹³⁰ The JPOs appeared

¹²⁷ Interviews with former JPOs, January 2023.

¹²⁸ Interview with JPO, September 2022.

¹²⁹ We have been unable to verify when the MFA began extending the JPO contract by a period reflecting the duration of the parental leave, but it seems this practice have been in place for at least the past 10 years.

¹³⁰ For example, interview with former JPO, January 2023.

well informed about the short parental leave in the UN system. This is a positive finding, as very few (only 14 per cent) of the survey respondents considered themselves to have been well informed about the UN regulations for parental leave before assuming their JPO positions. Regarding a question about the quality of parental leave in the UN, one half did not answer because the question was irrelevant to them. Of the other respondents, 74 per cent of women and 58 per cent of men believed that the programme for parental leave was inadequate (calculation based on Table 21).¹³¹ Nevertheless, few informants were alarmed by the prospect of a short parental leave:

If I had a good job and good working conditions, I don't think the short leave would be decisive. I think those remaining in the UN system are ambitious per definition. Those with the 'Norwegian attitude' that the family is the most important consideration will never stay [with the UN]. But I don't think the short leave is necessarily negative for those wanting to work hard in an exciting field.¹³²

Yet, in the qualitative interviews, we heard calls for better information about rights in connection with pregnancy and adoption. The distribution of a one-page information leaflet and having a contact person at NAV were suggested. The leaflet could contain information on parental and other rights in the UN but also provide an overview of various rights when returning to Norway, including re-enrolment in the National Insurance Scheme.¹³³

During qualitative interviews in September 2022, JPOs disclosed that work was underway to improve the UN policy on parental leave. Some UN organizations had already extended the parental leave, giving 24 weeks to the mother and 8 weeks to the father.¹³⁴ In practice, however, temporary staff with different types of contracts, did not receive such longer leaves (UN Parents, 2022).

On 30 December 2022, the General Assembly endorsed enhanced parental leave policies providing each parent with 16 weeks of leave, with an additional 10 weeks of pre- and postnatal recovery for the birth mother. This policy doubles the parental leave for UN staff and brings it up to 42 weeks (if both parents are working with the UN, which is not very common). The resolution was adopted in the organization's regular budget for 2023 and is now part of the UN common system.¹³⁵

¹³¹ Those who answered 'not relevant' to the question are excluded from the calculation.

¹³² Interview with former JPO, January 2023.

¹³³ Interview with former JPO, January 2023. The regulations for re-enrolment in the National Insurance Scheme appear to be unclear. One key informant claimed that it might take up to a year to get re-enrolled. Other information suggests that if one appears in person at the local NAV office and states the intention to stay in Norway for more than a year, one may be re-enrolled in the National Insurance Scheme immediately. However, one might not achieve full membership and have access to all benefits; and while health insurance may be granted, this may not instantly include all elements of coverage: for instance, it may take five years to receive disability benefits and other types of pensions (Odland, 2023).

¹³⁴ Among these agencies are the FAO, UNESCO, UNHCR, UNICEF, UN Women, and WHO.

¹³⁵ The recommendations for the new regulations came from the International Civil Service Commission (ICSC, 2022b). Granting fathers longer parental leave was made to foster gender equality. The rationale is to strengthen bonding between both parents and the baby. The extension of the mother's leave is to allow her to breastfeed the baby in line with WHO recommendations. The extended parental leave contributes to eliminate employment discrimination against women of parenting age and abolishes distinctions between different types of families and parenting.

8.4 Pensions

Another area of concern for the JPOs is pensions. The UN begins contributing to a pension fund upon commencement of employment, with part deducted from the employee's salary and another part from the organization. But if a staff member quits within five years, only the savings deducted from the employee will be reimbursed at the end of the engagement. The UN savings will not be added to the person's pension scheme until the employee has worked more than five years. This means that a UN employee with a lifelong UN career will build up a very good pension, while those working less than five years will have saved no pension, except for their own (reimbursed) contributions.

The Norwegian pension reform from 2011 entails that all work years should contribute to the future pension. This change was introduced to make future pensions more sustainable. As a result, JPOs would have experienced a gap in pension saving if they stayed with the UN less than five years. To mitigate this, Norway pays a pension premium for the JPOs to a commercial Norwegian insurance company, since many of the JPOs tend to stay in the UN for less than the required five years. The key informants were pleased to have obtained pension rights for the Norwegian JPOs and saw this as an important achievement in support of the JPOs — and something that could enhance JPO retention.

The JPOs are young and perhaps not greatly concerned about their personal economy after retirement, yet the current Norwegian pension system seems to have made young people more aware of the importance of saving for future pensions. Most of the former and current JPOs we spoke to were not impressed by the pension scheme offered to them as a JPO. They were not only concerned; the pension scheme also provoked engagement and, to some extent, anger.

You are touching a big open wound now. [...] Nobody told me you had to be a JPO for three years to benefit from the pension they pay for you. [...] So, I have lost three years [of pension savings]. It's a pity and I feel some anger [about it].¹³⁶

Another former JPO pointed to the fact that lack of contributions to UN pensions during the JPO assignment may hinder retention. She had been a JPO for four years and Norway paid her pension into a private scheme. When the JPO contract came to an end, she moved into a P-3 position and she was enrolled in the UN pension scheme. After more than five years as a UN employee, she was now slowly building up her retirement pension. Because she continued at the UN after her JPO period, she felt that she had lost four years of savings.¹³⁷ If she in the near future wants to leave the UN, her pension will be too small to sustain her retirement, and the pension saved in Norway will only give her a symbolic additional amount. Former JPOs commented that the private pension scheme for Norwegian JPOs was bad. One said: 'The private pension we were offered is perhaps enough to buy me a monthly beer'.¹³⁸

Some said that they would have preferred being enrolled in the UN pension from the start but were not offered this option. This preference was not only found among retained JPOs who felt they lost many years of savings towards their pension in the

¹³⁶ The JPO admitted that she might have misunderstood something about the pension, yet this was her feeling. Interview with former JPO, January 2023.

¹³⁷ Interview with former JPO, September 2022.

¹³⁸ He received an annual letter from the pension provider about the amount of his future pension. Interview with former JPO, January 2023.

UN. It was also the first choice among many former JPOs returning to Norway. A former JPO who remained with the UN for a few years after her JPO assignment compared the two: ‘Four years with the Norwegian pension makes NOK 30,000 [in my pension fund], and two and a half years with the UN pension gave me NOK 80,000.’ She thought that, had the UN pension been paid from day one, she would have had a stronger incentive to keep working with the UN.¹³⁹

The JPO informants found the retirement pension to be a complicated matter. Several called for improved information regarding the different pension schemes and their likely implications for the future. They suggested that the JPOs be given a choice between two or more schemes. Had it been possible, it seems that the informants would have opted for enrolment in the UN pension scheme from their first working day as a JPO.¹⁴⁰ An alternative would be an improved Norwegian pension, where the JPOs retain their membership in the National Insurance Scheme during their assignments.¹⁴¹

Those JPOs who stay with the UN for a few years and return to Norway must start pension savings in the Norwegian system from scratch (apart for the possible pension savings from employment in Norway before accepting the JPO position).

Given the objective of higher JPO retention, making pension payments to the UN from the beginning will signal that retention is important to the Norwegian government and make it easier for the JPO to choose to continue in the UN system. Some of the JPOs we spoke to said that some other countries (like Germany and Japan) covered the UN pension for JPOs.¹⁴² The pension arrangement currently in place results both in a suboptimal outcome for JPOs wanting to continue in the UN system and a poor outcome for those returning to Norway. A different aspect of the pension scheme for Norwegian JPOs is that it does not include arrangements for accompanying partners without the opportunity to work.

According to the survey, one half of those who shared an opinion on the UN pensions scheme found that it was very good or good, with men more often being positive than women (Table 21).¹⁴³

This chapter has mainly discussed the interaction between the Norwegian National Insurance Scheme and the social protection system at the UN. Norwegian JPOs and other Norwegian UN staff are automatically withdrawn from national insurance when moving abroad. The Norwegian benefits are generally perceived as being better than what the UN offers. The JPO informants expressed a preference for the Norwegian system and called for the opportunity to remain members of the Norwegian scheme as a basic security measure during UN employment. Continued membership could thus enhance UN retention.

The chapter had a particular focus on parental leave and pensions. The UN’s parental leave falls short of the Norwegian entitlements, and many JPOs therefore wanted to settle in Norway to start a family. UN reforms in 2023, however, have brought the UN’s parental leave closer to the Scandinavian standard, providing 26

¹³⁹ Interview with former JPO, January 2023.

¹⁴⁰ Interview with former JPO, January 2023.

¹⁴¹ Interview with former JPO, January 2023.

¹⁴² Interviews with former JPOs, September 2022 and January 2023.

¹⁴³ Four in 10 respondents were either young and thought their material well-being after retirement was irrelevant or felt that they did not know the pension scheme well enough to have, or share, an opinion.

weeks of leave to the birthing mother and 16 weeks of leave to the co-parent (if both parents work in the UN).

Pensions were a concern of the JPOs interviewed for this project. JPOs are not included in the UN pension scheme. They are instead offered a private pension in Norway. However, the JPOs prefer the UN pension and want to be included from day one. Not being included in the UN scheme works against UN retention of JPOs. The current Norwegian pension for JPOs is perceived to result in a paid-up policy of minor value.

9 Social and family life

There are many single people working at the UN: my team leader is one example. I don't know if it's a choice or if it just turned out that way. [...] But it is challenging to have a family [and work at the UN]. You must prioritize what is important, try to find solutions, and make the best out of it.¹⁴⁴

Our survey shows that 7 in 10 JPOs who had a partner upon starting their JPO assignment were accompanied by their partners to their duty stations (Table 22). Amongst those who also had children prior to becoming JPOs, 8 in 10 brought their children with them. Four in 10 JPOs reported that their civil status changed during their assignment: 30 per cent married or started cohabiting whilst 8 per cent became single. One in 10 had one or more children prior to their JPO assignment, and a similar number had children during their assignment.

Table 22 Family situation (n = 127).

		Number of people	Per cent
Civil status upon start as JPO	Married	38	30
	Cohabitant	21	17
	Single	68	53
Spouse/cohabitant was stationed with JPO (n=59)	Yes, employed	19	32
	Yes, not employed	24	41
	No	16	27
Change in civil status during JPO assignment	Yes, married/became cohabitant	38	30
	Yes, divorced/separated	10	8
	No	79	62
Had children when started as JPO		14	11
Had children during JPO assignment		12	9

High work pressure, long working days, and moving from country to country to re-settle contribute to the challenge of combining a UN career and a family life. Some duty stations are non-family stations for safety reasons. Among the JPO informants, there were individuals who had experienced years of separation from their spouses and children and acknowledged that work with the UN may not suit everyone.¹⁴⁵

Others commented that JPOs may find partners during their assignment and that these partners are unlikely to be Norwegians.

Having a foreign spouse, with no status in Norway, means we must apply for a visa every time we go. Then she gets a 10-day visiting visa. This is awkward.¹⁴⁶

¹⁴⁴ Interview with JPO, September 2022.

¹⁴⁵ Interviews with former JPOs, January 2023.

¹⁴⁶ Interview with former JPO, September 2022.

If Norway's aim is to retain JPOs, this JPO and others called for the MFA to help improve such visa issues, which might be possible by giving spouses of Norwegian UN staff a multi-entry visa for three, five, or ten years. Another former JPO with a foreign husband had a similar experience. She was especially worried that if she were to move back to Norway, she would have to move first and then apply for family reunification for her husband, which could be a lengthy process.¹⁴⁷

As mentioned in chapter 1, 3 in 10 survey respondents who had lived with partners at their JPO duty stations, thought that their partners had been okay with life there, whilst 2 in 10 found that their partners had been dissatisfied or very dissatisfied with the experience. This suggests that work at the UN can be difficult to combine with a good family life for many. In the next sections, we discuss the challenges of dual careers and work–life balance, and their possible implications for retaining JPOs.

9.1 Dual careers

A dual career family is a family in which both partners have careers. In Norway and Scandinavia, the dual career family has become increasingly common after women made serious inroads into the labour market in the 1970s and after higher education became common in all strata of the population.¹⁴⁸ For JPOs, both partners are usually well educated, work full-time in demanding jobs, and have career aspirations. Work is a primary source of identity. Dedication to both work and family reaps benefits but also poses challenges, such as deciding for whose job to relocate. Professional career advice often treats career decisions as individual choices taken without considering a partner, children, or ageing parents, but many also must factor in such aspects. When negotiating career paths in a dual career family, there are basically three alternatives: one partner's career takes priority over the other's; the partners agree to periodically take turns prioritizing one career over the other; or two primary careers must continually be juggled (Petriglieri, 2019).

These challenges are well known for couples with international career aspirations, including for UN staff. Former JPOs still working with the UN and who have management and HR experience told us that dual career challenges were of concern for the organizations.

We move people around, and if we want to benefit from the accumulated experience of our staff, and also keep families together, we must find work for spouses.¹⁴⁹

This may be possible at headquarters or the larger duty stations, but is more difficult in smaller field offices, as 'conflicts of interest' must be avoided.¹⁵⁰ Another former JPO, now working in a headquarters, said that they had many spouses employed, essentially because the spouses were employable — having relevant education and experience — and could work in many different departments. Yet, they were not usually employed as UN staff members, but as consultants on shorter unstable contracts.

The recruitment of staff and consultants differs; there are different hiring criteria, they receive different benefits, and consultants are generally not included in pension

¹⁴⁷ Interview with former JPO, September 2022.

¹⁴⁸ This is an international trend; both parents work in 63 per cent of couples with children in the United States, a figure that is slightly higher in the EU (Pew Research, 2015).

¹⁴⁹ Interview with former JPO, January 2023.

¹⁵⁰ Spouses cannot work in the same team nor have a reporting line to each other. Ideally, they should not even work in the same department, to avoid conflicts of interest.

schemes or have the same right to maternity leave and other social benefits. In the field, spouses can sometimes be employed in a particular project, which often operates more independently.¹⁵¹ The employment of spouses and partners is sometimes met with scepticism; some argue that it is wrong to employ someone just because they are a spouse or partner.

A JPO informant working within human resources revealed that there are efforts underway to enhance the cooperation between the different UN organizations, to facilitate the employment of spouses and partners across organizational divides.

With the spouses here, we are in close dialogue with the other UN organizations, and we encourage the spouses to inform us if they apply for a job in another UN organization. Then we will contact their HR department and inform them that this is a spouse. That does not mean that they will have priority over others with better qualifications, but if they have a similar and relevant profile, we try to support them.¹⁵²

Such efforts, however, will differ between countries as well as organizations. There might still be duty stations or offices that do not provide information about opportunities for spouses and avoid taking active initiatives. But while the UN policy is clear on not employing family members like children or siblings, spouses are an exception to the rule.

The dual career question is important for Norwegian JPOs. Fifteen out of 19 respondents living with partners (79 per cent) answered that it was very important that their partner also had a job. The current and former JPOs with partners participating in the qualitative interviews had handled the issue of partner employment differently. None of them had managed to find a spouse or partner employment with the UN, and most were unaware that it was possible to receive support from the UN on this matter. One had a spouse with an independent UN career. Sometimes, they were able to find jobs in the same country, but other times they did not. Several spouses had put their career on hold to follow their partner to the duty station, some of whom were busy with small children while others had unsuccessfully attempted to find work.

Employment opportunities for UN spouses outside the UN will vary across countries, and certain countries, like Ethiopia, do not allow it.¹⁵³ A few former JPOs were married to someone from the country where they were stationed. Being nationals of that country, these spouses worked in the domestic labour market. Sometimes, couples lived apart, pursuing separate careers in different countries. And finally, some had given up their UN career because their spouse was not ready to give up their own career, and they found that a long-distance relationship was not workable.

Returning to the three alternatives for dual careers presented above, we see that most couples select alternatives one or two. In the first, one person has the primary career, which takes precedence over their partner's opportunities. Evidently, this approach can generate conflicts and resentment because of unrealized ambitions. The second option is to alternate the primary career. Some of those who returned to Norway after three years as a JPO, had an agreement with their partner that it was the partner's turn next. One of the key informants observed that:

¹⁵¹ Interview with former JPO, January 2023.

¹⁵² Interview with former JPO, January 2023.

¹⁵³ Interview with former JPO, January 2023.

Female talent has more difficulty getting their husbands to follow them than the other way around. The men may follow once, but not twice or three times, because they have their own careers to consider. The wife tends to tag along more often.¹⁵⁴

Such alternation of the primary career may make a UN career relatively short, particularly when the UN employee is a woman.

9.2 Work–life balance

Work–life balance is a field of research on its own, yet it lacks a universal definition. Some definitions emphasize the ability to accomplish goals and satisfaction in both work and personal life, other definitions emphasize the balance between these two domains, while a third set of definitions accentuate the absence of conflict between the domains (Bulger, 2014). An imbalance of multiple role demands may be manageable in the short term through individual resilience strategies, but rarely in the longer term. Employees with a choice of employers increasingly show preference for employers offering work–life balance policies (Brough, 2020). As discussed in chapter 6, the long working hours required by UN staff is a challenge for some JPOs.

Formally, the UN has a 40-hour working week, or 8-hour working days with the lunch break excluded, in contrast to many Norwegian workplaces that practise 37.5-hour working weeks, or 7.5 hour working days with one half-hour lunch break paid and included. UN work hours are usually from 8 am to 4:30 pm (or 9 am to 5:30 pm), or longer if the lunch break is an hour or more. Observing that some UN staff do not arrive in the office before 10 am, it is not uncommon that they work until 6 or 7 pm to achieve 8 working hours. With the added 30- to 60-minute commute, the working pattern is not optimal for families with children.

It is not uncommon that leaders are among those arriving late to the office and working late hours before leaving. The culture of ‘face time’, described in chapter 5, affects working schedules in a hierarchical system, because younger staff feel that they must remain in the office as long as the boss is present — even if the junior staff member arrives at the office at 8 am. Some JPOs and other junior staff soon learn that it is better to align their working schedule with the manager to avoid exhaustion. But this may not be possible for everyone. A former JPO told us that he had a female colleague with children in kindergarten. She was always in the office at 8 am and left at 4:30 pm to pick up her children. Every day, about an hour later, the boss would come out of his office and call her name. He knew perfectly well that she was not there; he just did this to demonstrate that he disliked that she was not in the office when he was still there.¹⁵⁵

Another issue is that many JPOs, like regular UN staff, are expected to work more extensive hours and overtime without compensation:

There were very long days, particularly when we had preparatory conferences preparing for the big global conferences. During the day there were plenary sessions where papers were discussed. When they finished, we had to return to the office and re-write the papers according to the discussion and have them ready for the next day’s discussion in plenum. We often worked until midnight and the meetings started again at 9 or 10 am the next day.¹⁵⁶

¹⁵⁴ Interview with key informant, September 2022.

¹⁵⁵ Interview with key informant/former JPO, September 2022.

¹⁵⁶ Interview with former JPO, January 2023.

Several JPO informants had experienced similar pressure to work long days and evenings, yet most of them were young, energetic, and eager to work:

There was extreme pressure to work and little respect for official working hours. [...] But I have always worked a lot; I like to work a lot and put much of my energy into my work, because I have always worked with something I found interesting.¹⁵⁷

Long days were not seen as a problem by everyone. Another JPO said that she was at the duty station without a family and was there to work.¹⁵⁸

Long working hours and pressure to work differs between headquarters and field offices. In a headquarters, one caters to the entire world and sometimes must adapt working hours to time differences and incidents around the world. In several field offices, working hours are adapted to local customs: for example, longer working days on Mondays through Thursdays, with half a day off on Fridays to extend the weekend. Other places may have half a workday another day of the week.¹⁵⁹

The expectation to work long hours becomes a problem when it conflicts with family responsibility. Several JPOs managed this challenge with cooperative spouses:

My husband is at home and takes care of the kids.¹⁶⁰

It is no coincidence, perhaps, that I am married to an artist. He took care of most things at home. I guess that is the reason I could keep working like I did.¹⁶¹

Others had chosen long-distance relationships:

I have often worked in war zones, without the opportunity to bring a family. For us it has worked quite well, because there you work around the clock during the weekends and everything, so there is no time for a family anyway.¹⁶²

Long hours and extensive work pressure does not suit everyone. Several of the JPOs we interviewed had chosen to live apart from their family and commute on a regular basis. This choice made long working hours compatible with some sort of family life. Others, however, might find such ways to organize life difficult to accept.

During the COVID-19 pandemic, both the home office and teleworking became routine everywhere, including in the UN system. Working from home was mandatory for periods of time, which also enabled UN staff to telework from their home country, away from the duty station. Although the pandemic brought several new challenges and pressures, this shift to the home office and teleworking improved the work–life balance for many UN staff. Some of the commuting staff we interviewed stated that this had made it possible to both work and be with their family for longer periods.¹⁶³

In the aftermath of the pandemic, working from home is still frequent and appreciated by many, particularly among staff with small children.¹⁶⁴ Some, however, preferred to return to the office, as they found it easier to end the working day and leave the office:

¹⁵⁷ Interview with former JPO, January 2023.

¹⁵⁸ Interview with former JPO, January 2023.

¹⁵⁹ Interviews with former JPOs, January 2023.

¹⁶⁰ Interview with JPO, September 2022.

¹⁶¹ Interview with former JPO, January 2023.

¹⁶² Interview with former JPO, January 2023.

¹⁶³ Interview with former JPO, January 2023.

¹⁶⁴ Interview with JPO, September 2022.

I like to go to the office and work there until I finish for the day. When working from home, the e-mails keep coming and it is harder to stop answering them.¹⁶⁵

More recently, however, the UN has tightened the rules for teleworking, arguing that, since benefits are adapted to the cost level at the duty station, it will be too complex to adjust them if a staff member spends extensive time in another, perhaps lower-cost, country.¹⁶⁶

JPOs and junior UN staff often found it difficult to regulate the working hours and the amount of work they took on. Because of the hierarchical system described in chapter 5 and the regular performance reviews determining continuations of contracts, there was a constant need to show off and do one's best to impress managers. Many felt that it was nearly impossible to say no if asked to do something. The JPOs also depend on superiors to get new jobs in the system. One former JPO recounted that at times he took on too much work but over time had learned to manoeuvre things to be at a more acceptable level. The main reason for this change was that he switched from temporary positions to a regular UN contract and felt safer in his employment situation.¹⁶⁷

As mentioned before, including in chapter 6, many JPOs perceived their tasks to be demanding and requiring excessive hours of work. As a result, only one half of the women and 6 in 10 men were satisfied with their working time. One in 4 women and 1 in 10 men expressed dissatisfaction with it — working time is likely referring to the total number of hours worked (i.e., long workdays) but also reflecting that JPOs may be working outside what may be perceived as 'normal' or official working hours. Similarly, 1 in 5 women and 1 in 10 men were dissatisfied with the work flexibility at their duty stations. Only two in five women and three in five men were satisfied with the flexibility. One consequence of long workdays (and, possibly, working on evenings and weekends) is less time to spend on leisure activities with family and friends — thus, less time to lead a good social life. These suboptimal aspects of JPOs' working hours and conditions are reflected in the fact that 1 in 5 female JPO respondents and 1 in 10 male respondents were discontent with their free time (Table 23).

High work pressure, long working days, and moving to new countries and duty stations make it challenging to combine a UN career and a family life — and even more so for families with dual career aspirations, where both partners work or wish to work in demanding jobs. One solution to this challenge is that the spouses take turns regarding whose career takes priority. This practice does not favour the retention of JPOs and other UN staff. Another solution is assistance with spouse employment at duty stations, something some duty stations take seriously (particularly at headquarters) and that may increase retention. Long working hours at the UN remains a challenge for work–life balance and family life.

¹⁶⁵ Interview with former JPO, September 2022.

¹⁶⁶ Interview with former JPO, January 2023.

¹⁶⁷ Interview with JPO, September 2022.

Table 23 Level of satisfaction with three aspects of one's own working conditions associated with time. By gender. Percentage of former and current JPOs (n = 127).

		Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Total
Work time	Women	18	34	24	19	6	100
	Men	21	47	23	6	2	100
	All	19	39	24	14	5	100
Flexibility	Women	11	29	39	15	6	100
	Men	23	36	32	2	6	100
	All	16	32	36	10	6	100
Free time	Women	23	34	25	14	5	100
	Men	21	47	23	6	2	100
	All	19	39	24	14	5	100

For JPOs who depend on good performance reviews for annual contract renewal and career advancement, finding the optimal work–life balance may be difficult. In turn, this may be a challenge for UN retention, since the work–life balance may be an important factor when JPOs determine whether to pursue a UN career.

10 Employment outside the UN

We have already mentioned certain findings concerning former JPOs' work experience outside the UN. This chapter provides additional details and describes the principal competitor of the UN for Norwegian JPOs: the Norwegian labour market.

10.1 Survey statistics

Many former JPOs have work experience from sectors outside the UN, following their JPO assignments; in these environments, they benefit significantly from what they learned during their JPO assignments (Table 24). Three in 10 have worked with MFA or Norad, and a similar share have been employed by an organization in the Norwegian NGO sector. One in 10 have worked for NGOs internationally and 1 in 5 have held jobs in the Norwegian public sector outside the MFA and Norad. Three in 10 have work experience from the private sector. The gender difference is significant: it is most visible for employment with NGOs in Norway, where more than twice the percentage of female as male JPOs have worked. In contrast, men have work experience from the private sector twice as often as women.

Table 24 Work experience since the JPO assignment. By gender and age groups. Percentage of former JPOs (some have worked in two or more sectors).

	Gender		Age groups			All (n = 113)
	Women (n = 69)	Men (n = 44)	26–39 yrs (n = 26)	40–49 yrs (n = 50)	50+ yrs (n = 36)	
MFA/Norad	33	23	15	20	53	29
Public sector outside MFA/Norad	19	27	8	25	28	22
NGO in Norway	40	16	27	33	31	31
NGO abroad	6	16	0	14	11	10
UN	57	57	69	57	47	57
Private sector	23	41	19	24	47	30

At the time of the survey, about one third of all former JPOs worked in the MFA, Norad, or an NGO (Table 25). Those who did not work in these sectors or were employed by the UN (25 per cent) had jobs in the private sector, including within academia, research, and consultancy both abroad and in Norway – a few of them working with clients in the UN and development organizations. Again, employment in the private sector was more common among men than women, whilst employment at NGOs in Norway as well as at the MFA and Norad was more common among women.

Table 25 Sectors of current employment. Percentage of former JPOs.

	Gender		Age groups			All (n = 113)
	Women (n = 69)	Men (n = 44)	26–39 yrs (n = 26)	40–49 yrs (n = 50)	50+ yrs (n = 36)	
MFA/Norad	24	9	8	18	28	18
Public sector outside MFA/Norad	11	14	8	12	17	12
NGO in Norway	20	5	8	18	14	14
NGO abroad	1	5	3	-	4	3
The UN	21	32	50	22	14	25
Private sector	20	36	19	29	25	26
Not working	3	-	4	2	-	2
Total	100	100	100	100	100	100

What both these tables suggest is that women place a higher priority on working in Norway than men. Another important observation is that a majority of the former JPOs have remained employed within the field of development work and development cooperation, although the share who has done so is likely lower than what was reported for Sweden (90 per cent; Karlsson, 2022) and Finland (83 per cent; White, Seppänen & Ahonen, 2011).¹⁶⁸

10.2 The Norwegian and Scandinavian labour markets

The Norwegian labour market is well regulated and offers good salaries and very good social benefits. Although UN salaries are generally higher than salaries in Norway, at least in the public and NGO sectors, UN employment often loses out in comparison with the dual career–two income system that is the norm in Norway. Remaining in the UN system is undoubtedly appealing for many JPOs but, as alluded to above, such a choice may have to be negotiated with a partner’s career aspirations.¹⁶⁹ Furthermore, the Norwegian labour market often provides a better quality of life and work–life balance than found in UN employment. Furthermore, it offers good job security and, as discussed in chapter 7, the social security benefits in Norway are good and much appreciated by Norwegians.

The Scandinavian labour markets have low levels of unemployment. In January 2023, Denmark had the lowest unemployment rate, at 2.7 per cent (NRK, 2023); Norway’s unemployment stood at 3.4 per cent (Aker, 2023); and Sweden had the highest rate, at 7.8 per cent (E24, 2022). A Danish key informant believed the labour market was particularly good for young academics. Many people with a JPO background wanted to work in the Danish Ministry of Foreign Affairs, where they could combine exiting jobs abroad with regular stays in Denmark to keep in touch with family and friends. The informant had observed a growing interest in UN jobs when the previous Danish government significantly reduced positions in the Ministry of Foreign Affairs, making it more difficult to find employment there.¹⁷⁰

¹⁶⁸ The data are not entirely comparable. For example, our survey does not identify all those in the private sector and the public sector outside Norec, Norad, and the MFA, who work with development issues.

¹⁶⁹ Interviews with key informants, September 2022, and former JPO, January 2023.

¹⁷⁰ Interview with key informant, September 2022.

Another key informant commented that it is easy to change jobs, even between sectors, in the Scandinavian job market. This would also include moving back and forth between ministries and NGOs. By contrast, in certain countries, it is difficult to switch career paths once one has become a civil servant. In these countries, civil servants pass an exam, reach a particular status, and are somewhat ‘stuck’ in the public sector. He associated the low UN retention of Scandinavian JPOs to the flexibility in the Scandinavian labour market.¹⁷¹

The same key informant insinuated that Norwegian JPOs might be less competitive than JPOs from other countries, because young Norwegian academics have many job opportunities in the Norwegian labour market. Some UN HR divisions have observed that Norwegians tend to perform well in the UN when everything goes well, but that if things do not work out, they tend to leave the UN. Again, the perception is that young Norwegians can afford to leave and change their career paths because the domestic labour market can offer good alternatives.¹⁷²

It is fair to say that, in general, the Norwegian labour market provides a good work culture, a well-regulated working environment, a good work–life balance, flexibility, and family-friendly working conditions, conditions which are much appreciated. Many Norwegians also value their free time and cherish outdoor recreation. Expectations associated with quality of life and work–life balance are more easily met in the Norwegian labour market than in the UN system. For some, it is difficult to adapt to working patterns beyond the 9 am to 4:30 pm model, particularly if one has a family. The good work opportunities available in Norway may hinder retention in the UN system for many JPOs.

10.3 Career opportunities in Norway

It appears to be easy for former Norwegian JPOs to find a good job with a decent salary in the Norwegian labour market. Most of them apply for work in Norway before returning home, or they find work quite rapidly upon return. The JPO experience is attractive to many Norwegian employers, is highly relevant for work in the development aid sector, and demonstrates initiative and capacity.¹⁷³

The experience of one former JPO informant can serve as an example: ‘When I returned to Norway, I got a six-month contract with Norad, with a hint at a possible extension.’¹⁷⁴ Though the extension was not ultimately offered, she soon secured a job at a major Norwegian NGO doing international development work. Her UN experience is highly valued, and she cooperates closely with the UN in her current position.

Several of the former JPOs we interviewed recounted similar stories of easy returns into the Norwegian labour market. One key informant claimed that he had never heard about a JPO returning to unemployment and having difficulties obtaining interesting and relevant work in Norway.¹⁷⁵

Nine in 10 survey respondents (91 per cent) are of the opinion that the experience gained as a JPO had a decisive impact on the assessment of their qualifications when they landed their first job after the JPO assignment.

¹⁷¹ Interview with key informant, September 2022.

¹⁷² Interview with key informant, September 2022.

¹⁷³ Interview with key informant, August 2022.

¹⁷⁴ Interview with former JPO, January 2023.

¹⁷⁵ Interview with key informant, August 2022.

UN salaries are comparable to or higher than salaries in Norway – at least salaries in the public and NGO sectors. Still, in the view of many, UN employment does not trump the Norwegian labour market when factors beyond payment are added to the equation. For most, returning from a UN position to a decent job in Norway is easy. The Norwegian labour market is characterized by low unemployment and good access to decent and stable jobs, a very good social protection scheme, and opportunity for dual career families with two incomes. Moving between jobs in different sectors is uncomplicated. Regulations in favour of work–life balance and a family-friendly work culture are additional factors that favour employment in Norway. Together, all these traits appear to work against the retention of JPOs in the UN system.

The Norwegian JPO programme’s objective of qualifying Norwegians to become engaged in development work outside the UN, and in Norway, seems to be being achieved: one third of the former JPOs hold such positions at the MFA, Norad, or NGOs.

11 Conclusion

Before travelling to their duty stations, many JPOs envisioned themselves as making a career in the UN system. Overall, their motivation seems to have been reasonably high. Things did not always turn out as planned, however. When their JPO assignment came to an end, two out of three survey respondents received an offer to continue working with the UN. Yet, many of them chose to return to Norway instead, and some even cut their JPO contract short. Some joined the UN once again, later, for a shorter or longer time. Altogether, more than one half of the former JPOs (57 per cent) had worked at the UN after their JPO assignment, and one quarter (25 per cent) worked at the UN at the time of the survey.

The reasons why more JPOs do not remain in the UN system are many and complex. This report has presented and discussed several important aspects and factors that affect the JPOs' decisions. Some factors are personal and relate to motivations, preferences, individual experiences at the duty stations, the family situation, and so forth. Other factors are structural and concern pre-departure information and preparation; how the UN operates, accommodates, and supervises the JPOs; how JPOs are followed up by Norwegian authorities during their assignment; and aspects like salaries, non-pay benefits, and social security arrangements.

For some, the JPO experience produced doubts and may not have lived up to expectations. Our data suggest that negative experiences were primarily associated with high work pressure and lack of work–life balance. Furthermore, some faced turmoil at their workplaces in relation to re-organizations or work conflicts. Although many JPOs were used to heavy workloads and enjoyed working a great deal, some struggled to strike a work–life balance due to the high work pressure. The lack of a supervisor (only one half of the JPOs had one), or a supervisor who did a good job (only 6 in 10 of those who *did* have a designated supervisor were satisfied with him or her), was also repeatedly brought to our attention.

When people move from a JPO contract to a regular UN contract, they are often offered temporary positions, something that may create a sense of job insecurity and unpredictability. Some felt — and others had experienced — that in the UN's hierarchical system, such insecurity may be exploited by managers. The power of some managers was also linked to their (real or perceived) pivotal role concerning performance reviews and processes associated with the yearly extension of contracts and UN job applications. Such pressure was reported to result in extremely long work hours, including outside normal working hours, and, in some cases, also sexist behaviour and harassment. Notwithstanding JPOs' negative experiences and dissatisfaction with certain aspects of the job, three in four JPOs were satisfied with the JPO programme overall.

Many Norwegians tend to value their free time over a pay raise. Despite the high salaries and the often interesting and meaningful work on offer at the UN, when considering all aspects — including the high work pressure and a sense of insecurity and unpredictability caused by temporary contracts and exclusion from the Norwegian National Insurance Scheme — UN employment may still not compete well with a life in Norway. This is perhaps particularly the case for couples, who often must weigh

one UN income abroad against dual careers with two incomes and the accumulation of two decent pensions in Norway.

The recent extension of the UN's maternity leave policy may have a positive effect on retention. In our interviews, both the comparatively short maternity leave and the perceived weaker social protection packages offered by the UN were of concern to the JPOs. With the addition of long workdays (one in five survey respondents were dissatisfied with the work time), high work pressure (one in four were dissatisfied with the workload), and limited work flexibility (one in six expressed their dissatisfaction), some felt UN work to be incompatible with a good family life. The exceptions were typically couples, where one partner had given up their career ambition for the other, who worked in the UN. A combination of these factors and variable working environments in the UN, the social security system of the Norwegian welfare state, and the often softer and more flexible working conditions in Norway may make a career in Norway more attractive.

The ability to remain in close contact with family and friends is an important factor for many, when contemplating whether to work and live abroad — at the UN and elsewhere — or in Norway. One should never dismiss the importance of homesickness and its power to pull people away from employment outside Norway, however exciting the opportunity might be. While this factor did not receive much attention in the survey data, it was mentioned as an important reason for returning home in the qualitative interviews.

11.1 Gender aspects

Throughout, this report has shown that there are certain differences between female and male JPOs. This section recapitulates some main points.

The retention numbers show that more men than women (75 versus 65 per cent) received an offer to continue working with the UN after the JPO period came to an end. And, although one half of both women and men intended to pursue a UN career when they started out as JPOs and the same percentage of women and men had worked in the UN after their JPO assignment (57 per cent), when the survey was disseminated, the proportion employed at the UN was higher amongst former JPO men than women (34 versus 23 per cent). At the same time, a significantly higher share of former female than male JPOs were employed by MFA and Norad (24 versus 9 per cent) and worked in the Norwegian NGO sector (20 versus 5 per cent). Thus, it appears that a higher share of women than men use JPO positions (and further work in the UN) as a steppingstone for careers in the Norwegian development sector, whereas a higher share of former JPO men than women ultimately have UN careers. The fact that 5 per cent of men compared to 1 per cent of women worked for an NGO abroad, and that 16 of men versus 6 per cent of women had done so after their JPO assignments, suggests the same. The pattern appears to be that women more often prefer working in Norway than do men. This inference is strengthened by the fact that twice the proportion of women as men (20 versus 11 per cent) had already decided to return to Norway when they commenced their JPO assignment.

This report suggests two principal reasons why women may have a stronger inclination to choose to work in Norway over continuing to work with the UN. Firstly, female JPOs are systematically more critical of the JPO working conditions than male JPOs. The survey data indicate that women were slightly less pleased with the JPO programme than men: 71 versus 81 per cent were very satisfied or satisfied with their time as a JPO. In addition, 53 per cent of women compared with 72 per cent of men

were satisfied with the overall working environment, and 23 per cent of women compared with 11 per cent of men were dissatisfied with it. Finally, the survey data show that 49 per cent of women versus 57 per cent of men were satisfied with the workload during their assignment; 52 per cent of women versus 68 per cent of men were satisfied with their working time; and 40 per cent of women versus 59 per cent of men were dissatisfied with the work flexibility offered.

Access to professional and administrative direction and advice is important for well-being in the workplace, and hence a positive rating of ones working conditions. Only one half of the survey respondents had a designated supervisor (which they were meant to have). Amongst those who had one, a lower share of women (54 per cent) than men (71 per cent) were satisfied with that supervisor, and the proportion of women expressing dissatisfaction with their supervisor was twice that of men (20 versus 8 per cent). Furthermore, a lower proportion of women (48 per cent) than men (62 per cent) were satisfied with the support they received from superiors when facing problems at work and, again, twice as many women (30 per cent) as men (15 per cent) were discontented with such support. Twice the share of female JPOs (48 per cent) than male JPOs (23 per cent) also acknowledged difficult relations with one or more superiors. On top of this, and notwithstanding the UN's move towards more gender parity in recent years, our qualitative interviews revealed that gender discrimination, sexualized behaviour, and outright sexual harassment by superiors takes place – and has a strong, negative influence on the experience of some JPOs, primarily women.

It seems apparent that disappointment and dissatisfaction with working conditions can ultimately make people change their minds about the UN and their goal of pursuing a UN career; bad work experiences may push people away from the UN entirely. Given women's poorer 'rating' of the UN than men, one would presume that a higher share of women than men had changed their minds and stepped away from the path of a UN career. However, according to the survey data, 1 in 10 former JPOs of both genders dropped their original plan to remain with the UN because they found that the UN as an employer did not suit them.

The second reason why female JPOs may be more prone than male JPOs to prefer working in Norway than in the UN seems to be a set of pull factors characterizing the Norwegian welfare state that women value higher than men: specifically, various non-pay and social security benefits. Female JPOs seem more risk averse than men.

Nine in 10 JPOs were satisfied with their salaries; in fact, a much higher proportion of women (68 per cent) than men (38 per cent) found their salary very satisfactory. Regarding UN support for childcare, two thirds of both women and men believed it was too low.

However, women's perception of various other UN benefits were somewhat poorer than that of men: 80 per cent of the women versus 91 per cent of the men considered the UN health insurance as good; 48 versus 62 per cent rated the UN scheme for sick pay as good, and 25 per cent of the women and no men found it to be bad; 3 per cent of the women compared to 23 per cent of the men thought that the UN arrangement for parental leave was good, and 74 versus 58 per cent considered it bad; and 43 versus 57 per cent believed that the UN pension scheme was good.¹⁷⁶

¹⁷⁶ Currently, the UN pension scheme is irrelevant for Norwegian JPOs as they are excluded from it and instead offered a private pension in Norway. However, our JPO informants considered the Norwegian scheme to be poorer than the UN scheme and would have preferred to have been enrolled in the UN scheme from day one.

11.2 JPO perspectives on what Norway can do

The survey asked what could be done to retain JPOs and increase the number of Norwegians in the UN. The exact wording of the two open-ended questions was: (i) What do you think is needed for more Norwegian junior experts to remain at the UN? (ii) Would you like to give Norec advice on how it can contribute to increasing the proportion of Norwegian employees in the UN system?

When we use the term ‘Norec’ or ‘Norway’ from here onwards, it may refer to Norec but also to the MFA, diplomatic missions, or Norad (or even other institutions); this is because we do not have an opinion as to how the work on the Norwegian side to ensure JPOs’ UN retention – or to increase the number of Norwegians in the UN more generally – should be organized.

Our respondents had a great deal to share and suggested measures that could be taken by Norway. The proposed measures tie in well with other survey results and the in-depth interviews with former and current JPOs. Many informants referred to what they considered good practices by other countries, which were perceived as taking a more active and strategic approach in their JPO programmes than Norway.

We have grouped the survey responses together with proposals from the in-depth interviews into four categories. Firstly, 61 out of the 127 survey respondents asked for stronger direct involvement from Norwegian authorities to ensure successful transition of JPOs into regular UN positions.

Retention obviously relies on the performance and working environment of the UN organization where the JPO serves, as well as the opportunities they are given there. Some are fortunate, having managers, supervisors, and colleagues who pull the JPO into the system, while others are left on their own. The work culture differs across UN organizations. To ensure good, high-quality experiences that qualify JPOs for continued work with the UN is of paramount importance. It is, therefore, critical that those who decide where to station JPOs know the UN organizations and their various duty stations well. This requires good communication between Norec and the various UN entities, and between Norec and the JPOs. However, such communication efforts should not be restricted to the selection of duty stations but should continue throughout the JPO assignment; this is of importance to ensure good follow-up and a good learning and working environment at the duty stations. We return to this point below.

In the process of transferring JPO candidates to regular UN positions, the availability of relevant P-2 and P-3 positions is of paramount importance. Furthermore, internal UN support and recommendations seem more important than assistance from the Norwegian authorities, if given at all. This is perhaps as it should be, but our survey respondents and informants called for more assistance from the Norwegian side than they had received, often with a reference to stronger efforts undertaken by the national authorities of other states. Other countries, we were told, promote individual candidates by ‘drawing attention’ to their applications, even at lower professional levels (i.e., P-2 to P-4).

Norwegian efforts could also be directed towards the JPOs in the form of career counselling, and Norway could also engage more broadly with the UN to convey the importance of the JPO programme and retention for Norway. Norec could, for example, insist that retention becomes part of the instruction of JPO supervisors, to help the supervisors guide and support the JPOs towards obtaining a regular UN contract. Norec could also insist that the JPOs are allocated enough time during their work hours to work on job applications and train for interviews when relevant positions are available in the UN system. The Norwegian strategy appears instead to be that the JPOs’ qualifications and the experiences gained during their assignment – and the co-funding of a

fourth year may well have helped — is sufficient to compete for, and obtain, new UN contracts. However, and quite clearly, many of our JPO informants and respondents did not find this approach adequate.

Secondly, many respondents, also 61 out of 127, wanted strengthened Norwegian follow-up of individual JPOs. This suggestion is partly associated with the previous point — support to stay at the UN when the JPO assignment comes to an end. However, respondents asked for enhanced follow-up pertaining to other areas, too, including to ensure that the JPOs are assigned a supervisor and that the working conditions are reasonably good and conducive to learning. Another request was that the JPOs have a designated person to whom they may turn when in need of advice and in times of (work-related) challenges and crises. Furthermore, the former and current JPOs wanted Norec to set up one or more networks of JPOs, where relevant pieces of news and information could be shared and serve as fora from which the members may seek advice when needed.

Many JPOs wished they had been better prepared when they arrived at their duty stations. This relates to the enhanced understanding of the specific agency and duty station, but also to the UN work culture more generally. For those who do not manage to attend preparatory courses before assuming their post, follow-up from Norec soon after arrival might be particularly useful — as it also would be for those who *do* attend the course.

Thirdly, many JPOs (56 out of 127 survey respondents) brought up and called for improved social security benefits for all JPOs, with an emphasis on pension, maternity leave, and membership in the National Insurance Scheme.

The pension arrangement offered to JPOs from the Norwegian government was perceived as poor. It was suggested that enrolment in the UN pension scheme from the start would encourage more JPOs to stay with the UN.

The JPOs also called for a less costly way to remain members in the Norwegian Insurance Scheme. An uninterrupted membership would entail improved security, both for those who extend their employment at the UN beyond the JPO assignment and for those returning to Norway.

Finally, the JPOs voiced concerns about the short parental leave offered by the UN. The JPOs assessment of the parental leave scheme could be the decisive factor for couples planning to have children and pondering whether to remain with the UN or return to Norway. The recent extension of the UN parental leave to 26 weeks for mothers and 16 weeks for fathers may have a positive impact on JPO retention. Yet 42 weeks of parental leave requires that both parents have regular UN employment entitled to full benefits, which is seldom the case.

Fourthly, whilst only 20 of 167 respondents mentioned this issue in their answers to the 2 open survey questions, improved working conditions was an important element in the in-depth interviews and statistics, and it has been given much attention throughout this report.¹⁷⁷ Although most former and current JPOs described working at the UN as meaningful and a place where they could make a difference and improve the lives of many persons, several indicators suggest that many work environments can be improved. Dissatisfaction was partly related to the hierarchical and bureaucratic system, which can make simple tasks highly time consuming. Furthermore, regular working hours were not always respected, and some JPOs felt pressured into

¹⁷⁷ One reason that working conditions did not figure highly when people responded to the two open questions was that the questions referred to the *Norwegian* junior expert programme, asking what *Norway* could do to persuade more JPOs to remain in the UN, and that — formally — working conditions are the prerogative of the employer (i.e., the UN, not Norway).

accepting excessive workloads. Most JPOs were content with most aspects of their work, yet we found great diversity in experiences and assessments. Women were less satisfied with their working conditions than were men.

While the workplace and the conditions there are formally the responsibility of the UN agencies where the JPOs are stationed, some informants requested that Norec take on a more active role and follow up these matters more closely than what has been done previously. More contact with both the JPOs and the hosting UN agency, as well as the various duty stations, may have positive effects. Through such an active approach, Norway can help improve the UN system in areas such as work ethics, efficiency, flexible work hours, and working environments.

11.3 What Norway can do – some suggestions

In this final section of the report, we provide some ideas for concrete steps that Norway may take to increase the number of JPOs who remain employed at the UN. All suggestions are rooted in the information that the respondents shared with us in the questionnaire survey and the qualitative interviews.

Before presenting the list of suggestions, however, we would like to mention a general point which permeates the entire report: There appears to be a demand for more contact with former and fellow JPOs, but also with Norwegian authorities. The purpose would be the regular and systematic exchange of information and experience. In the view of our JPO informants, this would serve both them and Norec, and would also contribute to better representation of Norwegians in the UN system over time. Furthermore, by enhanced understanding of the UN as an employer, Norway will also be better placed to contribute to UN reform and making the UN a more attractive place to work – including for Norwegians.

Norway and the UN

- Collect information systematically to achieve a solid understanding of how the UN organizations at various levels (headquarters and field offices) operate and their working environments.
- Use that information as the basis for assessments on which to base decisions regarding where to offer JPOs to the UN.
- Insist that all JPOs are assigned a supervisor.
- Ensure that the work instructions of supervisors include a clause specifying guidance and support of JPOs with a view to obtain a regular UN contract.
- Ensure that the JPOs are permitted to write applications for UN jobs and prepare for interviews etc. as part of their work duties.
- Hold regular meetings with the UN agencies selected for JPO funding at both central and local levels, to ensure that the UN fulfils all aspects of the agreements regarding JPOs.
- Have ongoing dialogue with hosting organizations on the performance of individual JPOs and their potential for UN careers.
- Establish good contacts at these organizations and follow up on the possibilities for future jobs at the UN for the JPOs.
- Be prepared to negotiate a new duty station with the UN if a duty station does not deliver what it should according to the agreement or does not otherwise operate to Norec's satisfaction.

- Include the likelihood of a permanent UN contract as a criterion for the funding of JPO positions.

Norway and the JPOs

- Ensure that all (or most) JPOs attend the preparatory courses.
- Include one or more former JPOs as lecturers.
- In the preparatory courses, place enough emphasis on the UN work culture and how to operate in the UN system.
- Ensure that the written information material contains a sufficient level of detail and links to relevant webpages with additional and even more detailed information.
- Continue offering supporting preparatory courses as well as language and professional courses during the JPO assignment.
- Check in on the JPOs at regular intervals, for example after three months, six months, and one year. Besides providing support, use these occasions to collect information about the duty stations, including the JPOs' perceptions and assessments.
- Create an alumni network.
- Create a network and platform for serving JPOs.
- Establish a mentoring system for JPOs comprising former JPOs who have made a career in the UN, and who would be interested in providing support to JPOs wanting to enter and advance in the UN system. This function could also cover former JPOs wishing to re-enter the UN any time after they left.
- Consider introducing a mid-term seminar for JPOs organized by Norec. The exchange of experiences, as well as advice regarding the transition to a permanent UN job, the writing of UN applications, and possibly the return to Norway could be topics on the agenda.
- Have in place a system that provides support to individual JPOs serving at dysfunctional duty stations or experiencing emergency situations etc. Besides Norec and other actors based in Norway, the diplomatic missions could presumably also play a role.
- There exist negotiated quotas for national employment in some of the UN organizations. Monitor the extent to which Norwegians fill these quotas. Share information on where Norway is underrepresented and encourage Norwegians to apply for such positions.
- Make the JPOs aware of the various UN recruitment programmes and encourage them to apply for these programmes as a path towards a UN career.
- Provide individual support to JPOs wishing to continue in the UN, including follow-up with their supervisors and UN organizations, with a view to strengthening the candidate's chance of success.
- Urge the JPOs to make use of the JPO service centre in Copenhagen, which can help them prepare for applications and can conduct mock interviews in preparation for job interviews.
- Be prepared to help individual JPOs change duty station if professional, organizational, or personal problems appear — particularly if unresolved problems may lead to early termination of the contract.
- Enrol JPOs in the UN pension system from day one.
- Encourage the UN to develop a system offering pension to accompanying spouses/partners.

- In the meantime, offer a pension solution for accompanying spouses/partners.
- Make it easier, and less expensive, for Norwegian JPOs (and other Norwegian UN staff) to remain enrolled in the Norwegian National Insurance Scheme
- Amend the regulations for foreign spouses of Norwegian UN staff, making it easier for them to visit and later settle in Norway (including providing them access to the National Insurance Scheme).

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Annex 1 Survey questionnaire

Norske junioreksperter i FN-systemet

Information
<p>• id:info1</p> <p>Vil du delta i forskningsprosjekt om norske junioreksperter i FN-systemet?</p> <p>Dette er et spørsmål til deg om å delta i et forskningsprosjekt hvor formålet er å undersøke hvorfor noen norske junioreksperter velger en internasjonal karriere etter å ha avsluttet oppdragene sine, mens andre velger å returnere til Norge. Prosjektet skal også belyse situasjonen i Norge ved å vise til situasjonen i Sverige og Danmark. I dette skrevet gir vi deg informasjon om målene for prosjektet og hva deltakelse vil innebære for deg.</p> <p>Hvis du velger å delta i prosjektet, ber vi deg om å klikke "Neste" nedenfor. Det vil ta mellom 15 og 30 minutter å besvare undersøkelsen.</p> <p>Om prosjektet</p> <p>Prosjektet vil bli gjennomført i tre stadier: det første stadiet vil se på rekrutteringen av junioreksperter til FN-systemet i hhv. Norge, Sverige og Danmark. Dette vil bli gjort ved intervju med aktuelle aktører. Deretter vil prosjektet undersøke holdningene og erfaringene til nordmenn som tidligere har vært junioreksperter i FN. Det vil først bli gjennomført en meningsmåling, deretter dybdeintervjuer med tidligere junioreksperter.</p> <p>Prosjektet vil bli utført av Fafo - på vegne av Norec.</p> <p>Hvorfor får du spørsmål om å delta?</p> <p>Vi ønsker at du skal delta i en meningsmåling siden du tidligere har jobbet som juniorekspert i FN. Lenke til spørreskjemaet er sendt til deg pr. epost eller sms.</p> <p>Frivillig deltakelse</p> <p>Det er frivillig å delta i prosjektet. Hvis du velger å delta, kan du når som helst trekke samtykket tilbake uten å oppgi noen grunn. Alle dine personopplysninger vil da bli slettet. Det vil ikke få noen negative konsekvenser for deg hvis du ikke vil delta eller senere velger å trekke deg.</p> <p>Ditt personvern – hvordan vi oppbevarer og bruker dine opplysninger</p> <p>Vi vil bare bruke opplysningene om deg til formålene vi har fortalt om i dette skrevet. Vi behandler opplysningene konfidensielt og i samsvar med personvernregelverket. Dine data vil bli anonymisert og lagret i en sikker mappe som krever pålogging for å få tilgang. Mappen vil kun være tilgjengelig for prosjektteamet.</p> <p>Prosjektet skal etter planen avsluttes i desember 2023. Etter prosjektslutt vil det anonymiserte datasettet bli videre lagret i sikker mappe på Fafo i 6 måneder for å muliggjøre videre analyse og evt. akademisk publisering av prosjektdata. En kopi av det anonymiserte datasettet vil også bli midlertidig lagret hos Norec. Det vil ikke være mulig for Norec å avdekke din identitet ved å se på datasettet.</p> <p>Hva gir oss rett til å behandle personopplysninger om deg?</p> <p>Vi behandler opplysninger om deg basert på ditt samtykke. På oppdrag fra Fafo har Personverntjenester vurdert at behandlingen av personopplysninger i dette prosjektet er i samsvar med personvernregelverket.</p> <p>Dine rettigheter</p> <p>Så lenge du kan identifiseres i datamaterialet, har du rett til:</p> <ul style="list-style-type: none">• innsyn i hvilke opplysninger vi behandler om deg, og å få utlevert en kopi av opplysningene• å få rettet opplysninger om deg som er feil eller misvisende• å få slettet personopplysninger om deg• å sende klage til Datatilsynet om behandlingen av dine personopplysninger <p>Hvis du har spørsmål til studien, eller ønsker å vite mer om eller benytte deg av dine rettigheter, ta kontakt med:</p> <ul style="list-style-type: none">• Fafo v/Ase B. Grødeland, telefon 917 69 114, epost: ase.b.grodeland@fafo.no• Fafos etikuttvalg v/Anne Kielland, telefon 924 14 681, epost: anne.kielland@fafo.no <p>Hvis du har spørsmål knyttet til Personverntjenester sin vurdering av prosjektet, kan du ta kontakt med:</p> <ul style="list-style-type: none">• Personverntjenester på epost (personverntjenester@sikt.no) eller på telefon <p>Med vennlig hilsen Åse B. Grødeland, prosjektansvarlig & forskerprofessor</p> <p>Samtykke</p>

Information
Ved å klikke på "Neste" bekrefter du at du har mottatt og forstått informasjonen om prosjektet, og har fått anledning til å stille spørsmål. Samtidig samtykker du til å delta i den elektroniske undersøkelsen, og til at dine opplysninger behandles frem til prosjektet er avsluttet.

Filter	Jobber du eller har du tidligere jobbet som juniorekspert (JPO) i FN?
♦ range:*	
♦ skip:SARC	<input type="radio"/> 1
Ja, jeg har tidligere jobbet som JPO i FN	
♦ skip:SARC	<input type="radio"/> 2
Ja, jeg jobber for tiden som JPO i FN	
Nei, jeg har aldri jobbet som JPO i FN	<input type="radio"/> 3

Information
Denne undersøkelsen er ment for personer som er eller har vært juniorekspert i FN. Ettersom du svarte "nei" på spørsmål 1 antar vi at undersøkelsen ikke er relevant for deg. Vi har derfor ikke flere spørsmål. Ved å klikke "neste" fullfører du undersøkelsen.

SARC	Jobber du eller har du tidligere jobbet som Special Assistant to Resident Coordinator (SARC) i FN?
♦ range:*	
Ja, jeg har tidligere jobbet som SARC	<input type="radio"/> 1
Ja, jeg jobber for tiden som SARC	<input type="radio"/> 2
Nei, jeg har aldri jobbet som SARC	<input type="radio"/> 3

Q1	Når er du født?
♦ range:*	
Årstall	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1

Q2	Er du...
♦ range:*	
Kvinne	<input type="radio"/> 1
Mann	<input type="radio"/> 2
Annet	<input type="radio"/> 3

Q3	Har du...
♦ range:*	
hele din utdanning fra Norge	<input type="radio"/> 1
del av din utdanning fra Norge, deler fra utlandet	<input type="radio"/> 2
hele din utdanning fra utlandet	<input type="radio"/> 3

Q4	Hvorfor søkte du stillingen som juniorekspert? (Ranger etter viktighet, fra 1. prioritet til 4. prioritet)
♦ range:*	

Q4	Hvorfor søkte du stillingen som juniorekspert? (Ranger etter viktighet, fra 1. prioritet til 4. prioritet)						
	Første prioritet	Andre prioritet	Tredje prioritet	Fjerde prioritet	Ikke relevant	Vet ikke	
	1	2	3	4	5	6	
Personlige årsaker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	1
Faglige årsaker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	2
Karrieremessige årsaker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	3
Økonomiske årsaker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	4

Q5	Hvilket av de følgende utsagnene beskriver best din tankegang?	
♦ range:*		
Da jeg begynte å jobbe som juniorekspert hadde jeg som intensjon å fortsette i FN-systemet etter endt kontrakt	<input type="radio"/>	1
Da jeg begynte å jobbe som juniorekspert hadde jeg allerede bestemt meg for å returnere til Norge etter endt kontrakt	<input type="radio"/>	2
Da jeg begynte å jobbe som juniorekspert var jeg bestemt på å returnere til Norge. Men i løpet av oppholdet, kom jeg frem til at jeg ønsket å jobbe i FN-systemet	<input type="radio"/>	3
Da jeg begynte å jobbe som juniorekspert var jeg bestemt på å fortsette å jobbe i FN-systemet, men jeg kom frem til at FN, som arbeidsgiver, ikke passer meg	<input type="radio"/>	4
Da jeg begynte som juniorekspert var jeg fast bestemt på å gjøre karriere i FN-systemet, men jeg bestemte meg for å forlate FN-systemet av personlige årsaker	<input type="radio"/>	5

Q6	Da du begynte som juniorekspert, var du...	
♦ range:*		
1 Gift	<input type="radio"/>	1
2. Samboer	<input type="radio"/>	2
3. Enslig	<input type="radio"/>	3

Q6b	Var din samboer/ektefelle utstasjonert sammen med deg?	
♦ filter:\Q6.a=1;2		
♦ range:*		
Ja	<input type="radio"/>	1
Nei	<input type="radio"/>	2

Q6c	Hadde din samboer/ektefelle lønnet arbeid under deres utstasjonering?	
♦ filter:\Q6b.a=1		
♦ range:*		
Ja	<input type="radio"/>	1
Nei	<input type="radio"/>	2

Q7	Skjedde det endringer i din sivilstatus, ditt parforhold/ekteskap eller familieforhold under din tid som juniorekspert?	
♦ range:*		
Ja	<input type="radio"/>	1
Nei	<input type="radio"/>	2

Q7b	I hvilken retning?
<ul style="list-style-type: none"> ♦ filter:\Q7.a=1 ♦ range:* 	
Ble samboer/gift	<input type="checkbox"/> 1
Ble slutt med samboer/ble separert/skilt	<input type="checkbox"/> 2
Fikk barn	<input type="checkbox"/> 3

Q6d	Har du barn?
<ul style="list-style-type: none"> ♦ filter:\Q7b.a=1;2 \Q7.a=2 ♦ range:* 	
Ja	<input type="radio"/> 1
Nei	<input type="radio"/> 2

Q6e	Hadde du barn da du dro ut som juniorekspert?
<ul style="list-style-type: none"> ♦ filter:\Q6d.a=1 \Q7b.a=3 ♦ range:* 	
Ja	<input type="radio"/> 1
Nei	<input type="radio"/> 2

Q7c	Bodde barnet/barna dine sammen med deg mens du var utstasjonert som JPO?
<ul style="list-style-type: none"> ♦ filter:\Q6e.a=1 \Q7b.a=3 ♦ range:* 	
Ja	<input type="radio"/> 1
Delvis	<input type="radio"/> 2
Nei	<input type="radio"/> 3

Q7d	Gikk barnet/barna dine i barnehage, på skole eller studerte mens du var utstasjonert? (flere svar mulig)
<ul style="list-style-type: none"> ♦ filter:\Q6e.a=1 \Q7b.a=3 ♦ range:* 	
Gikk i barnehage	<input type="checkbox"/> 1
Gikk på barneskole/ungdomsskole/videregående skole	<input type="checkbox"/> 2
Studerte	<input type="checkbox"/> 3
Gikk ikke i barnehage/skole, men hadde betalt barnepass	<input type="checkbox"/> 4
Gikk ikke i barnehage/skole, ble passet av familie	<input type="checkbox"/> 5
Annet	<input type="checkbox"/> 6

Q7d1	Hvor gikk barnet/barna i barnehage mens du var utstasjonert?
<ul style="list-style-type: none"> ♦ filter:\Q7d.a=1 ♦ range:* 	
I Norge	<input type="radio"/> 1

Q7d1	Hvor gikk barnet/barna i barnehage mens du var utstasjonert?
	I utlandet <input type="radio"/> 2
	Delvis i Norge, delvis i utlandet <input type="radio"/> 3

Q7d1_1	Hvor gikk barnet/barna på skolen mens du var utstasjonert?
♦ filter:\Q7d.a=2 ♦ range:*	
	I Norge <input type="radio"/> 1
	I utlandet <input type="radio"/> 2
	Delvis i Norge, delvis i utlandet <input type="radio"/> 3

Q7d1_2	Hvor studerte barnet/barna mens du var utstasjonert?
♦ filter:\Q7d.a=3 ♦ range:*	
	I Norge <input type="radio"/> 1
	I utlandet <input type="radio"/> 2
	Delvis i Norge, delvis i utlandet <input type="radio"/> 3

Q8	Hadde du arbeidserfaring fra utlandet før du ble utstasjonert som juniorekspert (JPO)?
♦ range:*	
	Ja <input type="radio"/> 1
	Nei <input type="radio"/> 2

Q9	Hvilket år begynte du som juniorekspert?
♦ range:*	
Årstall	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1

Q10	Hvilket år sluttet du som juniorekspert?
♦ filter:\Filter.a=1 ♦ range:*	
Årstall	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> 1

Q11	Sluttet du som juniorekspert før kontrakten din utløp?
♦ filter:\Filter.a=1 ♦ range:*	
	Ja <input type="radio"/> 1
	Nei <input type="radio"/> 2

Q12	Hva var grunnen til at du valgte å slutte som juniorekspert før kontrakten din utløp?
♦ filter:\Q11.a=1 ♦ range:*	
	Open

Q13	Hvilken organisasjon jobbet du for som juniorekspert?
♦ range:*	
CTBTO	<input type="checkbox"/> 1
ECLAC	<input type="checkbox"/> 2
ESCAP	<input type="checkbox"/> 3
ESCWA	<input type="checkbox"/> 4
FAO	<input type="checkbox"/> 5
IFAD	<input type="checkbox"/> 6
ILO	<input type="checkbox"/> 7
IOM	<input type="checkbox"/> 8
OCHA	<input type="checkbox"/> 9
OHCHR	<input type="checkbox"/> 10
UN (United Nations Secretariat)	<input type="checkbox"/> 11
UN-Habitat	<input type="checkbox"/> 12
UNAIDS	<input type="checkbox"/> 13
UNDP	<input type="checkbox"/> 14
UNEP	<input type="checkbox"/> 15
UNESCO	<input type="checkbox"/> 16
UNFPA	<input type="checkbox"/> 17
UNFCCC	<input type="checkbox"/> 18
UNHCR	<input type="checkbox"/> 19
UNICEF	<input type="checkbox"/> 20
UNIDO	<input type="checkbox"/> 21
UNISDR	<input type="checkbox"/> 22
UNITAR	<input type="checkbox"/> 23
UNODC	<input type="checkbox"/> 24
UNOPS	<input type="checkbox"/> 25
UNRWA	<input type="checkbox"/> 26
UNWATER	<input type="checkbox"/> 27
UNWOMEN	<input type="checkbox"/> 28
UNWTO	<input type="checkbox"/> 29
WFP	<input type="checkbox"/> 30
WHO	<input type="checkbox"/> 31
UNIDO	<input type="checkbox"/> 32
UNHCR	<input type="checkbox"/> 33
WHO	<input type="checkbox"/> 34

Q13	Hvilken organisasjon jobbet du for som juniorekspert?
WTO	<input type="checkbox"/> 35
IFAD	<input type="checkbox"/> 36
UNSO	<input type="checkbox"/> 37
Verdensbanken	<input type="checkbox"/> 38
Andre organisasjoner (skriv inn)	Open

Q14	I din jobb som juniorekspert, har du jobbet/jobber du på et... (flere svar mulig)
♦ range:*	
	Ja 1 Nei 2
Hovedkontor?	<input type="radio"/> <input type="radio"/> 1
Regionalt kontor?	<input type="radio"/> <input type="radio"/> 2
Landkontor?	<input type="radio"/> <input type="radio"/> 3
Prosjekt?	<input type="radio"/> <input type="radio"/> 4
Annet?	<input type="radio"/> <input type="radio"/> 5

Q15	I din jobb som juniorekspert, har du jobbet/jobber du i...
♦ range:*	
Nord-Amerika	<input type="checkbox"/> 1
Sør-Amerika	<input type="checkbox"/> 2
Europa	<input type="checkbox"/> 3
Asia	<input type="checkbox"/> 4
Afrika	<input type="checkbox"/> 5
Oceania	<input type="checkbox"/> 6

Q16	Har du deltatt på følgende kurs/orienteringsmøter som et ledd i din opplæring?
♦ range:*	
	Ja, i Norge 1 Ja, i FN 2 Nei 3
Praktisk orientering/veiledning	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1
Språkkurs	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 2
Faglig kurs	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 3

Q17a	Var du fornøyd med kvaliteten på den praktiske orienteringen/veiledningen i Norge?
♦ filter:\Q16.a.1=1	
♦ range:*	
Ja	<input type="radio"/> 1
Nei	<input type="radio"/> 2

Q17a	Var du fornøyd med kvaliteten på den praktiske orienteringen/veiledningen i Norge?
Vet ikke	<input type="radio"/> 3
Vil ikke svare	<input type="radio"/> 4

Q17a_1	Var du fornøyd med kvaliteten på den praktiske orienteringen/veiledningen i FN?
♦ filter:\Q16.a.1=2 ♦ range:*	
Ja	<input type="radio"/> 1
Nei	<input type="radio"/> 2
Vet ikke	<input type="radio"/> 3
Vil ikke svare	<input type="radio"/> 4

Q17b	Var du fornøyd med kvaliteten på språkkurset i Norge?
♦ filter:\Q16.a.2=1 ♦ range:*	
Ja	<input type="radio"/> 1
Nei	<input type="radio"/> 2
Vet ikke	<input type="radio"/> 3
Vil ikke svare	<input type="radio"/> 4

Q17b_1	Var du fornøyd med kvaliteten på språkkurset i regi av FN?
♦ filter:\Q16.a.2=2 ♦ range:*	
Ja	<input type="radio"/> 1
Nei	<input type="radio"/> 2
Vet ikke	<input type="radio"/> 3
Vil ikke svare	<input type="radio"/> 4

Q17c	Var du fornøyd med kvaliteten på de faglige kursene i Norge?
♦ filter:\Q16.a.3=1 ♦ range:*	
Ja	<input type="radio"/> 1
Nei	<input type="radio"/> 2
Vet ikke	<input type="radio"/> 3
Vil ikke svare	<input type="radio"/> 4

Q17c_1	Var du fornøyd med kvaliteten på de faglige kursene i FN?
♦ filter:\Q16.a.3=2 ♦ range:*	
Ja	<input type="radio"/> 1

Q17c_1	Var du fornøyd med kvaliteten på de faglige kursene i FN?
Nei	<input type="radio"/> 2
Vet ikke	<input type="radio"/> 3
Vil ikke svare	<input type="radio"/> 4

Q18	Hadde du i jobben som juniorekspert en veileder?
♦ range:*	
Ja	<input type="radio"/> 1
Nei	<input type="radio"/> 2

Q19	Er /var den veiledningen du mottar/mottok fra din veileder...
♦ filter:\Q18.a=1	
♦ range:*	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5

Q20	Hvordan vil du karakterisere følgende sider ved din organisasjon som helhet betraktet i den tiden du har arbeidet der? (1 = høy grad av tilfredsstillelse, 5 = lav grad av tilfredsstillelse)					
♦ range:*						
	1 Høy grad av tilfredsstillelse	2	3	4	5 Lav grad av tilfredsstillelse	
	1	2	3	4	5	
Beslutningsprosess	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	1
Beslutningshastighet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	2
Ledelse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	3
Planlegging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	4
Personalutnyttelse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	5
Ressursutnyttelse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	6
Dine arbeidsoppgaver	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	7

Q21	Hvordan vil du karakterisere følgende aspekter ved ditt eget arbeidsforhold som helhet betraktet i den tiden du arbeidet som JPO? (1 = høy grad av tilfredsstillelse, 5 = lav grad av tilfredsstillelse)					
♦ range:*						
	1 Høy grad av tilfredsstillelse	2	3	4	5 Lav grad av tilfredsstillelse	
	1	2	3	4	5	
Anledning til å arbeide selvstendig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	1
Mulighet til medbestemmelse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	2

Q21	Hvordan vil du karakterisere følgende aspekter ved ditt eget arbeidsforhold som helhet betraktet i den tiden du arbeidet som JPO? (1 = høy grad av tilfredsstillelse, 5 = lav grad av tilfredsstillelse)					
Flexibilitet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	3
Arbeidsmiljø	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	4
Arbeidsoppgaver	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	5
Arbeidsmengde	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	6
Arbeidstid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	7
Fritid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	8
Lønnsnivå	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	9
Støtte fra dine ledere ved utfordringer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	10
Støtte fra dine kolleger ved utfordringer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	11
Personlig sikkerhet i felt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	12

Q22	Opplevde du noen av de følgende problemene da du var juniorekspert?		
♦ range:*			
	Ja	Nei	
	1	2	
Stillingen var for vanskelig eller krevende	<input type="radio"/>	<input type="radio"/>	1
Stillingen var for enkel /oppgavene var for enkle	<input type="radio"/>	<input type="radio"/>	2
Stillingen var ikke relatert til mine ferdigheter og erfaring	<input type="radio"/>	<input type="radio"/>	3
Vanskelig forhold til overordnede	<input type="radio"/>	<input type="radio"/>	4
Vanskelig forhold til kolleger	<input type="radio"/>	<input type="radio"/>	5
Intern endring i organisasjonen	<input type="radio"/>	<input type="radio"/>	6
Personlige problemer (f.eks. problemer i parforhold, fare)	<input type="radio"/>	<input type="radio"/>	7
Kriminalitet (f.eks trussel, tyveri)	<input type="radio"/>	<input type="radio"/>	8
Terrorisme	<input type="radio"/>	<input type="radio"/>	9
Språkvansker eller vansker med kulturell tilpasning	<input type="radio"/>	<input type="radio"/>	10
Økonomiske problemer	<input type="radio"/>	<input type="radio"/>	11
Sykdom eller ulykke	<input type="radio"/>	<input type="radio"/>	12
Annet	<input type="radio"/>	<input type="radio"/>	13
Opplevde ingen problemer	<input type="radio"/>	<input type="radio"/>	14

Q23	Hvor godt informert var du om følgende goder før du reiste ut som JPO?					
♦ range:*						
	Svært godt informert	Godt informert	Middels informert	Dårlig informert	Svært dårlig informert	
	1	2	3	4	5	
Mulighet for fortsatt medlemskap i Folketrygden mens utplassert	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	1

Q23	Hvor godt informert var du om følgende goder før du reiste ut som JPO?					
Pensjonsordning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	2
Helseforsikring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	3
Sykelønnsordning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	4
Foreldrepermisjon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	5
Støtte til pass av små barn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	6
Støtte til skolegang for barn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	7
Studiestøtte for voksne barn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	8

Q23b	Hva synes du om kvaliteten på FNs...					
♦ range:*						
	Svært god 1	God 2	Middels god 3	Dårlig 4	Ikke relevant 5	
Pensjonsordning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	1
Helseforsikring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	2
Sykelønnsordning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	3
Foreldrepermisjonsordning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	4
Støtte til pass av små barn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	5
Støtte til skolegang for barn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	6
Studiestøtte for voksne barn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	7

Q24	Synes du egenandelen du betalte/betaler for FNs pensjonsordning, helse- og velferdsstøtte er...	
♦ range:*		
Svært rimelig	<input type="radio"/>	1
Rimelig	<input type="radio"/>	2
Dyr	<input type="radio"/>	3
Svært dyr	<input type="radio"/>	4

Q25	Var du medlem av Folketrygden mens du jobbet som juniorekspert?	
♦ range:*		
Ja	<input type="radio"/>	1
Nei	<input type="radio"/>	2

Q26	3?	
♦ range:*		
Ett sted	<input type="radio"/>	1
To steder	<input type="radio"/>	2
Tre eller flere steder	<input type="radio"/>	3

Q26b1	Hvordan opplevde du utstasjoneringen din?
<ul style="list-style-type: none"> ♦ filter:\Q26.a=1 ♦ range:* 	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5

Q26b2	Hvordan opplevde du den første utstasjoneringen din? Var den...
<ul style="list-style-type: none"> ♦ filter:\Q26.a=2;3 ♦ range:* 	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5

Q26b3	Hvordan opplevde du den andre utstasjoneringen din?
<ul style="list-style-type: none"> ♦ filter:\Q26.a=2;3 ♦ range:* 	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5

Q26b4	Hvordan opplevde du den tredje og evt. senere utstasjoneringer?
<ul style="list-style-type: none"> ♦ filter:\Q26.a=3 ♦ range:* 	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5

Q26c1	Hvordan tror du din partner opplevde sin situasjon på stedet der du var utstasjonert?
<ul style="list-style-type: none"> ♦ filter:\Q6b.a=1&\Q26.a=1 ♦ range:* 	
Meget tilfredsstillende	<input type="radio"/> 1

Q26c1	Hvordan tror du din partner opplevde sin situasjon på stedet der du var utstasjonert?
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5
Vet ikke	<input type="radio"/> 6
Ikke relevant	<input type="radio"/> 7

Q26c2	Hvordan tror du din partner opplevde sin situasjon på det første stedet der du var utstasjonert?
♦ filter:\Q6b.a=1&\Q26.a=2,3 ♦ range:*	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5
Vet ikke	<input type="radio"/> 6
Ikke relevant	<input type="radio"/> 7

Q26c3	Hvordan tror du din partner opplevde sin situasjon på det andre stedet der du var utstasjonert?
♦ filter:\Q6b.a=1&\Q26.a=2,3 ♦ range:*	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5
Vet ikke	<input type="radio"/> 6
Ikke relevant	<input type="radio"/> 7

Q26c4	Hvordan tror du din partner opplevde sin situasjon på det tredje og evt. senere steder der du var utstasjonert?
♦ filter:\Q6b.a=1&\Q26.a=3 ♦ range:*	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4

Q26c4	Hvordan tror du din partner opplevde sin situasjon på det tredje og evt. senere steder der du var utstasjonert?
Utilfredsstillende	<input type="radio"/> 5
Vet ikke	<input type="radio"/> 6
Ikke relevant	<input type="radio"/> 7

Q26d1	Hvordan tror du ditt/dine barn opplevde sin situasjon på stedet der du var utstasjonert?
<ul style="list-style-type: none"> ♦ filter: (\Q6e.a=1 \Q7b.a=3)&\Q26.a=1 ♦ range: * 	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5
Vet ikke	<input type="radio"/> 6
Ikke relevant	<input type="radio"/> 7

Q26d2	Hvordan tror du ditt/dine barn opplevde sin situasjon på det første stedet der du var utstasjonert?
<ul style="list-style-type: none"> ♦ filter: (\Q6e.a=1 \Q7b.a=3)&\Q26.a=2;3 ♦ range: * 	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5
Vet ikke	<input type="radio"/> 6
Ikke relevant	<input type="radio"/> 7

Q26d3	Hvordan tror du ditt/dine barn opplevde sin situasjon på det andre stedet der du var utstasjonert?
<ul style="list-style-type: none"> ♦ filter: (\Q6e.a=1 \Q7b.a=3)&\Q26.a=2;3 ♦ range: * 	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5
Vet ikke	<input type="radio"/> 6
Ikke relevant	<input type="radio"/> 7

Q26d4	Hvordan tror du ditt/dine barn opplevde sin situasjon på det tredje og evt. senere steder der du var utstasjonert?
♦ filter:\Q6e.a=1 \Q7b.a=3 ♦ range:*	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5
Vet ikke	<input type="radio"/> 6
Ikke relevant	<input type="radio"/> 7

Q26e	Hvor viktig er det for deg at din partner også hadde jobb da dere var i utlandet?
♦ filter:\Q6c.a=1 ♦ range:*	
Svært viktig	<input type="radio"/> 1
Viktig	<input type="radio"/> 2
Mindre viktig	<input type="radio"/> 3
Uviktig	<input type="radio"/> 4

Q27	Hva synes du er viktigst? Er det...
♦ range:*	
å ha en internasjonal karriere?	<input type="radio"/> 1
å ha en fast jobb i Norge?	<input type="radio"/> 2

Q28	Hva synes du er viktigst? Er det...
♦ range:*	
Å jobbe i et internasjonalt miljø utenlands?	<input type="radio"/> 1
Å være forankret i norsk arbeidskultur?	<input type="radio"/> 2

Q29	Hva synes du er viktigst? Er det...
♦ range:*	
at barn får oppleve andre kulturer?	<input type="radio"/> 1
at barn får vokse opp i Norge med familie og venner rundt seg?	<input type="radio"/> 2

Q31	Mens du var utstasjonert, var du i kontakt med følgende organisasjoner – og hvor ofte?
♦ range:*	
	Ingen kontakt En gang Flere ganger
	1 2 3
Norec (tidligere Fredskorpset)	<input type="radio"/> <input type="radio"/> <input type="radio"/> 1

Q31	Mens du var utstasjonert, var du i kontakt med følgende organisasjoner – og hvor ofte?			
NORAD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	2
Norsk utenriksstasjon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	3
Utenriksdepartementet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	4

Q32a	Hvem tok initiativ til kontakten med Norec (tidligere Fredskorpset)?	
♦ filter:\Q31.a.1=2;3 ♦ range:*		
Du	<input type="checkbox"/>	1
Norec (tidligere Fredskorpset)	<input type="checkbox"/>	2
FN-organisasjonen du jobbet for	<input type="checkbox"/>	3
Andre		Open

Q33a	Hva var formålet med kontakten du hadde med Norec (tidligere Fredskorpset)?	
♦ filter:\Q31.a.1=2;3 ♦ range:*		
Råd/bistand	<input type="checkbox"/>	1
Informasjonsutveksling	<input type="checkbox"/>	2
Hjelp til å få fortsette i FN-systemet	<input type="checkbox"/>	3
Annet (fyll inn)		Open

Q34a	Hvordan opplevde du kontakten du hadde med Norec (tidligere Fredskorpset)?	
♦ filter:\Q31.a.1=2;3 ♦ range:*		
Meget tilfredsstillende	<input type="radio"/>	1
Tilfredsstillende	<input type="radio"/>	2
Middels tilfredsstillende	<input type="radio"/>	3
Mindre tilfredsstillende	<input type="radio"/>	4
Utilfredsstillende	<input type="radio"/>	5

Q32b	Hvem tok initiativ til kontakten med NORAD?	
♦ filter:\Q31.a.2=2;3 ♦ range:*		
Du	<input type="checkbox"/>	1
NORAD	<input type="checkbox"/>	2
FN-organisasjonen du jobbet for	<input type="checkbox"/>	3
Andre		Open

Q33b	Hva var formålet med kontakten du hadde med NORAD?	
♦ filter:\Q31.a.2=2;3		

Q33b	Hva var formålet med kontakten du hadde med NORAD?
♦ filter:*	
♦ range:*	
Råd/bistand	<input type="checkbox"/> 1
Informasjons-utveksling	<input type="checkbox"/> 2
Hjelp til å få fortsette i FN-systemet	<input type="checkbox"/> 3
Annet (fyll inn)	Open

Q34b	Hvordan opplevde du kontakten du hadde med NORAD?
♦ filter:\Q31.a.2=2;3	
♦ range:*	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5

Q32c	Hvem tok initiativ til kontakten med den norske utenriksstasjonen?
♦ filter:\Q31.a.3=2;3	
♦ range:*	
Du	<input type="checkbox"/> 1
Utenriksstasjonen	<input type="checkbox"/> 2
FN-organisasjonen du jobbet for	<input type="checkbox"/> 3
Andre	Open

Q33c	Hva var formålet med kontakten du hadde med den norske utenriksstasjonen?
♦ filter:\Q31.a.3=2;3	
♦ range:*	
Råd/bistand	<input type="checkbox"/> 1
Informasjonsutveksling	<input type="checkbox"/> 2
Hjelp til å få fortsette i FN-systemet	<input type="checkbox"/> 3
Annet (fyll inn)	Open

Q34c	Hvordan opplevde du kontakten du hadde med den norske utenriksstasjonen?
♦ filter:\Q31.a.3=2;3	
♦ range:*	
Meget tilfredsstillende	<input type="radio"/> 1
Tilfredsstillende	<input type="radio"/> 2
Middels tilfredsstillende	<input type="radio"/> 3
Mindre tilfredsstillende	<input type="radio"/> 4
Utilfredsstillende	<input type="radio"/> 5

Q35	Har du vært i kontakt med noen av disse organisasjonene etter at du avsluttet din stilling som juniorekspert? (Kryss av for den/de organisasjonene du har hatt kontakt med).
Norsk utenriksstasjon	<input type="checkbox"/> 3
Utenriksdepartementet	<input type="checkbox"/> 4
Ingen av dem	<input type="checkbox"/> 5

Q35b1	Hvem tok initiativ til kontakten med Norec (tidligere Fredskorpset) etter at du sluttet som JPO?
♦ filter:\Q35.a=1 ♦ range:*	
Du	<input type="checkbox"/> 1
Norec (tidligere Fredskorpset)	<input type="checkbox"/> 2
FN-organisasjonen du jobbet for	<input type="checkbox"/> 3
Andre	Open

Q35c1	Hva var formålet med kontakten du hadde med med Norec (tidligere Fredskorpset) etter at du sluttet som JPO?
♦ filter:\Q35.a=1 ♦ range:*	
Råd/bistand	<input type="checkbox"/> 1
Informasjonsutveksling	<input type="checkbox"/> 2
Hjelp til å få fortsette i FN-systemet	<input type="checkbox"/> 3
Annet (fyll inn)	Open

Q35d1	Hvordan opplevde du kontakten du hadde med Norec (tidligere Fredskorpset) etter at du sluttet som JPO?
♦ filter:\Q35.a=1 ♦ range:*	
Meget tilfredsstillende	<input type="checkbox"/> 1
Tilfredsstillende	<input type="checkbox"/> 2
Middels tilfredsstillende	<input type="checkbox"/> 3
Mindre tilfredsstillende	<input type="checkbox"/> 4
Utilfredsstillende	<input type="checkbox"/> 5

Q35b2	Hvem tok initiativ til kontakt med NORAD etter at du sluttet som JPO?
♦ filter:\Q35.a=2 ♦ range:*	
Du	<input type="checkbox"/> 1
NORAD	<input type="checkbox"/> 2
FN-organisasjonen du jobbet for	<input type="checkbox"/> 3
Andre	Open

Q35c2	Hva var formålet med kontakten du hadde med NORAD etter at du sluttet som JPO?
♦ filter:\Q35.a=2 ♦ range:*	
Råd/bistand	<input type="checkbox"/> 1
Informasjonsutveksling	<input type="checkbox"/> 2
Hjelp til å få fortsette i FN-systemet	<input type="checkbox"/> 3
Annet (fyll inn)	Open

Q35d2	Hvordan opplevde du kontakten du hadde med NORAD etter at du sluttet som JPO?
♦ filter:\Q35.a=2 ♦ range:*	
Meget tilfredsstillende	<input type="checkbox"/> 1
Tilfredsstillende	<input type="checkbox"/> 2
Middels tilfredsstillende	<input type="checkbox"/> 3
Mindre tilfredsstillende	<input type="checkbox"/> 4
Utilfredsstillende	<input type="checkbox"/> 5

Q35b3	Hvem tok initiativ til kontakt med den norske utenriksstasjonen etter at du sluttet som JPO?
♦ filter:\Q35.a=2 ♦ range:*	
Du	<input type="checkbox"/> 1
Den norske utenriksstasjonen	<input type="checkbox"/> 2
FN-organisasjonen du jobbet for	<input type="checkbox"/> 3
Andre	Open

Q35c3	Hva var formålet med kontakten du hadde med den norske utenriksstasjonen etter at du sluttet som JPO?
♦ filter:\Q35.a=3 ♦ range:*	
Råd/bistand	<input type="checkbox"/> 1
Informasjonsutveksling	<input type="checkbox"/> 2
Hjelp til å få fortsette i FN-systemet	<input type="checkbox"/> 3
Annet (fyll inn)	Open

Q35d3	Hvordan opplevde du kontakten du hadde med den norske utenriksstasjonen etter at du sluttet som JPO?
♦ filter:\Q35.a=3 ♦ range:*	
Meget tilfredsstillende	<input type="checkbox"/> 1
Tilfredsstillende	<input type="checkbox"/> 2
Middels tilfredsstillende	<input type="checkbox"/> 3

Q35d3	Hvordan opplevde du kontakten du hadde med den norske utenriksstasjonen etter at du sluttet som JPO?
Mindre tilfredsstillende	<input type="checkbox"/> 4
Utilfredsstillende	<input type="checkbox"/> 5

Q35b4	Hvem tok initiativ til kontakt med Utenriksdepartementet etter at du sluttet som JPO?
<ul style="list-style-type: none"> ♦ filter:\Q35.a=4 ♦ range:* 	
Du	<input type="checkbox"/> 1
Utenriksdepartementet	<input type="checkbox"/> 2
FN-organisasjonen du jobbet for	<input type="checkbox"/> 3
Andre	Open

Q35c4	Hva var formålet med kontakten du hadde med Utenriksdepartementet etter at du sluttet som JPO?
<ul style="list-style-type: none"> ♦ filter:\Q35.a=4 ♦ range:* 	
Råd/bistand	<input type="checkbox"/> 1
Informasjonsutveksling	<input type="checkbox"/> 2
Hjelp til å få fortsette i FN-systemet	<input type="checkbox"/> 3
Annet (fyll inn)	Open

Q35d4	Hvordan opplevde du kontakten du hadde med Utenriksdepartementet etter at du sluttet som JPO?
<ul style="list-style-type: none"> ♦ filter:\Q35.a=4 ♦ range:* 	
Meget tilfredsstillende	<input type="checkbox"/> 1
Tilfredsstillende	<input type="checkbox"/> 2
Middels tilfredsstillende	<input type="checkbox"/> 3
Mindre tilfredsstillende	<input type="checkbox"/> 4
Utilfredsstillende	<input type="checkbox"/> 5

Q35e1	Hvorfor opplevde du kontakten du hadde med Norec som lite tilfredsstillende?
<ul style="list-style-type: none"> ♦ filter:\Q34a.a=4;5\Q35d1.a=4;5 ♦ range:* 	
Vennligst skriv svaret ditt her	Open
Ønsker ikke å svare	<input type="radio"/> 1

Q35e2	Hvorfor opplevde du kontakten du hadde med NORAD som lite tilfredsstillende?
<ul style="list-style-type: none"> ♦ filter:\Q34b.a=4;5\Q35d2.a=4;5 ♦ range:* 	
Vennligst skriv svaret ditt her	Open

Q35e2	Hvorfor opplevde du kontakten du hadde med NORAD som lite tilfredsstillende?
	Ønsker ikke å svare <input type="radio"/> 1
Q35e3	Hvorfor opplevde du kontakten du hadde med den norske utenriksstasjonen som lite tilfredsstillende?
	♦ filter:\Q34c.a=4;5\Q35d3.a=4;5 ♦ range:*
	Vennligst skriv svaret ditt her <input type="text"/> Open
	Ønsker ikke å svare <input type="radio"/> 1
Q35e4	Hvorfor opplevde du kontakten du hadde med Utenriksdepartementet som lite tilfredsstillende?
	♦ filter:\Q34d.a=4;5\Q35d4.a=4;5 ♦ range:*
	Vennligst skriv svaret ditt her <input type="text"/> Open
	Ønsker ikke å svare <input type="radio"/> 1
Q36	Fikk du tilbud om å bli værende i FN da juniorekspert-oppdraget ditt nærmet seg slutten?
	♦ filter:\Filter.a=1 ♦ range:*
	Ja <input type="radio"/> 1
	Nei <input type="radio"/> 2
	Ønsker ikke å svare <input type="radio"/> 3
Q37	Søkte du etter avslutningen av jobben som juniorekspert arbeid utenfor Norge?
	♦ filter:\Filter.a=1 ♦ range:*
	Ja <input type="radio"/> 1
	Nei <input type="radio"/> 2
	Ønsker ikke å svare <input type="radio"/> 3
Q38	Returnerte du til Norge etter fullført utstasjonering?
	♦ filter:\Filter.a=1 ♦ range:*
	Ja <input type="radio"/> 1
	Nei <input type="radio"/> 2
Q39	Ønsket du å dra tilbake til Norge etter fullført utstasjonering?
	♦ range:*
	Ja, jeg ønsket å dra tilbake til Norge <input type="radio"/> 1
	Jeg var i tvil <input type="radio"/> 2
	Nei, jeg ønsket å fortsette i FN-systemet <input type="radio"/> 3

Q40	Var din ektefelles/samboers/families situasjon avgjørende for at du returnerte til Norge?
♦ range:*	
Ja	<input type="radio"/> 1
Nei	<input type="radio"/> 2

Q41	Etter at du sluttet som juniorekspert, hvilket av utsagnene under beskriver best grunnen til at du returnerte til Norge?
♦ range:*	
Jeg søkte, men fikk ikke noen stilling i organisasjonen jeg jobbet for som juniorekspert	<input type="radio"/> 1
Jeg søkte, men fikk ikke stilling i en annen FN-organisasjon	<input type="radio"/> 2
Jeg ble tilbudt, men takket nei til, en stilling i FN-systemet	<input type="radio"/> 3
Jeg fant ingen internasjonal/inter-governmental organisasjon for meg	<input type="radio"/> 4
Jeg valgte å jobbe innen norsk utviklingssamarbeid	<input type="radio"/> 5
Jeg valgte å jobbe i Norge, men ikke innen norsk utviklingssamarbeid	<input type="radio"/> 6
Jeg valgte ikke å fortsette og jobbe innen internasjonalt utviklingssamarbeid	<input type="radio"/> 7
Jeg valgte ikke å jobbe i utlandet	<input type="radio"/> 8
Jeg kunne ikke fortsette å jobbe i utlandet av personlige årsaker	<input type="radio"/> 9
Jeg fikk – og takket ja til – et attraktivt tilbud innen et annet felt	<input type="radio"/> 10
Jeg hadde en annen grunn (vennligst spesifiser)	Open
Ønsker ikke å svare	<input type="radio"/> 11

Q45	Var din ektefelles/samboers/families situasjon avgjørende for din beslutning om å bli værende i utlandet?
♦ range:*	
Ja	<input type="radio"/> 1
Nei	<input type="radio"/> 2

Q42	Mener du at erfaringen som juniorekspert hadde avgjørende positiv betydning ved bedømmelse av kvalifikasjonene dine ved den første ansettelsen etter din juniorekspert-jobb?
♦ range:*	
Ja	<input type="radio"/> 1
Nei	<input type="radio"/> 2

Q43a	Har du jobbet på noen av disse stedene etter at du sluttet som JPO? (flere svar mulig)
♦ range:*	
UD/NORAD	<input type="checkbox"/> 1
Andre deler av offentlig sektor	<input type="checkbox"/> 2
FN	<input type="checkbox"/> 3

Q43a	Har du jobbet på noen av disse stedene etter at du sluttet som JPO? (flere svar mulig)	
	Internasjonal organisasjon/internasjonal bank (Verdensbanken, EBRD, etc.)	<input type="checkbox"/> 4
	Frivillig organisasjon i Norge	<input type="checkbox"/> 5
	Frivillig organisasjon i utlandet	<input type="checkbox"/> 6
	Som forsker i Norge	<input type="checkbox"/> 7
	Som forsker i utlandet	<input type="checkbox"/> 8
	Privat konsulentfirma	<input type="checkbox"/> 9
	Rådgivende ingeniørfirma	<input type="checkbox"/> 10
	Privat næringsliv i Norge	<input type="checkbox"/> 11
	Privat næringsliv i utlandet	<input type="checkbox"/> 12
	Annet (fyll inn)	Open

Q43b	Hvor jobber du nå?	
	♦ range:*	
	UD/NORAD	<input type="checkbox"/> 1
	Andre deler av offentlig sektor	<input type="checkbox"/> 2
	FN	<input type="checkbox"/> 3
	Internasjonal organisasjon/internasjonal bank (Verdensbanken, EBRD, etc.)	<input type="checkbox"/> 4
	Frivillig organisasjon i Norge	<input type="checkbox"/> 5
	Frivillig organisasjon i utlandet	<input type="checkbox"/> 6
	Som forsker i Norge	<input type="checkbox"/> 7
	Som forsker i utlandet	<input type="checkbox"/> 8
	Privat konsulentfirma	<input type="checkbox"/> 9
	Rådgivende ingeniørfirma	<input type="checkbox"/> 10
	Privat næringsliv i Norge	<input type="checkbox"/> 11
	Privat næringsliv i utlandet	<input type="checkbox"/> 12
	Jobber for tiden ikke	<input type="checkbox"/> 13
	Er pensjonist	<input type="checkbox"/> 14
	Annet (fyll inn)	Open

Q46	Hvilke FN-organisasjoner har du jobbet for etter at du sluttet som juniorekspert? (flere svar mulig)	
	♦ filter:\Q43a.a=3 \Q43b.a=3	
	♦ range:*	
	CTBTO	<input type="checkbox"/> 1
	ECLAC	<input type="checkbox"/> 2
	ESCAP	<input type="checkbox"/> 3
	ESCWA	<input type="checkbox"/> 4

Q44	Ser du for deg at du kommer til å søke ny stilling i FN-systemet?
♦ range:*	
Ja	<input type="radio"/> 1
Jeg er i tvil	<input type="radio"/> 2
Nei	<input type="radio"/> 3

Q47b	Ser du for deg at du kommer til å søke ny internasjonal stilling de kommende årene?
♦ range:*	
Ja	<input type="radio"/> 1
Jeg er i tvil	<input type="radio"/> 2
Nei	<input type="radio"/> 3

Q48	Ser du for deg at du kommer til å jobbe i Norge i løpet av de kommende årene?
♦ range:*	
Ja	<input type="radio"/> 1
Jeg er i tvil	<input type="radio"/> 2
Nei	<input type="radio"/> 3

Q49	Et formål med juniorekspertprogrammet er på lengre sikt å skape muligheter for ansettelse av tidligere juniorekspert i FN. Uansett om du selv arbeider i FN nå, synes du programmet oppfyller dette formålet?
♦ range:*	
I svært høy grad	<input type="radio"/> 1
I høy grad	<input type="radio"/> 2
I noen grad	<input type="radio"/> 3
I liten grad	<input type="radio"/> 4
I svært liten grad	<input type="radio"/> 5

Q50	Hva mener du må til for at flere norske juniorekspert skal bli værende i FN?
♦ range:*	
Vennligst skriv inn ditt svar her	Open

Q51	Ønsker du å gi noen råd til Norec om hvordan de kan bidra til å øke andelen norske ansatte i FN-systemet?
♦ range:*	
Vennligst skriv ditt svar her	Open

S2	I etterkant av undersøkelsen skal vi gjennomføre et begrenset antall intervju på Teams med noen av respondentene. Vil vi evt. kunne ta kontakt med deg for et oppfølgende intervju?
♦ range:*	

S2	I etterkant av undersøkelsen skal vi gjennomføre et begrenset antall intervju på Teams med noen av respondentene. Vil vi evt. kunne ta kontakt med deg for et oppfølgende intervju?
Ja, kontakt meg på følgende epost:	<input type="text"/> Open
Ja, kontakt meg på følgende telefonnummer:	<input type="text"/> Open
Ønsker ikke å bli kontaktet	<input type="checkbox"/> 1

S3	Norec - som administrerer JPO-ordningen på vegne av Utenriksdepartementet - ønsker å følge opp både forhenværende og nåværende JPOs. I den forbindelse vil vi gjerne vite om du samtykker til at Fafo oversender din kontaktinformasjon til Norec? Dersom du samtykker, kommer Norec til å ta kontakt for å informere deg om hvordan dine persondata vil bli lagret, hvem som vil ha tilgang til dem, og hvordan de vil bli brukt.
♦ range:*	
Ja, jeg samtykker	<input type="radio"/> 1
Nei, jeg samtykker ikke	<input type="radio"/> 2

Information
Ved å klikke "Neste" fullfører du undersøkelsen. Vi setter stor pris på din deltakelse!

Annex 2 Interview guide for expert interviews (in Norwegian)

The interview guide was not followed chronologically but served as a list of topics to be covered during the interviews. The informants were free to emphasize the aspects they found important, and the interviews were adapted accordingly.

1 Rekruttering

- Hvordan jobber dere med rekruttering? Hva får dere til, og hva er utfordringene?
- Kjenner du til rekrutteringsprosessene i de nordiske landene? Hva er likt og ulikt? Kjennskap til deres erfaringer?
- Hvilke kriterier bruker dere til å sile kandidater opp mot disse målene? Hva betyr internasjonal utdanning og erfaring?
- Hvordan jobber dere med potensielle organisasjoner, ikke bare for å fylle deres behov for arbeidskraft, men også for å nå egne mål? Kan det oppstå konflikter? Hvordan løses de eventuelt?

Oppfølgingsspørsmål (ev.):

- Hva vet dere om motivene til de som søker (spesielt i forhold til videre FN-karriere)?
- Hva tenker du om at det er flest kvinnelige søkere?
- Informasjon om økonomiske og sosiale rettigheter ligger ved utlysningen til stillingene. Har du inntrykk av at informasjonen er tydelig og når fram til kandidatene? Er det aspekter ved informasjonsarbeidet du ser som utfordrende? Hva slags informasjon er kandidatene opptatt av?

2 Oppfølging

- Hvordan følges JPOene opp på tjenestestedet (av Norec, ambassadene, nettverk for JPOer)? Hva er erfaringene? Hva fungerer? Hvor er utfordringene?
- Bidras det til nettverksbygging? På hvilken måte? Hvordan fungerer det?
- Dersom det oppstår problemer på tjenestestedet til en JPO, hvordan håndteres dette?
- Medfølgende: Er de fleste JPOer enslige eller har de medfølgende partner? Hvordan følges ev. medfølgende partner opp? (Jobb, barnehage, skole osv.)

3 Debrief og veien videre

- Finnes det en strategi for hvordan en skal få flere nordmenn inn på mellomnivå i FN? Hva går den ut på? Fungerer det? Hva er utfordringene?
- Hva Hvordan følger dere opp JPOer som ønsker ny jobb i FN etter avsluttet oppdrag?
- Hva gjøres for å påvirke FN til å ansette nordmenn (svensker, dansker)?
- Hvilke tilbakemeldinger får dere fra juniorekspertene (positive og negative)?
- Hva fungerer, hvor er utfordringene?
- Har utenriksstasjonene eller vertsorganisasjonene en rolle i oppfølging av JPOene?

- Får JPOene oppfølging? (Debriefs, nettverk, sosiale sammenkomster, karriere-
rådgivning, info om ledige jobber osv.)
- Gir dere noen form for oppfølging til dem som ønsker å returnere til hjemlandet?
Hva slags?
- Ser du/dere noen forskjell på de som ønsker å bli værende i FN og de som ønsker
å returnere hjem? (Utdanning, utdanningssted (hjemland eller utland), fami-
liesituasjon, andre forhold)

Annex 3 Interview guide for JPO interviews (in Norwegian)

The interview guide was not followed chronologically but served as a list of topics to be covered during the interviews. The informants were free to emphasize the aspects they found important, and the interviews were adapted accordingly.

1 Hva fikk deg til å søke jobb som JPO i FN?

- Har du jobbet strategisk mot en internasjonal stilling? Hvordan fikk du det til, hva var utfordringene?
- Hadde du allerede tenkt over om du ønsket å fortsette i FN-systemet da du søkte? Kan du beskrive hvordan du reflekterte rundt dette spørsmålet?

2 Hvordan opplevde du selve jobben?

- Hva slags opplæring/veiledning fikk du underveis?
- Hvordan opplevde du arbeidskulturen der du jobbet? (Arbeidsoppgaver, ledelse, planlegging, beslutningsprosesser, arbeidstid)
- Hvordan opplevde du arbeidsmiljøet? (Forhold til ledere og kollegaer, arbeidsmengde, fleksibilitet, medbestemmelse, støtte fra ledere, personlig sikkerhet i felt)
- Hvordan opplevde du arbeidsoppgavene? (For enkle/krevende, relevante til utdanning og erfaring, utfordring med språk i felt)
- Hvordan opplevde du lønnsnivået (i forhold til det du skulle yte)?
- Opplevde du at du fikk tilstrekkelig info om FNs sosiale goder?
- Hvordan opplevde du at de sosiale godene tilfredsstilte dine behov? Hvordan fungerte det for deg? Hva skulle du ønske var annerledes?
- Hva tenker du om at du ble utmeldt av Folketrygden mens du jobbet i FN?
- Er du fornøyd med pensjonsordningen du ble tilbudt som juniorekspert?
- Hvordan var kontakten din med norske institusjoner mens du var utplassert? Hva synes du fungerte? Hva var utfordrende? Hva kunne vært gjort bedre?

3 Familiesituasjonen

- Har du hatt med ektefelle/samboer til din utstasjonering?
- Hvordan tror du opplevelsen var for ham/henne?
- Hadde han/hun jobb da dere var på ditt tjenestested? Hvordan fikk dere til det? Hva var utfordringene?
- Hadde du med barn til tjenestestedet? Hvordan synes du det fungerte? Hva var ev. utfordringene?
- Hvordan tror du opplevelsen var for barnet/barna? Hva var positivt, og hva var negativt?
- Hvordan opplevde du din økonomiske situasjon som juniorekspert med familie?

4 Videre karriere

- Kan du fortelle litt om veien din videre etter at du sluttet som juniorekspert? Hvilke valgmuligheter hadde du, og hva ble avgjørende for valgene du tok? Var det noe ved FN-systemet som passet/ikke passet for deg?
- Hvordan syns du det var å bygge nettverk fra stillingen som juniorekspert? Var det nyttig for veien videre?
- Har du forsøkt å søke nye jobber i FN? Hvordan har du lyktes? Hva har vært utfordringene?
- Hvilke stillinger har du hatt i FN (utenom som juniorekspert)?
- Hvis du ikke har søkt jobber i FN, men isteden har søkt jobber hjemme, kan du forklare hva som fikk deg til å gjøre det?
- Hvilken betydning har det norske arbeidsmarkedet for dine valg?
- Hvordan synes du din erfaring som juniorekspert har blitt vurdert i din videre karriere?
- I Norge er det ofte viktig i parforhold at begge to jobber. Hva har det hatt å si for valgene du har tatt?
- Hvor viktig har kontakten hjem til Norge vært for dine (karriere)valg? (Familie, venner, norsk kultur og natur)
- Om du jobber utenfor FN systemet nå, kan du tenke deg å søke jobb i FN igjen senere? Hva holder deg tilbake? Hva er utfordringene og ev. hindringene?
- Hva tenker du er årsaken til at mange juniorekspertter slutter i FN etter endt tjeneste?

Annex 4 Information letter from Norec to Norwegian JPOs, 2022



VEILEDNING TIL NYE JUNIOREKSPERTER I FN

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INNLEDNING

Som ny UNV eller juniorekspert har du mange spørsmål. Her skal vi prøve å besvare en del av dem.

Norec sine kunnskaper om betingelsene og reglene for ansettelse i forskjellige FN-organisasjoner er ikke ned til hver minste detalj. Derfor blir veiledningen generell. Vi tar gjerne imot innspill til forbedringer.

Juniorekspertprogrammet administreres av Norec på oppdrag fra Utenriksdepartementet. Vårt kontor ligger i Førde i Vestland fylke.

E-mail

- Generelle spørsmål: Prosjektkoordinator Tormod Nuland:
tormod.nuland@norec.no
- Skatt, pensjon og folketrygd: HR-Rådgiver Camilla Valvik:
camilla.valvik@norec.no
- Du kan også skrive via fn_stillinger@norec.no

Les mer på <https://www.norec.no/jobb-internasjonalt>

JUNIOREKSPERTPROGRAMMET

Historie

Ordnningen har eksistert siden slutten av 1950-tallet. Norge finansierte sin første juniorekspert i 1961.

De landene som støtter flest juniorekspertes for øyeblikket er Belgia, Danmark, Finland, Frankrike, Italia, Japan, Nederland, Norge, Spania, Sverige, og Tyskland. Noen få finansierer juniorekspertes fra utviklingsland. For Norge er ordningen foreløpig begrenset til norske statsborgere.

Organisasjonene har ikke en fellesbetegnelse for juniorekspertes. De går under forskjellige betegnelser, som f.eks.: "Junior Professional Officer" (JPO), "Associate Professional Officer" (APO) og "Associate Expert" (AE).

Norges juniorekspertprogram

Norge har avtaler med en rekke internasjonale organisasjoner om rekruttering og finansiering av norske juniorekspertes. Det rekrutteres ikke jevnlig til alle de nevnte organisasjonene. De viktigste samarbeidspartnere er for tiden UNDP, UNHCR, UNICEF, UN Women, WFP og enkelte avdelinger i FN-sekretariatet.

Juniorekspertprogrammet er finansiert av Norge. Programmet er ett av virkemidlene i norsk utenriks- og utviklingspolitikk, og er en del av vår politikk overfor og støtte til FN og til viktige oppgaver FN arbeider med. Det er dessuten et viktig tiltak for å få flere nordmenn inn i FN-systemet. Formålet er å opparbeide innsikt i organisasjonens virksomhet, bygge opp internasjonal kompetanse i norske miljøer og legge til rette for videre karriere i FN-systemet og i andre internasjonale organisasjoner.

Norge er underrepresentert i staben i FN-systemet særlig med tanke på de betydelige økonomiske bidrag Norge yter til de enkelte organisasjoner.

Målsettingen for antall norske juniorekspertes varierer fra organisasjon til organisasjon, og gjenspeiler det som er utenriks- og utviklingspolitiske prioriteringer. Fagseksjonene i Utenriksdepartementet konsulteres i fastsettelsen av hvilke stillinger norske kandidater skal rekrutteres til.

Hovedvekten av norske JPOer rekrutteres til stillinger i felt, hvor de ofte arbeidsoppgaver med ansvar og erfaring av betydning for videre karriere. Det blir også rekruttere JPOer til noen prioriterte stillinger på hovedkvarternivå (New York, Nairobi, Genève, Roma, Wien, København).

Forholdet mellom Norge og organisasjonene

Organisasjonene og landene som støtter programmet treffes ved med jevne mellomrom for å koordinere retningslinjene for juniorekspertprogrammene.

Det enkelte landet inngår avtaler med organisasjonene om administrasjonen av programmet. Hvert land *setter forskjellige betingelser til programmet, noe som kan medføre at juniorekspertes fra andre land på samme tjenestested kan ha andre vilkår enn de norske juniorekspertene.*

ANSETTELSESVILKÅR

Kontraktforhold m.v.

Juniorekspertene inngår ett års kontrakt med mulighet for forlengelse til tre år. Ved forlengelse til det tredje året vil junioreksperten flytte til nytt tjenestested (fra felt til hovedkvarter eller omvendt). Det er også mulig med et 4 år, men da må den enkelte FN-organisasjonen komme med forslaget, og være villig til å finansiere 50 prosent av utgiftene.

Normalt begynner kontrakten å løpe fra den dagen man reiser fra Norge. Forlengelse diskuteres mellom junioreksperten, organisasjonen og de som har HR-ansvar (JPO-ansvarlig i organisasjonen, JPO-Service Center i København, UNDESA etc.). Så må FN-organisasjonen sende dette for godkjenning til Norec.

Skatt

Norge er tilsluttet en internasjonal overenskomst der nordmenn ansatt i FN ikke skal betale skatt på sin arbeidsinntekt i FN til norske likningsmyndigheter.

For å få rett til skattefritak i Norge må ansettelse i FN kunne dokumenteres overfor likningsmyndighetene. Det må fremgå av ansettelsesbrevet at den ansatte er å anse som FN-tjenestemann ("official") i relasjon til Overenskomst om De Forente Nasjoners privilegier og immunitet, og har krav på skattefritak i sitt hjemland. Alternativt kan status som tjenestemann dokumenteres gjennom et eget skriv fra organisasjonens JPO-kontakt. Den enkelte er selv ansvarlig for å sende slik dokumentasjon til Skatteetaten.

Bekreftelsen fra FN på ansettelsesforholdet bør ha følgende ordlyd: "In accordance with the Convention on the Privileges and Immunities of the United Nations adopted by the General Assembly on 13 February 1946, NN is employed as a United Nations official, exempted from paying national income taxes on salaries and emoluments paid by the United Nations." Hvis dette ikke fremgår av selve ansettelsesavtalen, må det fremgå av bekreftelsen fra FN-organisasjonens JPO-kontakt hvilken enhet eller organisasjon i FN-systemet som er arbeidsgiver, når ansettelsesforholdet startet, og om det er en heltids- eller deltidsstilling.

Ytelser som betales fra Norge i tilknytning til tjenesten i FN, herunder premie til pensjonsordning, omfattes ikke av unntaket og skal innberettes til likningsmyndighetene, jf. avsnittet om Pensjonsordning.

Plikten til å levere selvangivelse til norske skattemyndigheter kan derfor bestå uavhengig av retten til fritak fra skatt på inntekt fra FN. Den enkelte må selv undersøke med sitt likningskontor om selvangivelse skal leveres.

Arbeidsgiveransvar

Som juniorekspert er du ansatt av FN-organisasjonen. Ditt arbeidsforhold følger bestemmelsene i kontrakten og i organisasjonens personalhåndbok. Du er ikke ansatt og utsendt av den norske stat, og den norske stat har ikke et arbeidsgiver-/kontraktansvar i forhold til deg.

Du kan ikke reise krav mot organisasjonen med hjemmel i norsk lovgivning. Det finnes imidlertid mulighet for å klage gjennom FN-systemet, noe som fremgår av

organisasjonens personalhåndbok. En eventuell klageprosedyre bør innledes innen fratredelse.

Lojalitet

Ifølge kontrakten med FN-organisasjonen er junioreksperten internasjonal tjenestemann. Dette medfører bl.a. begrensninger i retten til å uttrykke seg offentlig i skrift og tale i forhold som vedrører vertsland og organisasjon. Alle ansatte skal underskrive en erklæring om dette.

FØR UTREISE

Arbeidstilbud, kontrakt og andre dokumenter

De fleste organisasjoner sender et foreløpig arbeidstilbud ("offer of employment"), som du skal akseptere og returnere. Sammen med arbeidstilbudet mottar du orientering om ansettelsesvilkår ("staff rules" eller "staff regulations") og en rekke formularer og blanketter som skal fylles ut og returneres, sammen med attesting av dokumenter og vitnemål. . Arbeidstilbudet er først bindende for organisasjonen når godkjent legeundersøkelse foreligger samt godkjenning fra tjenestestedet (og eventuelt vertsmyndighetenes godkjenning).

Når junioreksperten har akseptert og sendt tilbake arbeidstilbudet, vil all videre korrespondanse om ansettelsesforholdet i prinsippet skje direkte mellom organisasjonen og junioreksperten. Alle spørsmål vedrørende ansettelsesvilkårene skal rettes til organisasjonen, ikke til Norec

Kontraktperioden regnes fra den dag junioreksperten reiser fra sitt bosted, forutsatt at reisen skjer i overensstemmelse med organisasjonens anvisninger.

Lønn

For internasjonalt ansatte har FN et felles lønnsystem som stort sett er likt for alle FN-organisasjoner

En generell orientering om lønn og tillegg innenfor FN-systemet finnes på hjemmesiden: http://www.un.org/Depts/OHRM/salaries_allowances/salary.htm

Spesielle regler for lønn og tillegg gjelder i de tilfellene hvor begge ektefeller har juniorekspertkontrakt eller når en ektefelle har annet lønnet arbeid.

Legeundersøkelse

Når foreløpig tilbud fra foreligger, må du gjennomgå en legeundersøkelse etter et fastsatt formular. Legeundersøkelse av medfølgende familie kreves ikke. Det er viktig at alle laboratorieprøver blir foretatt og at skjemaet, sammen med røntgenbilde av lungene, sendes til organisasjonen så snart som mulig. Utgifter til legeundersøkelse dekkes av den internasjonale organisasjonen mot dokumentasjon. Endelig tilbud fra organisasjonen om engasjement kan først foreligge når legeerklæringen er godkjent av organisasjonens lege.

Vaksinasjoner

Vaksinasjoner bør påbegynnes i god tid før utreise. Du må selv legge ut for vaksinasjoner. Etter tiltredelsen refunderer organisasjonen utgiftene til de vaksinasjonene som organisasjonen anbefalte/krevde.

Godkjenning fra tjenestested og lokale myndigheter

For å bli ansatt er det en forutsetning at sjefen for det kommende tjenestested godkjenner kandidaten. I noen tilfeller er det også nødvendig godkjenning fra myndighetene i vertslandet. Slik godkjenning er normalt en formalitet, men kan ta noe tid. Her er det JPO-ansvarlig og det kontoret du skal til som følger opp prosessen.

Opplæring

Du får som hovedregel opplæring av den enkelte organisasjonen, men dette vil variere fra organisasjon til organisasjon. Det vil også bli gitt et utreisekurs for junioreksperten i regi av Norec, som vil gi deg mer informasjon om dette.

Språkundervisning

Norec dekker undervisning i arbeidsspråk som brukes i landet du jobber i, både for deg som juniorekspert, og for ektefelle. Beløpsgrensene er opp til NOK 4000 for deg, og 7000 totalt for deg pluss ektefelle. Du må legge ut og så få beløpet refundert etter å ha sendt kvitteringene til Norec.

Pensjonsordning

Se egen orientering i vedlegg 2.

Frivillig medlemskap i folketrygden

Når man skal arbeide i utlandet og ikke har en norsk arbeidsgiver, blir man meldt ut av folketrygden. Det er likevel mulig å søke om å bli medlem i folketrygden under oppdraget, og junioreksperten må i så fall tegne frivillig medlemskap. Etter endt oppdrag, blir utmeldt juniorekspert medlem av norsk folketrygd igjen så lenge intensjonen er å bo i Norge i minimum 12 måneder.

Mer informasjon og søknad om frivillig medlemskap i folketrygden finnes på [NAV Internasjonalt](#).

Melding om flytting

Junioreksperten må selv melde fra til Folkeregisteret om utreise, skjemaer finnes på [Skatteetatens hjemmesider](#) (Flytting fra Norge til et ikke-nordiske land). Oppgi at du skal oppholde deg minst tre år i utlandet (selv om du kun får ett års kontrakt av gangen).

Pass og visum

Både junioreksperten og medfølgende familiemedlemmer skal ha et gyldig politipass. Noen organisasjoner sørger for visum til junioreksperten, men i andre tilfelle er det ditt eget ansvar å søke om det. Dette må du få avklart med organisasjonen i god tid før utreise.

Endelig avreisedato

Før utreise må du meddele utreisedatoen til Norec. Send en e-post til Norec ved tormod.nuland@norec.no og camilla.valvik@norec.no for å melde fra om eksakt dato for oppstart i oppdraget.

UTREISE/ANKOMST

Flybilletter og bagasje

Du og medfølgende familiemedlemmer får i forbindelse med utreisen betalt flybillett på økonomiklasse. I noen organisasjoner gjøres dette ved at man får utbetalt en sum som skal være nok til å dekke reiseutgifter. Billettene bestilles som regel direkte av organisasjonen

Flyttegods og -forsikring

Organisasjonene har forskjellige regler for forsendelse av flyttegods. Reglene vil komme frem av arbeidstilbudet og dokumentpakken.

Bolig

Du må selv sørge for bolig på tjenestestedet.

Boligsørmålet er prinsipielt organisasjonen uvedkommende, men på mange tjenestesteder får man likevel som oftest god hjelp i forbindelse med boligsøking og inngåelse av leiekontrakter, særlig hvis det er en sikkerhetssituasjon på stedet som gjør at boligen må ha FN-standard for sikkerhet.

Juniorekspertene som gjør tjeneste i et land med høyt husleienivå, mottar et boligtilskudd ("rental subsidy"). Nøyaktige opplysninger om boligtilskudd og betingelser for utbetaling kan fås fra organisasjonen etter ankomst.

"Laissez-Passer" og "Family Certificate"

Alle juniorekspertene får ved tiltredelsen utstedt et såkalt FN-pass, "Laissez-Passer", av organisasjonen. Dette passet skal benyttes sammen med det norske politipasset. Et "Laissez-Passer" gir ikke diplomatstatus.

Et "Family Certificate" utstedes i de tilfeller der junioreksperten og familien reiser hver for seg.

E-postadresse i FN-organisasjonen

Juniorekspertene må *snarest mulig* meddele sin nye epostadresse til Norec. Det er også en fordel at vi får privat epostadresse.

Kontakt til norsk ambassade på tjenestestedet

Der det er en norsk utenriksstasjon (delegasjon, ambassade eller generalkonsulat) vil Norec informere denne om din tiltredelse. Vi anbefaler at du kontakter dem etter ankomst, og at du registrerer deg via Reiseklar-appen.

TIDEN SOM JUNIOREKSPERT

Briefing i organisasjonens hovedkvarter

I forbindelse med utreisen blir juniorekspertene ofte bedt om å besøke hovedkontoret til sin organisasjon eller regionalkontoret for noen dagers "briefing". Dette kan variere fra organisasjon til organisasjon.

"Briefingen" består vanligvis av møter med de ansatte innen organisasjonen. Juniorekspertene bør treffe sin "Personnel Officer", "Administrative Officer" og "Technical Officer".

Organisasjonen dekker kun utgiftene til reise og opphold ved briefing i hovedkvarteret for junioreksperten, ikke for medfølgende ektefelle og barn.

Stillingsbeskrivelse, arbeidsplan og veiledning

For alle juniorekspertstillinger utarbeider organisasjonen en stillingsbeskrivelse. Da stillingsbeskrivelsen som regel er svært generell, bør du gjennomgå arbeidsoppgavene med veilederen. Du oppfordres til å være fleksibel overfor mindre endringer i stillingsinnholdet. Tjenestestedet er ansvarlig for å utpeke en veileder som skal veilede junioreksperten under tjenestetiden/utdannelsesforløpet.

Personalrapport

De fleste organisasjonene evaluerer juniorekspertenes arbeidsinnsats minst en gang om året. Rapporten foretas på standardblanketter som også gir junioreksperten mulighet til å komme med kommentarer. Juniorekspertene bør være oppmerksomme på at slike rapporter legges til grunn når det er snakk om kontraktsfornyelse. Rapportene vil videre være viktig for de juniorekspertene som på et senere tidspunkt søker ansettelse i internasjonale organisasjoner.

Utdannelses- og reisebidrag

Norec bidrar med et fast beløp pr. år (for tiden USD 4 000), som skal gå til utdanningsreiser og kurs i tjenesten. Det kan for eksempel gjelde studiereiser eller deltakelse i konferanser. Norec utbetaler beløpet til den berørte FN-organisasjonen, som i samråd med deg bestemmer hvordan dette best skal brukes. Ubrukte midler kan overføres fra ett kontraktsår til det neste. Det er imidlertid viktig at du på et tidlig tidspunkt i kontrakten avtaler den mest hensiktsmessige bruken med din veileder, slik at organisasjonen kan benytte kompetanse og erfaring som du vil tilegne deg ved kurs o.l. Man bør derfor unngå å spare utdannelses- og reisebidragsbudsjettet til tiden rett før slutt. Du bør holde deg løpende orientert om hvordan pengene brukes. Oppstår det tvilsspørsmål om hvordan dette budsjettet anvendes, vil det være organisasjonen som avgjør spørsmålet og ikke Norec.

Kontakt med Norec

Juniorekspertene er internasjonale tjenestemenn. Det er likevel forståelse i FN og de internasjonale organisasjonene at så vel Norge er interessert i å holde kontakten med juniorekspertene, både med enhetene i utenriksdepartementet som jobber med den tematikken du jobber med, og Norec generelt.

Rapportering til Norec

Vi tar gjerne imot oppdateringer fra deg underveis i oppholdet. Norec kan bidra med råd og tips, men dersom det er snakk om avgjørelser som involverer arbeidsforholdet ditt som kontrakt, bruk av midler og så videre, så må Norec få en offisiell henvendelse fra din organisasjon og JPO-ansvarlige. Norec kan ikke ta avgjørelser direkte med den enkelte junioreksperten. Før du slutter, så vil vi gjerne ha en «exit- samtale» med deg for å høre om hvordan din opplevelse har vært.

KONTRAKTSAVSLUTNING/ETTER HJEMKOMST

Avslutning av kontrakten

Organisasjonens arbeidsgiveransvar, sykeforsikring etc opphører ved kontraktslutt. Juniorekspertene som ønsker å reise rundt i tjenestelandet eller i regionen etter kontraktslutt bør derfor selv tegne en passende forsikring. Oppholdstillatelse i tjenestelandet utløper ofte kort tid etter utløpet av ansettelseskontrakten, og vil ofte ikke kunne forlenges.

Exit-samtale

Norec ønsker å holde exit-samtaler med alle som har vært i JPO-oppdrag, og ber om at alle juniorekspertene tar kontakt når oppholdet nærmer seg slutten.

Send en e-post til Norec ved tormod.nuland@norec.no og camilla.valvik@norec.no for å melde fra om eksakt dato for avslutning av oppdraget.

Informasjon vedrørende lønn

NB: Dette er en generell oversikt. Regler kan variere mellom organisasjoner og tjenestesteder. Det er viktig at du sjekker med reglene og ordningene i din organisasjon.

Grunnlønn og innplassering

FNs lønnsystem består av 5 kategorier ("grades" P1-P5) og 2 høyere kategorier ("grades" D1-D2) hvor hver er inndelt i et antall lønnstrinn ("steps"). Tilsvarende system finnes i de fleste andre internasjonale organisasjoner. Grunnlønnen og visse tillegg er forskjellige for forsørgere og ikke-forsørgere, og organisasjonene krever derfor dokumentasjon for medfølgende ektefellers lønn i ansettelsesperioden. Norskfinserte juniorekspertene innplasseres alltid på P2-nivået. Den aktuelle lønn med tillegg vil fremgå av ansettelsestilbudet ("Offer of Employment") og kan ikke forhandles mellom junioreksperten og organisasjonen.

Post Adjustment (stedstillegg) er et årlig tillegg/fradrag i grunnlønnen etter en spesiell skala som tilpasses tjenestelandets kostnadsnivå, og som utbetales i månedlige rater sammen med lønnen.

Assignment Allowance (tiltredelsesbidrag) er et årlig bidrag avsatt til å dekke spesielle utgifter i forbindelse med lengre tjeneste utenlands, og som utbetales i månedlige rater sammen med lønnen.

Repatriation Grant (hjemreisetillegg) gis ved tjenestetidens slutt.

Dependency Allowance (forsørgertillegg) tilstås årlig for hvert forsørget barn når ektefelle er dekket av forsørgertillegget i nettolønnen.

Education Grant (utdanningsbidrag) tilstås i henhold til spesielle regler. Som oftest betaler organisasjonen 75 prosent av skolepenger.

Installation Grant (midlertidig tillegg). Ved ankomst til tjenestelandet gis det dagpenger (Daily Subsistence Allowance-DSA) for ekspertene under oppdragets første dager. Hertil kommer ½ diett for hvert medfølgende familiemedlem i 30 dager. Dagpengene kan i enkelte tilfeller tilstås for inntil 90 dager.

Travel Allocation (utdannelses- og reisebidrag) jf. særskilt punkt om dette.

Sykeforsikring De fleste organisasjonene har en obligatorisk sykeforsikring. Forsikringspremien - som utgjør 2-3 prosent av lønnen - fratrekkes automatisk. Junioreksperten kan søke om at medfølgende ektefelle og barn opptas i sykeforsikringen. Sykeforsikringen refunderer i de fleste tilfelle 80 prosent av dokumenterte utgifter til lege, tannlege, legeordinert medisin og sykehusinnleggelse. Junioreksperten bør overveie å tegne en supplerende sykeforsikring for de resterende 20 prosent. Så lenge junioreksperten har kontrakt med en internasjonal organisasjon, vil dennes sykeforsikring dekke ferieopphold i Norge i ansettelsesperioden. Såfremt det måtte være behov for behandling utenfor tjenestelandet, skal dette godkjennes på forhånd av legen i den internasjonale organisasjonen og forsikringsselskapet. Behandling vil dermed ikke automatisk finne sted i Norge.

Gruppelivsforsikring Noen organisasjoner melder inn juniorekspertene automatisk til en gruppelivsforsikring. Bidraget fratrekkes lønnen før utbetaling.

Yrkesskadeforsikring Forsikringen dekker i tilfelle av sykdom, ulykke eller død i forbindelse med juniorekspertenes offisielle forpliktelser på vegne av den internasjonale organisasjonen.

Ektefelle eller samboers rettsstilling Juniorekspertens medfølgende ektefelle vil få samme status i tjenestelandet som junioreksperten selv, men det kan være vanskelig å oppnå arbeidstillatelse. Ektefelle og barn vil som regel være dekket av samme sykeforsikringsordning i organisasjonen som junioreksperten.

Noen organisasjoner anerkjenner ikke samboerforhold på like fot som ektefeller. I disse tilfeller tildeles junioreksperten ikke forsørgerstatus. Dette har bl.a. betydning for juniorekspertens lønnplassering, dekning av omkostninger til flybillett for samboer/partner med ut og hjemreise, parets samlede kvote for flyttegods, samboer/partners adgang til å bli opptatt i organisasjonens sykeforsikring og evt. samboer/partners mulighet til å oppnå oppholdstillatelse i tjenestelandet.

Informasjon vedrørende pensjon

De fleste norske juniorekspertene blir ikke medlem av pensjonsfondet i den respektive organisasjon, og for disse er det obligatorisk å være medlem av en norsk pensjonsordning under kontraktperioden. Følgende ordninger er aktuelle:

Gruppe 1: Juniorekspertene som har permisjon fra stilling som gir rett til medlemskap i Statens Pensjonskasse (SPK).

Gruppe 2: Juniorekspertene som blir meldt inn i en kollektiv pensjonsordning i Storebrand Livsforsikring AS.

Gruppe 3: Juniorekspertene i World Bank, GAVI og IEA (OECD) er medlemmer av pensjonsfondet i den respektive organisasjon.

Det er viktig at junioreksperten informerer Norec om han/hun har rett til medlemskap i Statens pensjonskasse.

Permisjon fra stilling som gir rett til medlemskap i SPK

Juniorekspert som har permisjon fra stilling som gir rett til medlemskap i SPK vil under tiden som juniorekspert være kunne ha rett til uføre- og etterlattepensjon i 5 år uten innskuddsbetaling.

Det er arbeidsgiver junioreksperten har permisjon fra som har ansvaret for å melde fra til SPK at man er innvilget permisjon med rett til fortsatt medlemskap i SPK.

Permisjon fra offentlig tjeneste for å arbeide for internasjonale organisasjoner vil bli medregnet som tjenestetid i SPK inntil fem år, forutsatt at vedkommende samtidig er trygdet etter lov om folketrygd. Norec vil betale for opprettholdelse av medlemskapet i folketrygden for den tiden vedkommende er juniorekspert.

Norec dekker ikke andre pensjonsordninger for de som er dekket av SPK i denne perioden. Etter fem år opphører forsikringen i SPK uten mulighet for forlengelse.

Kollektiv pensjonsordning i Storebrand

For juniorekspertene som ikke viderefører sitt medlemskap i Statens pensjonskasse, sørger Norec for innmelding i pensjonsordningen gjennom Storebrand Livsforsikring AS.

Pensjonsinnbetalingen som Norec gjør for juniorekspertene er skattepliktig, og ikke omfattet av skattefritaket som nevnt over.

Pensjonsordningen har som formål å yte pensjoner til junioreksperten eller dennes eventuelle etterlatte.

Forsikringsytelsene er:

- Alderspensjon (utbetales ved oppnådd pensjonsalder 67 år eller tidligere)
- Uførepensjon (kan komme til utbetaling ved minst 20 % uførhet)
- Ektefellepensjon (utbetales til ektefelle ved død)
- Bamepensjon (utbetales til barn ved død)

Pensjonen kommer i tillegg til folketrygdens ytelser.

Alderspensjonen: Årlig innskudd utgjør kr. 13.000 pr år.

Uførepensjonen: Utgjør differansen av 66 % av lønnsgrunnlaget. Rett til uførepensjonen kan

inntre etter at du har vært minst 20 % ufør i et sammenhengende tidsrom av 12 måneder. Ved hel uførhet (100 % arbeidsudyktighet) er uførepensjonen 66 % av lønn. Hvis uføregarden er mellom 100 % og 20 %, reduseres uførepensjonen tilsvarende. Uførepensjonen utbetales ikke hvis du i løpet av de to første årene etter opptak i forsikringsordningen, blir arbeidsdyktig på grunn av en sykdom som du led av da du ble medlem av forsikringen.

Ektefellepensjonen: utgjør 60 % av uførepensjonen. Pensjonen utbetales til gjenlevende ektefelle og er livsvarig. Ifølge lov om inngåelse og oppløsning av ekteskap beholder en fraskilt ektefelle retten til ektefellepensjon hvis ekteskapet har vart i minst 10 år og den fraskilte ved skilsmissen var minst 45 år. Dersom du har hatt flere enn én ektefelle, deles pensjonen forholdsmessig mellom tidligere ektefeller. Retten til ektefellepensjon opphører imidlertid for tidligere ektefelle som har giftet seg før ektefellepensjonen kommer til utbetaling.

Barnepensjonen: utgjør for et barn 20 % av uførepensjonen og blir utbetalt til barnet er 21 år. For hvert av de øvrige barn utgjør barnepensjonen halvparten av pensjonen for et barn. Barnepensjonen blir delt mellom barna.

Når junioreksperten er ferdig melder Norec fra til Storebrand om at medlemskapet i pensjonsordningen opphører, som igjen gir deg beskjed om dine rettigheter. Ved fratredelsen har du rett til den oppsparte kapitalen på alderspensjonen.

LYKKE TIL MED OPPDRAGET!

Relevante nettsteder:

- <https://www.norec.no/job-internasjonalt/fn/> (Norec's oppdrag og stillings-utlysninger)
- https://www.regjeringen.no/no/dep/ud/stillinger/int_org/id2340102/ (UD om jobb i int.organisasjoner)
- <https://www.fn.no/om-fn> (generelt om FN-systemet)

Norwegian Junior Professional Officers in the UN

Commissioned by Norec, this report examines factors that may impact the decision of Norwegian Junior Professional Officers (JPOs) to remain employed in the UN. The report builds on information from 7 key informants, in-depth interviews with 11 former and 2 current JPOs, and a questionnaire survey disseminated to 127 former and current JPOs.

Some factors are personal and relate to motivation, preferences, individual experiences at the duty station, and the JPOs' family situation. Additional factors include structural and concern pre-departure preparations and information; how the UN operates, accommodates, and supervises the JPOs; follow-up by Norwegian authorities; and aspects like salaries, non-pay benefits, and social security arrangements. The JPOs must weigh what the UN offers versus the conditions in the Norwegian, or other, labour markets. The report shows that women are more critical of the UN's working conditions than are men, and they ascribe a higher value to the Norwegian welfare state.



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