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## TIER II STANDARD FOR TECHNICAL COOPERATION ADMINISTRATORS

### INTRODUCTION

1. This grade level standard illustrates the application of the ICSC Master Standard (Tier I) to a specific field of work of the United Nations common system: **Technical cooperation administrators**. It is divided into three sections:

- Definition of coverage;
- Summary factor rating chart;
- Grade level descriptions of typical duties and factor-by-factor evaluation rationales.

2. The Tier II standard for Technical cooperation administrators was developed in accordance with the methodology approved by the Commission at its fourteenth session (July, 1981). It takes into account existing organizational structures and jobs within the United Nations common system. The United Nations Development Programme acted as the lead-agency to produce a preliminary draft standard. The final draft was reviewed by CCAQ Sub-Committee on Job Classification and endorsed by the Chairman of CCAQ and the President of FICSA.

3. The standard was promulgated by the International Civil Service Commission with immediate effect in July 1982.

### I - DEFINITION OF COVERAGE

4. This section serves to confirm the appropriateness of the job to the occupational category and field of work. The coverage of the standard is defined by reference to (a) the Common Classification of Occupational Groups (CCOG) narrative description of the field of work; (b) a listing or description of occupations specifically excluded from the standard; and (c) technical, organizational or other issues which are specific to the field of work.

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*A. Inclusions - CCOG definitions*

5. These grade level standards have been designed to cover typical jobs categorized in the field of work of Technical cooperation administrators. This field of work is defined as follows:

**1.A.11. Technical cooperation administrators**

Administer technical cooperation activities usually within a specified geographical region or sectoral area: liaise with and provide advice to governments, governmental and non-governmental organizations and institutions, specialized agencies and multilateral and bilateral donors on optimum utilization of technical assistance activities; issue and interpret operating policies, rules and procedures and maintain up-to-date records thereon; coordinate with technical, servicing (e.g., personnel, finance, travel, transportation, purchasing) and field (e.g., field office and project staff) units to ensure timely provision of information and action relative to the planning, implementation and evaluation of technical cooperation activities; consolidate and edit data provided for programme planning documents, project proposals, project documents and project implementation reports, experts' job descriptions, curricula vitae; work plans and progress reports, fellowship programmes and reports on evaluation and follow-up activities, while seeking harmonization of conflicting information or views; maintain information on all related aspects (e.g., political, personnel, finance, equipment, travel) of technical cooperation activities within the region or area and advise management and technical units whenever appropriate. May negotiate with funding sources or assist in such negotiations by providing information and advice.

*B. Exclusions*

6. All jobs in which technical or substantive functions (as defined below) are performed are not covered by this standard.

Functions of a technical or substantive nature

7. The following functions are performed within a particular subject-matter area, in whole or in part, in all occupations normally characterized within the organizations of the United Nations common system as being 'technical' or 'substantive'; at the international level perform and coordinate research and development activities; gather, evaluate and disseminate data on the latest developments; prepare the technical documentation for and draft conclusions, recommendations and resolutions resulting from meetings and conferences; prepare articles, technical aids, manuals and other technical publications; plan, coordinate, execute, monitor and evaluate technical assistance projects and activities and provide guidance and advice."

### *C. Issues in the field of work*

#### Distinguishing between TCA and other fields of work

8. Before applying this standard it should be established that the job to be graded meets the definition of technical cooperation administrators (defined in (i) above) and does not require the performance of technical or substantive functions (as defined in (ii) above) in a field of work related to the specialized or technical activities of the relevant technical cooperation programme or to the technical or specialized mandate or activities of the agency.

9. Jobs in which key duties or those most indicative of the nature of the work require the making of in-depth or authoritative specialized technical or substantive contributions to technical cooperation projects and activities are to be categorized according to the relevant specialized technical or substantive field of work (generally found in CCOG occupational families B to M). In this connection, it should be noted that the definition of functions of a technical or substantive nature does not preclude the function to "plan, coordinate, execute, monitor and evaluate technical cooperation projects and activities", when this function is performed in the context of and in conjunction with the primary technical or substantive job functions of providing authoritative, expert and in-depth technical advice. Specialized non-technical or non-substantive jobs with similar minor responsibility for technical cooperation projects would be categorized in the relevant administrative field of work (generally found in CCOG occupational families A, G, and O).

10. The standard does not measure the relative worth of in-depth or authoritative technical or substantive functions when these are performed in conjunction with the administration of technical cooperation projects or activities. Such technical or substantive jobs should, therefore, be graded according to the Master Standard or other applicable Tier II standards, so that the authoritative technical or substantive functions of the job can be evaluated in terms of primary importance to the overall arrangements for the technical cooperation work of the Organization.

11. On the other hand, the performance of duties of some jobs requires sufficient practical familiarity with a broad technical field in order to provide, up to a certain general level, technical and substantive proposals in conjunction with the administration and management of technical cooperation activities. In cases where these technical proposals are of a general, non-specialized, standardized or preliminary nature, subject to review by technical or substantive specialists, and where the most important or decisive technical input are provided by other technical experts, expert bodies, or consultants, such jobs should be categorized as technical cooperation administrators.

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## II - GRADE LEVEL DESCRIPTIONS AND EVALUATION RATIONALES

### P-1 GRADE LEVEL

#### *A. Description of typical duties*

Under close supervision, applies basic theoretical knowledge and administrative skills in supporting and in acquiring a broad understanding of the interrelated administrative and programme functions contributing to technical cooperation activities in a particular sector or geographical area by:

- Compiling general background information from readily available sources, on economic and social factors for an assigned sector, area or country: designing and drafting supporting flow charts, schedules, graphs and tables; coordinating the collection and verification of documents, actions and data with substantive or support units assembling and editing basic data required for planning and negotiation, in format dictated by agenda or supervisor's instructions checking project documents for clarity, consistency and completeness;
- Describing progress of ongoing projects, investigating designated project activities, discussing findings with supervisor to identify implications for the work of the unit, discussing rationale and context of project activities, considering the alternative methods for project design, management, problem identification and problem resolution; maintaining institutional memories or other documentation systems to record programme and project history and ongoing activities;
- Arranging briefings, tours, and related activities for visitors, missions and fellowship holders.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

#### **H. Theoretical knowledge**

Knowledge at the first university degree level required to establish analytical skills for performance of basic project administration activities.

#### **V. Practical experience**

Up to one year of professional experience at national level required to develop practical appreciation of the national level context of technical cooperation activities.

#### **D. Language knowledge**

Two languages are required - the working language of the Organization and a language relevant to the specific technical cooperation context.

### **II. DIFFICULTY OF WORK**

#### **H. Individual contribution**

Assesses, synthesizes and contribution coordinates preparation of routine elements of technical cooperation projects requiring application of basic principles of technical cooperation administration.

#### **V. Complexity of assigned work**

Interrelationship between work activities on aspects or phases of project with broader and longer-term project and development objectives not clearly evident. Work broad in scope as projects and project activities cover a wide range of subject matters.

### **III. INDEPENDENCE OF WORK**

#### **H. Guidelines**

Work procedures vary from project to project within framework of approved methods and

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practices, specific guidelines for preparing information not always available.

#### V. Supervisory Controls

Detailed instructions are given with each assignment and work checked in progress and additional instructions given. Completed work checked for accuracy and for adherence to instruction.

### IV. WORK RELATIONSHIPS

#### **Internal**

##### H. Skill

Skill required to obtain and clarify information related to project implementation.

##### V. Importance

Contacts at the duty station providing functional support to project implementation.

#### **External**

##### H. Skill

Work requires skill in exchanging and discussing information on project background and implementation.

##### V. Importance

Contacts with project-related staff on standardized aspects of project formulation and implementation.

### V. SUPERVISORY RESPONSIBILITY

#### H. Responsibility for support staff

Supervision of support staff not typically required.

V. Responsibility for Professional staff

Supervision of Professional staff not required.

VI. **IMPACT OF WORK**

H. Effect on work

Proposals made in form of estimates and descriptions of project implementation, and edited compilations of project information.

V. Consequences of errors

The primary cost of errors is loss of time and resources required to correct work in progress.

**P-2 GRADE LEVEL**

***A. Description of typical duties***

Administers elements of technical cooperation projects or specific projects of limited complexity and implementation of technical cooperation programmes and activities. Work at this level involves:

- Selecting, organizing and summarizing background information to describe the overall context and background relevant to a project or a sector of technical cooperation activities in a country, assessing the local context for the planning and administration of individual technical cooperation projects;
- Analysing and interpreting project background history and documentation, identifying, reconstructing and documenting significant project events, decisions and deviations;
- Drafting sections of project documents such as project background and justification;
- Informing experts, consultants and other project participants about logistical arrangements and internal procedures for monitoring and reporting in terms of the immediate objectives of specific projects;
- Monitoring specific aspects of project implementation and identifying problems and proposing that actions be taken to expedite delivery of inputs;
- Drafting comments on designated aspects of project progress as an input to programme monitoring;
- Drafting project revisions, including adjusting individual project budgets, on the basis of changed work plans.



## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

#### **H. Theoretical knowledge**

Theoretical knowledge of development approaches and concepts equivalent to first university degree.

#### **V. Practical experience required**

Practical experience in project administration of over one up to five years at national level or up to two years at international level required to interpret project background history and to identify problems of project implementation.

#### **D. Language knowledge**

Two languages are required a working language of the Organization and a language relevant to the specific technical cooperation context.

### **II. DIFFICULTY OF WORK**

#### **H. Individual contribution**

Analyses and interprets project background, identifies implementation problems, in particular components or phases, and recommends corrective actions.

#### **V. Complexity of work assigned**

Interrelationship between work activities on aspects or phases of project with broader and longer term project and development objectives not clearly evident. Work broad in scope as projects and project activities cover a wide range of subject matters.

### **III. INDEPENDENCE OF WORK**

#### **H. Application of guidelines**

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Work procedures vary from project to project within framework of approved methods and practices; specific guidelines for preparing information not always available.

**V. Supervisory control**

Purpose of analysis of projects or control of project activities is defined by supervisor who outlines approach to resolve anticipated problems. Supervisor reviews work in process and discusses project implementation problems which arise. Draft sections of project documents and proposed corrective actions reviewed for accuracy and for integration with overall project objectives.

**IV. WORK RELATIONSHIPS**

**Internal**

**H. Skill**

Skill required to obtain and clarify information related to project implementation.

**V. Importance**

Contacts at the duty station providing functional support to project implementation.

**External**

**H. Skill**

Work requires skill in exchanging and discussing information on project background and implementation.

**V. Importance**

Contacts with project-related staff on standardized aspects of project formulation and implementation.

**V. SUPERVISORY RESPONSIBILITY**

**H. Responsibility for support staff**

Supervision of one support staff required in some posts.

**V. Responsibility for Professional staff**

Supervision of Professional staff is not required.

**VI. IMPACT OF WORK**

**H. Effect on work**

Decides on identification and proposals description of project background and specific implementation problems. Proposes project justification and corrective or expediting actions which affect project acceptance or success.

**V. Consequence of error**

The primary cost of errors is loss of time and resources required to correct work in progress.

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**P-3 GRADE LEVEL**

*A. Description of typical duties*

Develops and administers technical cooperation projects by:

- Locating and analysing specific economic and social data and distilling and synthesizing information relevant to proposed projects;
- Identifying, describing and justifying project possibilities related to a particular project and consistent with approved technical cooperation programmes and ongoing activities;
- Appraising, reviewing and adjusting project proposals to ensure consistency with national, sub regional, regional and sectoral priorities and programmes, and with available resources; formulating and presenting such proposals on the basis of technical and substantive input in accordance with required format for final review and approval; developing schedules, arrangements and methods for the management of the implementation of individual projects, in consultation with project personnel, technical, substantive and administrative service units;
- Exchanging information required for project formulation and implementation with government officials in planning, finance, donor input coordination and sectoral functions, as well as with representatives of multilateral and bilateral donor agencies;
- Monitoring and expediting programme implementation systematically through discussions and correspondence with technical, substantive and project staff, field visits, analysis of periodic project progress reports, participation in tripartite reviews and mid-term project evaluations; utilizing information obtained as an input to corrective decision-making and revisions;
- Organizing and conducting briefings and debriefings on projects with special regard for the country, sub regional and regional aspects, resources and development characteristics, with a view to maximizing project performance levels.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

#### **H. Theoretical knowledge**

Equivalent of first university degree in discipline relevant to technical cooperation is required to perform a variety of conceptual analyses fundamental to the formulation, administration and evaluation of projects.

#### **V. Practical experience required**

Practical experience in technical cooperation activities of over 2 up to 5 years at international level or over 5 up to 10 years at national level is required to administer a range of technical cooperation projects.

#### **D. Language knowledge**

Two languages are required - the working language of the Organization and a language relevant to the specific technical cooperation context.

### **II. DIFFICULTY OF WORK**

#### **H. Individual contribution**

Appraising, adjusting and presenting project proposals, and monitoring programme implementation, identifying problems and utilizing information as an input to corrective actions to promote effective project management.

#### **V. Complexity of work assigned**

Relationships among different aspects of project and broader development and organizational objectives and activities are substantially intricate, with cause and effect relationships not clearly defined. Project administration work provides a general level of integration of in-depth consideration arising from a wide variety of subject areas.

### **III. INDEPENDENCE OF WORK**

#### **H. Application of guidelines**

Guidelines in form of project administration manuals and policies are partially relevant. These must be interpreted to provide coordination and administration of technical cooperation

projects suitable to local requirements and changing circumstances.

V. Supervisory control

Results desired from projects are clearly indicated and anticipated problems are discussed beforehand with the supervisor as are other problems when they arise. The methods and priorities for the formulation and monitoring of new projects are defined by the supervisor as is the overall approach to relate projects to the ongoing programme of the Organization. Project administration is reviewed in progress to identify emerging policy issues, and at completion for project design suitability and acceptability of proposals to promote project implementation.

**IV. WORK RELATIONSHIPS**

**Internal**

H. Skill

Skill required to discuss and explain project administration issues and problems.

V. Importance

Contacts predominantly either in same functional area both inside and outside duty station or with substantive and administrative specialists at same duty station.

**External**

H. Skill

Skill required to explain project design and management requirements and to discuss alternative approaches to resolving problems.

V. Importance

Contacts predominantly with counterparts of government or international organizations on matters of overall project design or implementation in relation to the Organization's programme and objectives.

## **V. SUPERVISORY RESPONSIBILITY**

### **H. Responsibility for support staff**

Work of most posts typically requires supervision of one support staff. Incumbents of other posts assign work to support staff directly supervised by others.

### **V. Responsibility for Professional staff**

Work does not typically require continuing responsibility for supervision of Professional staff.

## **VI. IMPACT OF WORK**

### **H. Effect on work**

Decisions on project appraisal and monitoring directly affect project acceptance and reliability of implementation. Proposals for acceptance of projects directly affect the conduct of technical cooperation activities and services in a particular region, country or sector.

### **V. Consequence of error**

Errors in project formulation or monitoring cause project delays or lessen project success, or result in low quality support to the relevant technical cooperation programmes.

**P-4 GRADE LEVEL**

***A. Description of typical duties***

Administrators at this level advise governmental (or intergovernmental) planners, bilateral and multilateral donor institutions and technical/substantive units respectively on implications of established technical cooperation policies and technical cooperation needs within a framework of development plans and priorities; initiate, and within the context of the Organization's mandate, plans development projects on behalf of government institutions as well as executing and funding agencies and coordinate effective project implementation by:

- Analysing economic, social and political factors which affect a sectoral or regional development programme in relation to relevant resolutions of the Organization's governing body and the Organization's policies and priorities; reflecting conclusions reached in sectoral or regional development plans, project proposals and formulations, and in the management coordination of ongoing development activities;
- Analysing development needs and appraising the suitability of proposed programmes and projects in meeting these needs, recommending project approval to the Organization;
- Identifying particular development project possibilities in relation to expressed governmental needs and the known capabilities and resources available to the Organization, assessing the relative feasibility and impact of proposed projects in country and regional plans;
- Introducing into the project formulation process newly developed modalities, policies and practices, as well as alternative methods for independent evaluation of projects and proposals which are designed to improve the effectiveness and appropriateness of the Organization's project and programme planning and delivery processes;
- Guiding, coordinating and integrating the drafting of project proposals and justifying them in terms of regional and sectoral development objectives;
- Expediting and endorsing submission according to UNDP or funding agency procedures of all required operational documents for approved projects;
- Guiding and orienting the efforts and contributions of consultants, project personnel, donors, institutions and governments towards the achievement of programme objectives;



- Assessing the degree of implementation of technical assistance programme activities and resources; identifying problems and resource and financial deficiencies, and initiating and proposing corrective or alternative actions.

### *B. Factor rating rationales*

## **I. PROFESSIONAL KNOWLEDGE**

### **H. Theoretical knowledge**

Theoretical knowledge equivalent to that obtained at the advanced university degree level is required to evaluate and apply appropriately the full range of technical cooperation principles, concepts and techniques.

### **V. Practical experience required**

Practical experience in applying knowledge of technical cooperation is required for over 2 up to 5 years at the international level and over 5 up to 10 years at the national level to establish a working understanding of the roles of and interrelationship among international organizations and national governments in the technical cooperation process.

### **D. Language knowledge**

Two languages are required - the working language of the Organization and a language relevant to the specific technical cooperation context.

## **II. DIFFICULTY OF WORK**

### **H. Individual contribution**

Proposed projects are appraised for feasibility and suitability in relation to development needs and endorsed or adapted to reflect the organization's policies and priorities in technical cooperation.

### **V. Complexity of work assigned**

Relationships among different aspects of project and broader development and organizational objectives and activities are substantially intricate, with cause and effect

relationships not clearly defined. Project administration work provides a general level of integration of in-depth consideration arising from a wide variety of subject areas.

### **III. INDEPENDENCE OF WORK**

#### **H. Guidelines**

Guidelines in form of project administration manuals and policies are partially relevant. These must be interpreted to provide coordination and administration of technical cooperation projects suitable to local requirements and changing circumstances.

#### **V. Supervisory controls**

Approaches to project formulation and controls administration jointly developed with supervisor, problems affecting project viability or having policy or programme implications are discussed with supervisor, who also occasionally reviews ongoing work to identify such implications. Project recommendations are reviewed for consistency with development needs and organizational policy priorities.

### **IV. WORK RELATIONSHIPS**

#### **Internal**

#### **H. Skill**

Skill is required in persuading colleagues of the implications of development needs and the Organization's technical cooperation policies for project and programme design and in obtaining support for proposals for improving the effectiveness of the Organization's project delivery process.

#### **V. Importance**

Contacts are predominantly with substance or administrative specialists at the duty station and with project planning and management administrators at other duty stations.

#### **External**

#### **H. Skill**

Work requires persuasion of counterpart planners on questions of project feasibility and

suitability and need for formal project review.

**V. Importance**

Contacts are predominantly with counterparts in national governments or other international organizations on matters affecting the formulation and approval of technical cooperation projects.

**V. SUPERVISORY RESPONSIBILITY**

**H. Responsibility for support staff**

Work typically requires supervision of two or more support staff preparing and maintaining records for a variety of projects.

**V. Responsibility for Professional staff**

At this level, some posts supervise Professional staff.

**VI. IMPACT OF WORK**

**H. Effect on work**

Decisions are made on the coordination of appropriate input, as the project formulation proceeds are made on project feasibility and suitability, and on the continuing suitability of programmes and related activities in relation to development needs and changing economic, social and political factors.

**V. Consequences of errors**

Errors in project formulation or monitoring cause project delays or lessen project success; or result in low quality support to the relevant technical cooperation progress.

**P-5 GRADE LEVEL**

*Alternative A*

*A. Description of typical duties*

Organizes and manages the work of a group of several Professional and two or more support staff, which develops, administers and monitors sectorally or geographically interrelated technical cooperation plans, projects and activities by:

- Analysing changes and trends in sectors or geographical areas that affect development and evaluating implications for achievement of project objectives and implementation of the Organization's programmes;
- Initiating and guiding development of the Organization's response in consultation with government representatives, specialists within the Organization and project personnel to the implications for project and programme development of salient questions in substantive areas and on methods and policies for technical cooperation administration; and advising on the resulting approved policy;
- Formulating, initiating and developing conceptual approaches for specific technical cooperation activities and recommending approval of related projects; validating existing approaches, *inter alia*, through on-site evaluation of their impact on project and programme achievements;
- Assessing the appropriateness and effectiveness of the application of concepts and strategies for planning, development activities and for identifying needs for technical cooperation; assessing and improving methods for the appraisal and design of individual projects appropriate at various stages of economic and social development;
- Reviewing the project implementation and coordinating the support work for a wide variety of projects in cooperation with technical substantive or administrative staff units, donor and government agencies;
- Proposing additional projects or activities, justifying additional financing inputs, continuing follow-up until agreement is reached and recommending the necessary project revisions for approval; initiating approaches to other organizations for the acceptance, funding and

implementation of such activities.

### ***B. Factor rating rationales***

## **I. PROFESSIONAL KNOWLEDGE**

### **H. Theoretical knowledge**

Theoretical knowledge equivalent to that obtained at the advanced university degree level is required to evaluate and apply appropriately the full range of technical cooperation principles, concepts and techniques.

### **V. Practical experience required**

Practical experience in applying knowledge of technical cooperation is required for over 2 up to 5 years at the international level and over 5 up to 10 years at the national level to establish a working understanding of the roles of and interrelationship among international organizations and national governments in the technical cooperation process.

### **D. Language knowledge**

Two languages are required - the working language of the Organization and a language relevant to the specific technical cooperation context.

## **II. DIFFICULTY OF WORK**

### **H. Individual contribution**

Work requires planning and elaboration of the Organization's technical cooperation response to new developments in substantive fields of a sectorally-oriented programme, in national context, to the needs and priorities or in international relations affecting a geographically interrelated programme.

### **V. Complexity of work assigned**

Work requires in-depth consideration of implications for the Organization's activities of developments in a variety of subject matters comprising a sectorally-oriented programme, or in national and international factors affecting design and delivery of country or geographically oriented programmes. Problems defined and resolved in manner reflecting interests of various different participants in technical cooperation projects and activities as

well as those of recipients.

### **III. INDEPENDENCE OF WORK**

#### **H. Guidelines**

General policy directives, interagency agreements, and organizationally defined roles provide overall terms of reference for coordinating the involvement of other participants in technical cooperation activities. These are adapted for the administration of specific programme activities. Incumbents establish guidelines in the form of approved project designs or the validated programme and project concepts covering the administration of a wide range of sectoral or geographically-related projects.

#### **V. Supervisory controls**

Broad policy guidance and operational framework objectives and resources are provided by supervisor. Incumbents seek guidance when major changes in programme environment or circumstances occur. Completed projects and project formulation are reviewed for attainment of objectives.

### **IV. WORK RELATIONSHIPS**

#### **Internal**

#### **H. Skill**

Skills required in advising other functional areas on policies, priorities and other considerations affecting the substance and timing of their contributions to technical cooperation activities and in seeking broadly acceptable solutions to problems encountered in project formulation and implementation.

#### **V. Importance**

Contacts are predominantly within and outside the functional area, both inside and outside the duty station.

#### **External**

#### **H. Skill**

Work requires representing the Organization in developing collaborative arrangements or

coordinated approaches with the organizations or governments for technical cooperation activities including the joint definition of programme and project objectives and clarification of mutual responsibilities for project administration.

**V. Importance**

Contacts are predominantly with counterparts in national governments or other international organizations on matters affecting the formulation and approval of technical cooperation projects.

**V. SUPERVISORY RESPONSIBILITY**

**H. Responsibility for support staff**

Work requires supervision of from 2 to 10 support staff.

**V. Responsibility for Professional staff**

Work typically requires supervision of three to six Professional staff.

**VI. IMPACT OF WORK**

**H. Effect on work**

Decisions on approving projects proposals or project administration practices directly affect the operation of the relevant geographically, sectorally, or country-related programme managed by incumbents at this level. Proposals are made on integration of programme strategies and priorities with the broader technical cooperation policies and activities of the Organization, including proposals for reallocation of financial or other resources among different programme components.

**V. Consequences of errors**

Errors would cause some damage to relevant development programme in terms of inadequate project design or administration and indirectly to other technical cooperation activities of the Organization in terms of failure to efficiently utilize such programme elements to meet development needs.



**P-5 GRADE LEVEL**

*Alternative B*

*A. Description of typical duties*

Organizes and manages the work of a group of several Professional and two or more support staff which develops and administers a programme consisting of a broad range of technical cooperation projects within the framework of a country's development objectives and advises on the formulation of country-related plans for the utilization of technical cooperation resources by:

- Supervising the administrative operations for financial and personnel management of the Organization's country-related programme, as well as project development and monitoring, and approving related administrative and programme actions;
- Establishing and coordinating the consultation process between staff of the Organization and officials of other international organizations, donor agencies and the government for the formulation, operation and adjustment of a country-related technical cooperation programme, intervening to resolve difficulties in the achievement of development objectives and programmes;
- Coordinating and guiding the preparation of operational plans for the implementation of country-related programmes through meetings with programme staff and government representatives; introducing newly developed methods and concepts into country-related planning of technical cooperation activities; controlling the utilization and proposing the allocation of the financial resources available to the country-related programme;
- Guiding, reviewing and approving the preparation of project summaries, fact sheets and feasibility studies, evaluating project reports, approving the project design, as well as the formulation and revision of project documents in the context of the country programme;
- Briefing senior project staff on the terms of their assignment and project objectives emphasizing relationships with other projects and development activities, as well as with overall political, economic and social conditions; anticipating the effects of likely external factors, suggesting alternative responses and clarifying mutual roles for solving operational problems;

- Integrating and coordinating the Organization's activities in the country with other related development efforts undertaken by the various governmental, non-governmental and international organizations and donor agencies.

### ***B. Factor rating rationales***

## **I. PROFESSIONAL KNOWLEDGE**

### **H. Theoretical knowledge**

Theoretical knowledge equivalent to that obtained at the advanced university degree level is required to evaluate and apply appropriately the full range of technical cooperation principles, concepts and techniques.

### **V. Practical experience required**

Practical experience in applying knowledge of technical cooperation is required for over 2 up to 5 years at the international level and over 5 up to 10 years at the national level to establish a working understanding of the roles of and interrelationship among international organizations and national governments in the technical cooperation process.

### **D. Language knowledge**

Two languages are required - the working language of the Organization and a language relevant to the specific technical cooperation context.

## **II. DIFFICULTY OF WORK**

### **H. Individual contribution**

Work requires planning and elaboration of the Organization's technical cooperation response to new developments in substantive fields of a sectorally-oriented programme, in national context, to the needs and priorities or in international relations affecting a geographically interrelated programme.

### **V. Complexity of work assigned**

Work requires in-depth consideration of implications for the Organization's activities of

developments in a variety of subject matters comprising a sectorally-oriented programme, or in national and international factors affecting design and delivery of country or geographically oriented programmes. Problems defined and resolved in manner reflecting interests of various different participants in technical cooperation projects and activities as well as those of recipients.

### **III. INDEPENDENCE OF WORK**

#### **H. Guidelines**

General policy directives, interagency agreements, and organizationally defined roles provide overall terms of reference for coordinating the involvement of other participants in technical cooperation activities. These are adapted for the administration of specific programme activities. Incumbents establish guidelines in the form of approved project designs or the validated programme and project concepts covering the administration of a wide range of sectoral or geographically-related projects.

#### **V. Supervisory controls**

Broad policy guidance and operational framework objectives and resources are provided by supervisor. Incumbents seek guidance when major changes in programme environment or circumstances occur. Completed projects and project formulation are reviewed for attainment of objectives.

### **IV. WORK RELATIONSHIPS**

#### **Internal**

#### **H. Skill**

Skills required in advising other functional areas on policies, priorities and other considerations affecting the substance and timing of their contributions to technical cooperation activities and in seeking broadly acceptable solutions to problems encountered in project formulation and implementation.

#### **V. Importance**

Contacts are predominantly within and outside the functional area, both inside and outside the duty station.

## **External**

### **H. Skill**

Work requires representing the Organization in developing collaborative arrangements or coordinated approaches with the organizations or governments for technical cooperation activities including the joint definition of programme and project objectives and clarification of mutual responsibilities for project administration.

### **V. Importance**

Contacts are predominantly with heads of planning and technical units in national governments and international organizations to establish and coordinate the organization's consultation process and relationship with these officials at the country level.

## **V. SUPERVISORY RESPONSIBILITY**

### **H. Responsibility for support staff**

Work requires supervision of from 2 to 10 support staff.

### **V. Responsibility for Professional staff**

Work typically requires supervision of three to six Professional staff.

## **VI. IMPACT OF WORK**

### **H. Effect on work**

Decisions on approving projects proposals or project administration practices directly affect the operation of the relevant geographically, sectorally, or country-related programme managed by incumbents at this level. Proposals are made on integration of programme strategies and priorities with the broader technical cooperation policies and activities of the Organization, including proposals for reallocation of financial or other resources among different programme components.

V. Consequences of errors

Errors in coordinating and facilitating implementation and formulation of a programme damage the Organization's ability to meet development commitments to its constituents.

**D-1 GRADE LEVEL**

*A. Description of typical duties*

Plans, manages and controls, through subordinate supervisors, the work programme and priorities of an organizational unit which administers a significant portion of the resources available to the Organization for its technical cooperation programmes and for the achievement of overall sectorally or geographically-related objectives by:

- Evaluating development potential and constraints of individual sectors or regions and advising governments and United Nations organizations on sectoral or regional development, with particular consideration of the Organization's role in resolving development problems;
- Determining and recommending the viability of technical cooperation projects and programme elements, negotiating or determining the modality of project implementation, including suitable executing arrangements and the method of project financing;
- Establishing specific standards for the selection and development of suitable projects;
- Promoting the mobilization of resources for technical cooperation activities in particular sectors or regions;
- Allocating and monitoring the use of the unit's financial and staff resources, justifying administrative budget proposals and work plans for the unit, and initiating and recommending approval of personnel actions for staff of the unit;
- Developing and advocating implementation of innovative concepts and tools designed to improve or re-orient programme and project design, support and monitoring in accordance with the organization's policy objectives;
- Advising governments, non-governmental organizations, bilateral and multilateral agencies on resource utilization, funding patterns and trends and on priorities for technical cooperation activities, and evaluating and developing alternative funding sources on the implementation of development policy and objectives mandated by legislative bodies of the Organization and other relevant organizations and on the

implementation of relevant operating policy guidelines issued by various international development organizations.

**AND EITHER**

- Developing and approving, through interagency consultations, operational plans for evaluating attainment of project objectives and adequacy of project design and assessing implication for achievement of the country-related programme;
- Negotiating with top-level representatives of the United Nations and its specialized agencies and with representatives of other multilateral and bilateral donors, as well as non-governmental organizations, to ensure the coherence, coordination and integration of the technical cooperation planning process and the effective achievement of related objectives in the country;
- Resolving crisis situations posing immediate threats to project integrity or success, resolving critical personnel problems in the country and negotiating and implementing measures to reduce and control the risks to personnel and property of United Nations staff;

**OR**

- Identifying and evaluating major input to policy formulation and proposing priorities for the management of the Organization's activities in technical cooperation;
- Developing and proposing strategies for the delivery of technical cooperation at meetings of sectoral or regional interagency bodies as well as non-governmental, intergovernmental and research institutions.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

#### **H. Theoretical knowledge**

Theoretical knowledge equivalent to that obtained at the advanced university degree level is required to evaluate and apply appropriately the full range of technical cooperation principles, concepts and techniques.

#### **V. Practical experience required**

Work requires practical experience in technical cooperation activities which includes 5 up to 10 years' experience at the international level to provide a thorough working knowledge of the international context of technical cooperation and the range of dynamic variables of international relations which affect the process of designing and administering the Organization's technical cooperation programme and the application of technical cooperation principles and objectives.

#### **D. Language knowledge**

Two languages are required - the working language of the Organization and a language relevant to the specific technical cooperation context.

### **II. DIFFICULTY OF WORK**

#### **V. Individual contributions**

Work requires approving prototype projects or resource management priorities having significant interagency, inter-sectoral or international implications and managing the expansion or contraction of a range of programme activities in response to changing objectives, priorities and circumstances.

#### **H. Complexity of assigned work**

Work requires in-depth consideration of implications for the Organization's activities of developments in a variety of subject matters comprising sectorally-oriented programme, or in national and international factors affecting design and delivery of country or geographically-oriented programme. Problems defined and resolved in manner reflecting interests of various different participants in technical cooperation projects and activities as



well as those of recipients.

### **III. INDEPENDENCE OF WORK**

#### **H. Guidelines**

General policy directives, interagency agreements, and organizationally defined roles provide overall terms of reference for coordinating the involvement of other participants in technical cooperation activities. These are adapted for the administration of specific programme activities. Incumbents establish guidelines in the form of approved project designs or the validated programme and project concepts covering the administration of a wide range of sectorally or geographically related projects.

#### **V. Supervisory controls**

Supervisor discusses results controls desired and alternative approaches to respond to sensitive policy issues in technical cooperation activities and to related trends and requirements arising from deliberations of the Organization's governing body. Results of programmes and operational policies are reviewed for attainment of development and organizational policy objectives.

### **IV. WORK RELATIONSHIPS**

#### **Internal**

#### **H. Skill**

Skill required in negotiating organization's integrated contribution to a visible and important technical cooperation programme or to key activities central to the Organization's role in technical cooperation.

#### **V. Importance**

Contacts are predominantly within and outside the functional area, both inside and outside the duty station.

#### **External**

#### **H. Skill**

Skill required in negotiating and representing the Organization in establishing common arrangements and policies required for the interagency and governmental approval funding,

and coordinated implementation of major technical cooperation programmes and activities.

**V. Importance**

Contacts are with heads of important units in governments and international agencies for the purpose of planning, approving, and improving the administration of a significant portion of the Organization's resources available for technical cooperation.

**V. SUPERVISORY RESPONSIBILITY**

**H. Responsibility for support staff**

Work typically requires supervision of over 11 to 25 support staff members.

**V. Responsibility for Professional staff**

Work typically requires supervision of a total of 10 or more Professional staff.

**VI. IMPACT OF WORK**

**H. Effect on work**

Decisions on the approval of projects, financial controls and programme implementation directly and substantially affect the design and operation of a sectorally or geographically related programme of technical cooperation activities. Proposals affect relative programme priorities and operational policies for resource utilization or the delivery of technical cooperation to meet major humanitarian concerns.

**V. Consequence of errors**

Errors in resource management, operational policies or interagency coordination result in project failure or delay, causing damage to the Organization's programme commitments to Member States.

**D-2 GRADE LEVEL**

***A. Description of typical duties***

Plans, coordinates and directs, through subordinate managers of several functionally specialized units, the programmes and activities of a major unit in the accomplishment of diverse and complex technical cooperation objectives, through overall leadership of a large Professional staff and a similar or larger-sized support staff, control of a large proportion of Organization's financial resources and the planning and implementation of far-reaching innovations to technical cooperation policies, processes or strategies by:

- Assessing and interpreting major policy issues and establishing and adapting technical cooperation policies, procedures and practices to improve the unit's effectiveness and efficiency and to respond to a wide variety of concerns relevant to technical cooperation raised by legislative bodies;
- Planning and managing negotiations with governments, subregional intergovernmental bodies, NGOs and multilateral or bilateral donors for the approval of innovations in the area of technical cooperation programmes;
- Guiding activities to promote programmes and to mobilize financial resources for technical cooperation and negotiating with donor governments' terms for the provision of development funds;
- Organizing donor meetings for a particular programme;
- Monitoring the scope and effectiveness of completed and on-going programmes and forecasting future trends and needs in crucial areas;
- Developing and negotiating future cooperation activities with governments and other executing or funding organizations;

- Approving the formulation and development of the field technical assistance programme;
- Seeking policy support of legislative body members and representatives of other participating agencies, as the Organization's principal representative on issues of considerable significance to the Organization, and providing advice, planning and discussing overall strategies, promoting and defining decisions and proposals and coordinating efforts in areas of mutual concern and interest:

And for jobs with direct responsibility for country or regional programmes:

- Coordinating and representing operational activities for development of the United Nations system and contributions in the country or region of assignment;
- Representing the agency in relations with associated United Nations organizations to plan and coordinate overall strategies and programme interrelationships to ensure maximum cooperation and efficiency within the United Nations system;
- Coordinating liaison with representatives of established United Nations offices and specialized agencies in the country of assignment and with representatives of multilateral and bilateral donors, as well as heads of organizations in national governments, on matters of major concern to United Nations programmes and specific development needs of the recipient country or region;
- Investigating and resolving crisis situations to ensure good relations and maximum effectiveness of programme efforts.

## *B. Factor rating rationales*

### **I. PROFESSIONAL KNOWLEDGE**

#### **H. Theoretical knowledge**

Theoretical knowledge equivalent to that obtained at the advanced university degree level is required to evaluate and apply appropriately the full range of technical cooperation principles, concepts and techniques.

#### **V. Practical experience**

Work requires over 15 years of experience of which over 10 years must be at the international level and related to the application of the theoretical knowledge of technical cooperation to the definition of broad policies and strategies to promote effective interagency and international cooperation in the formulation and delivery of development programmes in response to changing international conditions and opportunities to promote cooperation.

#### **D. Language knowledge**

Two languages are required - the working language of the Organization and a language relevant to the specific technical cooperation context.

### **II. DIFFICULTY OF WORK**

#### **H. Individual contribution**

Work requires approving prototype projects or resource management priorities having significant interagency, intersectoral or international implications and managing the expansion or contraction of a range of programme activities in response to changing objectives, priorities and circumstances.

#### **V. Complexity of assigned work**

Work extremely broad in scope in considering alternative programme philosophies and mechanisms responsive to technological developments, the definition of national and regional objectives, international relations in the development context and present and future resources and capabilities of the Organization. Considerable depth of treatment required in all areas to plan and manage appropriate and integrated organizational policies and programmes of technical cooperation and to define and solve problems in positioning organizational contributions to the multipartite development process.

### III. INDEPENDENCE OF WORK

#### H. Guidelines

Work requires interpretation of resolutions of the governing body and approving departures from and revisions to previously accepted programme management practices. Establishes guidelines for the Organization's relations with other organizations in technical cooperation and for interpretation of programme implications of economic, political, and financial trends.

#### V. Supervisory controls

Supervisor discusses results desired controls and alternative approaches to respond to sensitive policy issues in technical cooperation activities and to related trends and requirements arising from deliberations of the Organization's governing body. Results of programmes and operational policies are reviewed for attainment of development and organizational policy objectives.

### IV. WORK RELATIONSHIPS

#### **Internal**

#### H. Skill

Incumbents provide authoritative advice to other substantive and administrative areas on the development, improvement and support of the Organization's programme in technical cooperation and define objectives for technical cooperation activities and negotiate respective mandates and programme objectives and resources to support technical cooperation activities of the Organization.

#### V. Importance

Contacts are predominantly within and outside the functional area, both inside and outside the duty station.

#### **External**

#### H. Skill

Incumbents negotiate the Organization's role in relation to the mandates and expected

technical cooperation contributions of other international organizations and of the national governments to major development initiatives having important long-term economic or political effects on a sectoral or regional basis.

**V. Importance**

Contacts are with heads of important units in governments and international agencies for the purpose of planning, approving and improving the administration of a significant portion of the Organization's resources available for technical cooperation.

**V. SUPERVISORY RESPONSIBILITY**

**H. Responsibility for support staff**

Supervision of over 25 support staff typically required.

**V. Responsibility for Professional staff**

Supervision of over 15 Professional staff typically require.

**VI. IMPACT OF WORK**

**H. Effect on work**

Decisions affect approval of technical cooperation programmes and design operation and management of major technical cooperation activities. Proposals for formulation of the Organization's long-term programme to solve sensitive or complex development problems having a direct and substantial effect on the well-being of large numbers of people.

**V. Consequence of errors**

Errors in interagency negotiations on programme financing or treatment of politically sensitive issues would cause significant damage to the Organization's technical cooperation objectives and immediate and future commitments to constituents.

## Annex

### DETAILED RATIONALE OF RATINGS

#### Factor I - Professional knowledge required

(a) Theoretical knowledge

**Level 1.** (applies to typical duties at P-1, P-2 and P-3 levels.) Work at this level requires theoretical knowledge equivalent to that obtained at the first university level degree in order to investigate project activities, to identify project implications for other work activities and to consider the rationale for project activities.

**Level 2.** (applies to typical duties at P-4, P-5, D-1 and D-2 levels.) Theoretical knowledge equivalent to that obtained at the advanced university level degree is required to evaluate and apply appropriately the full range of diversified principles, concepts and techniques of technical cooperation in the international context exemplified at this level by responsibility for introducing to project formulation newly developed modalities, policies and practices. This level of theoretical knowledge may be obtained through university studies at the advanced level in economics, business or public administration, engineering, agriculture or other relevant field; or through first university level studies and additional formal instruction, planned work experience, specialized training or self-study which provide theoretical knowledge equivalent to that obtained through advanced university studies. In addition to a general theoretical knowledge of specialized fields relevant to the technical cooperation activities of the Organization, work at this level also requires a good knowledge of international relations, programme administration and project management.

(b) Practical experience

**Level A.** (applies to typical duties at P-1 level.) At this level, Professional activities normally involve detailed assignments related to individual projects in the context of a particular sectoral or national development plan, performed under close supervision of a higher level technical cooperation administrator. This work requires up to one year's experience at the national level.

**Level B.** (applies to typical duties at P-2 level.) Monitoring of development project implementation, identification of implementation problems and the making of proposals for corrective action requires practical experience in project management of from 1 up to 5 years at the national level or up to two years at the international level.

**Level C.** (applies to typical duties at P-3 level.) The coordinating of national and



international participation in technical cooperation projects and the administration of a number of various projects requires experience in the application of theoretical knowledge to technical cooperation activities for over 5 up to 10 years at national level or over 2 up to 5 years at international level.

**Level D.** (applies to typical duties at P-4 and P-5 level.) The performance of duties at this level requires practical experience in application of theoretical knowledge of technical cooperation of over 2 up to 5 years at international level and over 5 up to 10 years at the national level to develop a practical understanding of the relative roles and contributions made in a variety of situations by the donors, other international organizations and recipient governments and to attain full working knowledge of the general features, operations and practices of national governments related to the formulation and administration of suitable technical cooperation projects.

**Level E.** (applies to typical duties at D-1 level.) Work requires experience in application of theoretical knowledge for over 5 up to 10 years at international level, and a minimum of over 5 up to 7 years at the national level which provides a thorough working knowledge of the international context of technical cooperation and the range of dynamic variables of international relations as well as of the general operations and practices of national governments and institutions which affect the progress of design and administration of technical cooperation programmes and the application of related development principles.

**Level G.** (applies to typical duties at D-2 level.) Work requires extensive and varied experience in the practical application of theoretical knowledge in dealing with extremely intricate subject matters and very difficult problems associated with technical cooperation activities. Experience at international level is particularly important for the coordination of all phases of the broad programmes of national, regional and international scope. Equally essential is a thorough knowledge and understanding of national factors concerning economic, social and political conditions as well as practices and operations of national governments and institutions involved in country programmes. While the latter knowledge may be partially acquired through international experience in dealing with national programmes, actual experience at the national level is preferred. To acquire the fullest extent of international and national knowledge, at least 15 years of overall experience is required, including a minimum of over 10 years at the international level.

(c) Language knowledge

**Level 2.** (applies to typical duties at all levels.) In addition to requirements for proficiency in a working language of the Organization, frequent and continuing involvements with representatives of national governments and other international agencies require proficiency in at least one additional language in order to adequately communicate.

## Factor II - Difficulty of work

(a) Individual contribution

**Level 4.** (applies to typical duties at P-1 level.) Work at this level involves collection, assessment, synthesis and conversion of basic project-related information. As these serve as an input for planning and negotiation of projects, the application of basic principles in technical cooperation administration is required.

**Level 5.** (applies to typical duties at P-2 and P-3 levels.) Work at this level involves the analysis and interpretation of project background documentation, the identification of problems in particular components or phases of project implementation and the recommendation of corrective and expediting actions.

**Level 6.** (applies to typical duties at P-4 level.) Work at this level involves identification and analysis of problems related to the formulation and evaluation of technical cooperation projects and activities and their interaction with social and economic phenomena. Recommendations in the form of proposed projects are appraised in relation to their feasibility and development needs and either endorsed or suitably modified for approval at higher levels. Existing relevant decisions of governing bodies and other policy organs are analysed by the incumbent with a view to adapting them to the requirements of specific projects.

**Level 7.** (applies to typical duties at P-5 level.) In sectorally or regionally oriented jobs (alternative A) initiate and guide the development of the Organization's technical cooperation response to salient questions and developments in substantive fields and in the administrative methods for international contributions to programme delivery. On country-oriented jobs (alternative B) incumbents develop ways to improve coordination of the Organization's activities and policies with those of other donors of technical cooperation at the country level and evaluate and introduce novel and appropriate approaches and procedures for planning, implementing and evaluating joint activities to respond to evolving needs, priorities and structures at the country level.

**Level 8.** (applies to typical duties at D-1 and D-2 levels.) At this level work involves expanding or contracting programmes and developing supporting policies for application to new activities by approving the formulation of complex, prototype, and sensitive projects having significant interagency, intersectoral or international implications. Work in the area of resources planning and management is carried out to periodically redistribute limited resources in order to introduce and launch new projects or establish new priorities that contribute to the attainment of objectives in country or sector-related programmes. Work also requires formulation of and planning for the implementation of proposals for new or change existing policies and standards for

administering the Organization's technical cooperation activities.

(b) Complexity of assigned work

**Level I.** (applies to typical duties at P-1 and P-2 levels.) Assignments require analysis and judgement of designated aspects and activities of sectorally or regionally oriented projects with their interrelationships to broader project and development objectives not clearly evident. Work at this level is broad in scope, involving a wide range of subject matter reflected in the design, operation and management of technical cooperation projects within a sector or country.

**Level J.** (applies to typical duties at P-3 and P-4 levels.) Work assignments are of substantial intricacy requiring the delineation of relationships among project activities and a range of projects and project objectives in the context of development objectives and the Organization's technical cooperation programme. Work is broad in scope, covering a variety of subject matters for which in-depth advice is usually available. Proposals are made on the solution of difficult problems such as the provision of requisite project input within limited resources.

**Level K.** (applies to typical duties at P-5 and D-1 levels.) Work is substantially intricate in that it requires the management of the application of technical cooperation principles and policies to a variety of specialized projects in a sectoral area or in a country-related programme covering a number of substantive areas. Incumbents at this level revise work carried out by subordinates in the phases of formulating, implementing, appraising and reviewing sectorally or regionally interrelated plans, projects and activities, keeping in mind the overall design and objectives. These assignments require considerable depth of treatment, either in relation to the technical cooperation implications, a number of subject areas comprising the substantive sector or in the different national and international factors affecting the design and operation of the Organization's country or geographically related technical cooperation programme. Problem solving at this level is required in endorsing or approving complex projects requiring involvement of a variety of contributors inside and outside the organization and overcoming obstacles during their implementation and in initiating innovations of project design.

**Level L.** (applies to typical duties at D-2 level.) As both policy decisions and the management of technical cooperation administration activities are integrated at this level, work requires that several diverse phases of policy evaluation, development and implementation are carried out concurrently in relation to a variety of technical cooperation programmes. Work is extremely broad in scope in the consideration of alternative programme philosophies and mechanisms of technical cooperation responsive to changing technologies, the definition of national and regional objectives and institutions and the dynamic nature of interagency cooperation, international relations and the future availability of resources. Work requires considerable depth of treatment, particularly in evaluating and developing the role and effectiveness of technical

cooperation in relation to the Organization's objectives and managing the introduction of changes in technical cooperation planning policies and programme management practices of the Organization and to direct its contribution to national and regional development. Programme formulation and management require the resolution of multifaceted problems with volatile political, social or economic components. These problems are very difficult to define in terms of cause/effect relationship between technical cooperation and development. Due to the multipartite nature of technical cooperation arrangements the development and implementation of solutions invariably affects the policies and activities of governments and other international organizations.

### **Factor III - Independence of work**

(a) Guidelines

*Level 11.* (applies to typical duties at P-1 and P-2 levels.) The work involves assessment of the completeness and consistency of project documentation according to defined format and accepted standards, and application of the approved practices and procedures for the formulation, implementation and monitoring of technical cooperation projects. Work procedures vary from project to project, depending on project management requirements, and specific guidelines are not always available for selecting the most appropriate method of presentation of project information or for investigating project activities.

*Level 12.* (applies to typical duties at P-3 and P-4 levels.) Guidelines for project administration are available in the form of approved development programmes, resolutions of the Organization's legislative body and related policy and programme directives. Procedural manuals cover most aspects of project preparation, implementation and budgetary control, and a variety of precedents related to project formulation and monitoring are available in the form of previous successful and unsuccessful projects. Because of varying and changing circumstances and requirements of individual projects, incumbents adapt and interpret these guidelines by adjusting project budgets and identifying the need to expedite delivery of relevant project input when problems in project implementation are encountered and in monitoring the progress of projects in relation to the priorities and objectives of the Organization.

*Level 13.* (applies to typical duties at P-5 and D-1 levels.) General policy guidelines in the form of management directives and interagency agreements are available for justifying the need for expanded project activities and for initiating approaches to other organizations to seek their involvement in and support for proposed projects. Broad procedural guidelines are available for the establishment of country-related development programmes and the different phases of the project cycle, as well as the management of the programme at the country level. These, however, are relevant only partially as they seldom apply to new modalities of implementation and incumbents normally are required to apply innovative and adaptive approaches in meeting needs arising from a wide variety of developments in substantive fields or of changing circumstances at both national and

international levels. Incumbents approve the design of project proposals or validate and develop project design concepts and approaches. These decisions serve as guidelines for project funding, implementation and monitoring and establish approaches to be followed for the formulation and management of a broad range of project activities.

**Level 14.** (applies to typical duties at D-2 level.) Guidelines are broadly stated in the form of resolutions of the governing bodies and major policies and accepted competencies of organizations involved in technical cooperation assistance. Significant departures from stated guidelines are required to adapt programmes and policies to rapidly changing circumstances of critical importance to the continuation and successful implementation of organization's mandate and objectives. Incumbents establish guidelines in terms of new technical cooperation policies for the Organization which interpret the programme management implications of economic, political and social factors or which guide the programme activities related to key interagency and intersectoral policy objectives.

(b) Supervisory controls

**Level M.** (applies to typical duties at P-1 level.) Specific detailed instructions and training are provided by the supervisor who is well acquainted with technical cooperation administration prior to each work assignment and checks work in process to identify needs for additional training or guidance. Completed work is checked for adherence to instructions given and to ensure that the Organization's TCA procedures and principles have been properly applied.

**Level N.** (applies to typical duties at P-2 and P-3 levels.) The approach to achieving results desired from draft project documentation and project monitoring are indicated by the supervisor who is well acquainted with technical cooperation administration and are described in project documents and project work plans. Problems which may arise in analysing project background and implementation activities can usually be anticipated by the supervisor who defines the approach to be taken for their prevention or resolution. Problems identified in project implementation are discussed with the supervisor when they involve the possibility of project implementation delays or cost over-runs having potential impacts on project success. Regular progress reports on work activities are made to the supervisor and work products in the form of drafts of project background and justification and assessments of aspects of project progress identify possible implications for the project. Completed work is reviewed by the supervisor for consistency with overall project objectives for accuracy, and for conformity with organizational practice.

**Level O.** (applies to typical duties at P-4 level.) The supervisor and incumbent jointly develop terms of reference and key operating concepts for project formulation and administration to reflect both organizational objectives and development needs, priorities and circumstances. Unanticipated problems encountered in project administration are discussed with the supervisor when they involve policy considerations, such as the choice of funding sources or the possibility of project failure, delay or cost over-run having potential impact on other features of the regional or

sectoral development programme. Regular progress reports are made to the supervisor, to project review groups and to annual and financial reporting mechanisms of the Organization. Completed project proposals are reviewed for general consistency with development needs and objectives for the incorporation of organization's policy initiatives in technical cooperation.

**Level P.** (applies to typical duties at P-5 level.) Broad policy guidance is provided and programme objectives and resources approved by the supervisor, who also indicates the likely impact of international economic and political factors on the Organization's technical cooperation policies and priorities and on programme scope and overall design. Incumbents seek the involvement of the supervisor to establish the relevance and significance of unforeseen changes in the circumstances and environment of programme activities. Work is evaluated for overall consistency with and responsiveness to organization's technical cooperation programme and for success of projects.

**Level 0.** (applies to typical duties at D-1 and D-2 levels.) The supervisor indicates results desired in relation to sensitive policy issues and to respond to trends in the thinking and requirements of the Organization's governing body for the formulation of implementation plans, in the management and control of resources or in the development of operational and administrative policies and standards. Programmes and operational policies are reviewed by the supervisor and internal bodies to review justifications for exceeding financial ceilings, for major reallocations of resources or to assess the overall organizational implications of the-implementation of new policies, procedures and standards for the design, funding, evaluation and monitoring of development projects.

#### **Factor IV. Work relationships**

(a) Contacts INSIDE the organization - skills

**Level 16.** (applies to typical duties at P-1, P-2 and P-3 levels.) work relations outside the Organization are required to obtain and clarify information related to project administration.

**Level 17.** (applies to typical duties at P-4 level.) The purpose of contacts is to persuade colleagues in complementary substantive or administrative specialities on the feasibility of project designs, on the desirability of resource allocations and on the significance of technical cooperation policies and development needs affecting technical specifications.

**Level 18.** (applies to typical duties at P-5 level.) Incumbents at this level advise other functional and programme areas of the Organization on technical cooperation administration policies, priorities and other technical cooperation considerations and seeks broadly acceptable solutions for formulation and implementation of programmes and projects. Financing levels

required for programmes and projects are proposed and negotiated periodically on the basis of country-related or sectoral programme planning. Incumbents recommend and advise on the development of innovative or improved approaches by other parts of the Organization contributing to the technical cooperation process.

**Level 19.** (applies to typical duties at D-1 level.) Skill required in negotiating the resolution of problems affecting the integrated and common approaches of various inputs into a visible and important technical cooperation programme or into key activities central to the Organization's role in technical cooperation. Authoritative advice is provided to other parts of the Organization on all programme and project matters within areas of responsibility, including the development and approval of innovative approaches to project formulation and implementation.

**Level 20.** (applies to typical duties at D-2 level.) Incumbents provide authoritative advice to other substantive and administrative areas on the development, improvement and support of organization's programme in technical cooperation, and define objectives for technical cooperation activities and negotiate respective mandates and programme objectives and resources to support technical cooperation activities of the Organization.

(b) Contacts INSIDE the organization - importance

**Level S.2.** (applies to typical duties at P-1, P-2 and P-3 levels.) Contacts are predominantly with staff at the duty station within the area of programme and project management and with staff of substantive or functional support units (e.g., budget, finance, purchasing and personnel) to ascertain and describe progress in the implementation of specialized project activities and to coordinate the submission and verification of project documents.

**Level S.3.** (applies to typical duties at P-4, P-5, D-1 and D-2 levels.) Contacts are predominantly outside the functional area related to the effective administration of project elements such as fellowships, management, recruitment of experts and equipment and with technical cooperation programme and project management specialists outside the duty station to coordinate organization-wide activities required for the preparation, administration and monitoring of projects and the reporting of comprehensive project information.

(c) Contacts OUTSIDE the organization - skills

**Level 16.** (applies to typical duties at P-1, P-2 and P-3 levels.) The compilation of general background information on projects and the investigation of specific project activities require work relationships outside the Organization for the exchange and discussion of information relevant to the project.

**Level 17.** (applies to typical duties at P-4 level.) Work at this level requires skill in persuading counterparts in governments or in international organizations on issues such as project feasibility or suitability or the inclusion in projects of new concepts in international development and the need for project review missions.

**Level 18.** (applies to typical duties at P-5 level.) Incumbents at this level act as a representative to other organizations or to governments in jointly defining programme plans and project objectives and in advising on the implications of the Organization's activities for interagency collaboration or for arrangements for project administration and financing.

**Level 19.** (applies to typical duties at D-1 level.) Staff at this level act as representatives of the Organization in negotiating with governments, executing agencies, multi- and bilateral donors and non-governmental organizations to develop solutions to problems affecting the approval or success or a series of projects of a standard type or interrelated nature or of sensitive or large-scale projects. Commits the Organization on policy issues related to the transfer of funds between sectors or major project areas, the terms for obtaining additional funds, or on the relative priority and relationship between capital and technical cooperation for the development of a particular sector.

**Level 20.** (applies to typical duties at D-2 level.) Incumbents negotiate the Organization's role in relation to the mandates and expected technical cooperation contributions of other international organizations and of national governments to major development initiatives having important long-term economic or political effects on a sectoral or regional basis.

(d) Contacts OUTSIDE the organization - importance

**Level T.2.** (applies to typical duties at P-1 and P-2 levels.) These contacts are on standardized aspects of project formulation and implementation with project-related government staff or with staff of other international organizations.

**Level T.3.** (applies to typical duties at P-3, P-4 and P-5 levels.) The incumbent cultivates and maintains contacts with officials in the relevant government departments, missions, or with other international agencies to ensure a regular and dependable information flow in two directions as the basis for overall project development and administration. These contacts are predominantly at the working level with counterparts in other organizations (United Nations, bilateral, multilateral) or government departments who are involved in project formulation and evaluation or management of technical cooperation projects and programmes for a country, region or sector.

**Level T.4.** (applies to typical duties for alternative B at P-5 level.) Contacts are predominantly with heads of planning and technical units in the national governments and international organizations to establish and coordinate the Organization's consultation process and relationship with these officials at the country level.



**Level T.4.** (applies to typical duties at D-1 and D-2 levels.) Contacts at this level are predominantly with higher level officials of governments and other international organizations involved in development cooperation as well as with higher level representatives of multilateral and bilateral agencies for the purpose of planning and approving the administration of a significant portion of the Organization's resources available for technical cooperation activities and programmes.

### **Factor V - Supervisory responsibility**

**(a) Responsibility for support staff, Professional staff**

**Level 22-U.** (applies to typical duties at P-1, P-2 and P-3 levels.) Supervision of staff is not typically required.

**Level 23/U-V.** (applies to typical duties at P-4 level.) Work typically involves the supervision of two support staff engaged in collecting and tabulating financial data and maintaining project status reports and preparing correspondence and reports related to a variety of projects. Some jobs at this level also require supervision of Professional staff members involved in project administration.

**Level 23/V-W.** (applies to typical duties at P-5 level.) Work typically requires the supervision of 2 to 10 clerical assistants engaged in preparing correspondence, maintaining programme and project status reports and related activities contributing to monitoring technical cooperation activities and the supervision typically of from 3 to 6 Professional level staff performing programme and project administration. (Note: indirect supervision of experts to be given credit under factor II, horizontal.)

**Level 24-X.** (applies to typical duties at D-1 level.) Work at this level is of a managerial and supervisory nature, involving responsibility for supervision of Professional staff through subordinate supervisors. Total number of staff thus supervised is typically between 11 to 15 support staff and 10 to 15 Professional staff. Some positions at headquarters, with greater emphasis on functions of a conceptual nature with responsibility for policy planning and implementation have somewhat less supervisory responsibility.

**Level 25-X.** (applies to typical duties at D-2 level.) Work at this level is of a managerial and supervisory nature. Number of staff supervised are typically 26 to 45 support staff and 15 to 30 Professional staff.

## Factor VI. Impact of work

(a) Effect on work

**Level 30.** (applies to typical duties at P-1 level.) Proposals are made in the form of estimates and descriptions of the progress in project implementation and in investigating, compiling and editing background project information and documentation.

**Level 31.** (applies to typical duties at P-2 level.) Decisions are taken on the interpretation and summarization of project background and documentation. Proposals are made on the type and urgency of corrective and expediting action required for successful project implementation on the revision of project documents and budgets and on the drafting of project background and justification.

**Level 31/32.** (applies to typical duties at P-3 level.) Decisions taken at this level on the preparation of input for project formulation and on project management and control procedures directly affect the adequacy of project implementation. Proposals for corrective actions when problems are encountered directly affect the attainment of project objectives and the formulation and presentation of project proposals directly affect project acceptance.

**Level 32.** (applies to typical duties at P-4 level.) Decisions are taken at this level in analysing economic, social and political developments in relation to development needs and project proposals. Recommendations are made for project approval and in guiding and orienting individuals and national and international organizations involved in the development process. Proposals for monitoring of project implementation yield more effective methods for interagency coordination of project planning and delivery and improve the definition and coverage of the sector or country-related programme within which project decisions are made.

**Level 33.** (applies to typical duties at P-5 level.) Decisions taken at this level directly affect the design, operations and success of a wide variety of interrelated projects comprising part of the country-related sectoral or regional programme. Proposals are made on the initiation and validation of sectoral, national, regional and interregional development strategies and for the commitment, approval and reallocation of financial resources available to Member States and international organizations for development purposes.

**Level 34.** (applies to typical duties at D-1 level.) Decisions taken, such as project approval within prescribed authorized levels, the exercising of financial control and evaluation of programme implementation, directly and substantially affect the design and operation of major sectoral activities or country or geographically-related technical cooperation programmes. Proposals on the Organization's resource utilization, programme priorities, significant technical cooperation policies

and delivery of technical cooperation in the areas of humanitarian concern directly affect a wide range of the Organization's activities, national governments or the well-being of large numbers of people.

**Level 34/35.** (applies to typical duties at D-2 level.) Decisions taken at that level on such matters as approving technical cooperation programmes and on resource utilization and distribution directly affect the design or operations of major technical cooperation activities. Proposals for technical cooperation impacting on complex or sensitive issues such as refugees, newly independent States and interagency negotiations related to coordination of critical, long-range development programmes have a direct and substantial effect on other organizations, national governments or the well-being of large numbers of people.

(b) Consequences of errors

**Level c.** (applies to typical duties at P-1 and P-2 levels.) Errors in data collection and presentation and problem identification are readily detected through review of work products and would cause damage only to the incumbent and loss of time to the immediate organizational unit.

**Level e.** (applies to typical duties at P-3, P-4, and alternative A of P-5 levels.) Consequences of errors made at these levels typically extend beyond the immediate organization unit and damage the effectiveness of the Organization's programme. At the P-3 level errors in assessment of the amount and timing of intervention needed to ensure appropriate project input (e.g. supply of expertise or equipment by agency) may precipitate delay, even failure of projects. Similar errors at the P-4 level have an even broader scope of impact. At the P-5 level (Alternative A) errors could cause damage to the relevant programme managed by the incumbent and to the Organization's related programme activities in the form of reduced success of a series of projects or the failure to provide appropriate projects to adequately meet clearly identified development needs within a sector or country.

**Level f.** (applies to typical duties at level of alternative B of P-5 and at D-1 levels.) Consequences of errors made at these levels cause significant damage to the Organization's development commitments to constituents. Consequences of errors made in respect of the programme managed at the P-5 level (Alternative B) are magnified by the direct relationship between this administrator and most governments. Faulty management of consultation processes or of coordination and integration of multiple projects damages the success of the Organization's efforts to meet its development commitments. At the D-1 level, errors in project approval, resource management and supporting policies would cause significant damage to the Organization's programmes in terms of delay or failure to fully achieve development objectives and some damage to the Organization's programme commitments to individual member States.

**Level g.** (applies to typical duties at D-2 level.) Errors in assessing the needs of recipient countries or regions and in the formulation of development programme plans would cause significant damage to overall programmes in terms of misdirected priorities, funding losses or cost

over-runs, and damage to the image of the Organization with respect to technical cooperation. Errors in interagency negotiations on such matters as treatment of political groupings within a country, assistance to refugees, large-scale programme financing or other matters of a critical or politically sensitive nature would cause significant damage to the Organization's major objectives and commitments to constituents.

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