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Diplomacy Reloaded:

*Exploring New Frontiers for Sustainable Development
Goals Through Diplomacies Required by United Nations
(UN) Resident Coordinator Office (RCO) Heads*

A thesis presented in partial fulfilment of the requirements of the Master of Arts in
Psychology at Massey University, Wellington, New Zealand (via distance).

Kine Melinda Diallo

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Abstract

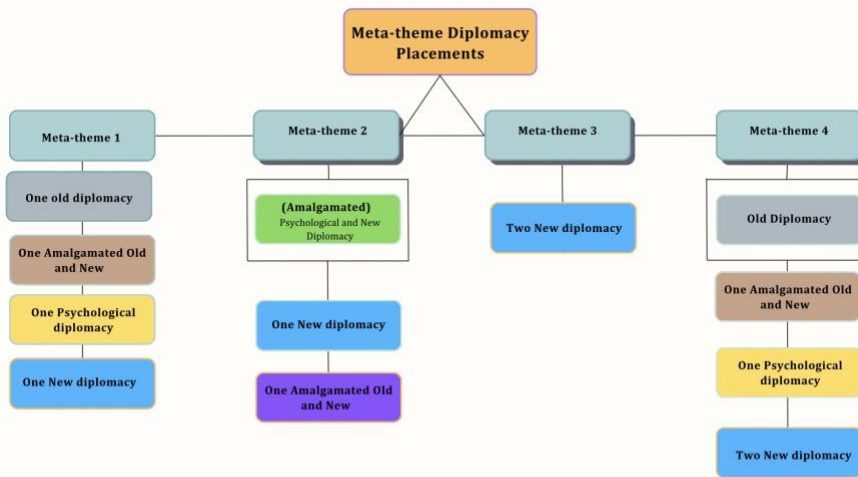
Through the advent of United Nations (UN) Human Development Goals, the 21st century has witnessed an uptick in the importance of multilateral diplomacy. However, research has not yet explored the everyday multilateral diplomacy challenges faced, and relatedly skills required, by senior UN workers at work. In theory, these could be Machiavellian (Old), Psychological (Mass Persuasion and Political skills), or New Diplomacies (from Humanitarian Work Psychology). Employing an inductive qualitative social constructionist approach, alongside Flannigan's Critical Incident Technique (CIT), a total of nine resident Coordinator Office (RCO) Heads were interviewed about the diplomacies they needed to have in their daily high-level UN work. Qualitative analysis was carried out through MAXQDA2022 software, with built in tabulation processes, aided in reliable and valid critical incident content analysis. MAXQDA2022 allowed a systematic and structured approach for identifying and creating clearly defined code categories based on the research objectives, theoretical frameworks and emergent themes across the data.

CIT facilitated through an inductive qualitative (social constructionist) descriptive phenomenological approach. The lens from the chosen approach being, 'transcendental reflexivity,' wherein researchers acknowledged themselves as an additional instrument within the research, in order to account for and consider how their own pre-conceived biases and ideas may influence the research. This will, in turn, allow for improved

assurances of the reliability and validity of the data. As a result, four prominent critical diplomacy meta-challenges emerged (discussed, further within introduction):

1. Countermanding in-country resource constraints,
2. Maintaining RCO work-life balance,
3. Misalignment with United Nations itself: Structurally (i.e., bureaucratic), Historically (i.e., country has negative collective memory of UN intervention) or politically (i.e., country has non-democratic governance, misaligned to the UN’s democratic governance)..
4. Navigating unfamiliar environmental: adaption difficulties or hostile work dynamic difficulties in a development partners country placement.

The findings revealed instances of diplomacy-solutions from all scopes investigated (separate from the amalgamation of old and psychological)and one never before considered ‘emerging diplomacy’ old and psychological.



The discussion revealed in the summary of each meta-theme solutions, that depending on the specific challenges, associated with each meta-theme and resulting sub-

themes, different diplomacy-solutional scopes were more or less effective than the other. The ideological mapping of interviewees diplomacy scope placements revealed that there was a link between interviewees ideological diplomacy scope placement and diplomacy scope action that they chose. As seven out of the 10 interviewees were fully within the new diplomacies scope (with three additional in-scope new diplomacies areas of conflict), in instances where solely psychological or solely old diplomacies was actioned (and not already amalgamated) they typically followed or were preceded by a new diplomacy solution, revealing a process that amalgamated the solutions. Emphasizing the pro-social impact of new diplomacies, as was the intention of the diplomat. Furthermore the only instance where a solution from a diplomatic scope's intention wasn't entirely for new diplomacies goals, was where "psychological" and "new" were conducted by the two interviewees within that scope, or in the case of the singular diplomat from "emerging."

7 out of the 10 interviewees were placed fully within the new diplomacies scope. Two interviewees were within the psychological and new scope, while one was within the never before considered scope of emerging diplomacies (i.e emerging from new). As there is evidence of a link between the diplomacy ideology and diplomacy action of a diplomat, and some diplomacy-solutions are only able to be actioned by diplomats from certain ideological scope placements, there reveals a need for multiple perspectives and placements from the varying scopes with some link to new diplomacies (due to its pro-social nature, to handle different difficulties). The limitations of this study consisted of the following; (a) hand-picked interviewees (b) missed opportunities (c)lost transcripts and

(d)gender. Therefore improvements to minimise similar limitations in future research could be as follows: follow up interviews, practice and upskill of interviewing style prior to conducting interviews, and to face mistakes as the researcher, with accountability and reflection in line with transcendental reflexivity.

Preface

This thesis represents a year of dedication, hard work, passion and genuine curiosity, due to my decision to travel to New York City from New Zealand to experience a United Nations internship, as well as conduct my research. This thesis also represents stepping out of my comfort zone, culture shock, stress, self-doubt, and lots and lots of work.

If I could go back in time and re-experience the positives and negatives, I would. I consider this experience rewarding and am grateful for all developmental opportunities I've had, and people I met.

Acknowledgements

I see this thesis as an amalgamation of my efforts and the contribution of my community's support. In no particular order, I want to thank my supervisors Stuart C Carr and Walter Reichman, who believed in me and never made me feel like my plans were too far out of reach. Thanks to Gena and Steve, my internship managers, who invested their time, energy, and encouragement, all while navigating other work demands. To Kendra at Learning Support, who read a number of variations of the same chapters over the course of this year and remained supportive and encouraging. To my grandmother and grandfather, who opened up their home to me, and assisted in so many other ways, I'm not sure I would've made it this far without them. To my mother, who became my sounding board for advice in every facet of my life and remained supportive through some of the first independent decisions I've made as an adult, even the ones she was sceptical towards! And to Jackie,

who held me accountable in the last few weeks of my thesis and showed me unconditional love and support, as well as all my other wonderful friends who put up with me disappearing for weeks at a time to work on my thesis. Every single person I've listed here, and the countless others unnamed, are the reason why I'm able to place my final touches on this thesis.

In presenting this thesis, I hope to contribute meaningfully to the fields of Organizational Psychology (and Humanitarian Work Psychology), sustainable development, and diplomacy, and inspire further exploration and discourse.

It is my sincerest wish that this exploration serves as a stepping stone for future research, and contributes to the broader body of knowledge.

Kine Diallo

February

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Chapter 1

Research Question and Critical Literature Review

Thesis Question

This thesis explores the work psychology of diplomacy at the United Nations among Resident Coordinator Office Heads (RCOs). These high-level people work in-country to further human development goals, the United Nations Sustainable Development Goals (UN SDGs).

Specifically, this thesis explores whether participants' daily diplomacy practices are predominantly reflective of older (e.g., medieval), more established skills ("Old Diplomacies"), or of the 20th century Social Psychology of Persuasion ("Psychological Diplomacies"), or of more recent Humanitarian Work Psychology ("New Diplomacies"; after Saner et al., 2012), or some amalgamation of these.

The thesis also explores whether there may be diplomacies that have never before been considered in work psychology or in related research and theory, and additionally what socio-political skills and their respective diplomacy scopes are most aligned to success in the field, and therefore can be considered worthwhile for future training of UN and other multilateral diplomats.

Critical Literature Review

In 2023, the word "diplomacy" is used in many different contexts and has various meanings. However, in a more formal sense and specific to international relations,

diplomacy has in the past been characterized by country-to-country, for example in cross-national negotiation, conflict resolution, communication, and representation skills among and in the work of country diplomats (i.e., ambassadors and colonial governors).

A diplomatic *career* refers to the skill of enacting diplomacy between states, international organizations, and other actors in any international system, such as the work of the UN. It is also typically defined as doing so with the sole goal of promoting the interests of a state or organization (Cooper, et al., 2013).

However, this last aspect situates diplomacy as an older form of diplomacy rather than New Diplomacy (Lee et al., 2015). New diplomacy is not about promoting the interests of a state or organization. Instead, it is about considering the interests of humanity for more developmental and, in particular, Human sustainable development goals (Saner & Yiu, 2012).

The reason diplomacy can be branched into and ordered in this way as it has been alive for thousands of years, and its changes can be considered a product of the key issues that were/are under debate at the time.

For the purposes of this critical review chapter, these timelines — which sometimes overlap — can be divided into three main types: Old, Psychological, and New Diplomacies.

Old Diplomacies

In ancient Egypt, diplomacy was established for alliances, trade agreements, and peace treaties. The *Treaty of Kadesh* was signed by Egyptian pharaoh Ramses II and the Hittite

king Hattusili III in 1274 BCE, creating peace where there had been conflict for over two centuries (Nicolson, 2001).

In Mesopotamia, they acquired the use of the diplomatic tool to secure trade agreements. The Babylonian king Hammurabi created the *Code of Hammurabi* in 18th century BC, a set of laws which adopted regulated trade, business, and social relationships. China, too, implemented diplomacy in diplomatic marriages and gift-giving, to establish alliances and broker peace (Black, 2010).

Traditionally, therefore, diplomacy is by definition a product of historical, social, political, and cultural context, and cannot be considered separate to it.

Old Diplomacy's most influential ideological roots can arguably be traced forward from antiquity, and back from today to the middle ages, to what would later be termed Machiavellianism.

Machiavellianism refers to the work of Nicolo Machiavelli in medieval Italy, and his treatise *The Prince* (1469). This was a theory (arguably a manual or guidebook), related to achieving and maintaining princely power and influence, with the key belief being that "the ends justify the means". Machiavelli's teachings can be summarized thus:

"It is necessary to know well how to disguise this characteristic, and to be a great pretender and dissembler; and men are so simple, and so subject to present necessities, that he who seeks to deceive will always find someone who will allow himself to be deceived." (Machiavelli, 1469, *The Prince*, Chapter 18)

This reveals the idea that not only is it important to deceive people to be successful in traditional diplomacy, but people themselves are simplistic and easy to deceive.

However, these socio-political skills did not have their background in psychology. They had their background in philosophy, politics, and later international relations.

A prominent figure within international relations was Morgenthau in his novel *Politics Among Nations* (1948), which discussed socio-political skills in-line with Machiavelli's original teachings in *The Prince*. In his work, Morgenthau talks about using socio-political skills, such as the ability to make a clear assessment of national interests, and of understanding the possible outcomes of actions before acting.

Further Old Diplomacy skills include using prudent and rational behaviour instead of thinking emotionally to prioritize national interests and power above any ethical/moral issue considerations.

These considerations are broadly in line with Machiavelli's statement that:

"It cannot be called talent to slay fellow-citizens, to deceive friends, to be without faith, without mercy, without religion; such methods may gain empire, but not glory. Hence it is to be remarked that, in seizing a state, the usurper ought to examine closely into all those injuries which it is necessary for him to inflict, and to do them all at one stroke so as not to have to repeat them daily; and thus by not unsettling men he will be able to reassure them, and win them to himself by benefits." (Machiavelli, 1469, *The Prince*, Chapter 8)

This is a clear example of the Machiavellian idea of always choosing the action that succeeds in the outcome and also generates the best public perception, if the latter can be achieved. However, in line with one of the most famous quotes from *The Prince*:

"Here a question arises: whether it is better to be loved than feared, or the reverse. The answer is, of course, that it would be best to be both loved and feared. But since the two rarely come together, anyone compelled to choose will find greater security in being feared than loved." (Machiavelli, 1469, *The Prince*, Chapter 17)

at the end of the day, if public perception cannot be managed, so long as the actor has power and achieves their national goals, they have succeeded. This idea surrounding national goals subsequently influenced an era of traditional diplomacy thought called neo-realism and neo-Machiavellianism (Engelbrekt, 2002).

Neo-Machiavellianism explored power dynamics in international relations and acknowledged the role of fear and strategic behaviour in state-to-state interactions from Morgenthau's ideas (Engelbrekt, 2002). In addition, it aligned with some Machiavellian principles, such as pragmatic realism (Bauer, 2009) — the idea that states should focus on achieving their own goals and interests, even if it means using strategies and deceptive means.

It can be argued that power and fear are state tools, effective in influencing other states and actors, especially since fear is a more reliant motivator for compliance than love. Therefore, neo-Machiavellian strategic behaviour entails forming alliances, deterrence, coercion, and the selective use of force to ensure outcomes. Within this type of diplomacy, human nature is understood as being self-interested, and entirely driven by power and security.

Critics of Machiavellian diplomacy have existed from the beginning of the birth of Machiavellianism and over the centuries. One key critic was philosopher Immanuel Kant. In his 1795 novel *Perpetual Peace*, Kant argued that one should take a more ideological approach to diplomacy. This is seen in philosopher John Rawl's 1971 novel, *Theory of a*

Justice, which critiqued Machiavellian realism by arguing for a theory of justice that prioritized fairness, equality, and the protection of individual rights.

Additionally, E.H Carr in his 2009 novel, *The Twenty Years Crisis: Appearance and Reality in World Politics*, felt that Machiavellian realism and its focus on power politics needed to be set aside and replaced with a focus on ethical and cooperative approaches to international relations. In the modern world, if Machiavellian skills were displayed in a setting among friends, the person portraying them would be seen as displaying negative and unethical characteristics.

Considering more modern times, traditional Machiavellian diplomacy was practised during the 1950s during the Cold War. During that era, diplomacy was largely characterized by strategic diplomacy, arms-control diplomacy, and high-profile diplomatic events (Barnhisel, 2015). Coincidentally, around this same era, psychology was first prominently used to inform diplomacy, and this bridging is where the first emergence of what we might dub “Psychological” diplomacies occurred.

Psychological Diplomacies

Communication and Persuasion: psychological studies of opinion change (1953) was a compilation of a program of studies conducted by Carl Hovland et al. from 1949 onwards. The work was inspired by world events at the time, including the emergence of public figures such as Mussolini, Hitler, Winston Churchill, and Roosevelt, who had been able to persuade mass audiences to engage in big sweeping movements that shaped world events and created vast changes in society.

The guiding structure for this program of psychological research, initially focused on mass persuasion for state benefits, was:

“Who [source] says what [message] to whom [audience], with what effect? [on attitudes/opinions].” (Hovland et al., 1953).

Hovland conducted studies (Hovland, Janis, & Kelley, 1953) about using messages of fear to change attitudes, specifically by making appeals to people to change their attitudes about going to the dentist using a range of low-to-high fear-appeal messages. These showed what would happen to the patient’s gums if they did not change their attitude and behaviour towards dental hygiene.

Among the many findings from this Yale Communications Program, they discovered that:

1. The more credible a source was believed to be, the more likely it was to alter opinions (i.e., change attitudes successfully),
2. Message content influenced persuasion when it was well constructed (i.e., with clear and logical arguments), and
3. Pre-existing audience perspectives influenced their reception of persuasive messaging (i.e., if the message was tied to something they already believed, they were more likely to believe it).

Hovland and colleagues subsequently went on to extend this research and found that a number of elements, such as the order of the presentation of the message (Hovland et al., 1957), influenced persuasion, hence, it was generally better to place the most important part of the message first (Primacy Effect). This and many other thematically grouped studies thereby extended the ambit of research understanding around persuasion through social marketing, from state craft to promoting public health.

Further extensions relevant to diplomacy skills were based around how many sides of an argument supplied within a message affected its persuasiveness. Specifically, one study looked at American soldiers' attitudes (and morale) towards expecting continued warring with Japan, even after Victory in Europe (VE) Day. Hovland et al. (1953) found that with a soldier who was more educated and/or opposed to the government's position, two-sided messages worked best; however, if the individual was more aligned with the government and/or less educated, a one-sided message worked better. Overall, however, it appeared that two-sided messages were psychologically more persuasive.

To the extent that the Yale program worked for the government, social psychological research can be considered as having overlapped with the ethos of Machiavellian diplomacies, as it arguably focused more on what the persuading, not persuaded, party desired as their end goal. However, in the Yale research on one-sided versus two-sided messages (Hovland et al., 1953), an attempt was at least made to consider the views of the audience before the message was constructed (i.e., pre-existing audience perspectives).

One key critique of the Yale Communication Program and related studies was that there was often an embedded assumption that audience understanding was a key construct that created/enabled the persuasion (Demirdöğen, 2010). In truth, individuals were persuaded by both rationality and how the message was conveyed. Even in the dental hygiene research, fear appeals were able to succeed so long as they were also able to present a rational solution. In addition, the many sides to the argument, the credibility of

the person conveying the message, and preconceived notions, were other factors, though peripheral, that led individuals to make a judgement (Haefner et al., 1965).

By the 1980s and 90s, during the era of psychological research based on persuading for marketing reasons, an “elaboration likelihood” model was created. The Elaboration Likelihood model (Petty and Cacioppo, 1986) did not entirely discount Hovland’s theories of mass persuasion, but further posited that there was an additional path to persuasion alongside this model (“Rational”, which they labelled as “central”). This path was called the “peripheral” route, another persuasion route that could be used in events where an individual did not have the motivation or ability to process rational appeals (i.e., take the time to carefully consider the message and engage with it).

Persuasion through the peripheral route had two main routes: superficial cues and heuristics. Superficial Cues/Stimuli are observable or perceptible characteristics of a persuasive message, source, or context that can serve as short cuts to decision-making. For example, because individuals receive a burst of serotonin when looking at an attractive person, it can be deduced that when the source is attractive, the viewer is more likely to have their attention captured, have a positive impression of the source, and therefore a more favourable attitude toward the message or product being promoted, while minimizing critical evaluation.

Other superficial cues (Pornpitakpan et al., 2017) include, but are not limited to:

1. Source similarity,
2. Message length,
3. Emotional appeals, endorsements and testimonials.

On the other hand, heuristics (the second peripheral path) are cognitive mental shortcuts tied to “rules” that help individuals jump over the central route. For example, in authority heuristics, individuals are more likely to trust a source who is a perceived authority figure/expert. This is due to the assumption that individuals who possess knowledge, expertise, or credentials in a specific field are more likely to provide trustworthy information (Cummings, 2014).

Other heuristics include, but are not limited to:

1. Likeability,
2. Halo effect,
3. Availability,
4. Scarcity and
5. Anchoring. (Cacioppo, 1986).

Much of this social psychological research on persuasion, conducted in the second half of the last century, was social psychological rather than organizational. In the early 2000s however, the focus shifted from social to organizational, when research on political skill in work settings started to take off (Ferris et al., 2005). This work psychology of diplomacy arguably began with the development of a self-report measure to assess an individual’s political skill, operationalised as understanding, influencing, and navigating social situations in the workplace. It included, for example, how an individual who was liked by their co-workers could move up swiftly in the hierarchy, and be liked by those in power (management).

The main measurement factors in the researchers’ (Ferris et al., 2005) psychological construct of political skill were the individual’s:

1. Social astuteness (i.e., ability to read others' motives),
2. Ability to [exert] interpersonal influence [on others at work],
3. Networking ability (i.e., ability to build and maintain relationships with others who can provide valuable information and resources), and
4. Apparent sincerity (i.e., projecting an appearance of being ethical).

According to these survey studies, individuals who scored high on political skill across all four factors were found to be better positioned to navigate complex social dynamics, influence others, and achieve their career goals within the workplace. The latter were measured by both self-reports and triangulated observer ratings and performance outcomes.

Ferris et al. (2005) posited that an ability to influence others could be considered to be identical to persuasion, an argument that can be linked to the prior Yale studies and research already discussed. However, unlike previous research, this was the first study to investigate traits within an individual that could contribute towards making them more persuasive at work (and vocationally) rather than through propaganda and government social marketing. This later form of Psychological Diplomacy was thus more personological, organizational, and vocational.

These work psychology research and political skill theories can be linked in part to Old Diplomacy through the way dimensions were defined. For example, "apparent sincerity", which clearly resonates with the Machiavellian idea that the ends justified the means, focuses not on whether the sincerity in question is truly sincere and genuine, only whether it is able to achieve its outcome of being read by others as sincere. Part-Machiavellian, too, was the idea of "social astuteness", which implies reading others'

motives in order to out-influence them. Thus, Psychological Diplomacies partly overlapped with, as well as stood out from, their older cousins.

In analysing the way that psychology first emerged within diplomacy and the resulting shift from traditional diplomacy to Psychological (first social then organizational), what the research from the 1950s to early 2000s have in common is that they were about persuasion between source and target. Similarly, perhaps, they were executed mainly in the service of power: first for national interests, later commercial, then finally social, organizational, and vocational.

Power is not always one-way, however. Persuasion is integral to negotiation, and negotiation is integral to diplomacy. Marravi and colleagues, in their paper *Negotiation as a Form of Persuasion: Arguments in First Offers* (2011) encapsulates the first part of this statement and cites some of the same studies and/or similar studies to verify their point:

“Negotiation is a social interaction between two (or more) parties who provide arguments in an attempt to influence each other to accept their view regarding the value of the negotiated object. In this sense, negotiation is a mutual persuasion process. Surprisingly, the negotiation literature has rarely drawn upon this abundant research in persuasion and on social influence to explore the dynamics of the negotiation process.” (Hovland, Janis, & Kelley, 1953; Malhotra & Bazerman, 2008; Petty & Cacioppo, 1986)

Malhotra and Bazerman (2008) thus called for the creation of “a new domain of academic inquiry — psychological influence in negotiation” (2008, p. 526). However, so far, this lacuna has not been theoretically or empirically addressed.

Negotiation is integral to diplomacy, because diplomacy is negotiation. Relatedly, and arguably more importantly, what has been left out from diplomacy almost altogether by

Old Diplomacy and Psychological Diplomacy literature is the ethical nature of the process and outcome of diplomatic behaviour, in both society and at work. Research has instead focused on discovering what seeks to foster compliance with the actions, ideologies, behaviours, and thoughts the person engaging in the persuasion seeks to curate. By contrast, an ethical approach to diplomacy at work would have focused more on negotiation skills between parties that do not rely on fear and are driven by an entirely different ideology. That ideology could be, for instance, humanitarian concerns and human development goals. These have grown in the 21st century, and now include partnerships to achieve the United Nations' Sustainable Development Goals (SDGs; United Nations, 2016–30).

New Diplomacies

The foundation for the UN SDGs were the eight Millennium Development Goals (MDGs), which ran from 2000–2015 (Annan, 2000, *We the Peoples*, NY: UN). Like their successors, the MDGs had the eradication of poverty in all its forms as its primary focus. However, the ambit was largely restricted to low-income countries and aid, rather than the global community and all forms of intervention aimed at eliminating poverty and inequality. The MDGs also focused less on work than the SDGs (e.g., the SDGs have an entire goal (SDG–8) focused on decent work, alongside economic growth (UN, 2023)).

Today, the 2015–2030 17 SDGs, established by the United Nations in 2015 and signed by all member states, provide a framework for addressing the world's most pressing

social, economic, and environmental challenges in order to achieve sustainable development (Sachs, 2012). As such, the SDGs are a grand plan that relies on diplomacies for success, especially considering that the United Nations member states are 193 sovereign countries recognized by the International community, all of whom have signed the UN charter (an agreement to do everything within their power to help achieve the 17 sustainable development goals). This agreement displays a remarkable level of global consensus and shared acknowledgement of sustainable development for the planet and its people, across cultures, political systems, and socio-economic conditions (Sachs, 2012).

Crucially, for this thesis, of the 17 goals, only 1 is a process (rather than outcome) goal. SDG 17 (Partnerships for the Goals) is a plan for how they will be achieved and, as such partnerships are closest to the work of the UN itself, its RCO heads, due to a key aspect of their role revolving around these partnerships. Hence, this thesis can be regarded as an exploration of how SDG-17 is operationalised at work, in the form of Old versus New Diplomacies (Part, X. V. I. I., 2022).

In New Diplomacies, a key operational difference from Old and Psychological Diplomacies is that the focus is no longer on national goals, but rather multilateral global goals. This, in turn, creates diplomacy work that is no longer based solely on state-to-state government interactions, but also includes a multitude of multilateral actors. These include from the private-sector, non-profit organizations, donors and stakeholders, universities and beyond. Furthermore, this work can involve multiple countries and is typically defined

by inclusivity, shared burden and responsibility, cooperation, coordination, and global governance (Kamau, 2018).

Diplomats operating for SDGs are likely to have an integral part of their role related to working within the SDG-17 partnership. This is because every SDG can be considered interconnected to each other, as solving one problem can help to solve another. For example, ending hunger (SDG-2) can help to ensure quality education (SDG-4), as starving children will also struggle to focus on their education. Thus, SDG-17 partnership work must also focus on building partnerships for the achievability of all other SDGs.

New Diplomacies stem from the MDGs and SDGs, and can be traced back only as far as the 1990s and early 2000s to Riordan (2003) and Melissen (2005), from the scope of international relations. Both argued that global dynamics and the interconnectedness of humanity of the time created a need for New Diplomacies, as seen in the rise of non-state actors — such as multinational corporations, NGOs, and transnational networks — requiring diplomats to engage from beyond government-to-government interactions to global ones.

Furthermore, technological advancements altered the way information was disseminated, creating more diverse networks, and diplomatic strategies needed to shift to accommodate this. Finally, by the time the SDGs came into play, a shift in power dynamics created a need for emerging economies to be considered in politics in a way they were not previously. For example Asia, Latin America, and some parts of Africa experienced

substantial growth and development, resulting in enhanced economic capabilities and influence (Doğrul et al., 2010).

Today, newer challenges include climate change, and the rise of precarious work globally (Carr, 2023; Carr et al., 2023), creating an expanded need for diplomats to think on a global scale and in partnership terms, rather than solely on a national scale with a top-down ethos.

According to Riordan and Melissen (2003; 2005), New Diplomacies should incorporate psychological traits such as flexibility, adaptability, and inclusivity, as well as embrace new forms of communication and engagement, i.e., education and art. Both Melissen (2005) and Riordan (2003) emphasized the use of “soft power” as an integral component of New Diplomacy skills, which refers to the ability to influence others in an international relations context (Ohnesorge et al., 2020). Soft power can thus be considered a form of persuasion. However, unlike the persuasion prominent in Psychological Diplomacies, New Diplomacies place a much stronger emphasis on moral and ethical concerns, such as inclusivity, adaptability, and informed consent. These elements can be considered a more equalitarian form of partnership than was conceived in both Old and Psychological Diplomacies.

The most widely recognised and comprehensive elaboration of New Diplomacies can be found in Humanitarian Work Psychology, for example through the work of Saner and Yiu (2012, 2014, 2023), and in their six-stepped process of implementing socio-political skills for policy change:

1. **Reframing**

Reframing is about “linking personal belief systems and culture strategic thinking” to allow “stakeholders to build a coherent ideology or coherent perspective” (p.8), and has prominent roots in behavioural psychology to address emotional regulation, behavioural modification, stress management, resilience, and beyond (Macgill et al., 2018). In essence, reframing entails changing the way stakeholders view the policy, tying it to ideas and perspectives they care about, so that they can not only understand, but feel personally motivated to help. Additionally, reframing also exists within organizational psychology to help deal with problem-solving, change management, conflict resolution, leadership development, employee engagement, and a range of other elements (Palmer et al., 1996).

2. **Agenda setting**

This is the step whereby actors will make sure to prioritize and advance the most important issues forward as their agenda. This would be, loosely, in-line with the extension of Hovland, and the Yale model that explored how the framing of a message affected persuasion.

3. **Policy negotiation**

Policy negotiation happens directly after the agenda setting process. The negotiating parties are situated in a secluded environment where “information is known only through leaks”, and both parties (over the course of a long period) start to make more concessions. Support for this kind of process in Psychological Diplomacies

called the Scarcity Heuristic Principle, which posits that individuals place more significance in things they believe to be scarce, including time. Therefore, the sense of urgency will be more likely to drive action (Edwards, 1996). The difference with New Diplomacy is that the goal is not self — or state — serving, but multilateral and for the greater social/global good.

4. **Standard setting**

This step is where credible organizations and indexes they may produce can serve to rank certain corporations, organizations, or governments on the ethics of their ways of operating, as well as treatment of employees/clients/customers, etc., or output. This, in turn, places public pressure on them to conform to ethical standards in a way that laws cannot always achieve (Saner et al., 2003). Standard setting alters the subjective norms that organizations, corporations, or governments display, which in turn can affect their own sustainability (Manstead et al., 2004).

5. **Watchdog function**

Watchdog function ensures corporations, organizations, or governments can be held accountable to their treatment of vulnerable populations (e.g., workers, environmental effect) and/or the agreements they have signed (e.g., UN Mandates such as goal 1: end poverty in all its forms). This is achieved through consistent monitoring and reporting, advocacy, awareness and/or accountability, and oversight.

6. **Whistleblowing**

Finally, whistleblowing, closely linked to watchdog function, allows an individual within an organisation/corporation can safely come out and openly talk about human rights violations, or unethical practices (Cabrera et al., 2008). When whistleblowing occurs, the public begins to attribute the wrong-doing solely to the organization's internal factors (Heider, 1958). As a result, the perceived lack of ethical culture or leadership can lead to more accountability, and thus to changes in organizational behaviour to regain public trust.

Much of the more-recent New Diplomacy research is focused on NGOs and corporations (Saner et al., 2000; Saner & Yiu, 2023), rather than the UN's own SDG work, while also being aware of the limited research on New Diplomacy's relevance to diplomats currently in the field. It makes sense that investigating New Diplomacies in a diplomatic context would be beneficial to research, through drawing out and understanding what specific socio-political skills are necessary to be successful in, specifically, SDG-17 partnerships to focus on all SDGs.

Summing up, this thesis set out to explore the types of diplomacy required in the daily diplomatic work of high-level UN functionaries. Based on the above review, and the extant gaps it identifies in the current literature, any combination of old, psychological and new diplomacies, may surface in the daily work of UN officials.

Chapter 2

Methodology

Participants

There were 10 participants in total in this study. Nine participants were Resident Coordinator Office Heads (RCO Heads) or had recently worked in that role. One was a “Pilot Tester” (the first individual I interviewed to validate whether my questions could generate rich descriptions) who had worked in partnerships internally to the United Nations. There was gender parity in the sample, with five of the participants identifying as women and five as men. This balance was in line with the gender parity goal of the United Nations itself:

“Gender parity at the United Nations is an urgent need — and a personal priority. It is a moral duty and an operational necessity.” (Secretary-General of the United Nations, António Guterres, 2022).

No other demographic details of the sample can be given due to the anonymous nature of the study, and an ethically-motivated desire to omit all identifying information (MUHEC, 2023; approval number 4000026991).

RCO Heads work in Resident Coordinator Offices (RCOs). The UN currently has 130 of these offices worldwide, who represent 162 countries and territories. An RCO Head works below the in-country Resident Coordinator (RC), who is the highest-ranking representative of UN Country Teams. In turn, they are third-down only from the Secretary General (Chief Administration Officer at the United Nations (United Nations, 2023)).

In their daily job, an RCO Head gives strategic guidance to the RC and leads UN

Country Teams. Other elements of their role include:

1. Working in external partnerships (i.e., people outside the UN, typically related to the specific country's SDG goals),
2. Resource Mobilization
3. Capacity development activities, (Initiatives or programmes designed to enhance the skills, and capabilities of the individuals involved in the sustainability development efforts)
4. Leadership Management
5. Interagency Coordination
6. Business operations strategies (overarching plans and approaches devised to effectively manage the operation aspects of the Resident coordinator office including but not limited to (resource management, risk management, compliance and ethics..)
7. Business innovations (development or implementation of new approaches aimed at improving efficiency and effectiveness of sustainability operations)
8. Strategic Planning (setting goals, priorities and actions that align with the overall objectives of the UN, within the area of sustainable development).
9. Joint resource mobilization for UN operations, communications and advocacy
10. Data analysis and Knowledge management
11. Fluency in English and at least one other language (relevant to the country of station)
12. financing for sustainable development and
13. Various other relevant skills. (Inspira and Impact Pool (United Nations), 2023)

See the Appendix for RCO Head job postings, as there are slight differences depending on country placement and those country's needs. Two job postings will be used as examples.

Besides the RC, each RCO Head normally worked alongside a Partnerships Officer, an economist, Data Reporting and Monitoring Officer, and Communications and Advocacy Officer. To be an RCO Head requires 10-plus years of experience working in a related field.

This sample of nine RCO heads (and one Pilot Tester) were a small but uniquely positioned sub-group of the UN. They possessed subject matter expertise required to understand and reflect on the diplomacies required to undertake UN SDG work on an everyday basis (United Nations, 2023).

Materials

To generate both diplomatic issues and solutions to them (diplomacies), I used an interview schedule developed through Flanagan's Critical Incident Technique (Flanagan, 1954). This technique split each of the 10 interviews into 2 parts, based on the questions:

1. *"Can you tell me about a time where an initiative for an external partnership for sustainable development goals was successful?"* and
2. *"Can you tell me about a time where one was unsuccessful?"*

These were accompanied by a list of prompts designed to generate more rich narratives, such as:

1. *"What was your communication strategy like?"* and
2. *"How did you operate cross-culturally?"*

The questions were as open-ended as possible, but still positioned to answer my area of interest. A full list of these prompts and sub-questions has been provided in

Appendix I.

Procedure

After receiving an offer of a UN Internship from the Development Coordination Office (DCO) of the UN Secretariat, I asked my two managers for consent to conduct my thesis

research through the internship. After consent was given, I obtained two supervisors, one from the Sustainable Development course at Massey University of New Zealand, the other in New York City (affiliated to the UN).

I began working on my low-risk ethics approval from Massey University Human Ethics Committee (MUHEC). This consisted of an interview schedule, a brief research proposal, as well as justification of how I would be operating from an ethical angle to ensure no harm would be caused professionally or personally to the participants. This justification linked the ethical standards of MUHEC's Code of Ethical Contact for Research (*University Code of Ethics (revised 2017)*) with the UN's ethical guidelines (*Putting Ethics to Work: A Guide for UN staff Members*). All this was done to ensure I was adhering to both ethical guidelines of the organizations my research fell under.

After approval was obtained (MUHEC, 2023; approval number 4000026991), my internship managers provided a list of 12 RCO Heads, under the conditions of informed consent and confidentiality. I was advised on the formatting of my email — interview schedule, study overview, and questions — to ensure my communication was appropriate, both respective of their position and according to UN correspondence standards. Through my internship email (housed in Microsoft Outlook), and with my managers CC'd in the initial correspondence, I was able to maximise the chances of participation, without my email being marked as spam. At this stage, it was very important to maintain close supervision. The email initial email correspondence to the RCO heads is supplied in *Appendix 1*.

Of the 12 RCO Heads, 5 initially responded, suggesting dates and times for our 30 minute interviews via Microsoft Teams. I sent these participants calendar invites via Outlook. My managers helped to refine and format follow-up emails to RCO Heads who did not initially reply.

After the group of participants were collected, the process was conducted a second time, as initially only $n=6$ participants were collected. This second iteration resulted in a total of $n=10$ interviewees.

Interviews were conducted in my second-to-last month of my internship in 2023, away from the office and on my personal computer. After collection of these interviews, my internship with the United Nations officially ended. Anonymised transcripts were then sent to each of the participants via my personal email.

This process meant that although the managers in my internship had a hands-on role in assisting with collection of participants, anonymity would be maintained in the final thesis. Additionally, no one from within the UN system or beyond would know which RCO Heads out of the 130 that exist or who have recently been in the position were the specific RCO Heads I had interviewed. Thus, confidentiality was assured.

Confidentiality was important so that during the interviews the RCO Heads felt comfortable to speak frankly. Additionally, I could ensure beyond reasonable doubt that no negative affects to their career or personal lives could be caused by taking part in this study. I also agreed to send my final thesis to each participant, along with a summary of findings.

After the participants agreed to their anonymisation, or the allotted time given to raise concerns or objections had passed, I conducted my interviews. I began each with an acknowledgement of their time and thanks, talked them through how they would not be identified, and assured them I would delete the recording once they had approved the anonymised transcript.

Once the participants had consented, and with the option to withdraw consent at any time, I began recording and went through my interview schedule, hoping to secure as much detail and description as possible. In any places where the participants did not respond, the prompts (in *Appendix I*) were deployed to allow them to reflect and elaborate. Furthermore, if the participants chose to speak beyond the 30-minute timeslot (Half adhered to the 30 minute timeslot and half went over), I was happy to allow this extension, as it enabled me to collect more in-depth information.

After interviews were complete, I deleted all the recordings and placed the transcripts into the software MAXQDA2022 in preparation for conducting data analysis and beginning to write my thesis, with support from my supervisors.

Ethical Considerations

Ethical considerations centred on informed consent. To give participants enough information to make an informed decision, I adopted a full-transparency approach, with three different check points.

The first checkpoint was in my first email correspondence to participants, asking if they'd like to take part in the study (supplied in *Appendix 1*). The email included:

1. An attached copy of the exact interview schedule with the specific questions they would be asked,
2. A brief overview of my study, how it relates to the psychological scope, and why this participant in particular could help explore my topic of interest,
3. Details of the time investment,
4. Where the study would take place,
5. My research's placement with regards to the UN,
6. How their information would be anonymised and protected beyond the study, and
7. An assurance that they would be able to review their anonymised transcripts before it was qualitatively analysed, along with autonomy to remove any part of it.

The second checkpoint was after introducing myself in their interview. Before recording, I reiterated everything I had sent via email verbally, and asked if they were comfortable to continue or required any clarification or consideration of any concepts.

The last informed consent checkpoint consisted of emailing them their anonymised transcript and gaining consent on materials used in this study. Additionally, I asked them to confirm that they felt they had been anonymised correctly and represented in a way with which they were comfortable.

Method of Data Analysis

As the participants were a small but select group of subject matter experts ($n=10$), data was analysed using the research methodology of *Descriptive Phenomenology* (Islam et al., 2022). The study goal was to explore subjective experiences of these individuals, both individually and across the small group as a whole (nomothetically). Descriptive phenomenology was chosen due to the ability to conduct in-depth interviews and gather rich detailed “descriptions” in order to uncover the underlying structures, patterns, and meanings that constitute a particular experience, for an individual and across individuals in

the group. Furthermore, the founder of phenomenology, Edmund Husserl, believed in transcendental reflexivity, in that researchers' preconceived biases needed to be acknowledged and constantly set aside in order to engage in true rigorous uncovering of structures and subjectivities of consciousness tied to conditions enabling the phenomena of interest's existence (Hopkins, 1989; Dorfler et al., 2021). Therefore as the researcher, it was also important for me, especially during data analysis, to be mindful about how my own positioning and pre-existing ideas, may influence the research.

This analysis involved using the software MAXQDA2022 to find common themes, patterns, and essences across data, and develop a phenomenological understanding of the phenomenon under investigation. Content Analysis was applied to probe for any themes in the challenges related to both successful partnership initiatives and unsuccessful partnership initiatives, and when considering solutions to these challenges (framed as Diplomacies, Older or Newer, Chapter 1, p. 6).

To be more specific, in an effort to portray a data analysis technique that can be replicated, I first (after Islam et al, 2022): I then employed a mixture of the data analysis techniques of Graneheim and Lundman, 2004, and adapted the software MAXQDA2022, following along with researchers Aghaei and colleagues, 2022.

1. Familiarisation of data

I imported the anonymised transcripts (edited for readability due to dictation) into MAXQDA2022 (Aghaei et al 2022). Then I began reading through each transcript

and summarizing ideas or points that stood out. These notes were not specific and just based on interesting aspects, that could be related to the phenomena of interest.

2. **Bracketed personal biases**

Bracketing personal biases involves noting or being aware of areas of the phenomena of interest that the individual may have preconceived biases and assumptions towards (in line with transcendental reflexivity, within phenomenology research). Within the transcripts, I began to evaluate prior theories in order to confirm or eliminate them.

3. **Coded the data**

Once I had bracketed personal biases, I began to go through the transcripts exploratorily, highlighting phrases, words, ideas, and specific experiences that could represent potential patterns related to the phenomena of interest. Here, the coding software was extremely beneficial, as it allowed me clearly see all coded sections of transcripts to find patterns.

4. **Identified themes**

Once I had coded the sections, I was able to identify general themes, by using MAXQDA2022's smart coding tool (to compare and contrast coding highlights to validate whether there was consistency across all codes). Additionally I used MAXQDA2022's creative codes, (which allowed me to create a hierarchal coding structure to group sub-themes under themes). Code statistics also helped in terms of identifying the frequencies of certain codes across interviewees transcripts. Code

explorer also assisted with analysing different codes and their relationship to one other, and which codes frequently co-occur alongside others. This helped me to further analyse whether sub-themes could be considered related to the meta-themes). Lastly I also used a number of visual tools from MAXQDA2022 which allowed the ability to place my data into different graphs in order to visualize and understand the data more constructively from a variety of angles. These themes then became my primary focus for further steps below.

5. Wrote descriptions

While still coding, I began to write descriptions for themes and meta-themes, so that I could begin to explore the data more fully and look for corresponding supporting literature.

6. Conducted iterative analysis

I began iterative analysis, comparing my findings with the supporting literature, and using said literature to investigate my data more fully.

7. Validated and triangulated data

Finally, I conducted validation and triangulation of my data, which involved comparing my data with the literature to look for alignment or inconsistencies.

Where there was no literature to support validated experiences from my participants, I worked from the assumption that I had found a gap within available psychological research. I worked closely with my supervisors at this point to help validate my research.

Chapter 3

Findings

Upon reviewing the interview transcripts as a set and utilising the descriptive phenomenological protocol (Chapter 2; see also Nguyen et al., 2021), four recurring meta-themes were found. All four of these meta-themes were difficulties that reportedly affected the interviewees' experiences of diplomacy work negatively, namely:

1. *Resource constraints,*
2. *A country's misalignment with the United Nations,*
3. *Unsuccessfully navigating unfamiliar environments, and*
4. *Work-life imbalance.*

Thereafter, any *solutions* to these difficulties that were identified by the interviewees in response to the question about positive critical incidents were considered to fall under Diplomacies. More specifically, these were classified into "Older" (Old or Psychological) or "Newer" (New Diplomacies or any other diplomacies not previously identified).

Meta-Theme 1: Resource Constraints

Any large-scale development goals require funding to commence work and achieve intended outcomes. As *Interviewee 2* succinctly stated, "*We need some money to keep the lights on*" (*Interviewee 2*, Pos. 160). This funding can either be internal, or external. In contrast to internal partnerships, "external" in this funding context referred to any group, government, or organization, outside the UN system. Funding formed a key component in

these external partnerships for SDGs, according to interviewees. In both cases, however, internal and external funding is often a scarce resource.

Out of 10 interviewees, eight RCO Heads mentioned resource-constraint related difficulties within their work experiences, and every interviewee who spoke about this did so multiple times. To better understand the diplomacies (socio-political skills) enacted to operate in this resource-constrained context, one must explore how resource constraints also reportedly affected daily diplomatic UN work. These constraints consisted of the following issues: a) perverse incentives that created dependency rather than sustainability, and b) a funding-led paradigm for international aid.

1a) Perverse Incentives:

This constraint was raised by *Interviewee 8*. They explained that:

“The financial architecture right now is inversely incentivised in that the better you do, the less you have access to it, which doesn’t necessarily encourage countries to do better that are heavily dependent on Overseas Development Assistance¹.”

(Interviewee 8, Participant 8, Pos. 141)

Aid was repeatedly perceived to encourage dependency on financial support, and judged to become self-reinforcing rather than enhancing for sustainability. This is widely discussed across the development, economics, and political science (Collier, 1999; Feilding et al., 2013), but much less often discussed as a barrier to RCO Head partnerships.

1b) Funding-Led Paradigm:

¹ This is typically funded internally, rather than externally.

Four interviewees described a situation where a UN agency with a significantly higher amount of funding when compared with other UN agencies had:

“The doors of national counterparts open very quickly as soon as they announced they were available to work on certain issues.” (Participant 7, Pos. 76–77)

This indicates a context where those with the most money were given more precedence and exposure, rather than those with the highest level of need. Support for this concept exists within Hart’s (1971) Inverse Care Law, which posited in the field of public health that those the most in need of assistance often have the least access to human services.

Being “funding-led” reportedly caused three further sub-difficulties within four interviewees’ experiences: i) competition between entities, ii) external manipulation, and iii) funding becoming donor-driven.

i) Competition Between Entities:

Four interviewees experienced competition (internally) between UN entities. *Interviewee 2* said they were made:

“...accountable for mobilizing a certain amount of money in a year. Now, when it comes to a point where the [external partnership] donor approaches you, are you going to share that information with two other entities that work on the same aspects of the charter, with the risk of maybe only getting a third of that pot? Or do you keep it to yourself, and you try to get the full?” (Interviewee 2, Pos. 173–174)

This comment is reminiscent of a Prisoner’s Dilemma, in which the players are forced to choose between betrayal and success, or collaboration but possible failure (Kuhn et al., 2003). Additionally, the psychological construct of “zero-sum game” can be seen.

Potentially, this could motivate fragmentation rather than harmonization. As *Interviewee 2*

mentioned, cooperation and collaboration may do far more for the social good than individual entities reaching their funding goals (Hassleman, 2013).

ii) UN entities Being Open to (In-Country) Manipulation:

Interviewee 2 was one of four who reported the experience of internal competition with other entities, which led directly to external manipulation:

“In the UN you have multiple entities that work on the same issues as my entity. It was tough internally for us to coordinate and to not compete and the [in-country] government knew this very well. So, they tried to get the most out of this. Not by bringing us together. They brought us together when it was convenient.”
(*Interviewee 2*, Pos. 129–130)

The theory of the “negotiating power of alternatives” in social psychology provides insight into the experience of interviewee 2. According to this theory, when one party in a negotiation possesses alternative options, they have a fallback plan if the other party rejects their demands. This increases the likelihood that the negotiating party will influence the negotiation outcome in the favour of their preferred result. The affect can be particularly pronounced when the opposing party lacks alternative options. (Schaerer et al., 2016, p. 2).

iii) Development Agenda Becoming Donor-Driven:

Four interviewees mentioned the development-agenda becoming donor-driven.

Interviewee 8 said:

“The development agenda is being driven by someone external to the country ... It’s like we’re at a water convention, but no one is allowed to talk about water ... when you hear about the Bill Gates’ Foundation, we have to remember that what they’re

giving is a fraction of what they're getting, and if we really wanted to fund, like if Microsoft paid its taxes, it would far outstrip anything they've done philanthropically.” (Participant 8, Pos. 143).

Donor-driven development aid, is widely discussed in development studies literature, especially in terms of macro-level challenges and dependency on external funding without a clear long-term plan (Deaton, 2003; Easterly, 2009; Moyo, 2009). However, less frequently considered are daily work challenges of UN officials in SDG diplomacy, such as the following.

Meta-Theme 1: Diplomacies-Solution

Understanding Local Context:

Development studies literature suggests that local context is useful for overcoming resource constraints, as it provides a foundation for the facilitation of cultural sensitivity. As a result, interventions tailored to the specific cultural nuances of a community are more likely to be effective. Tailored interventions to cultural nuances of a community, can aid in building trust and engagement (Busch et al., 2021). Understanding local context was mentioned by *all* participants as a solution to help aid resource constraints:

“...to create this common sense of purpose and at the same time adapt that to the local culture, because there is a common denominator that we all want to change reality for good. But how we will do it varies on the country, the history, the culture, the ways of the wind, the different vulnerable groups. Something might work here but not work in another country, and that’s something that we need to do with the team, with the local colleagues.” (Interviewee 4, Pos. 44–53)

Understanding local context, is reflective of the Older Diplomacy of “alignment”, i.e., shared understanding of local priorities and needs by directors of aid programmes (*Paris Declaration on Aid Effectiveness*, 2004; Chapter 1).

Building a Genuine Relationship With a Long-Term Vision:

Once trust around a common sense of purpose was established, the next step in effective aid was reportedly building the relationship. This idea of reportedly building relationship was discussed by *all* interviewees:

“Many look at partnerships as an opportunistic means of getting money from people that you work with in the form of what I would call a contract ... It doesn't look beyond that contract period. That's where the issue of sustainability and impact will come in, because how would you ensure your partnership is delivering durable results ... when the money ends, partnership ends. There is no way a partnership could flourish without trust and without mutual accountability, flexibility ... mutual respect. I believe it should be built on so many other things [such] as shared vision, shared goals, shared purposes.” (Interviewee 5, Pos. 31–36)

Interviewee 5's reported solution to bypassing superficially-transactional relationships extended beyond understanding the local context. Instead, they leaned towards curating genuine relationships that endured beyond their placement in the country. It entailed countering resource constraints by changing the intention of the initiative away from raising money to nurturing pre-existing community resources. Building up local capacity and creating co-ownership (*Paris Declaration on Aid Effectiveness*, 2004) helped the community have more autonomy over their development, making it a Psychological Diplomacy.

Leveraging Technology Solutions:

Five interviewees mentioned leveraging technology as an approach to aid in resource constraints. *Interviewee 4* experienced:

“...the lack of information at the very beginning was something we had to deal with, and they were expecting us to have a [consolidated] clear direction ... We had a dashboard online ... We had common metrics to understand the needs against the contributions. So, it was very clear what people had and what was needed ... and the gaps.” (Interviewee 4, Pos. 14–19)

Interviewee 4's technological solution revealed that contributing meaningfully to a humanitarian crisis does not have to be tied to or backed by funding acquisition. Consistent with *Interviewee 5's* solution to resource constraints, both sentiments revealed a moving away from the traditional funding model of the UN — a model that could be antithetical to transparent information sharing. Support for this solution's effectiveness can be encapsulated thus:

“Improving collaborative access to technology and knowledge will result in increased innovation and long-term development for everyone. SDGs necessitate collaboration between the public, private, and civil society sectors.” (Henderson et al., 2002)

The focus on qualities such as multilateralism, sustainable development, and longer-term solutions are arguably the core defining features of New Diplomacies (Chapter 1).

Mobilising Multi-Sector Resources:

Discussed by five interviewees, we can illustrate mobilising multi-sector resources in the words of *Interviewee 4*. Following an initial leveraging of technology, interviewee 4 reported it to aid in:

“...mapping the different contributions, identifying key priorities and needs in the health system to do an assessment in days ... and helping the government to forecast the needs in terms of beds and consumables and everything else for their refugees ... we brought in embassies and donors and different partners, even the private sector, to contribute together towards their specific needs that were jointly identified as key to ensure that there was non-duplication ... This identification of who is more appropriate for the different supports ... resulted in financial contributions to the UN ... In other cases, they were giving the contributions directly to the government, or as a donation to the specific institutes, or to groups or NGOs.” (Interviewee 4, Pos. 7–12)

By leveraging technology to fill information gaps efficiently, they helped solve a humanitarian crisis using additional resources without raising additional funds. Thus, the multi-sector mobilization would avoid any fragmentation. In addition to these Older Diplomacies of fragmentation, this is reminiscent of New Diplomacy:

“Power, in this context, is often not concentrated in the hands of one actor but is rather distributed in the hands of a multistakeholder group of actors.” (Saner & Yiu, 2012, p.6)

Thus the interviewees suggested a blend of Old and New Diplomacies, namely harmonization and transparency aimed at toppling power imbalances , respectively.

Putting Relations Before Task:

Seven out of the 10 interviewees discussed alignment of funding groups’ values with initiative values as a solution to resource constraints. *Interviewee 4* said:

“You could present a beautiful result framework that is kind of bureaucratic and technical and complex, and then people will not really see how they can contribute to it. But when you have other skills, you will bring them on board, because you first understand what they need, what they want, and then you can include them and tailor that message to help them to understand how they can contribute.” (Interviewee 4, Pos. 61–62)

The solution presented, is similar to Saner and Yiu's (2012) New Diplomacy of Reframing. When stakeholders' beliefs were tied to cultural strategic thinking, they were better able to push forward policy. However, the solution in question, is also prominent within Older and Psychological Diplomacies, i.e., alignment (per the Hovland and Yale program). Therefore putting relations before task as a socio-political skill can be considered an amalgamation of Older and New Diplomacies.

Meta-Theme 2: Misalignment Between UN and RCO In-Country Placement

Many of the interviewees' comments reflected that part of the RCO Head's ability to influence groups towards SDGs (soft power) was not solely due to individual characteristics of those in the relationship, but the fit between aid donor-recipient systems.

Interviewee 6 said:

"To move the social dynamics depends on ... the cultural background of the people in the country. Their openness to new ideas, their willingness to work with external people and ... I can see it also depends on the political context and how the UN as an organization is seen and perceived." (Interviewee 6, Pos. 69).

If the UN has a negative reputation in a country (i.e., historical grievances left unmediated, political misalignment) or the country has structural misalignment due to being incompatible with the UN, a difficulty is created. Historical misalignment appears to affect the credibility of the RCO Head leading to a lack of trust, as per the Yale Communication Program.

2a) Historical Misalignment:

Four interviewees discussed being stationed in a country of historical misalignment.

Interviewee 5 said:

“The UN General Assembly sanctioned this country on a number of grounds around terrorism and many other things. Well, guess what? When the sanctions were lifted, it was discovered that there was no basis. There was a lot of evidence that those accusations weren’t right. So, what happened during that period of years or so when they were sanctioned under what was described as unlawful sanctions? They lost trust in the UN. They saw you as a tool of the West. So, UN offices are there — they sign a cooperation framework with the government — but I’ll tell you, this space to work is so restricted. It’s restricted. It’s so tight(Participant 5, Pos. 46).”

Within Psychological Diplomacies, the Hovland and Yale model posited that trust affects credibility, which affects persuasiveness (Hovland, 1953), and within New Diplomacies, trust is needed to engage in the soft powers of persuasion (Chitty, 2016). Here, then, we see a blend of both old and nw Diplomacies at work, namely Credibility and {name one of the New Diplomacies from Chapter 1, and mention how we have gone to them when we are still in the challenges section, not solutions?]

2b) Political Misalignment:

Five of the 10 interviewees reported being stationed in countries with political misalignment between the UN ideals of democracy and non-democratic governance. To illustrate, *Interviewee 5* experienced:

“...more of a totalitarian dictatorship. For them, it’s also about protecting that legacy ... They were a practically elected government, so already that is also a point where they are uncomfortable ... Your ideal type of government is one that is democratic and one that has open civic space for engagement on rights, and thus we don’t have all of that here.” (Interviewee 5, Pos. 52–53)

The UN arguably emphasises democracy, albeit indirectly through SDG number 17 (partnerships). Countries and development partners positioned away from democracy are to that extent potentially more likely to feel threatened by the UN and their “development” goals — including, by association, UN diplomats.

2c) *Structural Misalignment:*

Three of the 10 interviewees had experiences of structural misalignment. For instance, *Interviewee 5* said:

“Flexibility also comes here. They tell you if you want to work with us, put your money in our budget. Identify your activities and align it to what we are doing. We can spend it. You don't have to be the one. The UN does not work like that ... we have a programme that we struggle to implement, and this is a programme that was signed and endorsed by the government. But things are not moving. I've worked in many countries for the UN and I know the uptake of resources that you can mobilise is right up there. But this is the country where they would even tell you we don't need your money. Take it. Take your money. We don't need it.”
(*Interviewee 5*, Pos. 60–61)

Self-determination theory highlights autonomy, competence and relatedness, which are key motivators (Triste et al., 2018). In *Interviewee 5*'s case, the UN structures restricted their development partners autonomy, as evidenced by their request for direct budget support and control over the project, which likely affected their sense of competence. This lack of autonomy and competence can lead to decreased motivation, well-being, and increased frustration, as indicated by the partner's statement to “take your money”. Additionally, the political and historical misalignments between the development partners and *Interviewee 5* weakened their sense of relatedness, fostered disconnection, and

collaboration difficulties. This case demonstrates how such misalignments can intensify challenges, affecting motivation and the potential for positive interactions.

Meta-Theme 2: Diplomacy Solutions to Misalignment

2a) Historical Misalignment:

Interviewee 2 was the only interviewee who discussed a solution to help counter historical misalignment:

“We did a conflict analysis, which was a prerequisite ... you get into the history about ... the country, and donor context, and bilateral interests. So, it goes into areas that are uncomfortable, and that leads to a moment of actual, real tension with a member state. So, then there was ... rebuilding trust, which worked as well, but you can spend months or years building trust, and it can get broken by one thing that is actually outside of our control.” (Participant 2, Pos. 99-100).

Interviewee 2's solution to conflict analysis was under the scope of New Diplomacies, as conflict analysis requires the rebuilding of trust through mutual accountability, and perspective taking to increase empathy (Lewiski et al., 2006). These elements are integral to new diplomacies, which includes strategies such as policy negotiation and reframing. Policy negotiation focuses on creating agreements that reflect the interests of all parties, while reframing involves changing the narrative around a conflict to find common ground and new solutions (Saner & Yiu, 2012). Both strategies are crucial for enhancing understanding and cooperation, indicating that *Interviewee 2's* solution likely incorporates elements of both to address conflict.

2b) Political Misalignment:

Interviewee 6 was the only interviewee who discussed any solution to navigating political misalignment, stating that they were:

“...happy the UN updated its values to add humility, because you can’t come to a country and behave like a person who is there to instruct, who is there to show the way, who is there to give the guidance... It can’t be coming from a colonialist position, and it is not acceptable at all in the region.” (Interviewee 6, Pos. 150–157)

Interviewee 6 further believed that “humility” has not been practiced by the UN, citing instances of voices from international communities being cherry-picked when supportive of the international agenda, and ignored otherwise. They also cited a lack of respect for African countries, and dismissal of their authority at high levels of the system:

“The New Diplomacy can leverage or better understand the opinion of the national parties and counterparts, instead of coming with its predefined opinion, trying to impose it on them.” (Participant 6, Pos. 276-278)

Although other interviewees have discussed similar sentiments of decolonial practices, humility is what makes *Interviewee 6*’s response unique, specifically positioning these traits alongside a non-democratic country. The UN is so greatly tied to the values of democracy that the implicit understanding is that democratic governance is the correct and only way to govern. Therefore, it is believed that non-democratic countries should be heading in this direction as part of sustainable development. Perhaps emerging diplomacy is positing, the importance of the opposite of new diplomacies agenda setting, shifting away from imposing external priorities or values on to others which involves a reframing of the diplomats ultimate goal and a move away from the assumption that democratic governance is the only legitimate form of governance and recognizing the value in diverse governance

systems. This appears to be driven by the prioritization of humility, which involves recognizing one's limitations within one's perspective and the importance of other governance, models, cultures and histories consisting of an overarching priority that values humility and mutual respect in engaging with different governance systems rather than imposing one's own model as superior.

In the one instance where an interviewee was able to disentangle sustainable development from the imposition of democracy, they were able to successfully operate. This socio-political skill therefore could be seen as an Emerging Diplomacy.

2c) *Structural Misalignment: Solutions*

Interviewee 1 reported an experience of being stationed in a country structurally misaligned with the UN, and was the only interviewee who discussed a possible solution:

"I negotiated in one very difficult socio-political context ... Their understanding was very info driven: you give us what we are asking. And our point is we wouldn't give you what you're asking because you just don't know how you can utilize it ... There's to be a middle ground, and part of the middle ground is, of course, having a bit of faith in me. When they trusted me, I was able to give them the same trust back, and that's when we actually reached the consensus as to what the design and the framework would be, and that's how it worked." (Interviewee 1, Pos. 22–23).

This appears to be an amalgamation between Psychological and New Diplomacies, using Saner and Yiu's system process of Reframing in order to emphasise Credibility (as per Hovland and Yale), thus successfully persuading the development partners to overcome structural misalignment.

Meta-Theme 3: Work-Life Imbalance

Some of the comments were focused on daily work behaviour of the RCO heads themselves, including potential spillovers into everyday home life. In that everyday sense, Interviewees highlighted work-life imbalance as a prominent contributor to workplace stress and wellbeing. Qualitative analysis (Chapter 2) generated the discovery of three aspects that contributed to this: a) nature of the role, b) work addiction, and c) organizational culture (of overwork).

3a) *Nature of the Role:*

Eight out of ten interviewees contributed their work-life imbalance to the nature of the role. *Interviewee 6* discussed how:

“...you may want to cut off the work during weekends, but if the national counterpart is calling you in, you cannot say no.” (Interviewee 6, Pos. 214–215)

Interviewee 8's stated that:

“It's kind of grilled into you, and especially in the places where I was working, because they were conflict centres ... you just work all the time because of what you're working for ... you're combating hunger or you're helping set up camps for refugees. These are all issues that completely outshine them ... you're tired. You're completely burnt out. But you gotta keep working, because there's always these very noble goals to work towards.” (Interviewee 8, Pos. 116–119)

These comments are reflective of spill overs from work into life (Pierce et al., 2016). A potentially insidious element is that not attending to them immediately, even outside of office hours, can be very serious for large numbers of people, as well as being integral to the work. The paradox is that work *is* life, albeit not for family or household.

(3b) Work Addiction:

Although the nature of the role was predominately cited by interviewees for a lack of work-life balance, three interviewees offered an additional perspective. *Interviewee 4* said:

“The problem is that sometimes ... this way of work is creating ... a lot of dopamine, because we finish an activity and it’s our brain goes: ‘Yeah, great. I need another one and we need another one’.” (Interviewee 4, Pos. 126–128).

Interviewee 8 offered a similar perspective:

“I’ll get it done tomorrow, and we don’t like to admit it but, to be honest, about 100% of our work can be done tomorrow if need be ... But we like the urgency of ... that emergency feeling. I think there are a little bit of adrenaline junkies and the types that gravitate towards the UN.” (Participant 8, Pos. 128–129).

Workaholism, a review by Burke and Matheson (2004) found that work addiction was associated with increased workload, higher job demands, and an imbalance between work and personal life. These qualities would fit RCH Head roles. However, workaholic tendencies are also associated in the long-term with increased stress, sleep disturbances, fatigue, burn-out, anxiety, depression, strained relationships, diminished creativity, and decreased job satisfaction (Mudrack et al., 2006). All of which, ironically, would lower the quality of work.

3c) Individual Accountability vs. Organizational Responsibility:

Three of the 10 interviewees discussed how individual accountability and organizational responsibility were out of balance with each other. *Interviewee 4* stated:

“The organization needs to also understand how we balance the amount of work and expectations from one person, but I also think we individually need to take care of ourselves.” (Interviewee 4, Pos. 122–124)

An alternative finding was that the responsibility for wellness may be a combined result of individual and entity. The 2014 study by Mazetti and colleagues found that there is a joint impact between individual characteristics that can curate workaholism (achievement, motivation, perfectionism, conscientiousness, and self-efficacy) and an environmental overwork climate. I.e., Traits that cause workaholism may pre-exist within an individual, but an environmental overwork climate may enact it.

Meta Theme 3: Diplomacy Solution to Work-Life Imbalance

a) The Nature of the Role Itself:

Three interviewees mentioned the potential solution, to work-life imbalance, of disconnecting when work-demands allow. Illustratively, *Interviewee 9* said:

“Being able to disconnect is important. Our jobs are extremely demanding and most times it requires a commitment even beyond normal working hours ... we [must] exercise a certain level of proficiency in how we operate ... However, there are times when there are certain instances that are really challenging, and we are forced to go the extra mile ... It’s a bit of a balancing act and so when we have the opportunity to disconnect, it is important that we can.” (Interviewee 9, Pos. 28).

Disconnection is a form of boundary-setting to mitigate potential negative work-life spill over (Von Bergen, 2019). Disconnection according to work demands is tied to new Diplomacies, due to its emphasis on adapting diplomatic strategies to address contemporary labour challenges specific to multilateral work, which is one of the foundational elements of new diplomacies. As an example, Agenda setting, prioritizes crucial issues (similar to disconnection, which prioritizes work when it is at its most crucial and health and wellbeing second, when the space is available (Saner & Yiu, 2012).

3b) Work Addictions: Diplomacy Solutions

Three of the 10 interviewees discussed two interconnected solutions to help counter work addiction: the intra-personal skill of self-awareness; and an intra-organizational skill of communication. Interviewee 4 said:

“You need to be able to communicate when it’s too much, in a way that is not when we are already burned out ... To understand your energy and when it’s time for you to relax.” (Participant 4, Pos. 127).

Interviewee 4’s sentiment stresses taking back personal control, and the literature states that this is effective in combating work-addiction (Atroszko, 2022). Both self-awareness and communication are New Diplomacies skills. Self-awareness aligns to reframing, as understanding one’s own beliefs and perspectives are crucial for altering how policy issues are viewed and approached. Further examples are agenda setting, policy negotiation and the watch dog function. Effective communication helps to prioritize critical issues, facilitates negotiations by conveying urgency and building consensus (Saner & Yiu, 2012). Contextually, self-awareness is acknowledged as something developed (i.e., not innate) and requires therapeutic-style practices. As therapeutic practices are not present in Older and Psychological Diplomacies (London et al., 2023), they can be considered New. Furthermore, Machiavellian Diplomacies emphasise that the ends justify the means, leaving no room to prioritise mental health above national goals.

3c) Having the Confidence to Say “No”:

Reviewing Interviewee 8’s perspective may assist in displaying how they managed to set boundaries, in contrast to the other interviewees:

“The UN has a lot of policies, but you’re the one who’s going to have to say: I want that policy ... You’ll jump through a few hoops and you’ll get it, but you really do have to be confident enough to just say no ... there is that grind culture in the UN, for sure. I would say you have to be very confident and strong and say no, because it is allowed ... I very much internalized an obligation to be available ... but it took a long time to actually have the confidence to just say no.” (Interviewee 8, Pos. 120–127)

Interviewee 8’s description, is consistent with the research on organizational over-work culture (Moen et al., 2013; Demerouti, 2010), which posits that over-work culture can exist even when an organization has policies in place to mitigate it. According to the literature, this RCO Head was in a high-enough position (leadership role) to establish this boundary and shape the work culture around them, thus the construct of organizational responsibility may take it away from being considered an individual solution.

Meta-Theme 4: Unfamiliar Environments/Culture Shock

Adapting to unfamiliar environments has always been a prominent aspect of diplomatic roles, for example through the concept of culture shock (Ward, Bochner & Furnham, 2001). In drawing out the Diplomacies that reportedly helped mediate culture shock, the interviewees stressed the following thematic issues: a) environmental adjustment difficulties, and b) hostile work dynamics in a foreign country.

Meta-Theme 4: Difficulties (Diplomacies) in Unfamiliar Environments

a) Environmental Adjustment Difficulties

Five of the 10 interviewees mentioned social environment adjustment . *Interviewee 7* found the unfamiliarity to be:

“...quite stressful. Here it is stressful in other ways ... because you have different risk within the environment, and there’s no real health systems ... it’s kind of a more permanent stress that you can’t really escape from.” (Interviewee 7, Pos. 109–111)

One RCO Head also discussed worry over spousal safety. The prominence of family-related concerns is supported in the literature for sojourners who *“...often find their loyalties divided between their organization, personal career, and their family responsibilities”* (Ward et al., 2020, p.22). Other interviewees discussed the inconvenience of replacing items, and claustrophobia within countries with less freedom of movement, consistent with the literature on culture shock (Ward et al., 2020).

b) Hostile Work Dynamics in Unfamiliar Environments: Difficulties (Findings)

Interviewee 5’s narrative can be considered an example of a hostile work dynamic.

Two additional interviewees also reported experiencing this. *Interviewee 2* said:

“This person was de facto running our office ... The person I was working alongside grew up in the country and spoke the language ... There was even a moment where I was being pressured into recruiting a certain person into a certain job ... I knew I was on very thin ice, because if you say I’m not doing this, I’m not listening to you, you’re about to be thrown out of the country, and I actually thought when I responded that I would have another week in the country and then I would have to go.” (Interviewee 2, Pos. 132).

There are various potential explanations from the literature for *Interviewee 2’s* experience of the hostile work dynamic internally in the RCO office, from language barrier (Nyqvist, 2021) to prejudice from in-country government (Klitgaard, 1991), or both (Colligan, et al., 2005). Therefore, diplomacies to help counter these difficulties might benefit individuals and their work.

Meta-Theme 4 (Diplomacies- Solutions) to Unfamiliar Environments

Prior Understanding and Capabilities:

Interviewee 4 was the only individual who raised the importance of being able to:

"...understand where you're going, study, learn about it before, because you don't want to end up in a country that is completely out of your expectation or interest or capacities, or whatever ... I think we need to do research and not take a position because a place is beautiful. You should see the bigger aspect of what you're taking on." (*Interviewee 4*, Pos. 155)

The Job Demands Resources (JD-R) model posits that an individual's ability to handle job demands (i.e., unfamiliar environments) is informed by their resources (i.e., prior knowledge and capabilities; Bakkar et al., 2017). The diplomacy suggested here is credibility, in which expertise is a key component, along with trust. Studying a culture beforehand is consistent with cultural competency models, such as cultural diversity training (Sue, 1991), which stress the importance of awareness, knowledge, and skill for being capable of transitioning into another cultural context.

Maintenance of Family Bonds:

All 10 interviewees bar one, mentioned "family" as essential to countering stress and wellbeing difficulties. Examples mentioned included aiding in a temporary escape from hostile work dynamics, and helping interviewees find meaning in their work. *Interviewee 3* said:

"If I want someone to be honest, just to relieve some of the stress. It's okay. I have my [spouse]." (*Interviewee 3*, Pos. 64).

The culture-shock literature (McKercher, 2012) posited benefits from diplomats' families joining them on placements, including enhanced quality of life, maintenance of family bonds, stability, cultural integration, and educational opportunities.

To clarify, in older diplomacies, families were seen mainly as extensions of diplomatic missions, representing their country's culture and status through participation in official activities. However, New Diplomacies shift towards the well-being of diplomats, recognizing families roles is supporting their mental and emotional health, thus enhancing their effectiveness. This acknowledgement of families importance to diplomats well-being represents a socio-political skill within new diplomacies, emphasizing personal aspects over traditional roles. (McKercher, 2012).

Networking Ability:

All interviewees discussed the benefit of expatriate networking ability to help manage stress and well-being, perceived to be linked to and potentially caused by, unfamiliar environments. *Interviewee 6* stated that they:

"...used to work in a non-family duty station for years ... And imagine if it is in a long, long country — you need to create your own network of people with whom you can talk. You need to have a happy hour with friends." (Interviewee 6, Pos. 194–204)

When RCO Heads were stationed in non-family-friendly duty stations, their networking ability was the second best route to curate a similar form of stability (Gibson et al., 2014; Pantelidou et al., 2006). As previously discussed, as networking is part of political skill in Psychological Diplomacies, interviewees stated that two areas where networking

strategies were most essential were in: i) team building, and ii) navigating personal and/or professional relationships.

i) Team Building:

All 10 interviewees had similar strategies for establishing teams:

“For the first 30 days, I meet the team and spend an hour with each one of them at a very personal level to understand who they are, what they do, and what they do is probably secondary to who they are. But, most importantly, also to hear from them what is their expectation of me? Once I build a rapport, everything else gets easy from there.” (Interviewee 1, Pos. 157–159).

Interviewee 1’s strategy displays apparent elements of adaptive leadership and transformational leadership, both of which are supported in the literature as a first step (“forming stage”) in *Tuckman’s Five Stages of Group Development* (Miller et al., 2003). The necessity of effective team-building in unfamiliar environments exists in both Older and New Diplomacies, and the leadership strategies have been used by diplomats from both scopes, making this skill an amalgamation of Old, Psychological, and New Diplomacies.

ii) Interpersonal Boundaries:

All interviewees mentioned respecting interpersonal boundaries as a way to help successfully network. *Interviewee 7* stated:

“It depends on what your motivations are, but I don't think you can really separate both ... you are who you are, and so if your [intentions] are genuine, if there are no hidden games, and if you really believe in what you’re trying to do, I think it naturally transpires, and it raises confidence in what you’re trying to achieve.” (Interviewee 7, Pos. 98).

New Diplomacy emphasizes authentic relationship-building and boundary-setting, contrasting with Older or Psychological Diplomacies where diplomats often sacrificed personal boundaries for national goals. This approach allows diplomats to establish genuine connections, crucial for effective diplomacy, by prioritizing personal well-being and integrity. (Sofer, 1997).

Exercise: Diplomacy Solutions

Interviewee 2 was one of four who discussed exercise as a way of releasing tension:

“...the very practical things that help me are physical exercise. Without that, after two days, I just go completely nuts, and people can tell.” (Interviewee 2, Pos. 62).

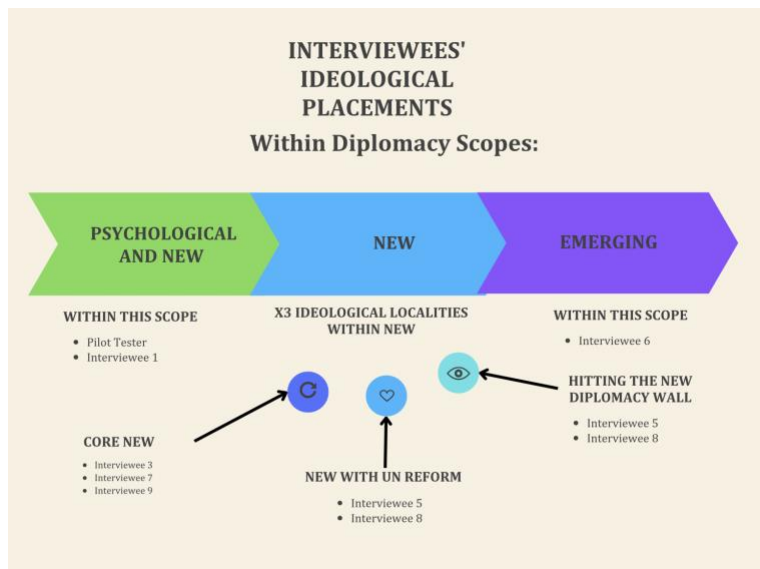
This is consistent with wider literature outside of international assignments or UN work, which posits that physical exercise releases endorphins that help to decrease stress, anxiety, and depression — also potential side effects of cultural shock (Ward et al., 2001). Exercise also enhances brain function and sleep quality, resulting in long-term health benefits (Klaperski et al., 2019). As such, exercise, cannot be considered associated with Older or Newer Diplomacies, as though beneficial for RCO Heads, it is not specific to them.

Chapter 4 - Discussion

Ideological Mapping of Interviewees Diplomacy Scopes

General Overview:

Out of the 10 interviewees (including the Pilot Tester), 7 were fully within New Diplomacies, 2 were amalgamated between New and Old, and 1 was Emerging. Emerging, can be considered an evolved version of New Diplomacies as it came directly from the New Diplomacy ideology with several key differentiators.



A potential reason for New Diplomacy's prominence can be attributed to all interviewees being UN staff members, despite differing socio-political backgrounds, as the dominant ideology at the UN is New, it therefore makes sense for this diplomacy scope to be more prominent in interviewees ideological mapping. As ideologies are neither static nor monothetic, the findings supply evidence that within New Diplomacies there are three

core localities (Core New (a), New with UN reformation (b), and Hitting the New Diplomacies Wall(c)). Based on experience, personal development, and changes in perspective, individuals may move from Core New towards the other two types. However, as discovered in one interviewee's transcript, though ideological thinking may align to other localities within the new diplomacies scope, they may still chose to remain at Core New.

There also appeared to be evidence that individual pre-existing traits and the dominant ideology of working within sustainable development created a natural amalgamation of what scopes (as per two interviewees). Here, New created an amalgamation of Psychological and New (d). There was also evidence from one interviewee's transcript of a never before considered diplomacy (e), that emerged from New as a whole..

Discussion:

a) Core New

Interviewee 3 and *Interviewee 9* were positioned within Core New, which represents a balance of alignment towards the ideas and operational realities of New Diplomacies, and ideas and operational realities of the UN. Potential evidence for this was discovered when

reviewing areas of similarities between both transcripts. When discussing how they navigated difficulties, they both specifically mentioned UN frameworks and guidance:

“...is this supporting a certain mandate or objective or goal?” (Participant 3, Pos. 9–10)

“...who our clients are and whose interests we are expected to serve, and what is the expectation?” (Participant 9, Pos. 26)

When asked specific questions related to relevant skills that aligned with success, they both cited UN training and resources. They both believed a successful partnership needed certain elements: open communication, managing expectations, flexibility, and active listening. They also believed that unsuccessful partnerships lacked these elements. Overall, diplomacy ideologies and diplomacy actions were entirely within alignment, and although they both discussed difficulties related to work-life balance, they exhibited peace and pride in their roles and placements. Social identity theory posits that individuals derive a significant amount of self-concept and self-esteem from their memberships within groups. When their norms, values, and beliefs are in alignment to their in-group satisfaction, they can derive self-worth and satisfaction (Stets et al., 2011).

b) New Diplomacies With UN Reformation

Interviewee 4 and *Interviewee 2* appeared strongly aligned to ideas related to New Diplomacies and the UN (charters, mandates, SDG goals, etc). However, operationally,

struggling with implementing ideas related to New Diplomacies led them to desire a change to better facilitate effectiveness with New Diplomacies, and UN goals and ideas.

“There is this feeling that nothing can change. If things are bad there is no other way... didn’t work last year. It doesn’t mean that it would not work this year. So, how we can inspire people, how we can change and test different ways?”
(Participant 4, Pos. 43–44)

“It happens, we don’t have to be managing all of this, but we need you as part of ... the coalition to make this work. And I feel we’re with the reform, we’re certainly shifting further on that.” (Participant 2, Pos. 161)

Interviewees appeared to perceive themselves and surrounding structures as works in progress, leading to constructive criticism with hopeful conclusions. They advocated for innovative approaches and disruption of power imbalances, particularly when addressing issues such as the funding model. They highlighted qualities of successful partnerships, e.g., shared ownership, and discussed concrete instances of enhancing operational effectiveness. Both stressed the importance of humbleness and learning from mistakes. These values, qualities, and approaches are aligned with ideological underpinnings of transformational leadership, which aim to improve operational effectiveness by fostering trust through intellectual stimulation, charisma, inspired motivation, and individualized consideration. This then amalgamates into organizational citizenship behaviour (OCB), wherein one may create higher satisfaction and engagement, foster innovation and creativity, better performance and goal attainment, and facilitate organizational change. As *Interviewee*

2 and *Interviewee 4* hold leadership positions, they have the potential influence to create significant positive impact through transformational leadership (Lee et al., 2023).

c) *Hitting the Wall of New Diplomacies*

Interviewee 5 and *Interviewee 8* appeared idealistically compatible with New Diplomacies and UN ideals, which contributed to feelings of hitting a wall when operational realities were misaligned to idealism. These were related to macro-level issues, potentially beyond their control within roles. This led them to question the effectiveness of the ideas tied to their ideology. Despite this, their affinity to New Diplomacy lies in their inability to comprehend viable alternatives, revealed through continuation of New Diplomacy actions:

"If we can get corporations to simply pay their taxes, we could fund development ... the world's issues would be over, but instead, we chase these people as donors and as funders, even though we know that this is minor." (Participant 8, Pos. 148–149)

But then the only thing I would flag now is that perhaps the whole concept of diplomacy is currently at more than a cross roads. We see the whole challenge around multilateralism and how that is being threatened by so many things. I always say COVID was part of it and now the Ukrainian crisis is another. There is a growing sense of realignment of what countries think should be the relationship between two countries, whether you are supreme and I am down there, how we should relate as countries and a lot of other things around globalisation and diplomacy and how all of these things interact. To tell us what we should be thinking about going forward and what we should be worried about? I think one of that is actually multilateralism. The reason I'm saying is there is a feeling nowadays, that the whole thing is dismantling gradually with the strong emergence of China and of course, Russia, and there has been there for many years. There are so many other things happening around the globe, for example, even in Africa, many African countries are standing up to certain values that may not be totally in alignment. With the theme of multilateralism, I would

say perhaps, yeah, that is the threat to diplomacy and global efforts to deal with global issues, be it climate change, be it economic crisis, be it conflicts, war and so on. (Participant 5, Pos. 137-142)

This ideological conflict can be related back to Saner and Yiu's 2012 work, with interviewees "*being seen as a humanitarian extension of a foreign power*" (p.4) and that competing interests and beyond can be solved by a "*high level of mastery of New Diplomacy skills*" (p.4). However, these are not conclusions interviewees are reaching.

John Mearsheimer's 2001 novel *The Tragedy of the Great Power Politics* suggested dominance by major powers in the international system significantly influences diplomatic outcomes, including ones associated with New Diplomacies, and may be insufficient in addressing power considerations and competition between states. Conversely, Joseph S. Nye Jr's neoliberal view emphasises interdependence, transnational actors, and international cooperation plays a crucial role in international peace and cooperation (Nye, 1988). These contrasting perspectives reveal potential directions for this ideologic scope. A follow-up study could assess how these individuals' ideologies change over time.

d) Psychological and New Amalgamation

The grouping of interviewees raises questions about whether individual traits and the dominant ideology of sustainable development (New Diplomacies) naturally align. *Interviewee 1* and the Pilot Tester exhibited individualistic traits emphasising the importance of individual efforts in successful partnerships, and therefore equated their

successes with achieving UN mission goals. They both employed Psychological Diplomacy tactics, such as good-cop-bad-cop and escalation, to resolve issues, as well as heavily relied on networking as the pathway to achieve diplomatic goals. Additionally, they emphasised New Diplomacy traits such as shared ownership, authenticity, and collaboration to build trust and influence. Both attributed partnership success to funding and did not have critiques of the traditional funding model:

“Only when you establish partnerships of trust of integrity can you call them up and be like: we need an extra one million.” (Pilot Tester, Pos. 20)

“You can basically get away with murder with your counterpart, as long as they value you and they trust you and respect you. The rest is easy if you do have these aspects.” (Participant 1, Pos. 76)

Definitions regarding influence and persuasion can be contradictory and are used by academics interchangeably. This thesis will therefore clarify persuasion and influence based on distinct traits, and as it appears, the above ideological scope bridges both. Persuasion associated with Old and Psychological Diplomacies focuses on achieving specific aims through a pre-set agenda that sets out to convince others, and manipulating others’ beliefs, attitudes, and behaviours, often without considering best interests. In contrast, “influence” aims to shape opinions and behaviours more broadly, considering collective perspectives and long-term impact. *Interviewee 1* and the Pilot tester exemplify elements of persuasion when discussing successful partnerships, yet their emphasis on genuine compassion and sustainable goals deviates from traditional persuasive tactics.

This suggests future research that explores how combining clear goals and human-centred values may enhance operational efficiency in diplomacy (Heyman et al., 2019; Aubuchon, 1997; Kissinger, 2014).

e) Emerging Diplomacies

As discussed, this ideological scope appears to be a separation of democracy and sustainable development, with a view of humility as the most important quality of a diplomat. Additionally, it showed a respect for local agency, concern around perceived power imbalance and “abuse” of development partners. Other qualities not previously mentioned include the ability to examine diverse group and individual perspectives, and a self-view as part of a wider collective (i.e., not solely UN). This was shown through their use of influence that adapted and changed the goals of the partnership, and in the demands, reactions, and goals of their development partners. Success was seen in the reactions of parties experiencing partnership outcomes.

To help understand if Emerging Diplomacy is the future of diplomacy, future research would have to uncover more individuals with this perspective to validate whether it is solely idiosyncratic to this individual. However, a question that can be posed now is whether Emerging Diplomacy should be the future of diplomacy. This is part of a long-standing debate between moral and functional arguments, that can be encapsulated by two

European intellectuals who both held chairs at the University of London, regarding planning (a pre-determined agenda imposed on others).

Karl Hannheim believed that planning was functional and:

“...was essential to overcome economic disorganisation and to reverse the decay of integrative social institutions caused by the continued advancement of the industrial revolution.” (1997, p.167)

whereas F.A. Hayek believed that planning was moral and:

“...an application of coercive power to reorder social life. Planning decisions implied the imposition of one set of values, the values of those doing the planning upon others.” (p.168)

In terms of functional theory, more research needs to be conducted to see whether either Emerging Diplomacies or New Diplomacies are truly more effective. One must ask that if a non-democratic governance's own interests negate SDGs, would changing governance and enforcing this agenda be more effective? Or is allowing complete autonomy of individuals more effective at achieving SDGs? In terms of the moral theory, that has its own questions. Certain values, i.e, democracy, are assumed by those in the Western world to be the correct form of governance. These views are so ingrained that it is hard to separate the associated perspectives from world truth and enforcement of world order. Furthermore, colonialism and empiricism both posit that enforcing values and views onto non-Western countries is humanitarily harmful. Both questions are worth considering for future research.

F) Choice Diplomacy

Interviewee 7 was the only interviewee who had traits of thinking from multiple scopes.

They discussed Emerging Diplomacy ideas ,as well as, all perspectives of diverse groups from a neutral standpoint. *Interviewee 7* shared macro-level exploration of difficulties that the individuals within ‘Hitting the New Diplomacies Wall’ had, however, they returned to New Diplomacy ideas as the most effective to counter difficulties.

Interviewee 7 used the word “relationship” 26 times, while 7 other interviewees used this word less than 10 times. They also used the word “human” five times more than the second highest user of the word. Additionally, when discussing perspectives related to Emerging and Hitting the Wall of New Diplomacy, they offered an outside perspective:

“...very often it came down to human feelings ... or you have the UN Cowboys ... coming to the field, and they have all this money, all this material, this equipment. This is sometimes arrogant or you perceive them as arrogant, so a lot of it is about.” (Participant 7, Pos. 20–21)

However, when they talked about New Diplomacy values and ideas, they used more personal language:

“But that's slowly with ... goodwill and time and good intent ... human perception evolves.” (Participant 7, Pos. 21–23)

This appears to reveal another ideology concept where some individuals understand the varying points of view informing specific diplomacy perspectives, but choose to remain within the diplomacy ideology they are most aligned to.

Implications Ideological mapping poses:

Ideological mapping findings confirmed that diplomatic actions interviewees took were aligned to their diplomatic ideologies, revealing that future research should not view diplomacy as solely an action or a skill, but a reflection of a diplomats' inner workings. Furthermore as the majority of interviewees were predominately within new diplomacies or had some locationality towards new diplomacies whether emerging from the scope, or amalgamated with the scope, there can be the understanding that the predominately used diplomacy scope in this field is new. However, scopes related to the diplomacy-solutions for different meta-themes revealed a variety or spectrum of scopes not reflected in the ideological mapping. These solutions were not the most predominately used by interviewees, but rather the scopes, tied to the diplomacy-solutions most associated with success, within the context of the difficulty. It is worthwhile analysing each diplomacy-solution and through which particular lens it is coming from, i.e., associated diplomacy scope, with the aim to gain greater understanding in the successes within the RCO Heads daily working lives. Understanding the relationship between diplomacy-solutional scopes associated with success and diplomacy-scope solutions associated with the interviewees predominate use and ideological belief systems, can overall help to understand the phenomena of interest.

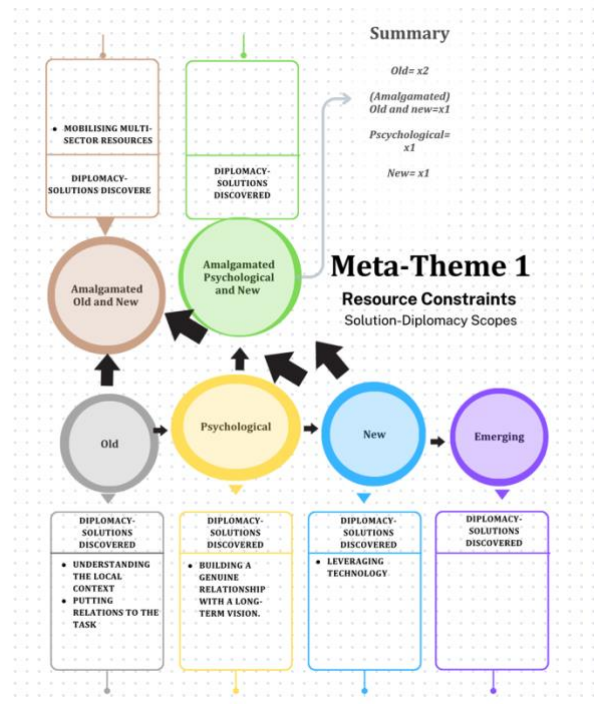
Discussion of meta-theme findings:

Meta-Theme 1: Resource Constraints

Summary of findings: The five solutions were varied across diplomacy scopes. Every scope, besides the New Diplomacy solution (leveraging technology), had a link to the Paris Declaration on aid effectiveness. Apart from the sole Old and Psychological Diplomacy solutions, most had qualities of innovation and a push away from the traditional funding model of the UN, which

reflects interviewees’ sentiments around it being a) unreliable and b) unable to optimise on-the-ground impact.

Link to theory: The literature posits that a simple change in presidency of one of the UN’s biggest donors can result in diminished donations. For example, the Trump Administration blocked donations to the UN, and through public denigration of the organisation led allies of the US to also falter, resulting in resource difficulties (Mingst et al., 2022). In addition, drastic negative shifts in the court of public opinion can lead to resource constraints, i.e., when both pro-Israel supporters and Palestinian groups protested outside the secretariat in New York (Reuters, 2024; Bruke, 2023).



This realisation is not new. Evidence lies in the 2005 Paris Declaration on Aid Effectiveness Landmark, created by the Organisation for Economic Co-Operation and Development (OECD). The European Commission High-Level Expert Group (HLEG) on sustainable finance stated:

“Reaching our Paris agreement goals requires no less than a transformation of the entire financial system, its culture, and its incentives.” (HLEG, 2018, p. 48)

The Aid Effectiveness Landmark has five principals theorised (Dabelstein et al., 2013) to achieve this sustainable impact: 1. Ownership, 2. Alignment, 3. Harmonisation, 4. Results, and 5. Mutual Accountability.

Although in appearance these seem like New Diplomacy solutions due to what critics label as idea vs. reality paradox (Rogerson, 2005), in reality they present more like Old or Psychological Diplomacies. This thesis theorises that with the presence of new solutions, the impact could become what was previously theorised.

For harmonisation, the Landmark principle postulated that if donors coordinated efforts compatible with the recipient country’s own goals, systems, and structures (Mustafizur et al., 2010), there would be less duplication and more effective, streamlined aid. Interviewee 4’s mobilisation of multi-sector resources achieved this, utilising an additional New Diplomacies socio-political skill. When amalgamated within harmonisation, they countered a prominent barrier which had not been considered in the Paris declaration: capitalism.

As the overriding financial model of the world is capitalist, donors are likely to be from small socio-political and cultural sub-groups and likely to donate primarily towards development agendas that suit their interests or that they influence. Therefore, donors' interests are unlikely to harmonise if they have competing goals. Additionally, a power imbalance may be caused by aid dependency. This makes it more difficult to ensure aid is harmonised with their goals, systems, and structures (Christiansen, 2019). Supporting evidence lies within information collected which highlighted the difficulties encountered by the interviewees.

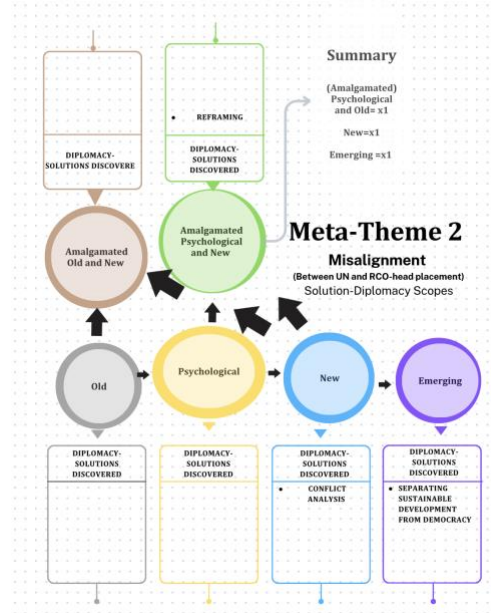
Once again, we can turn to Saner and Yiu and their exploration of New Diplomacies:

“...power, in this context, is often not concentrated in the hands of one actor but is rather distributed in the hands of a multi stakeholder group of actors.” (Saner & Yiu, 2012, p.6)

Implications and Recommendations: While fragmentation will always occur with power imbalance, Interviewee 4 was able to implement the distribution of power from New Diplomacies by moving away from “zero-sum” thinking. This meant they needed to give up their own power and find other ways to be invaluable, apart from financial support. Their solution was to implement innovative approaches, such as leveraging technology. This revealed that in this resource-constraint context, New Diplomacy solutions appear to be able to help correct the limitations of the Paris principles and improve the benefits. To aid in adapting to difficulties caused by Meta-Theme 1, this relationship between the Paris principles and New Diplomacy should be investigated further.

Meta-theme 2: Misalignment

Summary of findings: All meta-theme 2 solutions were either directly within the New Diplomatics scope or intertwined with the New Diplomacy perspective. Each solution was aimed at rebuilding trust in the RCO Head from their development partners to address misalignment difficulties, highlighting both the critical nature of trust in this context and the nuanced nature of



each misalignment difficulty. An interesting observation is that while multiple interviewees faced similar misalignment difficulties, only some successfully implemented the correct diplomacy solutions. This suggests that chosen diplomacy solutions were aligned to interviewees' own ideological perspectives.

A potential hypothesis is that, in order to implement it, diplomats need to be ideologically compatible with the scope of the diplomacy solution they are actioning. This idea will be explored further in Part 3.

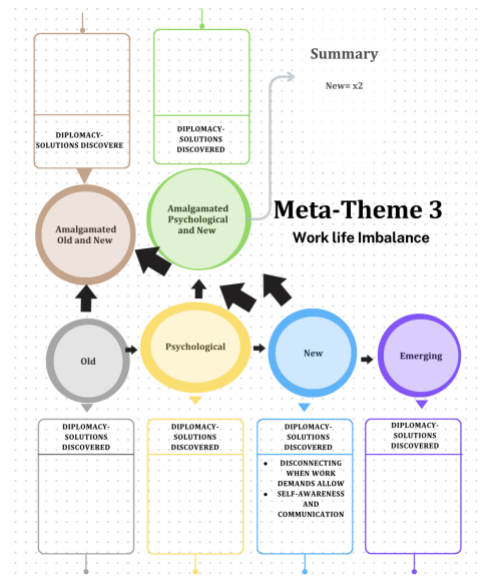
Links to Theory: Within Older and Psychological diplomacies, socio-political skills of persuasion were used only for considerations of self-interest, rather than best interests of the persuaded individual/s. On the other hand, RCO Heads may ethically, logically, and

practically find that skills which prioritise individual gain are not part of their diplomatic tool-kit. This is thanks to: 1. cross-cultural, socio-political, and multilateral collaboration, and 2. finding that positive relationship building is more effective.

Implications/Recommendations: In considering all the ideas presented about Meta-Theme 2, there may be evidence to consider that there is no single solutional scope, but appropriate solutions from respective scopes for each misalignment. This may, therefore, reveal a need for diplomats to action solutions from scopes outside of their diplomacy ideologies.

Meta-theme 3: Work-life imbalance

Summary of findings: The solutions to work-life imbalance appear to be from the New Diplomacies scope, and most effective and frequently implemented when they require only the RCO Head to make a change individually (self-correct) rather than alter the systems and structures around them (system-correct).



Links to theory: Within Chapter 3, personal and organisational responsibilities for over-working were explored. However, when viewing the solutions collectively, there are still

three remaining questions that need to be answered to fully draw conclusions related to the implications and recommendations of findings. The first is whether over-work culture is a product of a wider-spread societal issue. Capitalism is categorised with private ownership of the means of production, profit maximalisation, and free market competition (Harris et al., 1991). This leads to individualistic attributes, such as self-interested pursuits of profit and success, and normalisation of over-working (Telford et al., 2022).

Furthermore, with globalisation, the interconnectedness of societies, increased mobility of goods, and service and labour across borders, there now exists a 24-7 work culture. This has led to increased competition, placing pressure on everyone to keep up with international markets (Huang et al., 2021). The process of globalisation has made neo-liberal ideologies more common place, placing an emphasis on individual reliance and responsibility, leading to cultures that validate long hours and hard-work as markers of personal achievement (Comarroof et al., 2021).

The second question is whether the pro-social nature of the role creates a justified sacrifice of individual work-life balance when compared to the benefit. There are multiple angles that can be used for analysis: the utilitarian perspective, which believes the morality of actions can be judged on overall consequences, and virtue ethics, which emphasise the pursuit of virtuous characteristics above all else, and would consider the sacrifice just (Kahane et al., 2015; Toner et al., 2019). Justice theory, that believes in equal distribution of

benefits and burdens of society, would instead find the sacrifice unjust as the burden disproportionately falls on some, while systematic inequalities are the cause of issues (Bell, et al., 2012). Ethics of care would take a similar stance, due to the relational and context-specific elements of the unethical nature of placing individuals in roles where they are exposed to a moral obligation to sacrifice their well-being for those in need (Van Nistelrooij et al., 2012). Additionally, a human rights perspective would feel similarly, considering the inherent dignity and rights of an individual as equal, regardless of context (Orford et al., 2012).

The last question is whether, beyond individual health and well-being issues caused by a work-life imbalance, there exists any dangers in the future for the role of the RCO Head, itself. The dangers identified appear to be high-turnover rate, talent drain, exploitation, and diminished impact and effectiveness (Golden et al., 2008).

Implications and recommendations: The links to theory literature that explored the far-reaching nature of over-work culture and therefore work-life imbalance, created several compelling implications. The first being that even if the individual and organisational culture did not over-work, due to the nature of operating in a multilateral international context, RCO Heads would be exposed to the expectation, even if they didn't already have ingrained ideologies of neo-liberalism. This is specific to New Diplomacies work, as Old and

Psychological diplomacies do not have multilateralism as a core feature. This may also be a contributing factor for why all solutions were within the New Diplomacies scope.

Furthermore, when exploring angles regarding the question of justness of sacrifice, it is reasonable that disconnection was most prominent, as it is the middle ground between all perspectives. Disconnection balances responsibility towards individuals that the pro-social nature of the role insists upon, while finding avenues to facilitate well-being. However, this is neither true balance nor always successful, due to spill over. Additionally, the impact of a role that normalises personal sacrifice, entrapping individuals with pro-social beliefs, is functionally unsustainable. This is explained in the future of sustainable development literature.

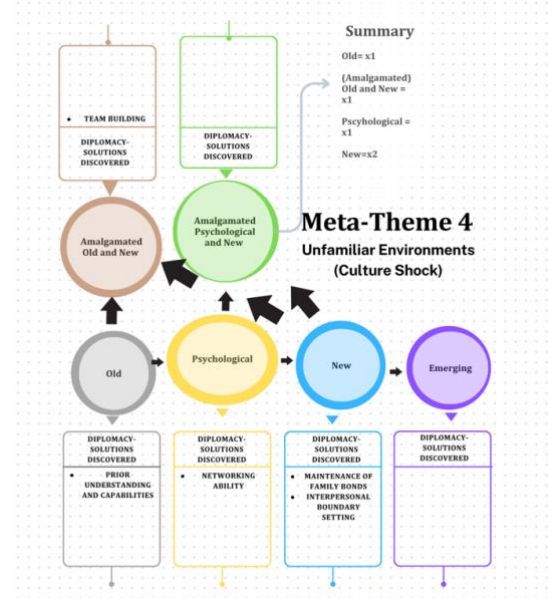
A recommendation for future research would be to explore more effective ways to facilitate a better work-life balance for individuals and the systems they operate within.

Meta-theme 4: Unfamiliar Environments

Summary of findings: Meta-theme 4 exhibited the widest range of scopes within the diplomacy solutions. These appear predominately driven by functionality, tailored to difficulties encountered in the diplomat’s day-to-day work. Therefore, diplomacy solutions are related to the scope the difficulty originated from, and values and ideas related to that scope’s conceptions of what facilitated solutions.

Additionally, when Old or Psychological Diplomacies were utilised, they were often complimented by New Diplomacy solutions. This suggests that either possessing New Diplomacy skills or ideologically aligning with the scope, mitigates the Machiavellian element of Old and Psychological Diplomacies. These findings also highlighted the importance of diplomacy solutions in stress and wellbeing, improving quality of life and increasing likelihood of positive outcomes.

If it wasn’t the case of a sub-difficulty to meta-theme 4, these findings would all be summarised with no further avenues to explore. However, Interviewee 2’s experience of coercive corruption, as well as other RCO Heads reporting similar pressures, demonstrates that diplomacy solutions in this specific context need to be separated and explored fully as



the solutions utilised serve as coping strategies but do not address the underlying difficulty. Interviewee 2's experience, in particular, underscores the risks of succumbing to intimidation and manipulation, highlighting the challenge of maintaining ethical integrity in morally ambiguous and hostile environments. This raises concern around the reliance of diplomats to uphold ethical standards.

Link to theory: The literature corroborates Interviewee 2's narrative of corrupt practices within public-private partnerships. It also highlights the significant risk that corruption between public and private entities poses to sustainable development. Furthermore, the lack of systematically effective solutions to minimize this risk, as observed in interviewee transcripts, is supported by the UN itself: "regrettably, there is no coordinated strategy to gain the necessary leverage to disrupt the illicit siphoning on money by leaders and their foreign business partners, or to break the link between corruption and conflict" (United Nations, 2018; Bavington, 2021).

The literature underscores the idea that despite the UN's efforts to supply policies and procedures to mitigate corruption risks, individuals from both the private and public sectors can fail to adhere to these guidelines. It is crucial to note that existing literature focuses on mutual corruption within public-private partnerships, particularly bribery and favouritism, rather than coercive corruption, categorized by intimidation and fear (Osipian, 2008). However, a more abstract perspective from the literature emphasizes the complex

context of corruption, suggesting it is rooted in political domination, structural impunity, and social disempowerment (Sandoval et al., 2013).

The transcripts of interviewees, specifically in the sub-difficulties related to meta-theme 1, provide evidence of situations vulnerable to corruption. The literature supports this vulnerability, especially within a donor-driven funding model. Donors may exert influence over project selection, implementation, and oversight, potentially leading to favouritism, nepotism, or kickbacks in fund allocation (Collier et al., 2002). Competition for funding can incentivise unethical behaviours such as bribery, bid rigging, or misrepresentation of project outcomes (Aidt et al., 2008). Governments may exploit competition between entities to extract concessions or benefits. Additionally, countries dependent on aid may be susceptible to corruption in order to maintain aid dependency, due to reliance on external funding and fear of losing support if they demonstrate self-sufficiency (Veiderpass et al., 2007).

Implications/recommendations: The presence of meta-theme-related difficulties being key indicators of vulnerability when facing hostile work dynamics in unfamiliar environments, reveals the interconnected nature of the difficulties within this role, and additionally how — though coercive corruption is not mentioned in this context — within the literature, there is a link. While coping strategies related to health and well-being can help, standing by values like Interviewee 2 did can result in hardship. An avenue for future

research could be to explore the area around moral ambiguities and gray areas in this context, beyond mutual corruption., As within the interviewees transcripts, there supplies evidence that this phenomena isnt so black and white as previous literature would believe.

Discussion of meta-theme findings broad implications

All interviewees had pro-social agendas and wanted to change the world for the better. However, the route to change the world for the better differed between them and may be subjective.

The discussion related to each of the meta-theme findings revealed that in different contexts and situations, the varying scopes of diplomacies,, were more or less effective. It was revealed that when a diplomat enacted a sole psychological or old diplomacy tactic following or proceeding a new diplomacies solution, the diplomat was indeed operating from the new diplomacies scope. This is due to the fact that the intention behind the action was aimed at pro-social agendas, which are related to new diplomacies. This in turn acts as an amalgamation of the diplomacies so that the more Machiavellian qualities associated with psychological or old diplomacies don't necessarily come into effect. Whereas, interviewees from emerging diplomacies and psychological and new (amalgamated), did display instances where they used diplomacy-solution actions from their ideological scope, without the intention of new diplomacies. The evidence of the link between diplomacy

ideology and acquisition of different diplomacy scopes, lies in the fact that there is no amalgamation of old and psychological diplomacies, only new and old, and new and psychological. Neither of these scopes have any ideological link to the interviewees own beliefs.

Limitations and Improvements

a) Handpicked Interviewees

With my organisational and physical placement, I had the credibility to be positively received by potential interviewees. My UN email gave me both source credibility and pre-existing belief credibility in line with the Hovland Model (1953), and the cc'ing of managers provided heuristic endorsement through the peripheral route, discussed in the elaboration likelihood model (1980).

For my managers to endorse me, they had to minimise any reputational risk or harm caused by an intern under their guidance, resulting in them hand-picking participants. This could have created selection bias, which can cause the validity of findings to be undermined (Collier, 2004). However, as I did not choose my participants personally. This research has avoided the most prominent and harmful conflicts, i.e., where researchers sub-consciously or consciously choose participants likely to support their results (Collier, 2004). Additionally, this thesis's research lens — “descriptive phenomenological protocol” — offers hand-picked participants as a norm, due to the smaller sample size and unique nature of experiences studied, concluding that the benefit far outweighs any potential biases (Sousa, 2014). This thesis also supports this claim.

b) Missed Opportunities

In the pursuit of maximizing participation, the study emphasized brief interviews (30 minutes of length). The study additionally had the limitation of a single interview per participant due to internship constraints. As such, the study could have benefitted from enhanced proficiency in qualitative interviewing techniques. These insightful reflections, could only be realized in hindsight after the phenomena of interest became more apparent (through qualitative analysis). These limitations meant that in hindsight delving into more depth in certain areas later identified as significant, could have offered more to the study. For the most part, however, interviewees' transcripts were rich with relevant description, even in areas the study did not know would become relevant. Therefore those areas of missed opportunities, may be the standard in all research studies as an interview cannot sum up every detail of an experience. However, further research could still benefit significantly from less defined interview lengths (where able) and considering multiple interview sessions, where feasible, aligning with the qualitative research principle that views the researcher as an instrument that "facilitates the flow of communication, who identifies cues and who sets respondents at ease" (Poggenpeol and Myburg, 2003, p. 418). (Creswell, 2013; Merriam et al., 2015; Patton, 2014).

d) Gender

Unbeknownst to me at the time, my interview style may have inadvertently resulted in more rich descriptions from male interviewees rather than female interviewees. This style was one that attempted to minimise influencing or expressing my own bias, through the

use of vague expressions and through monitoring my own reactions to their narratives.

However, in qualitative research I discovered a notable difference in interview transcripts across gender, even for a small participant sub-group. Aspects included:

1. Interviews for male interviewees were on average over an hour, and under 30 minutes for female,
2. Female interviewee narratives discussed less instances of errors and emotionally difficult scenarios, used less personal language, and required significantly less anonymisation of transcripts than male.

Examples of some theories explored for these differences were related to:

1. Men being placed in more volatile countries, due to potential conflict and less acceptance of women in leadership roles,
2. The socially conditioned construct of gender leading to a difference in understanding of research questions, or ways of expressing oneself.

Upon reflection, a more likely reason for the difference in male versus female interviews was discovered while reviewing the transcript of one of the repeated interviews. One of the female interviewee's answers presented more in line with the existing male transcripts. I was able to attribute this to my interview style having changed. My later interview style, employed in the repeated interview, was more expressive. Indeed, the literature states that women who are perceived as "less likeable" in the workplace and in leadership roles often have higher negative consequences than men. Therefore, women may pay more attention to micro-expressions and nuances to correctly gauge response. The influence of interview style within interviews is something that could not have been known during these interviews, and leads down a compelling avenue for future research, i.e., how the socially conditioned construct of gender may react differently to different interview styles, and

further what that says about gender, especially in diplomacy within this context in general. I would not say an improvement for future research would be to interview men and women differently, but rather if possible, to have the opportunity for further interviews so that if a gender discrepancy does occur it could naturally be analysed further.

Recommendation for the United Nations:

When reviewing the findings overall, there are several important factors to be discussed as possible recommendations for the United Nations; a) breaking the RCO head role into areas of expertise, needed for the country context, b) Beyond corruption, c)overwork culture and d)greater organizational flexibility.

It was decided that recommendations to the UN were an important element to this study. This was due to the fact that the interviewees were working within the organization and their experiences were inter-related with the organization's structure. This meant that improvements for their diplomacy could be gained with improvements within the UN. Additionally diplomats operating in similar contexts, aligned to multilateral work and sustainable development might also benefit from similar organizational changes.

a) Breaking the RCO Head role into areas of expertise

The RCO Head's job description, though slightly varied by country, share a broad set of skills and qualities essential for the role. Despite this, the thesis's analysis reveals that these descriptions might not fully account for the unique socio-political and historical contexts

the diplomats will navigate. This suggests a gap between the listed qualifications and the nuanced competencies needed for effectiveness in diverse environments.

For instance, diplomats from Emerging diplomacies might excel in stress management in non-democratic settings, indicating a more tailored approach to diplomat placement could enhance mission success. Additionally, individuals with New and UN reformation may be better at handling situations with operational inefficiencies, and more motivated to adapt existing operational realities for better on-the-ground impact. Diplomats within psychological and new diplomacies, may be better positioned to handle initiatives where a certain goal, must be achieved and prioritized above all else for a specific pro-social reason. In addition, due to these individual's efficiency and ability to stay focused on that task, they may be most equipped. Furthermore individuals within, "hitting the wall" of new diplomacies may be better positioned to consider and face the macro-level issues that may need to be handled as a whole, in the near future by the industry.

This thesis highlights the importance of matching diplomats ideological backgrounds and skills with their operational context, particularly a variety of ideologies. One commonality, however important to note, is the pro-social values associated with each scope. It is specifically RCO heads desire to change the world for the better and the care and consideration towards the individuals for whom they are trying to facilitate change, that drives them. The ethical nature of the ideologies can additionally work as one of the best

dissuaders to falling prey to morally grey and ethically ambiguous situations (discussed more in length in point 2). Therefore as old and psychological diplomacies don't have this pro-social aspect, there does appear to be a need to have variation of ideological placements with some closeness to new diplomacies. Additionally, recognizing different interpretations of partnership success among RCO Heads (i.e relationship building, trust rebuilding, and innovative coordination) and this nuanced understanding can guide the strategic alignment of diplomat's roles with their strengths and the specific demands of their assignments. As overall, it appears that the RCO Heads have similar goals, but different routes and ideas of achieving them. Perhaps if they were all positioned in the exact circumstances where their individual abilities could be enhanced, the whole system could be more effective overall.

b) Beyond Corruption

The UN recognizes the threat of corruption, particularly in public-private partnerships, to sustainable development. Yet, there is scant research on the nuanced moral dilemmas UN staff may face, unrelated to direct corruption participation. This oversight might stem from a simplistic view of corruption as a clear cut issue of right versus wrong. However, findings suggest that resource limitations can exacerbate vulnerabilities to corruption, with many RCO Heads reporting resource constraints impacting their roles. This underscores the need

for organizational measures that provide clear guidance, supporting staff in navigating these complex situations without the RCO Head having to bear the burden alone.

c) Organizational culture of overwork

Work-life balance issues among RCO Heads can impact the future of diplomacy by affecting their health and well-being. These issues also contribute to normalising an unhealthy concept around the necessity of self-sacrifice to benefit others. While societal norms and personal inclination towards overworking exist, organizational structures also contribute to this culture, with overwork often modelled by seniors. There is policy regarding work-life balance, yet organizational norms suggest overworking is essential for success.

Addressing this requires cultural shifts within the organization to redefine success and to implement supportive measures that genuinely foster a healthier balance between professional responsibilities and personal well-being.

c) Greater Organizational Flexibility

RCO Heads juggle various expectations and operational concepts, yet face a rigid UN-defined working method that may clash with on-ground realities. Flexibility within the UN system is crucial for RCO Heads to effectively navigate diverse groups and expectations.

While some align closely with the UN's ways of operating due to a strong sense of membership, dilemmas arise when adhering strictly to UN protocols may sometimes hinder impactful work. Emphasizing systems thinking and allowing staff more operational

flexibility could bridge the gap between bureaucratic constraints and the need for innovative, adaptive approaches in dynamic environments.

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Appendix

RCO Head Job Postings for Port-au-prince and Libya:

1. Closed Last Year- RCO head Port au-Prince job posting

Org. Setting and Reporting

This position is located at the Integrated Office (IO) of the Deputy Special Representative of the Secretary General / Resident Coordinator / Humanitarian Coordinator (DSRSG/RC/HC) in Haiti and reports to the DSRSG/RC/HC. The Integrated Office in Haiti (IO), under the DSRSG/RC/HC is the operational body that coordinates the integration process between the UNCT and the UN Mission. The IO leads the common strategic processes, including the development of the new UN Sustainable Development Cooperation Framework 2023-2027 as an Integrated Strategic Framework. The IO performs the role of the Resident Coordinator Office (RCO), coordinating the UN Country Team (UNCT) joint initiatives and programming, such as the development and implementation of the Sustainable Development Cooperation Framework (Cooperation Framework and the Humanitarian Country Team (HCT). Furthermore, the IO provides direct technical support to the Ministry of Planning and External Cooperation in its role of coordination development assistance to Haiti and to the Secretariat of the group of development partners.

This position is critical for the reinvigorated resident coordinator system in Haiti, which is at the center of a repositioned United Nations development system, and will ensure that the Integrated Office is adequately staffed to ensure sufficient substantive capacities to lead the integration with BINUH and of the United Nations country team. This post is part of this new generation of resident coordinator offices, with the new skillset and competencies required to deliver on the 2030 Agenda in crisis settings.

Responsibilities

Within delegated authority, the Senior Development Coordination Office and Head of Office will be responsible of the following duties:

Summary of Functions:

- 1. Leads the provision of strategic guidance to the RC and UN Country Team (UNCT) on effective, quality and timely UN support for the implementation of the 2030 Agenda through the Common Country Analysis (CCA) and the UN Cooperation Framework*
- 2. Initiates, establishes and coordinates external partnerships and joint resource mobilization efforts for the Cooperation Framework*
- 3. Coordinates the Business Operations Strategy and develops business innovations*
- 4. Manages and directs knowledge management and capacity development activities in and outside the UN System*
- 5. Leads and coordinates overall management of the IO to ensure efficient and effective substantive coordination support to the DSRSG/RC/HC and UNCT and adherence to organizational policies and procedures*

6. Leads strategic planning processes related to UN integration in a context of humanitarian, development and peace collaboration.

Description of Functions:

1. Leads the provision of strategic guidance to the RC and UNCT of effective, quality and timely UN support for the implementation of the 2030 Agenda through a new generation CCA/ Cooperation Framework

- Leads and coordinates substantive support to the DSRSG/RC/HC and UNCT in articulating and actively communicating a credible and convincing strategic vision for the UN, articulated through the Cooperation Framework, which is consistent with national development goals and priorities, UN values, aligned with the 2030 Agenda and committed to the principles of universality, equality and leaving no one behind;

- Provides strategic direction and develops recommendations to facilitate decision-making by the DSRSG/RC/HC and UNCT in relation to repositioning of the UN System in Haiti.

- Develops policy recommendations to the DSRSG/RC/HC and UNCT on the development, implementation, monitoring, reporting and evaluation of the new generation CCA/ Cooperation Framework as the primary instrument for the planning and implementation of UN development activities in Haiti;

- Ensures effective guidance to the DSRSG/RC/HC in asserting vision and accountability for the UN to operate as a nimble, innovative and enterprising development partner, demonstrating characteristics of a knowledge-based organization and thought leader;

- Leads the strategic design of UN's policy and programmatic services, operational capabilities, and partnership mechanisms;

- Establishes and promotes close engagement across the humanitarian, development and peace domains, as critical elements of the Haitian context;

- Leads the identification, analysis and prioritization of joint programmatic work of UN entities in response to national priorities and in line with the Cooperation Framework and the 2030 Agenda national Road map;

- Coordinates the Cooperation Framework and Joint Workplans; directs Cooperation Framework monitoring and evaluation (M&E) and reporting through UNINFO; guides preparation and provision of the annual One UN Country Results Report to the Government and other stakeholders;

- Promotes the engagement of all agencies – resident and non-resident - and other relevant UN entities, including at Headquarters and at the (sub-)regional level in inter-agency fora and in discussions with external partners;

- Ensures coherence in the different intra-agency coordination bodies, including with Humanitarian Country Teams and the Security Management Team.

2. Initiates, establishes and coordinates external partnerships and joint resource mobilization efforts for the Cooperation Framework

- Initiates, establishes and coordinates effective working relationships with national and international public and private partners to ensure knowledge sharing in support of Common Country Analysis (CCA)/ Cooperation Framework development, implementation, and monitoring and evaluation;

- Directs substantive support for positioning the UN as a key provider of integrated services and as a platform in support of the SDGs, in consultation with the Ministry of

Planning and other stakeholders;

- *In close collaboration with the Development Partnerships Officer, leads the implementation of the UN Financing Strategy, and other initiatives in support of SDG achievement through the Cooperation Framework;*
- *Leads the design, formulation, implementation, monitoring and reporting of joint programming processes amongst UN entities;*
- *Based on Cooperation Framework and joint programmes, coordinates joint resource mobilization and partnering efforts;*
- *Oversees strategic messaging and communication initiatives by DSRSG/RC/HC and UNCT.*

3. Coordinates the Business Operations Strategy and develops business innovations

- *In collaboration with the Operations Management Team (OMT), directs substantive support to the DSRSG/RC/HC and UNCT on business innovations for the UN in Haiti;*
- *Provides substantive direction in formulating, implementing and monitoring the UN Country Business Operations Strategy;*

Business Operations Strategy;

- *Guides the OMT in implementing common premises, and in establishing a common back*

office for location-dependent services;

- *Promotes a culture of continuous improvement and client-orientation in operational service*

delivery;

- *Ensures effective guidance on the establishment of common services arrangements to participating organizations/agencies at the country level.*

4. Manages and directs knowledge management and capacity development activities in- and

outside the UN System

- *Coordinates the transfer of knowledge and effective communications across different UN and non-UN entities;*
- *Leads the sharing of best practices, trends, knowledge and lessons learned across the UN system and with external partners;*
- *Directs thematic activities and knowledge-sharing forums and encourages others to participate;*
- *Coordinates knowledge sharing (including through training and facilitating peer exchange) amongst UN staff on issues related to UN strategic planning frameworks, methodologies and tools;*
- *Oversees the analysis of UN experiences, lessons learned and knowledge networking to contribute to strategic planning processes.*

5. Leads and coordinates overall management of the IO to ensure efficient and effective substantive coordination support to the DSRSG/RC/HC and UNCT and adherence to organizational policies and procedures

- *Coordinates the formulation and implementation of the substantive work programme of the*

UNCT; allocates and monitors IO resources for delivery of outputs and reporting on results;

- *Supervises the activities undertaken by the IO, ensuring that programmed activities are carried out in a timely fashion;*
 - *In close collaboration with UN Secretariat Service providers and BINUH, manages processes related to human and financial resource management, procurement, general administration, security, and information technology for the IO;*
 - *Manages, guides and trains staff under his/her supervision; promotes teamwork and communications among staff in the RCO and across organizational boundaries;*
 - *Establishes and maintains a work environment in the Integrated Office and across UN entities that is conducive to innovation and engagement with a diverse set of stakeholders and delivers results in line with the 2030 Agenda for Sustainable Development.*
- 6. Leads strategic planning processes related to UN integration, including the implementation of the Secretary-General's vision for the implementation of the recommendations of the BINUH Independent Assessment.*
- *Leads the development of modalities for the substantive integration of BINUH and the UNCT*
 - *Establishes multidisciplinary integrated teams as well as coordination mechanisms to ensure a smooth and responsible transition*
 - *Leads the development of joint programmes for submission to the Peacebuilding Fund, and act as an interface for the discussions with the PBSO*
 - *Assists the UNCT in its contribution to the new UNSDCF 2023-2027 as an ISF to ensure a joint approach*
 - *Ensures the establishment and operationalization of joint coordination mechanisms between BINUH and the UNCT*
 - *Performs other related duties, as required.*

Competencies

•Professionalism: Proven knowledge and understanding of theories, concepts and approaches relevant to sustainable development in crisis contexts countries. Ability to identify key strategic issues, opportunities and risks relevant to Small Island and Developing States.

Ability to generate and communicate broad and compelling organizational direction. Ability to communicate clearly links between the Organization's strategy and the work unit's goals.

Demonstrated ability to provide innovative technical leadership by performing and/or overseeing the planning, development, and management of operation. Demonstrated ability to negotiate and apply good judgment. Proven ability to analyze complex data and produce reports leading to sound policy recommendations for achieving sustainable development;

Solid understanding of the political environment and the programmes and activities of the UN system in implementing the Sustainable Development Goals; Ability to think strategically, to identify key emerging sustainable development issues and related policy implications. Shows pride in work and in achievements; demonstrates professional competence and mastery of

subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.

- Planning and Organizing: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.*

- Communication: Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience; demonstrates openness in sharing information and keeping people informed.*

- Leadership: Serves as a role model that other people want to follow: empowers others to translate vision into results; is proactive in developing strategies to accomplish objectives; establishes and maintains relationships with a broad range of people to understand needs and gain support; anticipates and resolves conflicts by pursuing mutually agreeable solutions;*

drives for change and improvements; does not accept the status quo; shows the courage to take unpopular stands. Provides leadership and takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work; demonstrates knowledge of strategies and commitment to the goal of gender balance in staffing.

- Managing Performance: Delegates the appropriate responsibility, accountability and decision-making authority; makes sure that roles, responsibilities and reporting lines are clear to each staff member; accurately judges the amount of time and resources needed to accomplish a task and matches task to skills; monitors progress against milestones and deadlines; regularly discusses performance and provides feedback and coaching to staff; encourages risk-taking and supports creativity and initiative; actively supports the development and career aspirations of staff; appraises performance fairly.*

Education

Advanced university degree (Master's degree or equivalent degree) in business or public administration, sustainable development, international relations, political science, social sciences, or related area. A first-level university degree in combination with two additional years of qualifying experience may be accepted in lieu of the advanced university degree.

Work Experience

A minimum of ten years of progressively responsible experience in humanitarian affairs, sustainable development, peacebuilding, programme management, or resource mobilization in the context of development cooperation or related area is required.

*At least one year experience managing a multi-disciplinary team is desirable.
Experience supporting humanitarian, development and peace collaboration is desirable
Experience working in a front office of a senior UN official is desirable.
Experience working in conflict or post-conflict countries is desirable.*

Languages

English and French are the working languages of the UN Secretariat. For the post advertised, fluency in English and French is required.

Special Notice

This temporary position is available for an initial period of 364 days. Extension of appointment is subject to the availability of funds.

Staff members are subject to the authority of the Secretary-General and to assignment by him or her. In this context, all staff are expected to move periodically to new functions in their careers in accordance with established rules and procedures.

Staff members of the United Nations Secretariat must fulfill the lateral move requirements to be eligible to apply for this vacancy. Staff members are requested to indicate all qualifying lateral moves in their Personal History Profile (PHP) and cover letter.

This professional post is subject to international recruitment. In line with General Assembly mandate, the successful applicant will serve the Organization outside the country of nationality.

At the United Nations, the paramount consideration in the recruitment and employment of staff is the necessity of securing the highest standards of efficiency, competence and integrity, with due regard to geographic diversity. All employment decisions are made on the basis of qualifications and organizational needs. The United Nations is committed to creating a diverse and inclusive environment of mutual respect.

The United Nations recruits and employs staff regardless of gender identity, sexual orientation, race, religious, cultural and ethnic backgrounds or disabilities. Reasonable accommodation for applicants with disabilities may be provided to support participation in the recruitment process when requested and indicated in the application. People with disabilities

are strongly encourages to apply, in line with the Secretary-General's Disability Inclusion Strategy.

The United Nations Secretariat is committed to achieving 50/50 gender balance in its staff.

Female candidates are strongly encouraged to apply for this position.

For this position, applicants from the following Member States, which are unrepresented or underrepresented in the UN Secretariat as of 28 February 2022, are strongly encouraged to apply: Afghanistan, Andorra, Angola, Antigua and Barbuda, Bahrain,

Belize, Brunei Darussalam, Cabo Verde, China, Comoros, Cuba, Democratic People's Republic of Korea, Djibouti, Dominica, Equatorial Guinea, Gabon, Grenada, Guinea-Bissau, Haiti, Israel, Japan, Kiribati, Kuwait, Lao People's Democratic Republic, Lesotho, Liberia, Libya, Liechtenstein, Luxembourg, Marshall Islands, Federated States of Micronesia, Monaco, Namibia, Nauru, Norway, Oman, Palau, Panama, Papua New Guinea, Qatar, Republic of Korea, Saint Lucia, Saint Vincent and the Grenadines, San Marino, Sao Tome and Principe, Saudi Arabia, Solomon Islands, Somalia, South Sudan, Timor-Leste, Turkey, Turkmenistan, Tuvalu, United Arab Emirates, United States of America, Vanuatu, Bolivarian Republic of Venezuela.

United Nations Considerations

According to article 101, paragraph 3, of the Charter of the United Nations, the paramount consideration in the employment of the staff is the necessity of securing the highest standards of efficiency, competence, and integrity. Candidates will not be considered for employment with the United Nations if they have committed violations of international human rights law, violations of international humanitarian law, sexual exploitation, sexual abuse, or sexual harassment, or if there are reasonable grounds to believe that they have been involved in the commission of any of these acts. The term "sexual exploitation" means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. The term "sexual abuse" means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. The term "sexual harassment" means any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment, and when the gravity of the conduct warrants the termination of the perpetrator's working relationship. Candidates who have committed crimes other than minor traffic offences may not be considered for employment.

Due regard will be paid to the importance of recruiting the staff on as wide a geographical basis as possible. The United Nations places no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs. The United Nations Secretariat is a non-smoking environment.

The paramount consideration in the appointment, transfer, or promotion of staff shall be the necessity of securing the highest standards of efficiency, competence, and integrity. By accepting an offer of appointment, United Nations staff members are subject to the authority of the Secretary-General and assignment by him or her to any activities or offices of the United Nations in accordance with staff regulation 1.2 (c). In this context, all internationally recruited staff members shall be required to move periodically to discharge new functions within or across duty stations under conditions established by the Secretary-General.

Applicants are urged to follow carefully all instructions available in the online recruitment platform, inspira. For more detailed guidance, applicants may refer to the Manual for the Applicant, which can be accessed by clicking on “Manuals” hyper-link on the upper right side of the inspira account-holder homepage.

The evaluation of applicants will be conducted on the basis of the information submitted in the application according to the evaluation criteria of the job opening and the applicable internal legislations of the United Nations including the Charter of the United Nations, resolutions of the General Assembly, the Staff Regulations and Rules, administrative issuances and guidelines. Applicants must provide complete and accurate information pertaining to their personal profile and qualifications according to the instructions provided in inspira to be considered for the current job opening. No amendment, addition, deletion, revision or modification shall be made to applications that have been submitted. Candidates under serious consideration for selection will be subject to reference checks to verify the information provided in the application.

Job openings advertised on the Careers Portal will be removed at 11:59 p.m. (New York time) on the deadline date.

No Fee

THE UNITED NATIONS DOES NOT CHARGE A FEE AT ANY STAGE OF THE RECRUITMENT PROCESS (APPLICATION, INTERVIEW MEETING, PROCESSING, OR TRAINING). THE UNITED NATIONS DOES NOT CONCERN ITSELF WITH INFORMATION ON APPLICANTS’ BANK ACCOUNTS.

2. Closed Last Year- RCO head Libya

Org. Setting and Reporting

The UN Secretary-General launched on 1 January 2019 a bold and new global reform which repositioned the UN Development System to deliver more effectively and efficiently with the achievement of the 2030 Agenda and the Sustainable Development Goals. As part of this reform, UN Resident Coordinator Offices (UN RCO), under the leadership of an empowered and independent UN Resident Coordinator - the highest-ranking official of the UN Development System and Representative of the UN Secretary-General at country level - support countries in the achievement of their development priorities and the attainment of the SDGs.

The position is located in the United Nations Resident Coordinator’s Office (RCO) in Libya and reports to the UN Resident Coordinator (RC). The Head of the RCO manages the resources of the Office in order to provide support to the Resident Coordinator and the UNCT on sustainable development analysis, strategic planning, programming, financing, communications, advocacy and partnerships. The Head of RCO serves as a key adviser to the RC in the pursuit of all their functions and is accountable for the overall quality and timeliness of the work of the office.

Responsibilities

Within delegated authority, the incumbent will perform the following duties:

1. LEADS THE PROVISION OF STRATEGIC GUIDANCE TO THE RC AND UNCT OF EFFECTIVE, QUALITY AND TIMELY UN SUPPORT FOR THE IMPLEMENTATION OF THE 2030 AGENDA THROUGH A NEW GENERATION CCA/UNSDCF:

- Leads and coordinates substantive support to the RC/UNCT in articulating and actively communicating a credible and convincing strategic vision for the UN, articulated through the UNSDCF, which is consistent with national development goals and priorities, UN values, aligned with the 2030 Agenda and committed to the principles of universality, equality and leaving no one behind;*
- In line with CCA/UNSDCF, provides strategic direction and develops recommendations to facilitate decision-making by the RC/UNCT to reposition the UN in country to advance the objectives of UN development system reform;*
- Develops policy recommendations to the RC/UNCT on the development, implementation, monitoring, reporting and evaluation of the new generation CCA/UNSDCF as the primary instrument for the planning and implementation of UN development activities in country;*
- Ensures effective guidance to the RC/UNCT in asserting vision and accountability for the UN to operate as a nimble, innovative and enterprising development partner, demonstrating characteristics of a knowledge-based organization and thought leader;*
- Leads the strategic design of UN's policy and programmatic services, operational capabilities, and partnership mechanisms;*
- Establishes and promotes close engagement across the humanitarian, development and peace domains, as required by the country context;*
- Leads the identification, analysis and prioritization of joint programmatic work of UN entities in response to national priorities and in line with the UNSDCF and the 2030 Agenda;*
- Leads the coordination of the UNSDCF through the Joint Workplan and results groups; directs UNSDCF monitoring, evaluation, learning (MEL) and reporting through the UNINFO platform; and guides preparation and provision of the annual UN Country Results Report to the Government and other stakeholders;*
- Promotes the engagement of all relevant agencies – with and without physical presence in country – from across the UN system, including at Headquarters and at the (sub-)regional level in inter-agency fora and in discussions with external partners;*
- Ensures quality control and oversight over strategic communications and advocacy activities related the implementation of the UNSCDF*
- Ensures coherence across the different intra-agency coordination bodies, including with the HDP Nexus Advisory Group and the Security Management Team.*

2. FACILITATES AND OVERSEES THE INITIATION, ESTABLISHMENT AND COORDINATION OF EXTERNAL PARTNERSHIPS AND JOINT RESOURCE MOBILIZATION EFFORTS FOR THE NEW GENERATION UNSDCF:

- *Facilitates and oversees the initiation, establishment and coordination of effective working relationships with national and international public and private partners to ensure knowledge sharing throughout the UNSDCF cycle.*
- *Directs substantive support for positioning the UN as a key provider of integrated services and as a platform in support of the SDGs, in consultation with a broad range of stakeholders;*
- *Based on the UNSDCF, and in close collaboration with the Development Partnerships Officer, oversees the formulation and implementation of the partnership approach as well as the resource mobilization strategy, and other initiatives in support of SDG achievement through the UNSDCF;*
- *Oversees the implementation of the SDG Country Fund/country-level pooled fund (where relevant) in support of the UNSDCF and SDG acceleration;*
- *Oversees strategic messaging and communication initiatives by RC/UNCT.*

3. COORDINATES AND SUPPORTS ROLL-OUT AND IMPLEMENTATION OF THE EFFICIENCY AGENDA (BUSINESS OPERATIONS STRATEGY, COMMON PREMISES AND LOCAL SHARED SERVICE CENTERS/COMMON BACK OFFICE):

- *In collaboration with the Operations Management Team (OMT), directs substantive support to the RC/UNCT on business innovations for the UN in country;*
- *Provides substantive support to the Resident Coordinator and UNCT in formulating, implementing and monitoring the UN Country level Business Operations Strategy;*
- *Supports the RC and the UNCT in their leading role in implementing common premises, and in establishing a common back office for location-dependent services;*
- *Promotes a culture of continuous improvement and client-orientation in operational service delivery, including the implementation of high impact standardized common services, fostering the SDG impact through common operations;*
- *Coordinates effective participation of entities at the country level in operations management team and represents the RC in the OMT.*

4. MANAGES AND DIRECTS KNOWLEDGE MANAGEMENT AND CAPACITY DEVELOPMENT ACTIVITIES IN- AND OUTSIDE THE UN SYSTEM:

- *Creates an enabling environment for the knowledge generation, sharing, collaboration, as well as usage of existing good practices and lessons learnt within the RCO and in the UN Country Team. Leads by example.*
- *Coordinates the effective communications within the RCO, in UN Country Team and among other stakeholders;*
- *Leads and coordinates the sharing of good practices and lessons learned on issues related to UN strategic planning frameworks, methodologies and tools, among others, within the DCO (at regional and global levels), across the UN system and with external partners;*
- *Oversees the analysis of UN experiences, lessons learned and knowledge networking to contribute to strategic planning processes;*
- *Keeps abreast of emerging innovative approaches and encourages the RCO and UNCT to apply new ways of working, where relevant.*

5. LEADS AND COORDINATES OVERALL MANAGEMENT OF THE RCO TO ENSURE EFFICIENT AND EFFECTIVE SUBSTANTIVE COORDINATION SUPPORT TO THE RC/UNCT AND ADHERENCE TO ORGANIZATIONAL POLICIES AND PROCEDURES:

- *Coordinates the formulation and implementation of the substantive work programme of the UNCT; allocates and monitors RCO resources for delivery of outputs and reporting on results;*
- *Supervises the activities undertaken by the RCO and manage performance of RCO staff, ensuring that programmed activities are carried out in a timely fashion;*
- *In close collaboration with Service Providers, performs the role of certifying officer in the UNDP IRIS platform and performs the Enterprise Resources Planning (or UMOJA as it is known in the UN) approver role over processes related to human and financial resource management, procurement, general administration, security, time management, and information technology for the RCO;*
- *Manages, guides and trains staff under his/her supervision; promotes teamwork and communications among staff in the RCO and across organizational boundaries; ensures staff complete mandatory trainings and UMOJA certifications*
- *Establishes and maintains a work environment in the RC Office and across UN entities that is conducive to innovation and engagement with a diverse set of stakeholders and delivers results in line with the 2030 Agenda for Sustainable Development.*
- *Leads team members efforts to collect and analyze data and provides insight to identify trends or patterns for data-driven planning, decision-making, presentation and reporting.*
- *Ensures that everyone can discover, access, integrate and share the data they need.*
- *Performs other duties as assigned.*

Competencies

- *PROFESSIONALISM: Proven knowledge and understanding of theories, concepts and approaches relevant to sustainable development. Ability to identify key strategic issues, opportunities and risks. Ability to generate and communicate broad and compelling organizational direction. Ability to communicate clearly links between the Organization's strategy and the work unit's goals. Demonstrated ability to provide innovative technical leadership by performing and/or overseeing the planning, development, and management of operation. Demonstrated ability to negotiate and apply good judgment. Proven ability to analyze complex data and produce reports leading to sound policy recommendations for achieving sustainable development; Solid understanding of the political environment and the programmes and activities of the UN system in implementing the Sustainable Development Goals; Ability to think strategically, to identify key emerging sustainable development issues and related policy implications. The ability to analyze and interpret data in support of decision-making and convey resulting information to management. Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.*
- *PLANNING AND ORGANIZING: Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required;*

allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

- *COMMUNICATION: Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify and exhibits interest in having two-way communication; tailors language, tone, style and format to match audience; demonstrates openness in sharing information and keeping people informed.*
- *LEADERSHIP: Serves as a role model that other people want to follow: empowers others to translate vision into results; is proactive in developing strategies to accomplish objectives; establishes and maintains relationships with a broad range of people to understand needs and gain support; anticipates and resolves conflicts by pursuing mutually agreeable solutions; drives for change and improvements; does not accept the status quo; shows the courage to take unpopular stands. Provides leadership and takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work; demonstrates knowledge of strategies and commitment to the goal of gender balance in staffing.*
- *JUDGMENT/DECISION-MAKING: Identifies key issues in complex situations, and comes to the heart of the problem quickly; gathers relevant information before making a decision; considers positive and negative impacts of decisions prior to making them; takes decisions with an eye to the impact on others and on the Organization; proposes a course of action or makes a recommendation based on all available information; checks assumptions against facts; determines actions proposed will satisfy the expressed and underlying needs for the decision; makes tough decisions when necessary.*

Education

Advanced university degree (Master's degree or equivalent degree) in business or public administration, sustainable development, social sciences, education or related area, is required. A first-level university degree in combination with two (2) additional years of qualifying experience may be accepted in lieu of the advanced university degree. Certification in data analytics, business analytics or data science programs is an advantage

Work Experience

A minimum of ten years of progressively responsible experience in strategic planning, sustainable development policy and programme development and management in the context of development cooperation or related area is required.

Experience with multi-stakeholder coordination in the context of development cooperation or related area, is required.

Experience in team leadership and management is required.

Working experience in UN interagency coordination, is desirable.

Experience in designing and implementing partnership and resources mobilization strategies, is desirable.

Experience in promoting knowledge management in the context of development cooperation, is desirable.

A minimum of two (2) years experience in data analytics or related area is desirable.

Languages

English and French are the working languages of the United Nations Secretariat. For the position advertised, fluency in English is required. Knowledge of another UN official language is an advantage.

NOTE: "Fluency" means fluent in the four areas indicated on one's profile; "knowledge of" is reflected by confidence in two of the areas.

Assessment

Evaluation of qualified candidates for this position may include a substantive assessment, such as a written test, which will be followed by a competency-based interview by phone/Teleconference (MS Teams) or in-person where possible.

Special Notice

This is a Fixed Term position. Appointment against this position is for an initial period of one year, subject to extension of the mandate or the availability of the funds.

The United Nations Secretariat is committed to achieving 50/50 gender balance in its staff. Female candidates are strongly encouraged to apply for this position.

RCS is committed to promoting diversity and gender equality within the Secretariat. Women candidates are strongly encouraged to apply.

Staff of the United Nations Secretariat must fulfill the lateral move requirements to be eligible to apply for this vacancy and are requested to indicate all qualifying lateral moves in their Personal History Profile (PHP) and cover note.

"Internal Applicants: When completing the form, ensure ALL fields, ALL professional experience and contact information are completed and up to date. This information is the

basis for the hiring manager to assess your eligibility and suitability for the position and to contact you. "

Individual contractors and consultants (Non-Staff Personnel) who have worked within the UN Secretariat in the last six months, irrespective of the administering entity, are ineligible to apply for professional and higher temporary or fixed-term positions and their applications will not be considered.

For this position, applicants from the following Member States, which are unrepresented or underrepresented in the UN Secretariat as of 30 September 2022, are strongly encouraged to apply: Afghanistan, Andorra, Angola, Antigua and Barbuda, Bahrain, Belize, Brunei Darussalam, Cabo Verde, Central African Republic, Chad, China, Comoros, Cuba, Democratic People's Republic of Korea, Djibouti, Dominica, Equatorial Guinea, Gabon, Grenada, Guinea-Bissau, Haiti, Israel, Japan, Kiribati, Kuwait, Lao People's Democratic Republic, Lesotho, Liberia, Libya, Liechtenstein, Malta, Marshall Islands, Federated States of Micronesia, Monaco, Mozambique, Namibia, Nauru, Norway, Oman, Palau, Panama, Papua New Guinea, Paraguay, Qatar, Republic of Korea, Saint Lucia, Saint Vincent and the Grenadines, Samoa, San Marino, Sao Tome and Principe, Saudi Arabia, Slovenia Solomon Islands, South Sudan, Timor-Leste, Turkmenistan, Tuvalu, United Arab Emirates, United States of America, Vanuatu.

At the United Nations, the paramount consideration in the recruitment and employment of staff is the necessity of securing the highest standards of efficiency, competence and integrity, with due regard to geographic diversity. All employment decisions are made on the basis of qualifications and organizational needs. The United Nations is committed to creating a diverse and inclusive environment of mutual respect. The United Nations recruits and employs staff regardless of gender identity, sexual orientation, race, religious, cultural and ethnic backgrounds or disabilities. Reasonable accommodation for applicants with disabilities may be provided to support participation in the recruitment process when requested and indicated in the application.

Staff Members are subject to the authority of the Secretary-General and to assignment by him or her. In this context, all staffs are expected to move periodically to new functions in their careers in accordance with established rules and procedures.

All applicants are strongly encouraged to apply on-line as soon as possible after the job opening has been posted and well before the deadline stated in the job opening. On-line applications will be acknowledged where an email address has been provided. If you do not receive an email acknowledgement within 24 hours of submission, your application may not have been received. In such cases, please resubmit the application, if necessary. If the problem persists, please seek technical assistance through the Inspira "Need Help?" link.

United Nations Considerations

According to article 101, paragraph 3, of the Charter of the United Nations, the paramount consideration in the employment of the staff is the necessity of securing the highest standards

of efficiency, competence, and integrity. Candidates will not be considered for employment with the United Nations if they have committed violations of international human rights law, violations of international humanitarian law, sexual exploitation, sexual abuse, or sexual harassment, or if there are reasonable grounds to believe that they have been involved in the commission of any of these acts. The term “sexual exploitation” means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. The term “sexual abuse” means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. The term “sexual harassment” means any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment, and when the gravity of the conduct warrants the termination of the perpetrator’s working relationship. Candidates who have committed crimes other than minor traffic offences may not be considered for employment.

Due regard will be paid to the importance of recruiting the staff on as wide a geographical basis as possible. The United Nations places no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs. The United Nations Secretariat is a non-smoking environment.

The paramount consideration in the appointment, transfer, or promotion of staff shall be the necessity of securing the highest standards of efficiency, competence, and integrity. By accepting an offer of appointment, United Nations staff members are subject to the authority of the Secretary-General and assignment by him or her to any activities or offices of the United Nations in accordance with staff regulation 1.2 (c). In this context, all internationally recruited staff members shall be required to move periodically to discharge new functions within or across duty stations under conditions established by the Secretary-General.

Applicants are urged to follow carefully all instructions available in the online recruitment platform, [inspira](#). For more detailed guidance, applicants may refer to the Manual for the Applicant, which can be accessed by clicking on “Manuals” hyper-link on the upper right side of the [inspira](#) account-holder homepage.

The evaluation of applicants will be conducted on the basis of the information submitted in the application according to the evaluation criteria of the job opening and the applicable internal legislations of the United Nations including the Charter of the United Nations, resolutions of the General Assembly, the Staff Regulations and Rules, administrative issuances and guidelines. Applicants must provide complete and accurate information pertaining to their personal profile and qualifications according to the instructions provided in [inspira](#) to be considered for the current job opening. No amendment, addition, deletion, revision or modification shall be made to applications that have been submitted. Candidates under serious consideration for selection will be subject to reference checks to verify the information provided in the application.

Job openings advertised on the Careers Portal will be removed at 11:59 p.m. (New York time) on the deadline date.

Interview Schedule and Questions

Greet/ Introduce Self

- Thank them for being a part of study
- Introduce self
- Explain what their contribution will achieve
- “Are you comfortable with me starting the Zoom recording?”

I’ll explain how it will be deleted after I have analysed the data, kept safe (password protected and locked) and only I will have access to it.

- Discuss any questions the information sheet brought up and whether they require any further clarification on any elements of the study
- Explain the time span 30–45 minutes, which entirely depends on how much they have to say and want to elaborate. Also will explain the time won’t cut out so when they are done we will finish
- Explain how they do not have to answer any question they do not feel comfortable with and we can stop at any point
- “I’m going to change the names in the interview and all identifying information of the countries as well as any specificities that can identify you.”

Background Questions

- Would you like to introduce yourself, your name, your career, background, and anything else you feel may be relevant?
- Specifically, how did you get to be an RCO head?
- What made you decide to choose this specific career?
- What was the process like to become hired?
- How do you find the career itself in general?
- What was the training like for this role and what specifically was stressed as important skills to already have and/or to learn?
- What do you personally believe your role as an RCO head is about and/or meant to achieve to you personally?

Main Event Questions

The next part of the interview is where I'll get you to describe an initiative for an external partnership in terms of private stakeholders, governments, NGOs, and beyond that you were personally involved in that went well, and one where it did not go well.

When I say external partnerships, I mean partnerships outside the UN system that are needed to further a developmental goal. We are specifically looking at this idea through the diplomatic skills involved in this context, defining diplomacy as any socio-political skill you used in your initiatives for external partnerships. Examples are as follows:

- Communication strategies,
- Relationship building,
- Leadership strategies,
- Thought processes,
- Bonding,
- Type of dialogue used,
- Cross-cultural thinking, and beyond.

You're welcome to only discuss one story or several for these two examples if you feel it elaborates the experience better.

While you're explaining, if you could use as much description as possible and be as detailed as is comfortable, that would be great! Additionally, if you feel you want to add anything, or discuss another element of the experience that you feel is relevant, feel free to.

In the initiative for a partnership that went well:

- Why would you define it as going well?
- What did it achieve?
- What happened in terms of the diplomatic interactions between the actors involved (actors meaning individuals working on this initiative)?
- What led up to it?/What sort of diplomatic interactions led up to this experience that you were in control of or saw happening around you?

- What do you believe was the major reason the interaction went well?/How did the diplomatic skills used in this situation contribute towards the situation going well? (Diplomatic skills meaning socio-political skills)
- What happened afterwards?
- How did this process feel?

In the initiative for a partnership that didn't go well:

- Why would you define it as not going well?
- What did it not achieve but was trying to?
- What happened in terms of the diplomatic interactions between the actors involved (actors meaning individuals working on this initiative)?
- What led up to it?/What sort of diplomatic interactions led up to this experience that you were in control of or saw happen around you?
- What happened afterwards?
- How did this process feel?
- What do you believe was a major reason the process didn't go well?/How did the diplomatic skills used in this situation contribute towards the situation not going well?

Lastly:

- Is there anything else you feel is relevant that you'd like to discuss?

Holistic Prompts

If there feels to be more explanation that could be given and/or we still have plenty of time, these more specific questions below I may choose to add to an interview. I won't use all of them, but whatever one best helps the participant elaborate on an area they may not have thought to include:

- Do you believe that the skills used in this initiative that went well were individualistic (meaning specific to how you operate as a person and/or the people involved operate) or do you think you acquired a specific skills that if anyone enacts they can also achieve a successful partnership?
- Are there any further examples of an initiative that didn't go well that had similar diplomatic interactions to other initiatives you have been involved in that didn't go well. Components as in defining features that you believe make an initiative more likely to be unsuccessful.

- To what extent do you believe in operating initiatives for partnership intrinsic personality traits (i.e intuition, empathy, kindness) or skills (systems thinking, adaptive leadership, international relations, leadership) is more important and what do you believe they are?
- In operating an initiative for a partnership, what is an issue that is commonly faced, and what do you believe is a diplomatic skill you have learnt to overcome this challenge?
- What do you believe in terms of communication strategies is important to be aware of in initiatives for partnerships?
- Do you find you have common internal processes that are enacted during initiatives for partnerships? Internal processes means common thoughts, ideas, ways of thinking.
- In considering the cross-cultural element of external partnerships, what's something helpful to be aware of that makes the actor more effective at their role? Cross-cultural meaning working with people from differing cultural backgrounds, countries and experiences to each other.
- What's an important element of external partnership initiatives specifically in terms of diplomacy that few people know about?

Concluding

Thank you so very much for being part of the study! I will send you the transcript of this interview for clarification and/or amending if you'd like. I'll have to put a time span of two weeks so I can carry on my study, but I promise to send you a reminder before the two weeks are up. Is that alright with you? Once I finish my thesis, I can provide a summary of all my findings. Would you like me to send this to you? Once again, thank you so much for your contribution.

SUGGESTION FOR EMAIL TO SEND TO POTENTIAL PARTICIPANTS

Hello

My name is Kine Diallo. I am doing an internship with the DCO Talent Management Team at the United Nations based in New York City. I'm from New Zealand and I'm also completing my Master of Arts thesis through Massey University in NZ.

In my research, I am looking at how 'new diplomacies' are related to 'old diplomacies'. 'Old' diplomacies refer to diplomacy acting for a specific country's political mission, ideology and/or financial acquisition. 'New' diplomacy refers to the aim of achieving sustainable development goals through multi-party, multi-stakeholder, international operations. My study aims to look at how social and political skills of people involved in diplomacies might reflect the 'old' or the 'new' approaches. This information could help me to propose training or development processes which could help maximise success in development cooperation efforts.

I believe as you are a subject matter expert a 30 minute interview with you in your own time would be incredibly beneficial towards my research. I would like to note that my research is through the United Nations not by the United Nations, and your involvement is entirely optional and voluntary.

If you are interested, I would like to invite you to take part in my research. I would like to interview you on Zoom. I have attached an information sheet which gives more information about the study. As well as an attachment with the interview schedule and questions in order to be transparent in what your involvement would consist off.

If you would like more information or to take part in the study, please let me know via my personal email.

Best regards,

INFORMATION SHEET

Understanding the New World of Diplomacy and the Socio-Political Skills Required in Achieving Sustainable Goals in Contemporary Society

Participation

I am inviting individuals in the role of RCO Heads to take part in my thesis research. Participation involves a one-on-one interview with me, which will only be 30–40 minutes of your time. Participation is completely voluntary, you do not have to accept this invitation. If you decide to take part, it is also confidential: I will not be releasing any information that could identify study participants. This research is independent of the UN as it is part of my Master's thesis. I will not be focusing on the performance of any people or organisations, only on the development of theory that can help us to better understand 'Old' and 'New' diplomacies.

The interview will be recorded and transcribed via Zoom. I will edit any errors in the transcript, then it will be sent to you to check for accuracy, with a turnaround time of

about a week. Only I will have access to the recordings. The transcripts will have all identifying information removed, and only I will be privy to them.

I will analyse the transcripts using thematic analysis, which identifies themes and ideas within the dataset as a whole.

Within these interviews I will ask you to tell me about an interaction where an initiative for an external partnership went well, and one where it did not go well. I explain in detail the exact questions I will ask, as well as define the terms used. One element that is helpful to be aware of is: as I'm investigating New and Old Diplomacies, any socio-political interaction you would have with external individuals in operationalising a partnership for a developmental goal in terms of stake-holders, private entities, NGOs, government and beyond would be considered a diplomatic interaction, therefore some example of relevant concepts would be communication, dialogue, leadership, trust building, internal processes, cross-cultural working, and beyond.

Your Rights as a participant:

1. Autonomy. You are free to accept or decline the invitation to take part in the study. I am happy to explain any aspects of the study that you would like to know more about.
2. Avoidance of Harm. The study is designed to reduce all risk of harm to participants as far as is reasonable practical.
3. Benefit. The aim of the study is to improve our understanding of old and new diplomacies, to help improve practice in this area.
5. Justice. The benefits of the research must outweigh any potential harm.
6. Special Relationships. As a UN Intern, I have discussed any potential issues around conflict of interest and special relationships with my supervisors. To address these issues, I will not be interviewing participants that I know or work with.

My supervisors for this study are Walter Reichman, Stuart Carr R, and Dianne Gardiner if you would like any further information or would like to take part in the study.

Kindly email me back.