



United Nations
Department of Economic and Social Affairs

A Guide to a Career with the United Nations



United Nations / New York

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Acknowledgements

Special mention should be made to the contribution of Miss Adelaide Sansalone, who has prepared the present guide on behalf of the United Nations Secretariat Associate Experts Programme.

We would like to thank DPKO, OHRM, UNDP, UNICEF and UNV for their precious contribution to this guide.

We also thank Mr. Furio de Tomassi for his time in making the publication of this project possible.

Forward

As we enter the new millennium, the UN could be considered the world's principal actor for international peace and security and for mobilising international efforts to deal with global problems. The key to our success, and one may say our greatest strength, is the quality of the staff. In the UN's continuing efforts to prepare the organisation to meet the challenges of the 21st century, much importance has been given to the employment of persons with the highest standards of efficiency, competence and integrity and to the achievement of gender and geographical balance and genuine diversity of the staff members world-wide. Equal importance has been given to strengthening the human resources systems such as recruitment and placement.

We are pleased to provide the public with *A Guide to a Career with the United Nations*. Although it is targeted primarily to graduate school students, recent graduates and young professionals interested in a career with the UN, it is in our best hopes that anyone with an interest in our organisation will take advantage of the information found in the following pages. We aim to provide the reader with answers to the frequently asked questions concerning the UN and its affiliated agencies, with a specific focus on employment. For easier reference, the guide has been divided into two parts: the first dedicated to background information on the UN system and how it works, and the second to job opportunities and recruitment procedures within this system. Although Part 2 tends to focus more on the Secretariat, a special section focuses solely on affiliated agencies including the UNDP, UNICEF, and the UNV. It also contains postal addresses, telephone and facsimile numbers, email and internet addresses which the reader may find useful for further inquiries.

The rising interest in a career with the United Nations demonstrates a strong willingness on the part of young candidates to undergo extensive and competitive procedures in order to play a role in dealing with pressing global challenges. We hope that with the help of this guide, many of these candidates will in fact reach their goal of successfully contributing to a promising future for the United Nations.

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Part One: The United Nations

Chapter 1: An Overview

1.1 Background Information

The name “United Nations” was created by the US President Franklin Roosevelt and was first used in the “Declaration by United Nations” of January 1942, during the Second World War, when representatives of 26 nations pledged their Governments to continue fighting together against the Axis Powers.

The United Nations was founded on June 26th, 1945, as a result of the San Francisco Conference, held from April 25 to June 25th of that same year. On this occasion, representatives of fifty states outlined the Charter of the United Nations. The Charter was signed by representatives of the original states and Poland that, although not present in San Francisco, was counted as one of the founding nations. With the future ratification by the Member States of the Security Council (China, France, Great Britain, United States, and USSR) as well as the majority of the signing states, the Charter formally came into being on October 24, 1945. It is for this reason that United Nations Day is celebrated on October 24 of each year.

The idea of creating an intergovernmental organisation that would replace the League of Nations, increasing its functionality and efficiency, dates back to the beginning of the 1940’s. The goal of the Second World War focused primarily on the necessity of an international “frame” for the co-operation between various countries, with the goal of eliminating future conflict, promoting respect of human rights and justice, favouring economic development, social progress and the creation of friendly relations between nations.

The First General Assembly, formed of representatives from 51 founding states, met for the first regular session in January 1946. The invitation by the American government to establish a permanent headquarters of the organisation in the United States was accepted. The privileges and the immunity of the headquarters of the United Nations were later decided upon in an Accord signed the following year.

In little over half a year of existence, the UN has more than tripled its members. The dynamics of the support varied over the course of these years and was often subject to the progression of the relations between the USA and the USSR. On several occasions, the admission of countries pertaining to the western block was counterbalanced by countries under Soviet influence and vice versa.

The political events of the 1990’s have had significant effects on the number of Member States of the United Nations. In 1990, the entry of both Namibia and Liechtenstein made the number of members rise to 160; however the successive union of North and South Yemen, and the unification of the Federal Republic of Germany with the Democratic Republic of Germany, led to a total number equal to the initial 158. The fall of the USSR brought in three new members in 1991 (the Baltic Republics) and nine in 1992, while Russia wanted to take the seat previously occupied by the USSR.

The situation in Yugoslavia was not only a military concern for the United Nations. Slovenia, Croatia, and Bosnia-Herzegovina, three republics facing dismemberment from the Baltic federation, were introduced as official members of the United Nations in 1992. The Federal Republic of Yugoslavia, on the other hand, had declared its wish to substitute the seat previously occupied by the Federal Socialists of Yugoslavia. However this was suspended by the participation in the work of the General Assembly and of all the auxiliary bodies, as a result of the role played by the Serb Government in the Bosnia-Herzegovina conflict.

In 1993 the number of Member States rose to 185, thanks to the admission of Monaco, Andorra, Eritrea, Czech Republic, Slovakia, Malta, and Macedonia. The membership now totals 188 sovereign countries.

Among the non-member states are Palestine, Switzerland and the Vatican. They participate however in the work of the General Assembly as observers. Even the European Union, that formally co-ordinates foreign politics of the Member States, is not a present member of the UN, but participates as an observer.

1.2 The United Nations System

The United Nations is not a world government, and it does not make laws. It provides, however, the means to help resolve international conflict and formulate policies on matters affecting everyone. At the UN, all Member States have a voice and vote in this process.

The complex system of the United Nations is made up of six main organs, a series of affiliated bodies and programmes, and specialised agencies and independent institutions. Let's focus our attention on the main body of the organisation, made up of the General Assembly, the Security Council, the Economic and Social Council, the Trusteeship Council, the International Court of Justice, and the Secretariat. The Charter of the United Nations foresees that these organs will achieve the following goals of the organisation:

- to maintain international peace and security;
- to develop friendly relations between nations based on respect for the principle of equal rights and self-determination of peoples;
- to achieve international co-operation in solving the international problems of an economic, social, cultural or humanitarian character, and to promote the respect of human rights and fundamental freedoms of all;
- to harmonise the actions of countries in the attainment of these common goals.

Official Languages

The official languages of the United Nations are Arabic, Chinese, English, French, Russian, and Spanish.

General Assembly

The General Assembly is the main deliberative organ of the United Nations and consists of all the members of the Organisation. It may discuss any questions arising under the UN Charter, or relating to the power and functions of any of the other organs. The Assembly may also make recommendations to the Member States of the United Nations or to the Security Council, however not on disputes or situations being considered by the latter of the two.

In the Assembly, each representative has one vote, and important decisions are taken by a majority vote. Recommendations regarding international peace and security, the admitting of new members and the exclusion of others, questions relating to the budget and the operation of the trusteeship system are all important questions for which the decisions of the General Assembly shall be made by a two-thirds majority vote. The other decisions are made by a majority of the members present and voting.

The Assembly meets in regular annual sessions from September to December. Special sessions are convoked by the Secretary-General at the request of the Security Council or of a majority of the UN Members. On the basis of a resolution made November 3, 1950, a special emergency session of the General Assembly can be requested by nine members of the Security Council or by a majority of Member States when, because of disagreement between permanent members, the Security Council does not act in favour of international peace and security. Past special sessions have been summoned on the Palestinian situation, as well as the independence of Namibia and of the occupied Arab territories. At the recent 1999/2000 session, the Assembly considered 173 different topics, including globalisation, nuclear disarmament, development, protection of the environment and consolidation of new democracies.

Functions

In addition to discussing a wide range of arguments provided by the Charter, the Assembly elects the members of the Economic and Social Council, the non-permanent members of the Security Council, the members elected by the Trusteeship Council and, together with the Security Council, the judges of International Court of Justice. It also accepts new members, approves the budget of the organisation, and on the recommendation of the Security Council, nominates the Secretary-General.

The Commissions

At the beginning of the regular session, the Assembly opens an initial debate in which the members raise a series of questions of international security. These are then subdivided in six principal commissions; each designated to a specific issue:

1. First Commission- political affairs, disarmament, and questions of international security
2. Second Commission- economic and financial affairs
3. Third Commission- social, cultural and humanitarian affairs
4. From 1993 the Forth Commission- trusteeship and de-colonisation is joined to the Special Political Committee
5. Fifth Commission- administrative affairs and the budget
6. Sixth Commission- legal affairs

The resolutions and the approved recommendations of the Principal Commissions are then transmitted for the final discussion and for the approval of the Assembly in plenary session. All the Member States are represented in the six commissions. The daily activities of the United Nations are a result, for the most part, of the decisions made by the General Assembly. Such work is done mostly by the UN Secretariat, rather than “ad hoc” committees or conferences.

Although its decisions are not binding for the governments of the Member States, it has a strong influence due to the fact that it represents the opinion of the global community on international issues. The moral authority of the General Assembly should not be overlooked.

The International Court of Justice

The International Court of Justice is the UN’s main judicial organ. It is the only organ of the UN that does not have its headquarters in New York- it is in The Hague in the Netherlands. Presiding over the ICJ, otherwise known as the “World Court”, are fifteen judges selected separately from the General Assembly and the Security Council. No two of these judges may be nationals of the same state. The court is an organ that represents the judicial powers inside the UN system. Its functions are to:

- decide on the controversies faced by the members states
- provide opinions on legal issues to the General Assembly, Security Council, and every other body of the UN that has been authorised by the General Assembly.

Its Parts

The Statute specifies in article 93 that the Member States of the UN are in fact Parties to the Statute of the Court, and thus have the right to refer their own controversies to this organism.

The states that are not part of the UN can become Parties to the Statute of the Court, or can stand before it even without being part of it, only on the specific conditions determined in every case by the General Assembly, upon the recommendation of the Security Council. However, such conditions should not put the interested countries in an unfair position before the Court itself.

The Jurisdiction

As far as its jurisdiction is concerned, the position and the role of the court are very specific. It extends to all cases presented by Member States and to questions related to the UN Charter; but is very limited at the same time because the states that adhere to the Charter are not obligated to resolve their differences before the Court itself. This means that it is the states that must recognise the jurisdiction of the Court on questions that deal with: a) the interpretation of the Charter, b) international law, c) the facts that constitute a violation to international obligations, and d) the compensation needed in this last case. The various countries, in general, have recognised the competence of the Court on condition of reciprocity and excluding some internal issues.

The Structure

The fifteen judges that form the Court are elected for a period of nine years. Each judge is irremovable from his/her position, unless, according to the unanimous opinion of the others, one of the necessary conditions of service is not fulfilled.

Every three years the mandate of a third of the judges expires. The General Assembly and the Security Council are responsible for the nomination of the new judges. The choice is made by consulting lists of candidates by national groups of jurists. In the decision-making process, two fundamental questions are kept in mind: firstly, the judges cannot be citizens of the same country, and secondly, the fact that the principal juridical systems of the world are represented in the court.

The mandate of justice is absolutely incompatible with any task of political or administrative nature, as well as every other professional activity. In order to avoid that the judges be subjected to external pressures, the rule of their irremovability applies, keeping in mind the above-mentioned exception.

If in the Court there is no judge of the same nationality of the parties involved, these parties can choose a national judge that is part of the Court on the condition of equality with the others.

In the decision-making process of the disputes submitted to it, the Court shall apply:

- international conventions and treaties
- international custom
- the general principles of the law recognised by civilised nations
- judicial decisions and the teachings of the most highly qualified publicists of various nations

Given the hierarchy of the authorities, the judges decide by majority. The quorum consists of nine votes, but in the case of a tie, the President of the Court receives another vote.

Economic and Social Council

The Economic and Social Council (ECOSOC) is a body of the United Nations with a key role in establishing priorities for action in economic and social areas: higher standards of living, full-time employment, the respect for human rights and fundamental freedoms, progress in the conditions of economic and social development and the resolution at an international level of problems that affect this sector.

ECOSOC is responsible for discharging these functions under the authority of the General Assembly. The abilities and functions that mark ECOSOC are also those which distinguish it from the Security Council. The first represents the activity of the United Nations in the economic and social area. The second, on the other hand, constitutes true political power.

ECOSOC makes or initiates studies and reports on economic, social, cultural, sanitary, and scientific issues. It makes recommendations on such matters to the General Assembly, to the Member States, and to the specialised agencies concerned. It also prepares draft conventions for submission to the General Assembly and calls international conferences on such matters.

The Organisation

After two successive emendations to the Charter of the United Nations, the number of members of the Council has risen from 18 to 27 in 1965, and to 54 in 1973, aiming to adjust the dimension of the Council to the newly entered members. A third of its staff is renewed each year, for a period of three years. The appointment is up to the General Assembly and comes into effect respecting a certain geographical distribution: 14 seats to African countries, 11 to Asia, 10 to Latin America, 6 to Eastern Europe and 13 to Western Europe and remaining countries.

Inside ECOSOC, the decisions are made by majority- each member having the right to a vote.

Its commissions carry out many activities of ECOSOC. Nine Functional Commissions deal with various issues such as the drugs, human rights, social development, criminality, science and technology at the service of development, etc. The Regional Commissions are focused on

the geographical areas within their region. In conclusion, numerous Permanent Committees and ad hoc organisms are set up to deal with various problems as they come into existence.

To add to this rather complex structure is the fact that ECOSOC has affiliations with a number of specialised agencies. It participates on the Administrative Committee of Co-ordination (ACC), formed by the direction of all the specialised agencies other than the International Agency on Atomic Energy (IAAE). It elects, along with others, the council of administration of the United Nations Development Program (UNDP), the United Nations Children's Fund (UNICEF) and the United Nations High Commissioner for Refugees (UNHCR).

Security Council

Continuously called upon to respond to situations of international crisis, the Security Council is the most publicly known UN body. The Security Council is also the only institution of the UN whose decisions are binding for the governments of the Member States, on the basis of the Charter of the UN.

Structure

The Security Council is made up of permanent and non-permanent members. The permanent members are the countries that won World War II, the promoters of the United Nations. These countries have the right to a seat on the Council. In December, 1991 China, France, the United Kingdom, and the United States accepted that Russia replace the USSR.

On the other hand, the non-permanent members are elected for a two-year period by the General Assembly. Two fundamental elements are kept in mind in this choice:

- the respect of an equal geographical distribution
- the contribution of candidate countries to peacekeeping and international security and to the achievement of the organisation's objectives.

The presidency is rotated monthly among the various representatives. Each member of the Security Council has the right to a vote. However, the voting mechanisms change according to the type of decision. Procedural questions are decided upon with an affirmative vote by nine members, but this must include an agreement by five permanent members. This condition allows the permanent members to exercise their veto right on non-procedural issues, independently from the majority that has approved the decision. During the Cold War, the veto right greatly obstructed the Security Council's activity.

Functions and Powers

Responsible for the maintenance of international peace and security, the Security Council intervenes dealing with conflicts in a peaceful manner, or undertakes actions against threats or violations against peace and in cases of aggression.

When a violation against international peace and stability is put under examination by the Security Council, it is used until the problem is solved peacefully. In certain cases, it uses its own investigation power to see to what point the situation is compromised, and its mediation power to find a compromise between opposing parties. For this reason, the Council nominates its own representatives or acts through the Secretary-General.

If however the controversy degenerates in a military conflict, the intervention of the Security Council happens at a different level. The principal objective is to stop hostility, and can be reached by the order of truce or by the sending of peacekeeping troops that reduce tension in areas of interest, separating the parties in conflict and creating necessary conditions of tranquillity to resolve the conflict in a peaceful manner. In other cases, the Council intervenes by means of force.

When preventive and compulsory measures are taken in a Member State, this state can be suspended by the General Assembly of its rights and privileges as a member.

Trusteeship Council

Of extreme importance after the end of the second global conflict, this institution has lost part of its importance and duties in concomitance with the decrease in territories under the trusteeship. For this reason, there is an indication of a rapport of dependence that is created between a territory not yet able to govern itself independently and a state that assumes the administration temporarily, with the aim of creating the presuppositions for a future autonomous government.

In accordance with article 86 of the UN Charter, the Trusteeship Council consists of the following members:

- the Members administering trust territories
- the permanent members of the Security Council not administering trust territories.
- as many other Members elected for three-year terms by the General Assembly, in such a way that participation of the Council is equally divided between administering countries and non-administering countries.

Over the years it has become more and more difficult to respect these indications. The number of administering territories has decreased, and consequently have never again been elected members of the General Assembly since 1965.

The Trusteeship Council is responsible for the supervision of territories under the International Trusteeship System. In relation to this, the Council:

- considers the reports provided by the administering countries;
- examines the petitions in consultation with the administrative authorities;
- arranges periodical visits in the territories;
- takes all the initiatives foreseen by the trusteeship agreement.

The final objective is to set such countries out on a path to autonomy, permitting the installation of democratic governments.

The International Trusteeship System was composed originally of 11 countries that were the mandates of the League of Nations, or even colonies of the conquered states during the Second World War. Ten administrative territories have been given independence since then. These became sovereign states or were completely divided or fused with neighbouring countries, based on the willingness of the inhabitants.

The Secretariat

Formed by an international staff, drawn from over 170 countries, the Secretariat constitutes the skeleton of the organisation, allowing the entire system to work, supporting the activities of other organisms.

The Secretariat is headed by the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council for a five-year term. As the chief administrative office of the Organisation, the Secretary-General directs its work, and is responsible for implementing decisions made by various organisms of the United Nations.

But the duties are mostly in the economic and diplomatic field. The Secretary-General can subject the Security Council to every question that constitutes a potential threat to international peace and security. At times he/she may be in charge of duties determined by the General Assembly, the Security Council, and by other bodies. Therefore, the result is a very flexible role, capable of adapting to the circumstances that are created.

The prestige and impartiality give this figure a determining role in international diplomacy. Through public consultations, private encounters or negotiations often dealt with by the Security Council, the Secretary-General often tries to avoid that international conflict rise, worsen, or expand into other countries.

There have been seven Secretary-Generals since the founding of the UN:

- Trygve Lie (Norway) 1946-1952;
- Dag Hammarskjöld (Sweden), 1953-1961- died during the course of his mandate;
- U Thant (Bruma, now Myanmar); 1961-1971;
- Kurt Waldheim (Austria); 1972-1981;

- Javier Perez de Cuellar (Peru) 1982-1991;
- Boutros Boutros-Ghali Egypt) 1992-1996;
- Kofi Annan (1997-)

The first Secretary-Generals were particularly conditioned by the east-west conflict. An example is given by the conflict between the Soviet Union and the Secretary General Dag Hammarskjold during the Belgian Congo crisis in 1960. The USSR boycotted the activity of the Secretary-General until his death, and then imposed very restricted conditions before accepting U Thant as his successor.

The activity of Perez de Cuellar, during his first mandate, focused on the famine and drought problem in Africa. He claimed that the cyclic crises in the limited food supply were not only due to the climatic and environmental problems, but above all to the constant situation of underdevelopment in the African countries where they are found. In this way, he gave a boost to the technical co-operation and economical and social development. The Secretary-General was then absorbed above all by the political problems of the day: the Iraq-Iran conflict; the problems in Namibia, Cambodia, El Salvador, Cyprus; and finally the withdrawal of the Iraqi army from Kuwait. Perez de Cuellar ended his mandate right in the middle of this last important operation, having already given the organisation the necessary tools in order to continue to maintain or to create peace; the role that his successor widely developed.

It was this very successor, Boutros Boutros-Ghali that published in June 1992, *An Agenda for Peace*, an attentive program of the future steps to be taken by the UN in order to consecrate its role in international diplomacy. But contemporarily he inaugurated a capillary restructuring of the organisation with the goal of simplifying and making it more efficient and flexible to the needs of the time.

1.3 Recent Trends

Coordination

The organisation of the United Nations has developed a varied agenda conforming to the objectives set by the founding countries. Regardless of the extreme heterogeneity of the sectors that have seen the UN engaged on the front line, it is possible to divide the structure in three main areas:

- technical co-operation for economic and social development;
- interventions to maintain international peace and security;
- human rights and humanitarian assistance.

Each one of these areas has had its ups and downs in the past, depending on the political and economic situation at the international level and the trends of individual Secretary-Generals. The root of the problem is found in the fact that the United Nations system (formed by the central bodies, related programs, and specialised agencies) was seen in the beginning as a stellar

structure, formed by semi-autonomous organisations, led by the intergovernmental type decision-making organisms, who have ultimate power in decision-making, but do not necessarily depend hierarchically from the General Assembly or of the Secretary-General. The growth of such a structure has given life to a very difficult system to co-ordinate.

With the rise of new problems and new policies to be implemented (in the economic and social sector, more so than the political-diplomatic sector), the system has not adapted the existing structures, but has created new ad hoc organisations. All this has caused duplications, high costs, and inefficiencies. Certain examples can clarify these ideas. Three independent agencies exist in the food and agriculture sector: FAO, WFP and IFAD. The same situation is present in refugee aid: the High Commissioner for Refugees in Geneva is absolutely independent in comparison to the Office for the Commission of Humanitarian Affairs of the Secretariat, which shares many competencies and activities with other agencies, such as UNICEF and UNDP.

To partly solve the problem of co-ordination, the Administrative Committee of Co-ordination (ACC) was created with the participation of various agencies and is presided over by Secretary-General. For the moment, this organisation has shown itself solely partly effective since it only meets a few times a year and no chief is required to be present nor needed to put into effect the Committee's recommendations. This happens because the chiefs of the agencies are elected by different institutions and are therefore independent and sovereign in their politics.

For a better understanding of the problem, a parallel can be made between the structure of the UN and that of the government. In the government, the co-ordination is assured by a global strategy that covers all the ministries, and a budget that mirrors such a strategy. In the United Nations this doesn't happen because the single agencies adopt their own politics and have their own financial means. The Secretary-General and the chiefs of the agencies are elected by different institutions. Therefore, the Secretary-General has no power over the others. In addition, the Secretary-General does not have a cabinet council similar to that of the government. The only structure that comes close to this model, the Administrative Committee on Co-ordination (ACC), as we have seen, has problems. It is not difficult to imagine problems that would rise in a state if the government would meet only two times a year, or if the ministers were not obligated to be present.

One must not however solely hold the UN system responsible for its lack of co-ordination. Often, in fact, it is precisely the states that create the co-ordination problems, or to say the least, do not alleviate them. Quite often it happens that the same countries are representatives in different agencies of different organisms (for example from various Ministries). The lack of communication and co-ordination amongst these causes the states to speak with different voices and often dissonance.

Keeping in mind the problem of co-ordination, lets now consider the tendencies in the activities and in the politics of the UN.

Social and Economic Development

In the past decades, the co-operation for development has been the activity that has absorbed a large part of the resources and energy of the UN. Programmed on the basis of strategic ten-year plans, the co-operation was given merit for having canalised many developing nations on the road to growth.

However, a certain level of distrust spread in the past decades regarding the effectiveness of UN intervention and its agencies. This was motivated by various reasons:

- the impact of co-operation for development was not always in line with the expectations.
- the donor countries of resources followed a policy of containment of the public expenses and the reduction of the deficit.
- the end of the Cold War opened new fronts in competition with the developing countries.
- the developing countries at times manifested a certain distrust towards policies of co-operation for development.

Only few countries significantly benefited from the co-operation. Many, on the other hand, remained in conditions of absolute need. The countries that benefited, like NICS (New Industrialised Countries), benefited more from other factors, and only partly from the co-operation. The development was induced by the funds of public or private finances, foreign investments, and the transfer of technology, that had been inserted into an economic and social structure that was more advanced in comparison to those of developing countries.

Today, although progress has been made, there is still a good portion of countries in absolute need of aid, and it is here that the co-operation has to concentrate its efforts. At the World Summit for Social Development, held in March 1995 in Copenhagen, governments reached a new consensus on the need to put people at the centre of development. World leaders promised have the following as their principal objectives:

- creation of an economic, political, social, cultural and legal environment that will enable people to achieve social development;
- eradication of absolute poverty by a target date to be set by each country;
- support of full employment as a basic policy goal;
- promotion of social integration based on the enhancement and protection of all human rights;
- achievement of equality and equity between women and men;
- attainment of universal and equitable access to education and primary health care;
- acceleration of the development of Africa and the least developed countries;
- assurance that structural adjustment programmes includes social development goals;
- increase in resources allocated to social development;
- strengthening of co-operation for social development through the UN.

These leaders have recently reconvened in Geneva, after five years, to review if these goals have been achieved over the past five years, and to commit themselves to new initiatives. Unfortunately, the problems of poverty, unemployment and unsafe, unstable and unjust societies that troubled many parts of the world before the 1995 World Summit for Social Development in Copenhagen still remain problems five years later. But changes in the way social issues are viewed are now considered a much higher priority.

The new commitments established at the Copenhagen+5 World Summit are as follows:

- to create an economic, political, social, cultural and legal environment that will enable people to achieve social development;
- to eradicate poverty in the world, through decisive national actions and international co-operation, as an ethical, social, political and economic imperative of humankind;
- to promote the goal of full employment as a basic priority of our economic and social policies, and to enable all men and women to attain secure and sustainable livelihoods through freely chosen productive employment and work;
- to promote social integration by fostering societies that are stable, safe and just and that are based on the promotion and protection of all human rights, as well as on non-discrimination, tolerance, respect for diversity, equality of opportunity, solidarity, security, and participation of all people, including disadvantaged and vulnerable groups and persons;
- to ensure that when structural adjustment programmes are agreed to they include social development goals, in particular eradicating poverty, promoting full and productive employment, and enhancing social integration;
- to increase significantly and/or utilize more efficiently the resources allocated to social development in order to achieve the goals of the Summit through national action and regional and international cooperation;
- to promote and attain the goals of universal and equitable access to quality education, the highest attainable standard of physical and mental health, and the access of all to primary health care;
- to accelerate the economic, social and human resource development of Africa and the least developed countries;
- to promote an improved and strengthened framework for international, regional and sub-regional co-operation for social development, in a spirit of partnership, through the United Nations and other multilateral institutions;
- to promote full respect for human dignity and to achieve equality and equity between women and men and to recognise and enhance the participation and leadership roles of women in political, civil, economic, social and cultural life and in development.

Before the Summit, social issues were generally regarded as subjects for each country's domestic agenda. Since the Summit, these issues are squarely on the table as a priority for international consideration. There are several indications that the Summit has had an impact.

One of the major hopes of the organisers of the Social Summit was that the forum would result in commitments from every country to work towards eradicating poverty, and that has happened. However, what has not yet happened on a large scale, is the transformation of the ideas and commitments of the Summit into results that have truly benefited people.

Peace and International Security

Peace and security are the ultimate goals of all United Nations activity. How the Organisation works to achieve those goals is best demonstrated in the peace initiatives of the Security Council.

An important United Nations concern is disarmament. The General Assembly has held special sessions on disarmament and works every year through its two deliberative bodies, the United Nations Disarmament Commission and the Assembly's First Committee, the Disarmament and International Security Committee. The Organisation provides support for intergovernmental disarmament bodies and meetings and, among other initiatives, monitors arms transfers of major conventional weapons systems through the United Nations Register of Conventional Arms.

Before the early 90's, planning of peacekeeping operations started after the Security Council had voted on the resolution. Its logistical nature and lack of conceptual approach, together with the rise in demand for new peacekeeping missions following the end of the Cold War, created the need for an operational planning capacity. The more complex peacekeeping operations involving political, humanitarian and military dimensions require greater co-ordination and liaison and ask that the departments and agencies involved work in an integrated manner. Much effort and resources have been devoted to the development of the planning process, focussing on operational and logistic planning, and the co-ordination and liaison functions within the Department of Peacekeeping Operations.

There have been 40 United Nations peacekeeping operations, and over 750,000 military and civilian personnel have participated. The following is a list of the United Nations current peacekeeping missions:

Africa:

1. Democratic Republic of the Congo - MONUC
United Nations Organisation Mission in the Democratic Republic of the Congo
November 1999 - To present

2.Sierra Leone - UNAMSIL
United Nations Mission in Sierra Leone
October 1999 - To present

3.Western Sahara - MINURSO
United Nations Mission for the Referendum in Western Sahara
April 1991 - To present

Asia:

4.East Timor - UNTAET
United Nations Transitional Administration in East Timor
October 1999 - To present

5.India/Pakistan - UNMOGIP
United Nations Military Observer Group in India and Pakistan
January 1949 - To present

Europe:

6.Bosnia & Herzegovina- UNMIBH
United Nations Mission in Bosnia and Herzegovina
December 1995 - To present

7.Croatia - UNMOP
United Nations Mission of Observers in Prevlaka
January 1996 - To present

8.Cyprus - UNFICYP
United Nations Peacekeeping Force in Cyprus
March 1964 - To present

9.Georgia - UNOMIG
United Nations Observer Mission in Georgia
August 1993 - To present

10.Kosovo- UNMIK
United Nations Interim Administration Mission in Kosovo
June 1999 - To present

Middle East:

11.Golan Heights - UNDOF
United Nations Disengagement Observer Force
June 1974 - To present

12. Iraq/Kuwait - UNIKOM
United Nations Iraq-Kuwait Observation Mission
April 1991 - To present

13. Lebanon - UNIFIL
United Nations Interim Force in Lebanon
March 1978 - To present

14. Middle East - UNTSO
United Nations Truce Supervision Organisation
June 1948 - To present

Progress has also been made in the area of mine clearance and assistance to mine-affected countries. In Cambodia, for example, 23 per cent of the land thought to be mined has been cleared. In Afghanistan, approximately 64 per cent of mined residential areas and irrigation systems has been cleared. In Mozambique, three new centres to service mine victims have opened over the past three years, and two more are planned. United Nations-supported Mine Action Centres are fully operational in eight countries and are under development in six others. Since 1997, United Nations teams have conducted assessment missions in approximately twenty countries.

Some other peace-building activities to keep in mind are: UN's supervision of the 1989 elections in Namibia and police training in Haiti which take place within the framework of a UN peacekeeping operation. Others, requested by governments, include: Liberia where the UN has opened a peace-building support office; Cambodia where the UN maintains a human rights office; and Guatemala where the UN is helping to implement peace agreements which affect virtually all aspects of national life.

Human Rights and Humanitarian Assistance

Despite the past success stories in human rights protection, such as the Declaration on the Granting of Independence to Colonial Countries and Peoples (1960) and concentrated efforts on the human rights abuses resulting from the policy of apartheid in South Africa, the effectiveness of the United Nations was severely restricted by the Cold War.

Today, there is general recognition that there is a need for a new driving force to secure broader realisation of economic and social rights. Millions of people in both developing and developed nations still suffer from extreme poverty and exclusion from economic, political and cultural life. For this reason, the United Nations has increasingly emphasised the right to development, which can provide the basis for a strategy for a more comprehensive human rights programme that shifts its main concern from standard setting to implementation. In 1993, for example, the General Assembly significantly strengthened the Organisation's human rights machinery by creating the post of United Nations High Commissioner for Human Rights. Mandated to co-ordinate all United Nations human rights programmes and improve their impact

and overall efficiency is the High Commissioner- the chief official responsible for human rights. The Office of the United Nations High Commissioner for Human Rights (OHCHR) serves as the secretariat of the Commission on Human Rights, the treaty bodies and other United Nations human rights organs, and is the focal point for all United Nations human rights activities.

In 1997, as part of wide-ranging reforms to enhance the effectiveness of the United Nations, the Secretary-General placed human rights at the centre of all the work of the Organisation by organising the work of the United Nations into four substantive fields: peace and security, economic and social affairs, development co-operation, and humanitarian affairs. The United Nations is thus enhancing its human rights programme by integrating a human rights focus into the entire range of the Organisation's activities. In addition, the High Commissioner's Office and the Centre for Human Rights were consolidated into a single Office of the United Nations High Commissioner for Human Rights. This merger gave the new High Commissioner a solid institutional basis from which to lead the Organisation's mission in the domain of human rights.

The High Commissioner's broadened mandate supports the work of the Commission on Human Rights and the treaty bodies, focusing on areas such as: advancing the rights of women and children, combating racial discrimination in all its forms and protecting vulnerable groups and minorities, such as indigenous people, migrants and disabled people.

The Office is able to carry out these expanded mandates through voluntary contributions to finance its activities. The Human Rights Field Operation in Rwanda, for example, was funded entirely by voluntary contributions from Governments. The High Commissioner's initiatives on indigenous people, the rights of the child, economic rights, victims of torture and contemporary forms of slavery, as well as combating racism and racial discrimination were also supported by voluntary funds.

Today, almost every United Nations body and specialised agency is making efforts to incorporate the promotion or protection of human rights into its programmes and activities.

A synthesis of the process of restructuring and reorganization of the economic center of the Secretariat will be outlined in the following paragraphs, aiming to clarify the objectives and duties of the presently existing divisions.

The Reorganisation of the Secretariat

The United Nations, as a key international organisation, is a tool to be used by its Member States. In the rapid and changing climate of the global scene, the system finds itself confronting growing political expectations and requests for intervention. This has put the human and financial resources of the organisation under much pressure. The restructuring had to be geared towards bettering the contribution of the UN according to the priorities of the Member States, assuring efficiency and quality in the interventions.

Keeping in mind the previously outlined co-ordination and superimposition problems, as well as new political, humanitarian, and economic tendencies, it is clear that there has been a need for a restructuring process over the past decade.

In the *political and humanitarian sector*, new structures have focused on the responsibility of the precautionary diplomacy, re-pacification, maintaining and establishing peace. The objective has been to increase the ability of the UN to face the political and humanitarian crises by consolidating and making more efficient the existing organisms. The result of this process has been the constitution of departments that form the political nucleus of the UN: the Office for the Co-ordination of Humanitarian Affairs, the Department of Political Affairs, Department of Peacekeeping Affairs, and the Department of Disarmament Affairs.

The objectives of the reorganisation of the *economic and social sector* were the following:

- to obtain a common goal and a major coherence in the economic, social, and environmental fields;
- to strengthen the connections and the synergies with the political and humanitarian sectors;
- to define which tasks the sector of the co-operation and development must be completed by the organisation itself, and which must be completed by the specialised agencies of the system;
- to establish a coherent division of responsibility between the Headquarters in New York and the Offices in Vienna, Nairobi, and Geneva, and between the regional and local offices;
- to create a structure with clearly defined responsibilities, in order to resolve co-ordination problems, and to avoid duplication and overlapping.

The department that makes up the economic nucleus of the United Nations was established after much restructuring, and is now known as the Department of Social and Economic Affairs (DESA). DESA is a result of an amalgamation of its predecessors: Department for Economic and Social Information and Policy Analysis (DESIPA), Department for Policy Co-ordination and Sustainable Development (DPCSD), and Department for Development Support and Management Services (DDSMS).

Having clarified certain aspects of the restructuring of the Secretariat, we can now outline the responsibilities of its departments.

A. Department of Political Affairs (DPA)

DPA's mission is to provide advice and support on all political matters to the Secretary-General relating to the maintenance and restoration of peace and security. The principle functions of this new organism are:

- to monitor, analyse and assess political developments throughout the world;

- to identify potential or actual conflicts in whose control and resolution the United Nations could play a useful role;
- to recommend to the Secretary-General appropriate actions in such cases and execute the approved policy;
- to assist the Secretary-General in carrying out political activities decided by him and/or mandated by the General Assembly and the Security Council in the areas of preventive diplomacy, peace-making, peace-keeping and post-conflict peace-building;
- to provide the Secretary-General with advice on requests for electoral assistance received from Member States and to co-ordinate implementation of programmes established in response to such requests;
- to provide the Secretary-General with briefing materials and support him in the political aspects of his relations with Member States;
- to provide substantive support and Secretariat services to the Security Council and its subsidiary organs, as well as to the Committee on the Exercise of the Inalienable Rights of the Palestinian People and the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and People.

B. Department of Disarmament Affairs (DDA)

DDA serves as the focal point for disarmament and development within the Secretariat. It participates in a number of mechanisms established to ensure co-ordination among various parts of the UN system:

- the Senior Management Group (SMG), which meets weekly under the chairmanship of the Secretary-General to assist him in leading the process of change and instituting sound management throughout the UN;
- the Executive Committee for Peace and Security (ECPS), established by the Secretary-General as part of his reform to facilitate joint strategic planning and decision-making among DPA, DPKO, DDA, OCHA, UNDP, UNHCR, OHCHR and UNSECOORD;
- the High-Level Steering Group on Disarmament and Development, which it co-ordinates and services.

C. Department of Peacekeeping Operations (DPKO)

This independent department was created due to the significant increase in the number and the dimensions of the operations. The principal responsibility in this sector is to define, develop, and co-ordinate the peacekeeping operations and other field missions. In addition, it deals with everything regarding the police forces, the reclamation of landmines and general training.

The more multi-sectored nature of the missions has suggested the formation of a Mission Planning Service that foresees the co-operation of the department units, specialists of other departments of the Secretariat, specialised agencies, and non-governmental organisations in achieving the goal of planning and integrating multidimensional operations.

D. Office for the Co-ordination of Humanitarian Affairs (OCHA)

OCHA was established following the adoption of the Secretary-General's programme for reform. Prior to the establishment of this office, its predecessor was the Department of Humanitarian Affairs (DHA). The goal of the reorganisation was that of giving the UN an effective and integrated tool in order to better handle emergency situations on a political, military and humanitarian level.

The functions of its Emergency Relief Co-ordinators (ERCs) are focused in three main areas:

- policy development and co-ordination functions in support of the Secretary-General, ensuring that all humanitarian issues are addressed;
- advocacy of humanitarian issues with political organs, notably the Security Council;
- co-ordination of humanitarian emergency response, by ensuring that an appropriate response mechanism is established, through the Inter-Agency Standing Committee (IASC) consultations, on the ground.

OCHA currently maintains field co-ordination arrangements in 16 countries and one region: Afghanistan, Angola, Armenia, Azerbaijan, Bosnia and Herzegovina, Burundi, Democratic Peoples Republic of Korea, Democratic Republic of the Congo, Georgia, Great Lakes Region, Republic of the Congo, Russian Federation, Rwanda, Sierra Leone, Somalia, Sudan, Tajikistan.

OCHA manages the web site, Relief Web (www.reliefweb.int) that provides up-to-date information on complex emergencies and natural disasters collected from over 170 sources. It also issues monthly reports on the response to appeals and natural disasters that are available on Relief Web.

E. Department of Economic and Social Affairs (DESA)

DESA's mission is to promote broad-based, sustainable development through a multidimensional and integrated approach to economic, social, environmental, population and gender issues.

The major functions and services of this department are to:

- provide policy analysis and facilitate international dialogue on development issues in the General Assembly, ECOSOC and the specialised intergovernmental bodies reporting to them;
- provide technical assistance to Member States at the national and sub-regional level;
- provide research, analysis and support for policy-making bodies;
- provide substantive support to the General Assembly, the Economic and Social Council (ECOSOC), its functional-commissions dealing with issues ranging from statistics and population to sustainable development, social development and the status of women and other intergovernmental and expert bodies, in their efforts to find co-ordinated responses to ongoing or emerging global challenges;
- promote the implementation, monitoring and review of plans, strategies, programmes or platforms of action agreed to at the global level.

DESA also advises and supports countries, at their request, in implementing their development strategies. The aim is to help build national capacities as well as to strengthen economic and technical links among developing countries. Special attention is given to the requirements of the least developed countries, particularly those in Africa, and small island nations.

F. The Department of General Assembly Affairs and Conference Services (DGAACS)

DGAACS consists of three divisions and one service, which correspond to the relevant program structure in the current Medium-Term Plan of the United Nations. The functions of each Division and Service are outlined below:

General Assembly and ECOSOC Affairs Division- provides secretariat services to the General Assembly, its General Committee and Main Committees and various subsidiary bodies and working groups;

Central Planning and Co-ordination Service- provides central planning services for the meetings and documentation, and co-ordinates conference services world-wide.

Translation and Editorial Division-provides translation and editorial services into and from the UN official languages.

G. Office of Internal Oversight Services (OIOS)

OIOS was created by the United Nations General Assembly in 1994 to establish a credible, effective, and permanent system of oversight of UN operations. It incorporates all major oversight functions: internal audit and management consulting; programme evaluation and monitoring; inspection and investigations.

Before the establishment of OIOS, independent internal oversight did not exist in the United Nations. This significant change has enabled internal oversight in the United Nations to be given the status and importance it requires for the first time in the history of the Organisation.

Over the past five years, OIOS has focused on the substantive activities of the Organisation, with priority given to peacekeeping missions and humanitarian affairs. Although continuing to give importance to these areas, OIOS is now shifting its attention to some of the more systemic or pervasive deficiencies of the Organisation. At times, this will call for a horizontal approach in dealing with common services and how they function in different duty stations.

OIOS aims to improve efficiency, effectiveness and integrity in the United Nations.

H. Office of Legal Affairs (OLA)

The overall objectives of this programme are:

- to provide central legal service for the Secretariat and other organs of the United Nations;
- to contribute to the progressive development and codification of international public and trade law;
- to promote the strengthening and development as well as the effective implementation of the international legal order for the seas and oceans;
- to register and publish treaties, and to perform the depositary functions of the Secretary-General.

OLA seeks to achieve these goals through:

- the provision of legal services on questions of international and national, public, private, procedural and administrative law;
- the provision of substantive secretariat functions to United Nations bodies;
- the contribution to the understanding, acceptance and consistent application of the 1982 United Nations Convention on the Law of the Sea and related implementing Agreements;
- the prompt processing and publication of treaty-related actions and treaties registered and deposited;
- the provision of assistance to Member States in matters related to treaty law.

UN Budget

The resources to finance the activities of the United Nations come from the contributions of the Member States. The General Assembly attributes the onus of subsidising a percentage of the total budget on the basis of a specific formula which refers principally to the GDP.

The United States originally financed 50% of the annual requirements. Their quota has now been reduced to approximately half this amount. It has been established that the quota of the poorer nations cannot be lower than 0.001% of the total budget.

The other major contributors that find themselves in between these to extremes are Japan, Germany, France, Italy, and the United Kingdom, Canada, Brazil, Russia, China, India, and so on. There are 87 nations that contribute the minimum.

Even the peacekeeping operations are financed on the basis of the ability to contribute, but with a slightly different outline. The Permanent Members of the Security Council pay approximately 22% more than the percentage set in the above formula- other countries contribute the same amount, and other still contribute a tenth or a fifth.

Finally, the various programs and agencies affiliated with the United Nations are financed by voluntary contributions separate from the regular budget. These include UNDP, WFP, UNHCR, UNICEF, UNRWA, and UNFPA.

The budget is put under the examination of the General Assembly and its committees, the Advisory Committee on Administrative and Budgetary Questions and the Committee for Programme and Co-ordination, by the Secretary-General. It is approved on a biennial basis.

The United Nations budget for the biennium 2000-2001 will amount to \$2,535 million. It appeared that requirements for anticipated inflation would raise the budget for the new biennium by \$120 million. . But, as a result of further budgetary reductions and favourable exchange rates, this increase did not occur. It remains rather at virtually the same level as 1998-1999.

The budget for 1994-1995 was at the level of \$2,632 million, and for each successive period between 1994 and 1999, the budget level decreased. The adoption of the new budget means that the Secretariat will have been working with the same or a lower level of resources from 1994 to 2001.

There are some new features in the 2000-2001 budget: a contingency provision of \$35 million has been included in the budget for new political missions, the reduction of administrative costs, and the reallocation of additional resources to the prime activities of the Organisation including, amongst others, the maintenance of international peace and security; the promotion of sustained economic growth and sustainable development; and the development of Africa.

In summary, the new budget for 2000-2001 will allow the Organisation to deliver more value to its Member States without an increase in cost.

UN Core Values and Competencies

The United Nations Competencies for the Future have been created to capitalise on the quality of the UN staff. These competencies include a combination of skills, attributes and behaviours that need to be developed and strengthened in one's career. Gradually, they will be incorporated into generic job descriptions and vacancy announcements. Interview frameworks will be developed to incorporate competencies into recruitment and placement decisions, and staff will be trained in the use of these tools.

Core Values

- integrity
- professionalism
- respect for diversity

Core Competencies

- communication
- teamwork
- planning and organising
- accountability
- creativity
- client orientation
- commitment to continuous learning
- technological awareness

Managerial Competencies

- leadership
- vision
- empowering others
- building trust
- managing performance
- judgement/decision-making

Part Two:
Job Opportunities in the United Nations

Chapter 2: Opportunities in the Secretariat

2.1 Introduction

Before looking at the topic of job opportunities in the UN system, it is necessary to create a panorama of the Secretariat.

Organisational Structure

There are seven departments and two offices in the Secretariat, which are divided in other organisational units. Each hierarchical level include the following:

1. Office: minimum of 20 high level professionals under the supervision of a D-2 staff member, or in few cases an Assistant Secretary General or Under Secretary General.
2. Division: minimum of fifteen high level professionals under the supervision of a D-2 staff member.
3. Service: minimum of eight high level professionals under the supervision of a D-1 staff member.
4. Section: minimum of four professionals under the supervision of a P-4 or a P-5 staff member.
5. Unit: minimum of four positions under the supervision of a chief.

One must firstly point out that, similar to other international institutions, the highest appointments inside the Secretariat are political. One arrives to such positions by appointment, not by promotion. These positions include:

- *Secretary-General*- appointed by the General Assembly, on the recommendation of the Security Council, for a period of five years;
- *Under Secretary General (USG)*- Department Head
- *Assistant Secretary General (ASG)*- Head of Office

Normally at the top of the career line are the two D-positions:

- *D-2- Director- Division Head*
- *D-1- General Administrator- Service Head*

Following these positions are the five professional levels, from P-1 to P-5, where one, with an advanced university degree, progresses through merit and seniority. A recent graduate without any work experience, for example, will be recruited to a P-1 position. As the amount of experience increases, so does the professional level:

- P-5 13 to 17 years of experience are required
- P-4 8 to 12 years of experience
- P-3 Examination or if external recruitment 4 to 8 years of experience
- P-2 Examination or if external recruitment 2 to 3 years of experience
- P-1 Recent graduates or United Nations General Service employees, that have passed internal qualification examinations

The General Service sector is made up of various groups, all occupied with clerical, secretarial and administrative work. There are seven levels, indicated as G-1 to G-7. From these, as anticipated, it is possible to continue to the professional category by internal examinations.

With the exception of certain cases, the hierarchical subdivision just described is also applied to the autonomous agencies and organisations affiliated to the United Nations. For this reason, reference can be made to it even when speaking of the employment of personnel in the UNDP and UNICEF.

Staff Regulations

The Charter establishes norms that then are expanded in the Staff Rules and Regulations.

Basically, the Charter states that:

- the Secretary-General and entire personnel, as employees of an international organisation, must not solicit or receive instructions from foreign authorities or governments. In addition, they must avoid any actions that can effect their position as civil servants;
- each Member State of the United Nations is committed to respecting the exclusively international character of the responsibility of the Secretary-General and personnel;
- the personnel is nominated by the Secretary-General, based on the Staff Regulations established by the General Assembly.

The quota is based on the financial contributions of each of States to the budget of the UN. It is important to note a basic distinction, which often is overlooked in one's first exposure to the United Nations' system. Those who work in the Secretariat and in related programs are international civil servants. These positions should not be confused with the civil servants of the

Missions of the various Members of the United Nations. The latter are referred to as diplomats, who report to the Ministries of Foreign Affairs.

The Salary System

Employees in the Professional and higher categories are paid on the basis of salary scales applied worldwide and established by the General Assembly of the United Nations on the recommendation of the International Civil Service Commission (ICSC). The salary of this group of staff is made up of a base or floor (minimum) salary and post adjustment, both expressed in United States dollars. Post adjustment is a cost-of-living adjustment designed to preserve equivalent purchasing power for all duty stations.

The level of salaries for Professional staff is determined in accordance with the Noblemaire principle. This principle states that the international civil service should be able to recruit staff from all its Member States, including the highest-paid. Thus, the salaries of this group of staff are set by reference to the highest-paying national civil service, which has been taken to date to be the federal civil service of the United States of America.

The post adjustment system is designed to ensure that Professional salaries have the same purchasing power at all duty stations. As the cost-of-living varies significantly between duty stations, the salaries of this group of staff are set at different levels at each duty station so as to compensate for the differences in living costs. Differences in living costs are measured through periodic place-to-place surveys conducted at all duty stations. The surveys measure the cost-of-living of a duty station relative to the cost-of-living at the base of the system (New York). The results are reflected in a post adjustment index for each duty station. Duty stations with higher costs of living than New York have higher post adjustment indices, and consequently, higher salaries, while those that are less expensive than New York have lower post adjustment indices and lower salaries than New York.

Subject to meeting the eligibility criteria, internationally-recruited staff members may also receive the following entitlements:

Rental subsidy is an entitlement paid to staff members whose rented accommodations are of a reasonable standard but which cost significantly more than the average rental costs for the duty station. Similarly, a rental deduction is levied on staff members whose housing is provided by the United Nations, a Government or a related institution, either free of charge or at rents substantially lower than the average rent used to determine the post adjustment for the duty station.

Dependency allowances, in respect of dependent spouse and children, are paid in the form of salary at the dependency rate and/or a dependency allowance.

Education grant is available to internationally-recruited staff members whose duty station and place of residence is outside of their home countries, and is payable in respect of children in full-time attendance at a school or university, or a similar educational institution.

Travel and shipping expenses are paid for by the Organization in respect of travel of internationally-recruited staff members (and recognized dependents) on initial appointment, on change of official duty and on separation from service.

Mobility and Hardship Allowance is an allowance to encourage mobility between duty stations as operationally required by the organizations, and to compensate for service at difficult locations.

- Assignment grant is a cash payment made to internationally-recruited staff members who proceed on authorized travel, upon appointment or reassignment, to a duty station for a period of service expected to be of at least one year's duration. The purpose of the grant is to assist staff members in meeting initial extraordinary costs of relocation to the new duty station.

Home leave travel is provided by the Organization to internationally-recruited staff members (and their dependents) for the purpose of renewing their social, cultural and family ties in their home countries. The frequency of home leave travel is based on the difficulty of conditions of life and work at the duty station of assignment.

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2.2 Job Opportunities

How then can one enter the UN career path? Neither the explanation nor the procedure are simple. In order to facilitate the understanding of these opportunities, the material has been divided according to the entry level of the candidate:

- a graduate school student
- a recent graduate
- a professional with experience

The typical opportunity for the first category is an internship. A National Recruitment Examination, as well as the Associate Experts Program and Junior Professional Officers (JPO), are offered to those of the second category. And finally, once experience is accumulated, the doors open to those of the third category for professional staff, experts and consultants through external vacancy announcements.

Internship Programme

The objective of the internship programme is to provide a framework by which graduate and post-graduate students from diverse academic backgrounds may be attached to United Nations offices or departments; to expose them to the work of the United Nations; and to provide departments at Headquarters with the assistance of students specialised in various professional fields relevant to their needs. This internship programme is solely for the United Nations Secretariat in New York.

The United Nations Headquarters Internship Programme consists of three two-month periods of the year: spring (mid-January to mid-March), summer (early June to early August), and fall (mid-September to mid-November). This is a full-time programme- the interns spend five days a week in a Department or Office of the Secretariat, which has selected them for an internship, carrying out their assignment under the supervision of a staff member.

Requirements:

Applicants should:

- be enrolled in a degree granting programme (i.e. masters or PhD level) in a graduate school during the internship;
- be pursuing their studies in countries where higher education is not divided into undergraduate and graduate stages, should have completed at least three years of university studies;
- be no older than 30 years of age.

Before sending the application, it is necessary to keep in mind the following criteria:

- The student must be enrolled in a Masters or PhD programme in a graduate school at the time of application and also during the internship.
- The student is able to obtain the necessary visas and arrange travel to the United Nations Headquarters in New York.
- The student is able to cover the costs of travel, accommodation, as well as living expenses of the internship (approx. US\$5,000).
- The student is able to show proof of valid regular as well as major medical insurance.
- The student is able to communicate fluently in English or French.

In addition to the application form (see Appendix 3):

- Part II must be filled out by the Office of the Dean of graduate school, the nominating institution or the Permanent Mission of the student's country to the United Nations;
- an up-to-date curriculum vita, grade transcript and a short essay in English or French stating the purpose of obtaining the internship must be included.

The application form as well as all the above documents should be submitted in English or French and must be forwarded in two copies to the following address no earlier than 8 months and no later than 6 months before the start of your intended period:

Coordinator of the Internship Programme
Room S-2590D
United Nations
New York, N.Y. 10017
U.S.A.
Tel: (212) 963-1223
Fax: (212) 963-3134

The applicants are informed of the outcome approximately 6-8 weeks before the commencement of the internship.

Conditions of the Program

The following principal rules should be considered before completing an application package:

- Interns are not paid. Costs of all travel, insurance and accommodation, as well as living expenses, are the responsibility of interns or their sponsoring institutions.
- Interns are responsible for obtaining the necessary visas (B.1) and arranging their travel to the United Nations Headquarters in New York.
- The United Nations accepts no responsibility for costs arising from accidents and/or illness incurred during an internship. Therefore, candidates for internship must show proof of valid regular as well as major medical insurance coverage.
- Interns must keep confidential any and all unpublished information obtained during the course of the internship and not publish any reports or papers based on such information.

Associate Experts Programme

This Programme offers young professionals who are graduates from universities or institutions of higher education an opportunity to acquire professional experience in the technical co-operation of the United Nations Secretariat.

The associate experts, who may have limited or no professional experience, are recruited under bilateral agreements between the UN and the donor countries for development projects or regional projects or regional activities within various UN fields. They are provided by the nineteen governments that participate in the Associate Experts Programme (Australia, Austria, Belgium, Denmark, Finland, France, Germany, Israel, Italy, Japan, Korea, Luxembourg, The Netherlands, Norway, Spain, Sweden, Switzerland, Turkey and United Kingdom).

Associate Experts are generally nationals of these countries. Some of these countries, however, agree to finance nationals of developing countries, particularly of least developed countries, as Associate Experts.

Upon receipt of a breakdown of estimated costs from the UN Associate Experts Programme, the donor country deposits the necessary funds to cover all costs, such as salary, allowances, insurance and travel expenses, as well as administrative expenses incurred by the UN. The salary levels of Associate Experts are determined by the donor countries in consultation with the UN.

Associate Experts perform their duties either under the supervision of an experienced expert specialising in their field and the Chief Technical Adviser of the project or of a regional adviser, and if recruited for projects of a national character, may be called upon to work under the supervision of the National Director responsible for the project.

If their performance is deemed satisfactory, an initial one-year appointment may be extended. Although a few take on regular staff member posts, there is no automatic transfer to regular staff positions. They have, however, a fair chance of applying for such positions like any other candidate.

Requirements and Qualifications:

The necessary requirements to participate in the pre-selection process vary according to donor country. But, they basically correspond to the following:

- a degree in the an area of development
- a strong command of English and one of the other working languages of the UN
- age below 30 years (33 for the medical graduates)

Although there is not an exact rule, there are many organisms to which a candidate can be recruited. In general, the following can be considered studies connected to development:

- medicine
- economy and commerce
- political science
- sociology, social sciences
- statistics
- international relations
- law
- engineering (civil, mechanical, etc.)
- computer science

Contact information:

Associate Experts Programme
One U.N. Plaza, Room DC1-802
New York NY 10017

Consultants and Expert Contracts

The consultants and experts are present in various UN departments. This discussion, however, is limited to the technical co-operation activities for development.

Once having defined the objectives of a project and the means necessary to achieve them, it is possible to translate them into the requirements for the personnel called upon to fulfil them. The nature of these duties and the characteristics of the personnel needed to complete them are described in two types of documents:

- job description;
- terms of reference.

The first is used for duties of medium-long periods, dedicated therefore to experts. The second, on the other hand, is a simplified version of the first and refers to the duties of the consultants, whose term length can extend anywhere from a few days to a few months. The minimum content of a job description is the following:

- job objectives;
- the duties which must be fulfilled;
- the level of the duties and the corresponding required competency;
- duty station;
- length and time of project;
- organisational context and general information.

The competencies and qualifications required of the consultants and the experts are the most varied. In addition to a specialisation in a specific area, language skills, interpersonal relations, and sensitivity towards cultures other than one's own are all important in the selection of an expert or a consultant. The combination of all these characteristics often makes it difficult to find the right candidate. It is not easy, for example, to find a specialist in irrigation systems that is specialised in a certain geographical area, and that speaks both Arabic and French very well. The combination of qualities complicates the research, especially when the time given is limited.

Requirements:

Criteria for the experts/consultants:

- A university degree and professional experience (minimum 5 years) in one or more fields of UN's activities are usually required. Previous working experience in developing countries or with other UN organisations is of advantage.
- Fluency (oral and written) in at least one of the working languages of the UN, i.e. English, French, Spanish.
- There is no lower age limit, but a minimum of 5 years working experience is required. The upper age limit for inclusion in the Roster is 65 years.
- Nationality: Priority will be given to qualified applicants from UN Member States.

2.3 Language Related Opportunities

Translators and Interpreters

A competitive examination for editors, translators/précis-writers and verbatim reporters takes place annually in order to establish a roster from which vacancies for editors, translators/précis-writers and verbatim reporters at United Nations Headquarters in New York, and at other duty stations (Geneva, Vienna, Nairobi, Beirut and Bangkok) are filled.

Applicants outside the Secretariat applying for the examination must:

- have the language that they are translating into as their main language;
- have a perfect command of English and an excellent knowledge of French and one of the other official languages of the United Nations (Arabic, Chinese, Russian and Spanish);
- hold a degree or qualification from a university or institution of equivalent status or hold a university degree from a school of translation.

On the basis of the results of this examination, selected candidates are invited for an interview. Candidates who are successful in this examination and are selected for inclusion in the roster are appointed to fill vacancies as they occur in the Editorial, Translation or Verbatim Reporting Services. When vacancies occur, successful candidates are recruited from the roster, subject to the requirements of the services in terms of expertise and language combinations. The assignments are subject to rotation, and successful candidates are sometimes called upon to serve at other duty stations in Africa, Asia, Europe, Latin America/Caribbean and Headquarters according to the needs of the Organisation. Successful candidates are expected to serve a minimum of five years in language posts. The selected candidates are normally offered an initial two-year probationary appointment at the P-2 level.

Contact information:

Examinations and Tests Section
Specialist Services Division
Office of Human Resources Management
Room S-2575-E
United Nations Secretariat
New York, N.Y. 10017
U.S.A
Fax: (1-212) 963-3683

Language Instructors

Full-time language instructors with the United Nations must teach the specified number of course hours per week as determined by the duty station concerned and devote a specified number of work hours to course preparation and correcting students' work. In addition,

each full-time teacher is assigned tasks such as drafting and updating of teaching materials and examinations, preparation of examinations, design of specialised courses and communication courses, consultations with students, and participation in meetings and seminars. At United Nations Headquarters (New York), full-time teachers participate in the preparation, administration, and correction of the United Nations Language Proficiency Examination as part of their assigned tasks. The teacher is expected to use word-processing and database software in performing these duties. The teacher is also expected to carry out other training activities whenever called upon to do so.

As in the case of translators and interpreters, prospective candidates for language teachers are required to undergo a competitive examination. The examination is open to staff members of the United Nations Secretariat who meet the eligibility and qualification requirements and to qualified external applicants. Language teachers working part-time at Headquarters may also apply.

Applicants who are not staff members of the United Nations Secretariat applying for the examination must:

- have the language of instruction as their main language and be fluent in English;
- hold an advanced university degree (Masters) in applied linguistics, linguistics, language teaching, languages or similar field;
- have at least five years' recent and consecutive experience within the last eight years in teaching the language of instruction as a second language or a foreign language to adults, preferably in a professional setting;
- have word-processing skills.

The written examination consists of the following:

- essay questions on modern language teaching methodology, communication skills and writing skills training, preparation of teaching material, and the use of technology for language teaching;
- knowledge of language syntax and usage;
- several practical problems and a lesson plan.

On the basis of the overall results of the examination, the Board will recommend to the Assistant Secretary-General for Human Resources Management the names of candidates who qualify for inclusion in the roster. Vacancies at United Nations Headquarters, New York and the United Nations Office at Geneva will be filled from the roster in order of where the vacancy occurs.

Successful candidates selected from the roster to fill the vacancy are normally offered a one-year appointment as language teachers. Upon satisfactory completion of the trial period, their appointment will be extended. The fixed term appointments of teachers whose performance and conduct proves unsatisfactory will not be extended.

2.4 National Competitive Examination

Junior professionals (P1/P2) and professionals (P3) are recruited through National Competitive Recruitment Examinations. The examinations are organised as a matter of priority in countries that are inadequately represented among the staff of the Secretariat. The examinations are administered in a number of occupational groups, including administration, economics, electronic data processing, finance, legal affairs, library, political affairs, public information, social development, and statistics.

Eligibility

In order to qualify for P1/P2 positions, a candidate must:

- possess a first level university degree and be 32 years of age or younger
- be a national from one of the Member States
- be fluent in either English or French

For P3 positions, a candidate must:

- possess an advanced university degree
- four years of professional experience
- be 39 years of age or younger
- be a national from one of the Member States
- be fluent in either English or French

However, examinations for most P-3 positions are currently suspended according to the decision of Secretary General.

Examination Procedure

The examination will consist of a written examination and an interview. The written examination is divided into two parts. Part I is a General Paper (4 hours) testing one's analytical skills, drafting skills and knowledge of international affairs. Part II is the Specialised Paper (4 hours) testing one's substantive skills in the occupational group. The examination questions are given in English and French, but the responses may be written in any other of the official languages of the UN Secretariat. One must keep in mind that the answer for the drafting component must be written in English or French. The travel expenses to and from the site of the written examination are not borne by the UN. On the basis of the performance in the written examination, a number of candidates are invited to the interview by the Board of Examiners. The interview will be conducted in English or French, the two working languages of the Secretariat.

Application Procedure

All those who wish to participate in the competitive examination are requested to fill out the application form in English or French. Application forms are available on the Internet at (www.un.org/Depts/OHRM/examin/exam.htm), or at the offices listed in the announcement.

Contact information:

United Nations
Examinations and Tests Section
Staff Development Services
Specialist Services Division
Office of Human Resources Management
Room S-2590
New York, NY 10017

2.5- Recruitment for Higher Level Positions

It is the general policy of the United Nations to announce all vacancies other than those at the entry level. In filling these vacancies, special efforts are made to recruit from as wide a geographic area as possible, in order to achieve, as closely as possible, equitable representation among Member States. To be considered for these posts, candidates must possess an advanced university degree, in addition to relevant professional experience. Normally, a minimum of six years of professional experience is required.

Information on vacant positions is available at Headquarters; United Nations Information Centres throughout the world and other offices of the United Nations family such as UNDP, UNHCR, and UNICEF; Foreign Ministry of the respective Member States; and certain educational and professional institutions. The information is also available at web site: <http://www.un.org/Depts/OHRM/>.

2.6 Recruitment for Peacekeeping Missions

Aside from the widely known "blue helmets", which are military forces provided directly by the Member States of the United Nations, these operations also rely on civilian staff for a wide variety of functions ranging from monitoring the observance of human rights to managing human or material resources. These operations provide significant opportunities for a number of professionals with a variety of professional backgrounds.

At the professional level, candidates must:

- have proven track records in one of the following fields. political affairs, legal affairs, human rights, election monitoring, humanitarian assistance, public information, general administration, procurement, logistics, civil engineering, and electronic data processing;
- have an advanced university degree or its equivalent in a relevant discipline;
- preferably have two to four years of prior relevant professional experience;
- be fluent in English and/or French. Fluency in additional languages, such as Arabic, Portuguese, Russian or Spanish, as well as working experience in developing countries, constitute a definite advantage;
- be in excellent health and prepared to work in hardship areas under difficult and sometimes dangerous conditions.

Once the application package is received, it is reviewed as part of an initial screening process. The background and experience of the candidate is evaluated based upon a specific set of criteria. The second phase of the application process involves a comparison of the candidates' qualifications within one occupational group.

As one of the final stages of processing a candidature, the candidate may be asked to schedule an interview with a staffing officer. Finally, in the event that the candidate succeeds in meeting all of the required criteria, he/she will be entered onto a roster of qualified candidates. His/her skills will then be matched with applicable post vacancies, as they become available in the various mission areas. The Department of Peacekeeping Operations, Personnel Management and Support Services maintains a computerised roster on which candidatures are kept active for assignments to Peacekeeping Operations.

Contact information:

United Nations
Personnel Management and Support Service
Field Administration and Logistics Division
Department of Peacekeeping Operations
Room S-2280
New York, NY 10017
USA

Chapter 3: Opportunities in Affiliated Agencies

3.1 Introduction

The system of the United Nations is formed of numerous specialised agencies, semi-independent bodies, and related programs. Since each one of these has its own personnel policies, not to mention separate forms of recruitment, it is not possible to extend the analysis to the entire UN system.

For this reason, we will focus here on the UNDP, UNICEF, and the UNV. The first two have a net of national, regional, and local offices; however their central offices are located in New York. The UNV, on the other hand, is not located in New York; but it offers job opportunities, especially for recent graduates, that should not be disregarded.

The Specialised Agencies (i.e. UNESCO, FAO, ILO, etc) conduct their own recruitment programmes. Interested candidates should contact the appropriate agency for information concerning employment opportunities.

3.2 Opportunities in the United Nations Development Programme (UNDP)

Introduction

With over 7,000 staff working throughout a global network of over 136 country offices in every major developing region and its Headquarters in New York, the United Nations Development Programme (UNDP) is the United Nations largest provider of grant funding for development, and the main body for co-ordinating UN development assistance.

Its purpose is to help developing countries, and countries moving from centrally planned to market economies, build capacities for sustainable human development. The UNDP has established a network of human, technical and financial resources and provides a managerial umbrella for a wide range of funds and activities covering major development initiatives. It also provides special measures for the Least Developed Countries (LDCs), round tables for country aid planning and co-ordination, management services for projects financed by bilateral donors and the World Bank, promotion of technical co-operation among developing countries (TCDC), collaboration with NGOs, support for the private sector, and strengthening public sector management.

Adapting its activities to the needs of individual countries, the technical co-operation of the UNDP puts specific attention on:

- helping countries build capacities for people-centred, sustainable development, working with government policy-makers, and with people and their organisations;
- supporting programmes in 174 developing countries and territories through a network of 132 country offices ;
- poverty eradication and livelihoods for the poor, gender equity environmental regeneration, management development, co-operation amongst developing nations and good governance;
- stimulating development dialogue and action by commissioning a yearly Human Development Report and supporting the production of National Human Development Reports in 110 countries;
- co-ordinating the country-level development activities of all UN organisations.

The UNDP provides technical and financial support for thousands of projects in very different fields: agriculture, forests, meteorology, education, transportation, health, public administration, industry, energy, environment, communications, etc. With its own assistance the UNDP makes sure that, at a local level, managerial abilities are developed, human resources are valued, and technology is transferred. The ultimate objective is to create a base for permanent development, sustainable and independent of external intervention.

The projects are conceived and managed in a such a way to:

- efficiently manage the natural, industrial, and commercial resources;
- stimulate the investment of capital;
- form human resources;
- transfer the most adequate technologies, specifically in reference to the environment.

The most precious patrimony of the UNDP is surely its decentralisation, guaranteed from the capillary net of offices at a national level. In this way, the organisation is constantly present in its field, in strict contact with governments, the project addressees, and other organisations that operate in the same country.

Around 80 % of the UNDP staff works in local or national offices. This refers to the local personnel as well as international staff. Every office is directed by a Resident Representative that is often also the director of the UN Information Centre for that country. The representative negotiates the national program with the government, and approves and actualises projects up to \$1 million. For projects of greater importance the authorisation of the UNDP Administrator is necessary.

In addition to collaborating with many non-governmental agencies and assisting governments in their development projects, the UNDP administers a series of associated programmes, which are financed by separate voluntary contributions and provide special services. This refers to UNCDF, UNSO, UNIFEM, UNFSTD, UNRFRNRE, and UNV.

In order to follow through with all these activities, the UNDP counts on these generic contributions to bilateral programmes, division of costs with beneficiary governments and contributions of trust funds.

Internship Programme

The UNDP organises an internship programme equivalent to that of the Secretariat. The objectives, the procedures of recruitment, the required qualifications are very similar. The only difference is that the UNDP personnel manage the programme.

Objective of the Programme

The Internship Programme principal objective is to offer a small group of graduate-level students the opportunity to acquire direct exposure to UNDP's work and structure. It is designed to complement development-oriented studies with practical experience in various aspects of technical co-operation.

Description

Interns are assigned to either a UNDP country office or the organisation's Headquarters in New York. Assignments vary greatly in terms of content. They may have a country-specific, regional, sectional, or thematic focus. However, interns are normally involved in some aspect of the design, implementation and evaluation of UNDP-supported programmes and projects. Every attempt is made to match the interests of the intern with the needs of the organisation.

Internship assignments vary in length according to the availability and academic requirements of the intern, as well as the needs of UNDP: usually lasting anywhere from two to six months, but a fixed rule does not exist. Assignments are available on a part-time and full-time basis throughout the year.

Qualifications

Candidates for the Internship Programme are selected on a competitive basis. The following minimum qualifications are required:

- Enrolment in a graduate-level degree programme. In countries where there is no distinction between graduate and undergraduate levels, it is necessary to have completed at least three years of program. Only those students who will return to their studies upon completion of their internship assignments are eligible.
- Demonstrated interest in the field of development.
- Written and spoken proficiency in at least two of the three working languages used by UNDP: English, French and Spanish. Fluency in Arabic, Portuguese, Russian or Eastern European language is an asset.
- An interest in global mobility.

- Adaptability to various physical and other environments.
- A desire to work with, and gain the confidence and respect of, people with different language, national and cultural backgrounds.
- Willingness to change posts, facility to adapt to new environments, and the desire to work in an international cultural environment.

Areas of study in a development related field is the following:

- economics
- international relations
- anthropology
- sociology
- public or business administration
- environmental studies
- engineering

The Conditions

Like the Secretariat programme, the UNDP Internship Programme operates on a non-remunerative basis. The costs connected with an intern's participation in the Programme must be borne by the student, who will have to obtain financing for subsistence and make his or her own arrangements for travel, accommodation, health insurance etc.; or by the nominating institution, related institution or government, which may provide the required financial assistance to its students.

The purpose of the Internship Programme has no direct connection to further employment with UNDP but, as mentioned, to complement an intern's studies and to provide the opportunity to learn more about the organisation. However, this does not mean that the student, once having completed his/her studies, cannot be selected for a permanent or temporary post. It is interesting to note that around 10-15% of interns, having completed their studies and met the necessary requirements, have gone on to participate in other UNDP programmes such as the Junior Professional Officer programme and the Management Training Programme.

The Application

Selection for Internships is fully decentralized within UNDP. Applicants interested in an internship should forward their application directly to the bureau/country office of interest.

The application package should be presented three months before the desired starting date of the internship. The following documents should be included in the application package:

- the UNDP application form
- a detailed curriculum vitae
- a cover letter that explains the reasons for which the candidate wishes to participate in such an internship and his/her future career plan.

JPO Programme

The Junior Professional Officer Programme (JPO) represents a working opportunity for young professionals with a limited experience. Similar to the Associate Expert Programme managed by the Secretariat, it gives graduates pursuing a career in development with an experience and on-the-job training in the field of technical operation.

It is a multilateral programme, in that it involves several donor countries that sponsor national candidates, through the United Nations body. Some governments also fund candidates coming from developing countries.

JPOs are directly involved in development and management of UNDP support-programmes. After an intensive pre-service training in New York and a period of on-the-job training, they are expected to assume considerable responsibilities, under the supervision of a senior staff member, either national or international at the country office level. The nature of the assignment can vary considerably:

- building-up and negotiating the UNDP country programme with government authorities, collaborating with representatives of bilateral assistance agencies and specialised UN organisations;
- preparing documents required for the implementation of the country programme, including project descriptions, objectives, work plans, and budgets;
- monitoring project activities, conducting field visits and preparing progress reports;
- up-dating economic and social data and analysis, as well as information on all other development activities in the country;
- contacting UNDP Headquarters, other UN agencies and government authorities.

Structure of the Programme

Every year UNDP recruits nearly 150 JPOs. Approximately 100 are employed in the agencies and programmes administered by UNDP, such as UNFPA, UNIFEM, UNIDO, and UNV. The remaining 250 serve with UNDP. Nevertheless the overall number varies, depending on donor governments' policies and on their budget constraints. The JPO, like the AE, is completely sponsored by the government of his or her country. Recipient countries supply no financial resources. As a consequence, any constraint in development co-operation funds has repercussions on the number of available assignments.

The JPO Programme is a means of development aid that a government decides to grant to developing countries through a multilateral organization. The constant concern is to match donor countries' policies with the requirements of UNDP programs. UNDP is, by its nature, a politically neutral organization.

Nineteen countries participate in the programme, some of which include Australia, Canada, Japan, Finland, Norway, Sweden, and Switzerland.

Qualifications and Personal Features:

The aim of the programme is to supply young professionals with a field experience in development co-operation, in the activities carried out by UNDP. The qualifications below are required for being eligible for selection:

- Master level degree in economics, business or public administration, development studies, anthropology or any other development oriented discipline. A general background combined with a technical specialisation is also appreciated.
- knowledge of two out of three working languages of the UNDP, which are English, French, and Spanish (spoke and written). Knowledge of Arabic, Portuguese or Russian is an asset.
- one to two years of working experience. A development-oriented employment history, or previous experience in development is desirable.
- ability to think strategically, to exercise sound judgement, to express oneself clearly and simply; to have personal security, cross-cultural gender sensitivity and deep commitment in development work.
- availability to move everywhere, since the nature of the assignment is to work in the field.
- capacity to adapt oneself to various situations and different environments.

Training and Future Opportunities

Besides continuous on-the-job training under the supervision of a senior staff member, JPOs are given two other formal training opportunities:

- three week course in New York, before reaching the duty station, in order to introduce the JPO on the structure and the operating procedures of the UNDP.
- language and computer course, organised by the national office of the country of destination.

The experience as a JPO can be the first step of the career in UN or the UNDP, but it is clear that there is no commitment from the UNDP to from the national government to hire former JPO into the system. Upon completion of the programme, a former JPO can attend the national competitive exam, should he or she want to start a career in the Secretariat. Or, should the JPO aim at entering the UNDP, and if performance during the JPO service years is satisfactory, he or she can apply to the Management Training Programme.

Management Training Programme

Intended for a selected number of candidates, MTP is the first step on the UNDP career path. The highest position is the one of the Resident Representative, who is responsible for UNDP development programmes in one country. Resident Representatives are often delegated by the Secretary General with the co-ordination of all United Nations activities in the same duty station.

Structure

The number of participants varies according to anticipated vacancies and financial considerations. In any case, no more than 20 or 25 people take part in the programme each year.

It is a very attractive experience, not only due to the small number of selected participants, but also because of the course content.

MTP provides five weeks of seminars, group discussions, case studies and lectures; all designed to introduce the participants to:

- the UNDP's approach to development issues;
- an overview on the organisation structure, and on the relationships between programme, personnel and financial management;
- the necessary skills for managing country offices programmes;
- development of monitoring, supervisory and interpersonal skills.

After the training sessions, candidates are assigned to a country office, with the task of assisting field managers in managing UNDP country programmes. Assignments are usually for four years, followed by rotation to other country offices or to Headquarters.

Keeping in mind the competitive nature of the programme and the fact that recruitment is virtually held world-wide, the qualifications for selection are:

- MA or equivalent in development related disciplines, such as economics, business administration, sociology, political sciences, engineering, trade, finance and industry.
- excellent knowledge (written and spoken) of at least two of the three working languages of the UNDP, that are English, French and Spanish. Knowledge of Arabic, Portuguese and Eastern European languages is considered an asset.
- development oriented employment history, preferably with experience on the field, showing a progress to major responsibilities, high productivity and potential for managerial and leadership positions.
- ability to express sound judgement, to give valid opinions, to interact positively with the others, to be convincing and cogent, to have listening, presentation, and marketing skills.

- sensitivity to appreciate cultural differences.
- an interest in global mobility.
- a good balance between personal and professional interests.

Application

People interested in applying for Management Training Programme should complete a UNDP application form. This can be obtained from the Division of Personnel at New York Headquarters, or from any local office of the agency. The candidate must also enclose a brief statement including the following:

- why he/she is interested in joining the UNDP
- what contribution he/she feel that he/she can make
- how do his/her qualifications meet the requirements
- his/her particular areas of interest

Application form and enclosures must be sent to:

Management Training Programme
 Director, Division of Personnel
 United Nations Development Programme
 New York, NY 10017
 USA

A certain number of top applicants are selected for a process of competitive interviews, held from February to June of each year. The five-week training course starts by the beginning of August.

As mentioned above, the number of participants depends on the personnel policies and the financial considerations of the agency.

3.3 Opportunities in the United Nations Children’s Fund (UNICEF)

Introduction

UNICEF works in 161 countries, areas and territories on solutions to the problems plaguing poor children and their families and on ways to realise their rights. Its activities are as varied and include for example: helping prevent childhood illness and death, making pregnancy and childbirth safe, combating discrimination and co-operating with communities to ensure that girls as well as boys attend school.

Since its creation at the end of World War II to relieve the suffering of children in Europe, UNICEF has responded rapidly in crises, helped recreate a sense of stability and normalcy, reopened schools and established safe spaces for children when armed conflict and war, flood and other disruptions occur.

UNICEF brings ideas, resources, strategies and support to bear when and where they are needed most. Some examples include: supporting National Immunisation Days in the global effort to eradicate polio, encouraging young people to prepare for and participate in issues affecting them or helping them resist the onslaught of HIV/AIDS.

Mission:

UNICEF:

- is mandated by the United Nations General Assembly to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential.
- strives to establish children's rights as enduring ethical principles and international standards of behaviour towards children.
- insists that the survival, protection and development of children are universal development imperatives that are integral to human progress.
- mobilises political will and material resources to help countries, particularly developing.
- ensures a "first call for children" and to build their capacity to form appropriate policies and deliver services for children and their families.
- is committed to ensuring special protection for the most disadvantaged children - victims of war, disasters, extreme poverty, all forms of violence and exploitation and those with disabilities.
- aims, through its country programs, to promote the equal rights of women and girls and to support their full participation in the political, social, and economic development of their communities.
- works with all its partners towards the attainment of the sustainable human development goals adopted by the world community and the realisation of the vision of peace and social progress described in the Charter of the United Nations.

Internship Programme

To be considered for an internship in UNICEF, the applicant must:

- be currently enrolled graduate or post-graduate student in a field related to international or social development, child survival or development, or management during the proposed internship period.
- be fluent in at least one of UNICEF's working languages- English, French or Spanish. The applicant's academic performance should be excellent, as demonstrated by recent university or institution records.

The application for an internship should be supported by a sponsoring university, related institution or government. A minimum requirement is a letter from a professor supporting the application. Additional consideration will be given for any past work experiences.

Specific interests or requirements for a university course should be included on the application form. Most interns work on a project or several projects which will benefit both them and UNICEF, such as limited research or studies and creating or improving databases or Web sites.

Interns are accepted for a minimum period of 6 weeks and a maximum of 16 weeks. The period will often coincide with an academic semester or the summer vacation. UNICEF does not provide financial support for interns. All successful applicants are expected to make their own arrangements for travel, lodging and living expenses during the internship period.

While most of the internships are full time, Sometimes there are projects that can be done on a part-time basis. For all New York internships, the application should reach the office by the deadlines below:

- November 1st for the period between January to May
- April 1st for June to August
- August 1st for September to December

If UNICEF does not contact you within nine weeks of the above deadlines, the applicant may assume that there is no suitable opening available. For internships in offices other than New York, applications are accepted on an ongoing basis.

The applicant will need to complete the following paperwork:

- an application form
- a United Nations Personal History Form
- a statement indicating terms of support from his/her university/institution/government (if such support is received).
- a copy of an up-to-date university transcript or equivalent institutional record.

- two letters of recommendation, one of which should be from a college professor.

For internships outside of New York, applications should be sent directly to the head of the office concerned. The Head of Office has the authority to accept qualified interns. However, applicants should be aware that many of the offices do not provide internships on a regular basis since they are often working in conditions, which do not allow for the possibility for the effective supervision of an intern.

Conditions of the Programme

The following principal rules should be considered before completing an application package:

- The UNICEF internship programme is not connected with employment. Interns cannot apply for posts advertised internally to UNICEF staff during the period of internship.
- No papers or reports may be published based on information obtained from UNICEF during the internship without the explicit written authorisation by the Head of Office or Division Director.
- UNICEF's Internship Programme is independent of the United Nations.

Junior Professional Programme

The Junior Professional Officer programme comprises a special category of staff members who are young professionals, interested in acquiring experience in the development field. These staff members are sponsored by donor governments to specific positions within the organisation. The Governments of the following countries participate in this programme: Austria, Belgium, Canada, Denmark, Finland, France, Germany, Italy, Japan, Republic of Korea, The Netherlands, Norway, Spain, Sweden, Switzerland and the United Kingdom.

The criteria for admission into the JPO programme include:

- citizenship of the respective country
- between 28 and 32 years of age
- graduate degree (Master's level)
- fluency in written and spoken English and one other UN language, i.e. Arabic, Chinese, French, Spanish or Russian

Interested applicants are invited to submit their curriculum vitae to their respective Ministry of Foreign Affairs, or other competent offices, which reviews the applications and makes its recommendations.

3.4 United Nations Volunteers (UNV)

Introduction

The United Nations Volunteers programme (UNV) was created by the General Assembly of the United Nations in 1970 to serve as an operational partner in development co-operation at the request of UN member states. It reports to the United Nations Development Programme (UNDP) and works through UNDP's country offices around the world.

There are about 4,000 qualified and experienced women and men of over 140 nationalities annually serving in developing countries as volunteer specialists and field workers. Since 1971, more than 20,000 UN Volunteers from some 150 developing and industrialised nations have worked in about 140 countries. Currently, 70 percent are citizens of developing countries while 30 per cent come from the industrialised world. They work in technical, economic and social fields, under four main headings: in technical co-operation with developing countries; with community-based initiatives for self-reliance; in humanitarian relief and rehabilitation; and in support of human rights, electoral and peace-building processes.

The UNV programme involves a wide spread of sectors: it maintains a roster covering some 110 professional categories. Agriculture, health and education feature prominently, as do social conditions, community development, vocational training, industry, transport and population and information technology.

UN Volunteers can be recruited under different categories. International Volunteers serve in a country other than their own whereas National Volunteers serve in their own country. Since UNV specialises in recruiting volunteers for developing countries, nationals from industrialised countries can only apply for international UNV specialist posts or UNISTAR assignments.

International UNV specialists serve in a country other than their own and are recruited for practical and specialised inputs to development or humanitarian programmes. International UNV specialists usually hold a university degree or a higher diploma and have extensive professional experience. Their contracts are usually for two years. However, assignments for international UNV specialists in humanitarian relief, peace-building, electoral work or human rights can vary from a few months to a year or more.

International UNV field workers also serve in a country other than their own but come from the same continent. International UNV field workers normally have a technical diploma and several years of experience with grass-roots groups or organisations in their own country. Their contracts are usually for two years.

National UNV specialists serve in their own country. They have formal qualifications and experience in working with local governments, community-based organisations (CBOs) and non-governmental organisations (NGOs). National UNV specialists support national capacity building initiatives, facilitate networking and exchange. Their contracts vary between one and two years.

National UNV field workers also serve in their own country. They often hold a vocational diploma and have experience in supporting self-help groups. National UNV field workers assist in building capacities of local community organisations and extend support to grassroots initiatives. Their contracts are usually for two years.

Two other categories of UN Volunteers' contributions in building national capacity are:

- UNISTAR volunteers (United Nations International Short-Term Advisory Resources)- international executives and technical experts who offer their know-how to support private and public sector entrepreneurship in developing countries. Their contracts vary from one week to three months.
- TOKTEN volunteers (Transfer of Knowledge Through Expatriate Nationals)- professionals living outside their homeland who return there for short periods to assist academic, research, public or industrial bodies. Their contracts vary from one week to three months.

Application:

To apply as international UNV specialist, you should fulfil the following requirements:

- Bachelor of Arts, Master of Arts, doctorate or higher technical diplomas; several years of relevant working experience, preferably a minimum of five years;
- at least 25 years of age (there is no upper age limit);
- a good working knowledge of at least one of the following languages: Arabic, English, French, Portuguese, Russian, Spanish;
- an ability to work in partnership and to adjust to difficult living conditions.

Professions:

In order to quickly respond to the requests for Volunteers, UNV maintains a resource bank of available candidates who have relevant experience to work in the above sectors. In order to develop this resource bank in accordance with the demand for UN Volunteers, UNV is currently inviting applications in the professions listed below:

Professions in demand for international UNV specialists: bio-diversity management specialists, business managers, civic education specialists, peace promotion specialists, culture conservation specialists, database specialists, drug abuse rehabilitation specialists, eco-tourism developers/promoters, energy and conservation specialists, ENT specialists, environment lawyers, environmental coastal zone specialists, epidemiologists, forest conservation specialists, heritage project co-ordinators, HIV/AIDS home-care specialists, information communication technology specialists, labour economists, local resource management specialists, low-cost

housing specialists, medium-scale industry specialists, micro-credit specialists, micro-project management specialists, monitoring and evaluation specialists, network/Internet specialists, obstetricians, ophthalmologists, orthopaedic technicians, paediatricians, photo interpretation specialists, planners (land use, industrial, urban, rural), public accountants, pulmonologists, socio-economic planners, soil surveyors, specialists in income generation for disabled, waste management specialists, water ecologists, wildlife planning/conservation specialists.

Remuneration:

International UNV specialists are unsalaried professionals who in return for their services receive the following entitlements:

- settling-in Grant calculated on the duration of assignment; includes provision for temporary accommodation;
- Volunteer Living Allowance (VLA) to cover basic needs including housing and utilities. The VLA ranges from US\$ 1,000 to US\$ 2,700, depending on the country of assignment and the number of dependants of the UNV specialist;
- International travel (on appointment and at the end of assignment);
- Life, health and permanent disability insurance;
- Annual leave at a rate of two and a half working days a month;
- Resettlement allowance of \$100 per month of service.

Contact Information:

United Nations Volunteers
Offshore Processing Centre
P.O. Box 25711
1311 NICOSIA, Cyprus
Fax: +357 2 775693

Chapter 4: How to Obtain Information

4.1 Job Announcements in Newspapers and Magazines

For those interested in international careers, job announcements can also be found in newspapers and magazines.

The following is a list of some international publications, which the UN and other international organisations occasionally use to advertise some of their vacancies:

Europe: Austria- *Der Standard, Die Presse*
Belgium- *Le Soir, De Standaard*
Denmark- *Berlingske Tidende, Jyllandsposten*
Finland- *Helsingin Sanomat, Hufvudstadsbladet*
France- *Le Figaro, Le Monde*
Germany- *Frankfurter Allgemeine Zeitung, Die Zeit*
Greece- *Ta Nea, Elefteros Typos*
Ireland- *Irish Times, Irish Independent*
Italy- *La Repubblica, Il Corriere della Sera, Il Sole 24 ORE*
Holland- *NRC Handelsblad, De Volkskrant*
Portugal- *Expresso, Publico*
Spain- *El Pais, ABC*
United Kingdom- *The Guardian, The Times*

America: *The Economist, Financial Times*

Asia: *The Far Eastern, Economist Review*

Africa: *Jeune Afrique*

A complete international newspaper listing, including web site information, can be found at the following web site: www.intenationale.it/giornali.giornali.html.

4.2- Using the Internet

Secretariat, UNDP, UNICEF

UN- www.un.org/Depts/OHRM.htm

UNDP- www.undp.org/toppages/undpjobs.htm

UNICEF- www.unicef.org/employ.htm

Other UN agency web site can be found at the following site: www.unsystem.org

4.4- Contacting Foreign Affairs Offices, Permanent Missions to the UN, and United Nations Information Centres (UNIC)

Information on careers with the UN can also be obtained by contacting the Permanent Missions to the UN, or the Foreign Affairs Offices and the UN Information Centres of one's country directly. Contact information for the Permanent Missions and the UNICs can be found at the following web site: <http://www.un.org/aroundworld/>.

Appendices:

Appendix 1: Relevant addresses and Contacts

Secretariat:

United Nations Secretariat
United Nations
New York, N.Y 10017
U.S.A.

Regional Commissions:

ECA	Economic Commission for Africa Africa Hall P.O. Box 3001 Addis Ababa Ethiopia
ECE	Economic Commission for Europe Palais des Nations 1211 Geneva 10 Switzerland
ECLAC	Economic Commission for Latin America and the Caribbean Edificio Naciones Unidas Casilla 179-D Santiago Chile
ESCAP	Economic and Social Commission for Asia and the Pacific United Nations Building Rajdamnern Avenue Bangkok Thailand
ESCWA	Economic and Social Commission for Western Asia P.O. Box 950629 Amman Jordan

International Court of Justice:

ICJ Peace Palace
2517 KJ The Hague
The Netherlands
tel. 070-392 4441
fax. 070-364 9928
telex: 32323

Independent Agencies and Affiliated Organisations:

INSTRAW International Research and Training Institute for the Advancement
of Women
P.O. Box 21747
Cesar Nicolás Penson 102-A
Santo Domingo
Dominican Republic

UNCHR UN Centre For Human Rights
Palais de Nations, Room 160
1211 Geneva 10
Switzerland

UNCHS UN Centre for Human Settlements
Kenyatta Conference Centre
P.O. Box 30030
Nairobi
Kenya

UNCRD UN Centre for Regional Development
Nagano 1-47-1
Nakamura-ku
Nagoya 450
Japan

UNCTAD UN Conference on Trade and Development
Palais des Nations
1211 Geneva 10
Switzerland

UNDCP UN International Drug Control Programme
Vienna International Centre
P.O. Box 500
1400 Vienna
Austria

UNDP	UN Development Programme One United Nations Plaza New York, NY 10017 USA tel.+1-212-906-5000 fax+1-212-826-2057
UNEP	UN Environmental Programme Head, Recruitment Unit, Human Resource Management Service P.O. Box 30552 Nairobi Kenya fax +25-42-624134
UNFPA	UN Fund for Population Activities 220, East 42nd Street New York, NY 10017 USA
UNHCR	UN High Commissioner for Refugees Centre William Rappard 154, rue de Lausanne C.P. 2500 1211 Geneva 21 Switzerland
UNICEF	UN Children's Fund UNICEF House 3, United Nations Plaza New York, NY 10017 USA tel. 1-212-326-7000 fax 1-212-888-7465
Office in Geneva	UNICEF Palais des Nations 1211 Geneva 10 Switzerland
Office for South and East Africa	UNICEF P.O.Box 44145 Nairobi Kenya

Office for Western and Central Africa	UNICEF P.B. 443 Abidjan 04 Ivory Coast
Office for Latin America and the Caribbean	UNICEF Apartado 7555 Santa Fe de Bogotà Colombia
Office for East Asia and the Pacific	UNICEF P.O. Box 2-154 Bangkok 102000 Thailand
Office for South Asia	UNICEF P.O. Box 5815 Lekhnath Marg Katmandou Nepal
Office for Australia and New Zealand	P.O. Box Q143 Sydney, NSW 2000 Australia
Office for Japan	UN Headquarters Building 8th floor 53-70 Jingomae 5-chome Shibuya-ku Tokyo 150 Japan
UNIFEM	United Nations Development Fund for Women 304, East 45th Street, 6th Floor New York, N.Y. 10017 U.S.A.
UNITAR	United Nations Institute for Training and Research 801, United Nations Plaza New York, N.Y. 10017 U.S.A.

UNOG United Nations Office at Geneva
Palais des Nations
8-14 Avenue de la Paix
1211 Geneva 10
Switzerland

UNOV United Nations Office at Vienna
Vienna International Centre
P.O. Box 500
1400 Vienna
Austria

UNRWA United Nations Relief and Work Agency For Palestine Refugees in
the Near East
Vienna International Centre
P.O. Box 700
1400 Vienna
Austria

UNU United Nations University
53-70 Jingumae 5-chome
Shibuya-ku
Tokyo 150
Japan

UNV United Nations Volunteers
Postfach 260 111
Bonn, Germany
Tel: (49 228) 815 2000
Fax: (49 228) 815 2001

WFC World Food Council
c/o FAO
Via Terme di Caracalla
001000 Roma
Italy

WFP World Food Programme
Via Cristoforo Colombo, 426
00145 Roma
Italy

Specialized Agencies and Other International Organisations

FAO	Food and Agriculture Organization Via delle Terme di Carcalla 00100 Roma Italy tel. 011+39+657051 fax 011+39+657053152
GATT	General Agreement on Tariffs and Trade Centre William Rappard 154, rue de Lausanne 1211 Geneva 21 Switzerland
IAEA	International Atomic Energy Agency P.O. Box 100 Vienna Austria
ICAO	International Civil Aviation Organization 1000, Sherbrooke Street West, Suite 327 Montreal, Quebec H3A 2R2 Canada
IFAD	International Fund for Agricultural Via del Serafico , 107 00142 Roma Italy
ILO	International Labour Organisation 4, route des Morillons CH-1211 Geneva 22 Switzerland fax- +011-41-22-7996582
IMO	International Maritime Organisation 4, Albert Embankment London SE1 7SR United Kingdom
IMF	International Monetary Fund 700, 19th Street, N.W. Washington DC 20431

USA
tel. +1-202-623-7000
fax.+1-202-623-4661

ITC International Trade Centre
Palais des Nations
1211 Geneva 10
Switzerland

ITU International Telecommunication Union
Place des Nations
CH-1211 Geneva 20
Switzerland
tel.+1-41-22-73005111
fax.+1-41-22-7337256

UNESCO UN Educational, Scientific and Cultural Organisation
Personnel Office
7, Place de Fontenoy
75700 Paris
France

UNIDO United Nations Industrial Development Organisation
P.O. Box 300
Vienna International Centre
A-1400 Vienna
Austria
tel.+011-43-1-26026
fax.+011-43-1-2692669

UPU Universal Postal Union
Weltpoststrasse 4
3000 Berne 15
Switzerland

WB World Bank
1818, H Street, N.W.
Washington D.C. 20433
U.S.A.
tel. +1-202-477-1234
fax.+1-202-477-6391

WHO World Health Organisation
20, Avenue Appia
CH-1211 Geneva 27
Switzerland

Regional Office for Africa	WHO P.O. Box 6 Brazaville Congo
Regional Office for the Eastern Mediterranean	WHO P.O. Box 1517 Alexandria 21511 Egypt
Regional Office for Europe	WHO 8, Scherfigsvej 2100 Copenhagen Denmark
Regional Office for South-East Asia	WHO World Health House Indraprastha Estate Mahatma Gandhi Road New Delhi 11002 India
Regional Office for the Western Pacific	WHO P.O. Box 2932 UN Avenue Manila Philippines
WIPO	World Intellectual Property Organisation 34, Chemin des Colombettes 1211 Geneva 20 Switzerland
WMO	World Meteorological Organisation 41, Avenue Giuseppe Motta 1211 Geneva 20 Switzerland
WTO	World Tourism Organisation Capitan Haya, 42 28020 Madrid Spain

Appendix 2: List of Acronyms

ACC Administrative Committee on Co-ordination

DESA Department for Economic and Social Affairs

DM Department of Management

DPI Department of Public Information

DPKO Department of Peacekeeping Operations

DPA Department of Political Affairs

ECA Economic Commission for Europe

ECE Economic Commission for Europe

ECLAC Economic Commission for Latin America and the Caribbean

ECOSOC Economic and Social Council

ESCAP Economic and Social Commission for Asia and the Pacific

ESCWA Economic and Social Commission for Western Asia

FAO Food and Agriculture Organisation

GATT General Agreement on Tariffs and trade

IAEA International Atomic Energy Agency

IBRD International Bank for Reconstruction and Development

ICAO International Civil Aviation Organisation

ICJ International Court of Justice

ICSC International Civil Service Commission

IDA International Development Association

IFAD International Fund for Agriculture Development

IFC International Finance Corporation

ILO International Labour Organisation

IMF International Monetary Fund

IMO International Maritime Organisation

INSTRAW International Research and Training Institute for the Advancement of Women

ITC International Trade Centre

ITU International Telecommunication Union

OCHA Office for the Co-ordination of Humanitarian Affairs

OIOS Office of Internal Oversight Services

OLA Office of Legal Affairs

OSG Office of the Secretary General

UNCHR United Nations Commission on Human Rights

UNCHS United Nations Centre for Human Settlements (Habitat)

UNCRD United Nations Centre for Regional Development

UNCTAD United Nations Conference on Trade and Development

UNDCP United Nations International Drug Control Programme

UNDP United Nations Development Programme

UNEP United Nations Environment Programme

UNESCO United Nations Educational, Scientific and Cultural Organisation

UNFPA United Nations Populations Fund

UNHCR United Nations High Commissioner for Refugees

UNICEF United Nations Children's Fund

UNIDO United Nations Industrial Development Organisation

UNIFEM United Nations Development Fund for Women

UNITAR United Nations Institute for Training and Research

UNOG United Nations Office at Geneva

UNOV United Nations Office at Vienna

UNRWA United Nations Relief and Work Agency For Palestine Refugees in the Near East

UNU United Nations University

UNV United Nations Volunteers

UPU Universal Postal Union

WB World Bank

WFC World Food Council

WFP World Food Programme

WHO World Health Organisation

WIPO World Intellectual Property Organisation

WMO World Meteorological Organisation

WTO World Tourism Organisation

Appendix 3: Guidelines For Preparation of Resume for Employment with the United Nations Secretariat

Cover Letter

- Candidate must elaborate in a concise statement (maximum one page) why he/she considers himself/herself qualified for the particular position

Personal Data

- name (last, first, middle initial)
- address
- city, region/state, postal code
- telephone/facsimile
- e-mail address
- date of birth and age
- nationality/nationalities
- gender/martial status

Education

- List of the degree(s) and major area of study
- Indication of the date, name of the institution, and location where the degree was obtained

Summary of Professional skills and expertise

- Field of expertise (i.e. finance, human resources, audit, procurement)
- Credentials or professional training relevant to expertise (i.e. CPA)
- Computer skills (both hardware and software)

Summary of Relevant Work Experience

- An overview of work history in reverse chronological order.
- Dates, title, employer, type of business, location, area of work, and major accomplishments
- Salary history
- Any management experience including specific achievements

Publications

- List of publications, if any, which should not exceed four.

Languages

- Mother tongue
- Other languages indicate written and verbal proficiency (fluent/full, working knowledge, minimal working knowledge)

Other

- referees (with complete addresses) who are in a position to provide information on your professional achievements.
- indication of any restrictions that should be taken into account in connection with employment with the United Nations
- The following statement must be included in the resume and must be dated:

I CERTIFY THAT ALL INFORMATION STATED IN THIS RESUME IS TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE. I AUTHORIZE THE UNITED NATIONS TO VERIFY THE INFORMATION PROVIDED IN THIS RESUME.

Notes

- The application should only be sent to the addressee on the vacancy announcement.
- The hard copy of the evaluation should be sent through postal service.
- If the application is sent electronically (via e-mail), it must be sent as a WordPerfect, Microsoft Word or ASCII file.
- A complete application package should be sent for each vacancy announcement
- Plain white paper without any shading or lines in the printout and clearly legible font (Arial/Times New Roman) should be used
- The resume should be limited to three to four pages.

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- United Nations, OHRM, *Employment Opportunities with the United Nations Secretariat*. New York, 1999.
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Web Sites

<http://www.un.org>

<file:///C:/INTRANET/INDEX.HTM>

