

# INTERNSHIPS IN THE UNITED NATIONS SYSTEM

*Prepared by*

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**Joint Inspection Unit**

**Geneva 2009**



**United Nations**



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## **EXECUTIVE SUMMARY**

### **Internships in the United Nations system JIU/NOTE/2009/2**

The United Nations system offers the opportunity to talented students to gain professional experience while being exposed to the reality of the United Nations system working environment in performing their duties as interns. The organization benefits from their skills and updated academic knowledge and increases its outreach means throughout the world. There is no uniformity across the system in definition of the legal and policy frameworks of the different internships programmes. While they all expect the intern to contribute to the values under the United Nations Charter, the eligibility requirements and the working conditions are different. Against this background, the Inspectors have reviewed the internships programmes across the system with the objective of identifying key features, best practice and lessons learned for further improvement and clarification of the definition and implementation of the internship programmes.

#### **Main findings and conclusions**

- The overall assessment of the internship programmes is overwhelmingly positive for all the parties involved: organizations, supervisors and interns. It is seen as a win-win experience.
- The review has identified good practice as well as room for improvement in terms of management and effectiveness of the programmes, by strengthening the mechanisms for resource allocation to ensure the means for effective management of the programmes.
- The review has also identified supportive measures to alleviate the resources-constraints experienced by the interns during their internship for those not coming from the local area and not benefiting from any sponsorship.
- Some measures for improving the geographical distribution and the outreach strategies are addressed in the review, in particular recommending the use of partnerships with academia and private or public organizations willing to support these programmes, in particular for candidates from non developed countries.
- Potential for improved management is to be explored by introducing computerized systems with decentralized access.
- The findings also lead to the recommendation of eliminating restrictions on application for future employment during the internship, so that interns can apply as any other possible candidate to posts in the organizations of the United Nations system for which they could compete.

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## ABBREVIATIONS

FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ILO	International Labour Organization
IMO	International Maritime Organization
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
LDCs	Least developed countries
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office for Drugs and Crime
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

## **I. INTRODUCTION**

1. The Joint Inspection Unit (JIU) conducted a review from August to December 2008 entitled “Internship in the United Nations system”. It was included in the Programme of Work of the Unit at a later stage, to be taken from the roster of topics in case of availability of resources for undertaking the research.
2. The objective of the review is to provide an overview of the variety of internship programmes within the United Nations system and to infer from their analysis a series of recommendations for enhancing transparency and effectiveness.
3. The review covered 18 organizations of the United Nations system (see annex I). In accordance with the internal standards and guidelines of JIU and its internal working procedures, the methodology followed in preparing this note included a preliminary review, questionnaires, interviews and in-depth analysis. Detailed questionnaires were sent to the administrative focal points for internships of selected organizations of the United Nations system. Interviews were conducted with the three groups of stakeholders, namely the administration, supervisors and interns in 11 organizations. On the basis of the responses received and related documentation, the Inspectors conducted interviews either at the headquarters of the organizations, liaison-offices or by videoconference. Comments from the selected participating organizations on the draft note have been sought and taken into account in finalizing the note.
4. In accordance with article 11.2 of the JIU statute, this note has been finalized after consultation among the Inspectors so as to test its conclusions and recommendations against the collective wisdom of the Unit.
5. To facilitate the handling of the note and the implementation of its recommendations and the monitoring thereof, annex V contains a table indicating whether the note is submitted to the organizations concerned for action or for information. The table identifies those recommendations relevant for each organization, specifying whether they require a decision by the legislative or governing body of the organization or can be acted upon by its executive head.
6. The Inspectors wish to express their appreciation to all who assisted them in the preparation of this note, and particularly to those who participated in the interviews and so willingly shared their knowledge and expertise.

## II. OVERALL ASSESSMENT OF THE PROGRAMMES

### A. Internship programmes: objectives

7. The formal and ad hoc internship programmes in the United Nations system share core common objectives: (a) to expose students to the work of the organizations; (b) to provide interns with practical work in line with their academic studies; (c) to promote a better understanding of the United Nations system and its individual agencies; (d) to benefit the programmes of the organizations through the assistance of qualified students specialized in certain professional fields; and, (e) to provide organizations with potential future recruits. Internship programmes also provide organizations the opportunity to accomplish open-ended activities that may not be supported by regular resources.<sup>1</sup>

8. From the vantage point of the interns, selection to an internship programme connotes personal and professional prestige as only the most highly qualified students are accepted. Interns are exposed to the work of the organizations, their academic background is complemented and enhanced through their working experience, they learn cultural sensitivities working in a multi-cultural environment, they develop professional networking opportunities and in many cases, the internship provides input for their particular academic undertakings. There is the real possibility and hope that interns eventually may be hired within the United Nations system and be in policy and decision making positions.

9. While there is no standard profile of an intern, the Inspectors have developed a generic one as follows:

“An intern is a student having completed at least the first two years of a university or equivalent educational programme and still enrolled in her/his degree, master or doctoral studies during his/her working period in an organization of the United Nations system. An intern’s assignment should last a minimum of two months up to a maximum of six months. The student must be fluent in at least one of the working languages of the organization and the academic studies should be related to the area of interest of the organization. An intern is not a staff member.”

10. An internship is to be understood as a milestone within the academic path of an intern, not as a synonym for actual employment or as a shortcut to it.

### B. Size of the programmes, geographical and gender balance

#### Size of the internship programmes

11. The size of the internship programmes is relatively stable although in some cases there have been significant increases over the last three years, as reflected in table 1 below:

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<sup>1</sup> These common objectives, in many cases, are identified by the organizations themselves in the documents defining their internship programme (can be downloaded from their websites, see annex I).

**Table 1: Interns per organization of the United Nations system (2006-08)**

<b>Organization</b>	<b><i>Interns per year</i></b>		
	<i>2006</i>	<i>2007</i>	<i>2008(*)</i>
<b>United Nations **</b>	1516	1675	N/A
<b>United Nations</b>			
<b>Headquarters</b>	616	611	724
<b>UNDP</b>	388	387	411
<b>UNFPA</b>	22	17	20
<b>UNICEF</b>	258	267	271
<b>WFP</b>	149	152	N/A
<b>IAEA</b>	41	74	85
<b>ICAO</b>	5	3	7
<b>ILO</b>	164	196	196
<b>IMO ***</b>	20	0	10
<b>ITU</b>	45	31	33
<b>UNESCO</b>	132	131	286
<b>UNIDO</b>	88	81	82
<b>UNWTO</b>	24	26	26
<b>UPU ****</b>	0	3	9
<b>WHO</b>	140	375	357
<b>WIPO</b>	15	15	15
<b>WMO</b>	11	10	22
<b><i>SUBTOTAL (including United Nations Headquarters)</i></b>	<b>2118</b>	<b>2379</b>	<b>2554</b>
<b>TOTAL</b>			-
<b>(Including overall United Nations)</b>	<b>3018</b>	<b>3443</b>	

(\*) For 2008 data do not always reflect the full year, not available at the end of finalizing the review. FAO is not included since it did not have an internship programme during these years. Data of WFP not available yet for 2008.

(\*\*) For the United Nations, 2006 and 2007 figures are inclusive of the Organization as a whole and are based on the report of the Secretary General on Gratis personnel provided by Governments and other entities (A/63/310/Add.1). Not available for 2008.

(\*\*\*) The programme was suspended in 2007 owing to refurbishment at IMO headquarters.

(\*\*\*\*) No records available for UPU prior to 2007.

12. No correlation is made between the final number of interns hired versus the total number of applications received, although some organizations report significant increases in applications. No systematic track record is kept in most of the organizations, and therefore, it has not been possible to establish a reliable series of data on the number of application received across the system. Nevertheless, the opinions expressed by interviewees from the administrative side and the partial data collected, reveal that the number of applications increased more than the number of final internships being approved.

13. The organizations have no means to increase their absorption capacity under the “business-as-usual” practice managing the internship programmes. No policy change has been systematically addressed to strengthen the administrative capacity to promote best practice on managing and processing the huge number of applications being received by organizations. As an example, the number of applications received by the United Nations Headquarters practically doubled from 2006 to 2007 (4,203 to 8,727) while the hiring of interns remained practically identical (see table 1 above).

14. Therefore, in spite of the success of the programmes and the interest of an increasing number of highly qualified candidates, the size of the programmes remains stable or with slight increases compared to their potential. The United Nations Educational, Scientific and Cultural Organization (UNESCO), however, significantly increased the number of interns in the last year, which the organization attributes to the extension of their computerized system to field offices.

15. While a computerized system can be of great help in processing the applications, it also requires an explicit allocation of resources to guarantee its continuous update and management. During the review the Inspectors learned that while some organizations had developed databases, their management and updating was not at all guaranteed and no resources were allocated to follow-up. When ensuring the necessary means to support the effective management of any internship programme, computer-based processing and interactive procedures should be included in the overall planning for resources.

### Geographical distribution

16. The 2007 geographical distribution for interns is reflected in table 2 below and is drawn from data provided by the organizations (details at country level are available in annex IV). The classification by geographical regions and by development categories is shown in tables 2 and 3 below:

**Table 2: Distribution of interns per geographical region in 2007 (\*)**

<i>Geographical region</i>	<i>Interns</i>	<i>Percentage</i>
<b>Africa</b>	423	12
<b>Americas</b>	868	25
<b>Asia</b>	596	17
<b>Europe</b>	1,480	43
<b>Oceania</b>	60	2
<b>Not provided **</b>	15	1
<b>Stateless</b>	1	0
<b>Grand Total</b>	<b>3,443</b>	<b>100</b>

**Table 3: Distribution of interns per category of country in 2007 (\*)**

<i>Developing status</i>	<i>Interns</i>	<i>Percentage</i>
<b>Developed</b>	2,048	59
<b>Developing</b>	1,079	31
<b>Transition</b>	132	4
<b>LDC</b>	168	5
<b>Not provided **</b>	15	1
<b>Stateless</b>	1	0
<b>Total</b>	<b>3,443</b>	<b>100</b>

(\*) Based on geographical groups as per the United Nations Statistics Division groups  
<http://unstats.un.org/unsd/methods.htm>

(\*\*) WIPO did not provide the country of origin of their interns

17. Candidates from non-developed countries (these being defined here as all those countries that are not in the “developed category”) are under-represented in the overall sample

of interns in the United Nations system, which is not in line with what the organizations are aiming at under the principles of the United Nations Charter.

18. It is worth noting that some sponsoring programmes, such as the Carlo Schmidt Programme from Germany, have specific lines for which candidates from developing countries enrolled in the academic institutions of the sponsoring country, under specific conditions, can be eligible candidates for internship programmes in the United Nations system.

19. The possibility of establishing formal or informal partnerships to strengthen the outreach of the organizations of the United Nations system has been suggested in several interviews as a way of sponsoring candidates from non-developed countries. These partnerships could draw from the good practice established by programmes such as Carlo Schmidt and they could cover agreements either with governments, academic institutions, other donor entities, or formal or informal private-public partnerships. The implementation of the following recommendation should contribute to the dissemination of best practice.

#### **Recommendation 1**

**Executive heads of United Nations system organizations should take adequate steps to provide qualified candidates from non-developed countries opportunities to be an intern in the United Nations system organizations.**

#### **Gender balance**

20. Table 4 below provides data on gender balance for only a selected number of organizations since many did not keep records. Last but not the least, disaggregated data on gender balance were also requested as part of the data collection process for the review. Table 4 provides data on gender balance for only a selected number of organizations since many did not keep records. Nevertheless, the data available indicate a clear predominance of female interns.

**TABLE 4: Gender balance in selected organizations of the United Nations system (2007)**

<i>Organizations</i>	<i>Female</i>	<i>Male</i>	<i>Total</i>	<i>Percentage of female</i>	<i>Percentage of male</i>
<b>United Nations</b>	1091	584	1675	65	35
<b>United Nations Headquarters (*)</b>	404	207	611	66	34
<b>UNDP</b>	244	143	387	63	37
<b>UNFPA</b>	17	0	17	100	0
<b>UNICEF</b>	197	70	267	74	26
<b>IAEA</b>	43	31	74	58	42
<b>ICAO</b>	0	3	3	0	100
<b>ILO</b>	121	75	196	62	38
<b>ITU</b>	16	15	31	52	48
<b>UNESCO</b>	100	31	131	76	24
<b>UNIDO</b>	41	40	81	51	49
<b>UNWTO</b>	16	10	26	62	38
<b>UPU</b>	2	1	3	67	33
<b>WMO</b>	6	4	10	60	40

(\*) United Nations Headquarters is included in the overall United Nations figures as well.

### **C. Legislative and administrative frameworks**

21. During the review, it was observed that some programmes, in spite of being effectively in place, were not formalized and were lacking a proper legislative/ administrative framework.

22. There is no correlation between the size of the programme and the lack of a formal legislative/administrative framework for it. There are cases with small programmes having such a framework, for example the International Civil Aviation Organization (ICAO), or others of a larger size and with no such framework, such as the International Telecommunication Union (ITU).

23. In ad hoc programmes, rules are constantly being written and there is no transparency on goals, means and achievement. Arrangements are put in place but are subject to constant change, negotiation and different treatment of interns at the same organization.

24. The Inspectors believe if the programmes are worth doing, they are worth doing correctly. The Inspectors are therefore of the view that ad hoc internship programmes should be formalized.

25. A formal internship programme should be supported by a legislative/administrative framework defining its objectives, eligibility criteria, expected conditions of service and duration, and restrictions, if any, on immediate consecutive employment. The requisite administrative and budgetary provisions should be provided to support the programme, e.g. human resources, web management, planning of internal resources like office space, computer, phones, e-mail accounts, availability of supervisors, etc. (see recommendations 8 and 9). The implementation of recommendation 2 below is expected to enhance effectiveness and efficiency in the implementation and related monitoring of the internship programmes.

#### **Recommendation 2**

**Executive heads of United Nations system organizations should formalize the internship programmes and provide the necessary resources for their management and administration.**

### **D. Satisfaction of major stakeholders**

26. Three groups of stakeholders were interviewed in preparing this review, for a representation of all the interested parties: (a) the administrative focal point for internships in each organization; (b) supervisors; (c) interns. The overall assessment from all the parties is positive, and in fact was characterized as a win-win situation with which the Inspectors agree.

#### **Assessment by administration**

27. The overall assessment of the internship programmes by the administration has been overwhelmingly positive and a great benefit to the organizations themselves. They noted, however, that the means to manage these programmes is of concern as the necessary financial and human resources have not always been provided. This explains in part the fact that in several cases the internship programmes are not formalized. Some organizations noted that the formalization of the programmes would imply increased workloads with little to no possibility that additional resources would be provided.

### **Assessment by supervisors**

28. The majority of supervisors expressed satisfaction with the results of the internship programmes, for the organization in terms of positive results and outcomes, and for them as supervisors in their interaction with the interns and the outcomes resulting from their professional relationship.

29. The professional relationship established between the supervisors and the interns is considered to bring added value to the organization and to open opportunities that would not be available if lacking the possibility of hiring interns.

30. By its very nature, interns should not be used to substitute for temporary lack of regular staff or bridge the gap during periods of heavy workload. Interns provide the opportunity for supervisors to assign highly qualified (but with little practical experience) individuals to open-ended assignments that are of benefit to the programme and goals of the organization but which have not been undertaken due to lack of resources

31. While recognizing that it certainly implies an effort and time-dedication for the supervisor to guide and to introduce the intern as part of the team, the initial investment is more than compensated by the returns, and this more so when the internships lasts for at least three months or more. Shorter experiences are not the preferred option from the supervisor's perspective.

### **Assessment by interns**

32. Overall, the interns' assessment of their internship experience is positive, in terms of the global balance of their different objectives for applying to and working in the various organizations.

33. These objectives are a mixture of resume-building, professional experience, improvement of their awareness of the daily working environment of the United Nations system and the implementation of its mandate, broadening of their professional networking, among others. In some cases, the internship is a mandatory requirement to complete their master's degree or to prepare a thesis to complete their studies.

34. Interns' assessment of the internship programmes acknowledges the positive impact on their career development. By being exposed to the multicultural working environment of the United Nations and by linking their academic knowledge to the daily work of the organizations, they enrich their understanding and their vision of their own professional future. The full integration in the teams, where in many cases the supervisors do recognize their professionalism as for any other staff member, reinforces their self-confidence and increases their professional maturity.

35. In most cases, the interns consider that they have been given meaningful assignments in line with their academic profile and in line with their expectations. There were some cases, although very few, where interns felt they were misplaced and given assignments that were not corresponding to their profile. Some others felt under-utilized, below their professional capacities, and that they were not given enough responsibilities. On the contrary, in some instances, interns felt the burden of responsibilities placed upon them was too stressful; they felt overwhelmed and not sufficiently supervised while performing their duties.

### III. INTERNSHIP PROGRAMMES: DETAILED FINDINGS

36. The review covered the different phases related to a standard internship experience from the application and selection process through the final evaluation process.

#### A. Application and selection process

37. Most of the formal internship programmes are advertised on the websites of the organizations and give the possibility to the candidates to submit on-line applications. It is the view of the Inspectors that this practice should be extended to all programmes. A well-functioning computerized system should be conceived and made available for the management of the internship programme, including the processing of applications.

38. These views are confirmed by experiences such as that of UNESCO, which recently extended their on-line application system to their Field Offices. As a result, there has been an increase in the number of interns hired and an improved geographical balance of their internship programme in the different field offices, with a higher representation of non-local interns at their country-offices.

39. As for the role of the administration in the selection process of the interns, there is no standard practice across the system. In some cases, the process is completely decentralized and the central administration plays a marginal role just as an intermediary for the administrative forms to be officially approved by the human resources department and to keep a track record of the successful selection of an intern and arrange the administrative formalities.

40. The decentralization of the process is more the rule than the exception. While this provides some flexibility in the relationship and contacts between potential pairs of supervisor/intern, it makes the overall process difficult to monitor and record, therefore avoiding further improvement in terms of management and lessons learned. The decentralization, with a central data processing accessible only by the human resources management unit in charge of administration of the internship programme, makes it difficult to plan for resources and to anticipate their allocation in an effective and efficient manner and leads to a succession of ad hoc solutions addressed on a case-by-case basis.

41. In those cases in which a computerized system is in place, the access to the information is often not open to the end-users departments, those that will host the interns. Thus, the processing of the incoming applications, the screening process – if any, and the circulation of the information are centralized. This is not a flexible tool for facilitating the match of demand and supply of internship profiles and interested candidates. A performing and well-maintained computerized system, with on-line links to potential end-users, should be implemented in the organizations, and the necessary resources accounted for its development and maintenance.

42. Systematic acknowledgement of applications should be given to all interns upon receipt. Additionally, the acknowledgement should clearly indicate that if the intern has not heard from the organization within six months, that they should then re-submit their application should they so wish. This is already done by some organizations, such as the United Nations Industrial Development Organization (UNIDO).

43. It is also beneficial for interns to have relevant guidelines and practical information available to them on-line, downloadable from the website. These guidelines should be regularly updated. A dedicated website area on internship, including the access to the network of interns, should be implemented by the organizations, as a means for better outreach and for providing information about the value of the internship programme. In addition for those hired, it will provide information on accommodations, transport and other material on day to day living critical for an intern locating to a new city.

### **Administration views**

44. The representatives of the administration in charge of processing and dispatching the applications from interns, as well as the requests from supervisors, and coordinating the whole process, expressed mixed feelings on the current situation. Overall, they are essentially under constraints due to the lack of resources specifically devoted to this duty in their overloaded work plan. Internships are not among the first priority items in their departments, be these human resource departments, staff and development learning units, or any other office in charge of internship programmes.

45. Therefore, they are not always able to respond to the expectations in terms of timeliness of feedback or simply acknowledge receipt of the applications. In spite of this, they are doing their utmost to be effective and efficient in satisfying the requests of the supervisors and handling in close coordination with them the selection of the interns for their organization.

46. The vast majority of interns and supervisors have praised the work done by the administration in supporting their needs and finding solutions to the various problems that arise.

### **Supervisors' views**

47. The majority of the supervisors were satisfied with the current mechanisms in place for the selection of interns in their respective organizations. Essentially, there are three patterns of selection process: (a) The hosting unit identifies a required profile for a specific task, sends a the request for an intern to the department in charge of the programme; they look for candidates corresponding to these needs and submit pre-screened CVs to the hiring department; (b) the human resource department (or equivalent) receives, processes and circulates internally the applications submitted by potential interns, and assists the interested departments in hiring interns; (c) direct contact by candidates with units for which they are interested in working, after which the candidate presents his/her application through the standard administrative channels. This process can provide "a leg up" in the hiring process as the candidate has established informal contacts with possible interested parties in the organization.

48. In some cases, a fourth pattern is in place involving partnerships with academic and/or sponsoring institutions with whom regular exchanges take place concerning the desired profiles needed by the organizations. In this case, the sponsoring institution undertakes the screening process among their candidates and submits a short-list to the organization for their selection.

49. Sponsoring programmes such as the Carlo-Schmidt Programme from Germany or the Hiroshima Peacebuilder programme from Japan are examples of partnership agreements with organizations of the United Nations system. These programmes can and do provide ad hoc funding for interns, including under specific eligibility criteria for some candidates from developing countries.

### **Interns' views**

50. Interviewees from different organizations confirmed the variety of experiences and sources of information. Websites standard on-line applications were often used and overall information was found through search engines on the Internet. Other experiences resulted from the specific targeting by the interns of the organizations and departments directly related to their academic field with whom they wanted to work, as a means to enrich their experience and to contribute, in some cases, to the realization of their master thesis. They established personal contacts with the departments and undertook the formal administrative process after the preliminary contact with the potential department of interest.

51. Generally speaking, no standard pattern could be detected as for the feedback received on the status of their application. In smaller organizations, the feedback was usually quicker than in larger ones. In some cases it took several months (up to one year sometimes) to receive a concrete proposal, at a stage of their career development in which they were not considering the internship scenario. The Inspectors believe that, at a minimum, the acknowledgment of receipt of their applications should include notification that interns must re-submit their applications if they have not heard from the organization after six months, as it is already done by some of the organizations (see paragraph 42 above).

52. In most cases interns were given the flexibility to choose the period for their internship, although sometimes the short-notice caused personal disruption due to the unexpected offer from the organization. Overall, they all were motivated enough to adapt and change their plans in order to be able to benefit from the experience. The Inspectors believe, however, that interns should be informed of acceptance at least six weeks prior to expected entry on duty.

### **B. Administrative arrangements prior to entry on duty**

53. In the case of non-local interns, joining the duty station for their internship implies a significant number of administrative arrangements (travel, visa, authorization of residence in the country) and, above all, a huge effort in finding accommodation for the short period of their internship. Looking for accommodation for limited duration in duty stations coupled with a limited source of income to demonstrate the solvency of the applicant can turn into a nightmare for many prospective interns.

54. Interns felt that better information and support should be provided prior to their entry on duty and that they should be given information such as access to the e-mail list of existing interns, when available, thereby facilitating their networking in finding accommodation and other relevant information.

55. In some duty stations, there is an interns' network that is managed by active interns and they collect and provide useful information for the community of interns. By connecting incoming and outgoing interns there could be useful exchanges in terms of information and logistics. Some interns suggested that it would be helpful if the administration of the organization would provide support to the interns' network, since the interns' population by definition has a high turn-over and the role of the human resources departments could be instrumental in strengthening the potential role of these networks as a means to help prospective interns prior to and during their internships.

56. While some organizations already make available some information to the interns upon selection, the Inspectors are of the view that a systematic process should be set up by each organization to ensure that interns get relevant, current and practical information with sufficient lead-time to assist them in preparing the logistics for their internship. Reference is made to the use of websites for that purpose, as per paragraph 40. The implementation of recommendation 3 below will contribute to enhanced effectiveness of the functioning of the internship programmes.

#### **Recommendation 3**

**Executive heads of United Nations system organizations should provide detailed information guides (administrative issues and day to day living) for new interns well in advance of their entry on duty.**

57. During the interviews, the Inspectors learned that in some instances the lack of infrastructure available at the organizations impeded hosting a higher number of interns than

otherwise would be the case. In one organization, there were problems in hosting existing interns with the result that interns did not have an assigned desk, did not have a phone nor a computer and were required to rotate to different desks and computers borrowed from absent regular staff on mission or leave. This is not what should be expected from an organization of the United Nations system promoting a decent work policy. The Inspectors believe the hosting organization should plan ahead in order to make available to the intern a working space with a desk, a computer, an e-mail account and a telephone. The implementation of recommendation 4 below will contribute to dissemination of best practice in the functioning of the internship programmes.

#### **Recommendation 4**

**Executive heads of United Nations system organizations should ensure that on the first day of arrival, the necessary infrastructure to host each intern is in place.**

### **C. Interns on board**

#### **Orientation programmes**

58. During the interviews, the Inspectors learned that some organizations did not provide any orientation programme to the interns. Most of the interns felt the organizations should provide better information upon arrival, on different aspects: administrative, logistics and in some cases even on the expected duties. Depending on the size of the organization, a personalized session upon arrival would satisfy the needs of the incoming intern to have a perception of the organization and his/her place and potential contribution to it.

59. The Inspectors believe an orientation programme should be organized upon arrival to provide interns with the relevant administrative information to successfully and efficiently integrate them into the organization; the orientation should include a brief on the mandate and mission of the organization to fully understand its goals and objectives and how each piece fits into the whole. The implementation of the recommendation 5 below will enhance the effectiveness of the internship programmes.

#### **Recommendation 5**

**Executive heads of United Nations system organizations should ensure that an inclusive orientation program is provided to interns upon arrival.**

#### **Training**

60. Interns generally apply for internships in organizations related to their academic background and therefore perform substantive activities, involving technical and research skills, related to their studies.

61. In addition to the specific duties directly related to the work plan of the intern, the review also addressed the issue of training opportunities being offered, or not, to interns. Since interns are not staff members, they are not eligible for the training courses accorded to staff members.

62. Nevertheless, ad hoc training does take place to acquire specific skills required for ensuring the satisfactory performance of their duties, for example specific information

technology (IT) applications used in the conduct of their work. In other cases, they are able to participate in training or awareness-raising activities when this does not imply extra-costs for the organizations (e.g., attending public conferences, lectures, or seminars being held in the context of the work of the organization). In fact, exposure to the work of the organization is seen as a relevant input to the learning process of the interns both by interns and their supervisors.

#### **D. Final outcome and evaluation**

63. In many organizations a final evaluation is not mandatory, although it is a standard practice in several organizations. In most cases, there is a final evaluation of the intern by the supervisor, and upon request, a letter of recommendation is provided to the intern for his/her future career development.

64. Only a few organizations provide an opportunity for interns to evaluate their internship; others do not use an evaluation as such, but conduct regular surveys among their interns and prepare some statistics based on this information.

65. However, there is no systematic use of the information gathered by the evaluations or surveys, despite this being a very pertinent and reliable source for distilling lessons learned, validating best practice and proposing improvements in the weaker areas. There is a need for assigning a monitoring function to a responsible staff member, either a supervisor or other that would then brief the department of human resources on the findings emanating from these surveys and/or evaluations. The implementation of recommendation 6 below will contribute to enhance the efficiency of the internship programme.

#### **Recommendation 6**

**Executive heads of United Nations system organizations should ensure that interns provide an evaluation of the internship programme at the end of their assignment and that follow-up measures are put in place to distil lessons learned, validate best practice and propose improvements in weak areas.**

#### **E. Employment expectations**

66. Although all internship programmes are presented as an opportunity to the interns to acquire inside knowledge of the work of the organization while enriching their professional resume in relation to their academic background, more often than not interns seem to have implicit expectations of working in the future for an organization of the United Nations system.

67. While these expectations are legitimate and desirable, they cannot be based on the belief that an internship will open automatically an entry path to become a staff member of the United Nations system organizations.

68. The experience of being an intern will provide the intern with a better understanding of the work of the organizations, their priority areas, their functioning, their mandates, their rules, and better access to sources of information for new opportunities.

69. However, while this is an asset, this should not be interpreted as a possible shortcut to obtain regular employment in an organization of the United Nations system. The Inspectors were informed that in some organizations interns have been offered a series of short-term contracts, upon expiration of their internship, in order to make them eligible at a later stage for a regular post. The Inspectors believe that no special track should be facilitated for the interns to have preferential access to regular posts, and that short-term contracts should be

avoided, in order not to raise false expectations or to be used as a backdoor entry to the organization.

70. A mandatory break of at least three months, and in most cases of at least six months, is defined in some internship agreements, so that interns cannot apply for regular positions while being interns or immediately after their internship. While such a rule may have originated from the very nature of the internships programmes, i.e. targeting students still enrolled in their studies, it should not become an obstacle or a source of discrimination for the interns in terms of equal opportunities of applying to a position in the organizations of the United Nations system.

71. In fact, a number of organizations hire interns who will complete their studies and academic requirements before their internship ends. The Inspectors believe that there should not be a mandatory break after the expiration of the internship period, since this discriminates against the interns who have brought their skills and knowledge to the organization. In their view, no mandatory break should preclude interns from applying to and being considered for a position in the organization upon the expiration of their internship and this requirement, where it exists, should be eliminated. Should legislative body approval be required to end this practice, executive heads should bring this to their attention for action. The implementation of recommendation 7 will contribute to the dissemination of best practice.

#### **Recommendation 7**

**Executive heads of United Nations system organizations should eliminate the mandatory break now defined in various internship agreements so interns can compete on an equal basis for positions for which they may qualify.**

### **IV. SPECIFIC FINANCIAL AND OVERALL BUDGETARY CONCERNS**

72. The financial implications of the non-remunerated internships were of general concern for the interns, and, to some extent, for their supervisors as well. Some duty-stations are located in areas with a high cost of living, which makes the market prices much higher than what a young student is usually able to finance by him/herself.

#### **A. Compensation schemes: practices and recommendations**

73. In some organizations, stipends are provided to interns (see annex III) or are being considered for the future, as for the forthcoming Internship Programme of the Food and Agriculture Organization of the United Nations (FAO). This is more the exception than the rule.

74. The difference between remunerated and non-remunerated internship programmes can be a decisive factor for some interns to apply only to those organizations that do provide stipends, simply because they could not afford to sustain themselves for such a period. As an extreme example, a case was found in which an intern learned about that possibility while being a non-remunerated intern at a duty-station, and moved to a different organization at the same duty-station when learning that there he would receive some remuneration. However, most interns did say that they would take a non-remunerated internship if it corresponded to their background and interest, but for financial reasons they would need to limit the period of the internship from, for example, six to three months.

75. There are different views on the rationale behind the provision of a stipend to interns. On the one hand, those in favour of introducing compensation for their work believe that this is a fair recognition of the qualified work and their contribution to the organization. On the other hand, others consider that an internship is not an employment and should not be seen as such, and therefore a stipend is not the proper way to acknowledge the value of the work.

76. While recognizing that the contribution of the interns is in the interest of the organization, it is also considered that the interns receive returns of different kind in the form of resume-building, professional networking, internal experience of the United Nations system organization, prestige by having been selected for the internship programmes, which establish competitive criteria in academic, language and technical skills as a condition for their selection and satisfaction of academic credits, including thesis research and writing

77. Compensation measures were proposed during the review both by the supervisors and the interns, involving supportive measures to reduce the daily life-cost during their internship. While not recommending the introduction of any stipend, the Inspectors are of the view that assistance could be provided by the organizations in the form of daily meal-tickets during the length of their internship, a transportation pass for the local area of the duty station, and/or contributing towards insurance costs. This would be offered only to those interns lacking any other kind of sponsoring and funding from other institutions or to interns not from the local area itself.

78. The Inspectors are aware that any enhancement of compensation measures for interns as proposed in recommendation 8 may have budgetary implications and may require decisions by the respective legislative bodies. To the extent possible, funding should be provided from within existing resource levels. If this is not desirable, then executive heads should request appropriate funds through the budget process, i.e., a specific budget line for the internship programmes (see also recommendation 9). The Inspectors are convinced that the executive heads, after evaluating the specific needs and possibilities of their organization, may initiate the introduction of such measures during the budgetary process, taking into account the positive impact of such measures on the overall development of the internship programme which has been qualified as a win-win experience by all parties involved. The implementation of recommendation 8 below will contribute to the dissemination of best practice.

#### **Recommendation 8**

**Executive heads of United Nations system organizations should consider providing a daily meal ticket, a transportation pass, and/or contributing towards insurance costs for interns lacking financial sponsoring or to interns not from the local area.**

### **B. Administrative records of budgetary costs**

79. The Inspectors note that in most cases the procedures in place for monitoring the real implementation costs of internship programmes are either weak or non-existent.

80. For all organizations, it was difficult to estimate the indirect costs related to the hosting of interns. Indirect costs would include the time of supervision, the overheads, the infrastructure required, among other items. A standardization of these estimates would help the organizations in evaluating the impact on human and financial resources of these programmes.

81. It was found that even in organizations with clear established practices on providing stipends, the total financial resources spent for that item were not properly recorded and there

was no system to track back these expenditures. This was the case for the International Labour Organization (ILO), an organization that pays a stipend of CHF 1,500 and for which there were no records of the total costs in spite of hosting more than 160 interns per year for the last three years.

82. While recognizing the need for a better monitoring of the financial and resources-related impact of these programmes, the representatives of the administration alluded to the lack of budget lines available to specifically report on expenditures related to internships.

83. The Inspectors believe there should be an effective system in place to keep accurate and complete records of the resources, financial, human and/or others, allocated to the support of internship programmes. Under all circumstances, no Internship programme is cost free. It entails costs and these costs should be transparent to member States. A budget line item devoted to this expense does not necessarily entail additional resources, realignment of existing resources might be sufficient for the purpose of an efficient implementation of the internship programme. In the event, however, that executive heads believe funding is needed to implement the provision of meal tickets, etc., the budget line item would clearly indicate a request for additional resources. It is important that, member States be aware of the total cost of these programmes since they are providing the resources necessary for their implementation regardless of whether they are coming from within existing resources or through new appropriation requests. The implementation of recommendation 9 below should facilitate enhanced accountability.

**Recommendation 9**

**Executive heads of United Nations system organizations should put in place an effective monitoring system of the budgetary and human resources cost implications of the internship programmes, as well as IT-related costs, to be recorded in a specific budget line for Internship programmes.**

### Annex I – Basic Elements of Internship Programmes in the United Nations system

Organization	Formal Programme	Legislative/ Administrative Framework	Size of Programme			Restrictions on future employment		Website
			2006	2007	2008	Yes/No	Break required	
United Nations	Yes	ST/AI/2000/9 ST/AI/2005/11 ST/IC/2008/17	1516	1675	Not avail.	Yes	6 months	<a href="http://www.un.org/Depts/OHRM/sds/internsh/index.htm">http://www.un.org/Depts/OHRM/sds/internsh/index.htm</a>
UNDP	Yes	HR user guide Internship Policy	388	387	411	Yes	3 months	<a href="http://www.undp.org/internships/">http://www.undp.org/internships/</a>
UNFPA	Yes	Personnel Policies and Procedures of UNFPA	22	17	20	Yes	3 months	<a href="http://www.unfpa.org/employment/internship.html">http://www.unfpa.org/employment/internship.html</a>
UNICEF	Yes	Book I, Human Resources Manual, Chapter 8, Section 8	258	267	271	Yes	6 months	<a href="http://www.unicef.org/about/employ/index_internship.html">http://www.unicef.org/about/employ/index_internship.html</a>
WFP	Yes	HR Directive 2004/001	149	152	Not available	Yes	1 month	<a href="http://www.wfp.org/contact_wfp/vacancies/interns.asp?section=8&amp;sub_section=5">http://www.wfp.org/contact_wfp/vacancies/interns.asp?section=8&amp;sub_section=5</a>
FAO	No	Currently in process of definition***	N/A	N/A	N/A	N/A	N/A	<a href="http://www.fao.org/VA/Employ.htm">http://www.fao.org/VA/Employ.htm</a>
IAEA	Yes	Secretariat Directive 59	41	74	85	No		<a href="http://www.iaea.org/About/Jobs/internships.html">http://www.iaea.org/About/Jobs/internships.html</a>
ICAO	Yes	Guidelines for ICAO Internship program	5	3	7	Yes	6 months	<a href="http://www.icao.int/icao/en/va/index.html">http://www.icao.int/icao/en/va/index.html</a>
ILO	Yes	ILO Circular No. 656, Internship Policy	164	196	196	No	May be granted temporary contract following an internship	<a href="http://www.ilo.org/public/english/bureau/pers/vacancy/intern.htm">http://www.ilo.org/public/english/bureau/pers/vacancy/intern.htm</a>
IMO	Yes	Conditions of the IMO Internship Programme	20	0**	10	Not specified		<a href="http://www.imo.org/">http://www.imo.org/</a>

Organization	Formal Programme	Legislative/ Administrative Framework	Size of Programme			Restrictions on future employment		Website
			2006	2007	2008	Yes/No	Break required	
ITU	No	Programme not enshrined in any legal text	45	31	33	No	No	<a href="http://www.itu.int/employment/stages.html">http://www.itu.int/employment/stages.html</a>
UNESCO	Yes	Administrative Circular 2233  UNESCO Special Internship Programmes: Guidelines	132	131	286	Not specified		<a href="http://portal.unesco.org/en/ev.php-URL_ID=11716&amp;URL_DO=DO_TOPIC&amp;URL_SECTION=201.html">http://portal.unesco.org/en/ev.php-URL_ID=11716&amp;URL_DO=DO_TOPIC&amp;URL_SECTION=201.html</a>
UNIDO	Yes	General Information and Conditions	88	81	82	Yes	3 months	<a href="http://www.unido.org/index.php?id=o823110">http://www.unido.org/index.php?id=o823110</a>
UNWTO	No	N/A	24	26	26	No		<a href="http://www.unwto.org/employment/int/en/int.php?op=1">http://www.unwto.org/employment/int/en/int.php?op=1</a>
UPU	No	N/A	0	3	9	Not specified		
WHO	Yes	HR Guide for staff: III.16.4 Interns and volunteers	140	375	357	Yes	3 months	<a href="http://www.who.int/employment/internship/interns/en/">http://www.who.int/employment/internship/interns/en/</a>
WIPO	No	Under review	15	15	15	Not provided		
WMO	No	Informal internal guidelines	11	10	22	Yes	6 months	

Source : Responses to the Inspectors' questionnaire

\* As at October 2008

\*\* Internship Programme was suspended owing to refurbishment of Headquarters.

\*\*\* On January 30, 2009, subsequent to the preparation of this Note, FAO informed that, while not yet implemented, its senior management approved an internship programme for FAO.

**Annex II – Eligibility criteria for selection of candidates to internships in the United Nations system**

<b>Organization</b>	<b>Academic Requirements</b>	<b>Language Requirements</b>	<b>Family Restrictions</b>	<b>Duration (Minimum-Maximum)</b>
United Nations	Currently enrolled in university or graduate school; completed at least 4 years full-time studies towards a University degree	Fluency in written and spoken English and/or French.	No	2 months to 6 months.
UNDP	Enrollment in a graduate-level degree programme.	Written and spoken proficiency in at least one working language of UNDP.	No	Not specified
UNFPA	Active enrollment in or completion of a University or similar educational programme	Written and spoken proficiency in English.	No	2 months to 6 months. Exceptionally, can be extended further in interest of the Fund.
UNICEF	Currently enrolled graduate or post-graduate in a field related to UNICEF interest, during the full duration of the internship. Mandatory letter of recommendation from the supporting institution.	Fluent in English and one other UNICEF working language.	No	4 weeks to 16 weeks.
WFP	Currently enrolled in university or graduate school ; completed at least 2 years undergraduate studies	No	Close relatives of staff members are not eligible.	Normally 6 months or less. Can be extended to maximum 1 year in total.
IAEA	At least 18 years of age and have completed at least two years of undergraduate studies. Can apply up to two years after having completed their bachelor's, master's or doctorate degree.	Working knowledge of English.	Certain restrictions on compensation for relatives of staff. Quotas in place for staff relatives – 10 per cent of previous year's intern total.	1 month to 1 year.
ICAO	Must have completed at least 4 years of full-time studies at a university or equivalent institution, in a field of study related to the work of civil aviation. Must	No	No	2 months; can be extended to a maximum of 6 months.

Organization	Academic Requirements	Language Requirements	Family Restrictions	Duration (Minimum-Maximum)
	be supported by the government or an educational institution.			
ILO	Completed graduate and/or post-graduate studies or in final year of undergraduate studies.	Working knowledge of at least one of the official languages of ILO.	Close relatives of serving ILO officials cannot apply.	3 months to 6 months.
IMO	University degree; studying for or completed a Master or Ph.D degree.	No	No	2 weeks to 3 months.
ITU	Undergraduate and graduate students from ITU member States.	No	No	3 to 6 months. Exceptionally, shorter periods can be agreed.
UNESCO	Enrolled in graduate or post-graduate degree programme.  Final year of secretarial/assistant or technical/professional studies.	Proficient in at least English or French.	No	4 months to 6 months.
UNIDO	Graduate or enrolled in an advanced degree programme.	Good working knowledge of English.	No	3 to 6 months; can be extended to a maximum of 9 months.
UNWTO	Graduate – preferably doing a post-graduate course.	No	No	Not specified.
UPU	Graduate	No	No	3 to 6 months.
WHO	Enrolled in a degree programme in graduate school.	Fluent in the working language of the office of assignment.	Son, daughter, brother/sister of staff members are not eligible.	6 to 12 weeks; exceptionally extended to 24 weeks.
WMO	University student approaching the end of his/her studies and preparing a thesis, or recently graduated student, or a young professional over the age of 21 (maximum age 35) studying in fields relevant to the work of WMO. Post graduates about to enter the job market may be considered for an internship.	Working knowledge of English.	Persons related to staff are not eligible.	3 months to maximum of 12 months.

\* FAO and WIPO were not included in the table since their internship programmes were under review at the time of preparing the present note. Subsequently the senior management of FAO approved an internship programme but it has not yet been implemented. Details on their programme will be found on their website once formally approved by the organization.

**Annex III – Financial and budgetary issues**

<b>Organization (*)</b>	<b>Stipend</b>	<b>Travel to duty station</b>	<b>Insurance</b>	<b>Estimated annual budgeted cost for internship programme</b>
United Nations	No	No	No, must be provided by student	Not budgeted
UNDP	No	No	No, must be provided by student	Not budgeted
UNFPA	No	No	No, must be provided by student	Not budgeted
UNICEF**	No	No	No, must be provided by student	Not budgeted
WFP***	10 per cent of DSA in country of assignment in local currency; not to exceed US\$700 per month, including any payment received from outside sponsors.	No	Yes, work- related death/illness injury only	Not provided
IAEA	€500 per month is paid if intern does not receive full financial support from institution, university or other source. Additional maximum of €500 can be offered if intern pays for accommodation.	Under certain conditions, IAEA pays for travel of intern from place of residence or education to the duty station for the internship.	If no appropriate medical insurance, it will be provided by the hosting division at IAEA. Accident insurance is provided covering events at the work place.	€ 153,058 for 2008  Paid from the Regular Budget, extra-budgetary funds, or technical cooperation related fund.
ICAO	No	No	No, must be provided by student	Not budgeted
ILO	SFr.1,500 per month paid in Geneva if intern is not supported by any institution. If supported, subject to the rules of such institution, ILO may pay the difference between the external support and SFr.1,500. Directors in field offices establish amount to be paid.	No	No, must be provided by student	Not provided. Monthly stipends for interns are funded by regular budget and/or programme support income which are allocated to each hiring department or field office as non-staff costs.
IMO	No	No	No, must be provided by student	Not budgeted
ITU	No	No	Yes, only against accidents	Not budgeted

Organization (*)	Stipend	Travel to duty station	Insurance	Estimated annual budgeted cost for internship programme
			at work occurring on Union premises.	
UNESCO	No	No	No, but upon request may provide limited coverage against professional accidents.	Not budgeted
UNIDO	No	No	No, must be provided by student	Not budgeted
UNWTO	Introduced in 2008, on a trial basis, €300 per month for trainee-student (under-graduate student) and €700 per month for a trainee-graduate (already graduated).	No	No, must be provided by student	Not provided
UPU	SFr.1000 per month for interns from Bern; SFr.1500 for interns from Geneva; and SFr.2000 for interns outside Switzerland.	No	Yes, for professional accident insurance.	SFr.60,000 (includes travel on mission costs).
WHO	No	No	No, must be provided by student	Insurance -US\$30,986.80****
WMO	No	No	No, must be provided by student.	Not budgeted

\*       FAO and WIPO were not included in the table since their internship programmes were under review at the time of preparing the present note. Subsequently the senior management of FAO approved an internship programme which, while not yet implemented, will pay interns up to US\$700 per month, depending if they are sponsored. Documentation shows WIPO was paying SFr.4,000 per month stipend.

\*\*       The country-office of India pays a stipend of a 15,000 rupies as a lump-sum.

\*\*\*     Current proposal would stop stipends for students serving in their country of nationality and in country of study.

\*\*\*\*    These figures reflect accident insurance premium for interns/volunteers globally. WHO did not differentiate between costs ascribed to an intern and that for a volunteer.

### Annex IV – Size of the programme and geographical representation of interns per organization and country of origin in 2007

<i>Country of Nationality</i>	<i>United Nations</i>	<i>UNDP</i>	<i>UNFPA</i>	<i>UNICEF</i>	<i>WFP</i>	<i>IAEA</i>	<i>ICAO</i>	<i>ILO</i>	<i>IMO</i>	<i>ITU</i>	<i>UNESCO</i>	<i>UNIDO</i>	<i>UN WTO</i>	<i>UPU</i>	<i>WHO</i>	<i>WIPO</i>	<i>WMO</i>	<i>Totals</i>
<b>Albania</b>	1	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	<b>4</b>
<b>Algeria</b>	2	0	0	2	0	0	0	0	0	0	1	1	0	0	0	0	0	<b>6</b>
<b>Argentina</b>	12	2	0	1	1	0	0	1	0	0	1	1	0	0	1	0	0	<b>20</b>
<b>Armenia</b>	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>5</b>
<b>Australia</b>	30	3	0	4	6	1	0	0	0	0	1	0	1	0	9	0	0	<b>55</b>
<b>Austria</b>	37	3	0	0	4	12	0	0	0	0	2	18	0	0	1	0	0	<b>77</b>
<b>Azerbaijan</b>	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Bahamas</b>	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	<b>2</b>
<b>Bahrain</b>	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Bangladesh</b>	6	1	0	2	1	0	0	3	0	0	0	0	0	0	0	0	0	<b>13</b>
<b>Barbados</b>	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Belarus</b>	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>4</b>
<b>Belgium</b>	11	3	0	1	1	1	0	5	0	0	2	0	0	0	3	0	0	<b>27</b>
<b>Belize</b>	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Benin</b>	4	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>6</b>
<b>Bhutan</b>	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Bolivia</b>	2	0	0	3	0	0	0	2	0	0	1	0	0	0	0	0	0	<b>8</b>
<b>Bosnia</b>	1	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	<b>3</b>
<b>Botswana</b>	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>3</b>
<b>Brazil</b>	35	2	0	1	0	0	0	4	0	0	1	1	1	1	4	0	0	<b>50</b>
<b>Bulgaria</b>	7	3	0	0	0	2	0	1	0	0	1	0	1	0	1	0	0	<b>16</b>
<b>Burkina Faso</b>	4	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	<b>5</b>
<b>Burundi</b>	1	0	0	3	0	0	0	1	0	0	0	0	0	0	0	0	0	<b>5</b>
<b>Cambodia</b>	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>5</b>
<b>Cameroon</b>	9	0	0	3	0	0	0	3	0	0	0	0	0	0	1	0	0	<b>16</b>

<i>Country of Nationality</i>	<i>United Nations</i>	<i>UNDP</i>	<i>UNFPA</i>	<i>UNICEF</i>	<i>WFP</i>	<i>IAEA</i>	<i>ICAO</i>	<i>ILO</i>	<i>IMO</i>	<i>ITU</i>	<i>UNESCO</i>	<i>UNIDO</i>	<i>UN WTO</i>	<i>UPU</i>	<i>WHO</i>	<i>WIPO</i>	<i>WMO</i>	<b><i>Totals</i></b>
<b>Canada</b>	42	44	2	5	1	3	1	9	0	1	1	0	0	0	26	0	0	<b>135</b>
<b>Cape Verde</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	<b>1</b>
<b>Chad</b>	0	1	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	<b>3</b>
<b>Chile</b>	79	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	<b>81</b>
<b>China</b>	61	4	0	2	4	0	0	1	0	2	2	3	1	0	14	0	0	<b>94</b>
<b>Colombia</b>	18	1	0	1	1	1	0	2	0	0	3	1	0	0	0	0	0	<b>28</b>
<b>Comoros</b>	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>Congo</b>	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>3</b>
<b>Costa Rica</b>	4	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	<b>6</b>
<b>Cote D'Ivoire</b>	5	0	0	0	0	1	0	1	0	0	2	1	0	0	1	0	0	<b>11</b>
<b>Croatia</b>	3	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>13</b>
<b>Cuba</b>	3	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	<b>4</b>
<b>Czech Republic</b>	2	1	0	0	3	0	0	2	0	0	0	0	0	0	0	0	0	<b>8</b>
<b>Dem. P.R. Korea</b>	1	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>8</b>
<b>Denmark</b>	9	2	0	3	1	0	0	1	0	0	1	0	0	0	1	0	0	<b>18</b>
<b>Djibouti</b>	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Dominica</b>	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Dominican Republic</b>	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>3</b>
<b>Ecuador</b>	8	33	0	0	1	1	0	2	0	0	0	0	0	0	0	0	0	<b>45</b>
<b>Egypt</b>	6	0	0	0	0	1	0	2	0	0	0	0	0	0	1	0	0	<b>10</b>
<b>El Salvador</b>	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>3</b>
<b>Estonia</b>	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>Ethiopia</b>	3	0	0	2	0	1	0	1	0	0	0	2	0	0	2	0	0	<b>11</b>
<b>Finland</b>	24	2	1	4	3	1	0	1	0	0	0	0	0	0	1	0	0	<b>37</b>
<b>France</b>	116	13	0	14	20	9	1	22	0	4	50	6	2	0	17	0	0	<b>274</b>
<b>Gabon</b>	2	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>8</b>
<b>Georgia</b>	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	<b>3</b>

<i>Country of Nationality</i>	<i>United Nations</i>	<i>UNDP</i>	<i>UNFPA</i>	<i>UNICEF</i>	<i>WFP</i>	<i>IAEA</i>	<i>ICAO</i>	<i>ILO</i>	<i>IMO</i>	<i>ITU</i>	<i>UNESCO</i>	<i>UNIDO</i>	<i>UN WTO</i>	<i>UPU</i>	<i>WHO</i>	<i>WIPO</i>	<i>WMO</i>	<b><i>Totals</i></b>
<b>Germany</b>	146	26	0	7	12	3	0	10	0	2	10	8	9	0	26	0	2	<b>261</b>
<b>Ghana</b>	8	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1	<b>11</b>
<b>Greece</b>	7	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	<b>9</b>
<b>Guinea</b>	2	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	<b>4</b>
<b>Haiti</b>	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Holland</b>	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Honduras</b>	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Hungary</b>	5	3	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	<b>10</b>
<b>India</b>	27	6	0	32	0	4	0	2	0	1	3	3	0	0	12	0	0	<b>90</b>
<b>Indonesia</b>	0	0	0	0	1	0	0	0	0	0	1	1	1	0	1	0	0	<b>5</b>
<b>Iran (Islamic Republic of)</b>	3	2	0	0	0	0	0	0	0	1	0	2	0	0	2	0	0	<b>10</b>
<b>Iraq</b>	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	<b>1</b>
<b>Ireland</b>	9	1	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	<b>13</b>
<b>Israel</b>	3	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>4</b>
<b>Italy</b>	73	16	1	6	26	2	0	14	0	1	4	3	2	0	3	0	1	<b>152</b>
<b>Jamaica</b>	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>Japan</b>	18	6	0	14	4	4	0	2	0	0	1	1	1	0	10	0	0	<b>61</b>
<b>Jordan</b>	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>Kazakhstan</b>	9	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	<b>11</b>
<b>Kenya</b>	145	11	0	10	3	0	0	0	0	2	0	0	0	0	2	0	0	<b>173</b>
<b>Kosovo</b>	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>Kyrgyzstan</b>	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>6</b>
<b>Laos</b>	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Latvia</b>	3	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	<b>4</b>
<b>Lebanon</b>	9	19	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	<b>30</b>
<b>Libya Arab Jam.</b>	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Luxembourg</b>	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	<b>2</b>

[illegible]

[illegible]

<i>Country of Nationality</i>	<i>United Nations</i>	<i>UNDP</i>	<i>UNFPA</i>	<i>UNICEF</i>	<i>WFP</i>	<i>IAEA</i>	<i>ICAO</i>	<i>ILO</i>	<i>IMO</i>	<i>ITU</i>	<i>UNESCO</i>	<i>UNIDO</i>	<i>UN WTO</i>	<i>UPU</i>	<i>WHO</i>	<i>WIPO</i>	<i>WMO</i>	<b><i>Totals</i></b>
<b>Macedonia</b>																		
<b>Timor Leste</b>	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	<b>1</b>
<b>Togo</b>	3	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	<b>5</b>
<b>Trinidad and Tobago</b>	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>Tunisia</b>	2	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	<b>5</b>
<b>Turkey</b>	13	2	0	1	0	0	0	1	0	0	0	2	0	0	2	0	0	<b>21</b>
<b>Turkmenistan</b>	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>Tuvalu</b>	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Uganda</b>	3	0	0	1	0	0	0	1	0	0	0	1	0	0	2	0	0	<b>8</b>
<b>Ukraine</b>	11	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	<b>13</b>
<b>United Kingdom</b>	47	7	1	10	3	3	0	10	0	0	8	1	0	0	31	0	0	<b>121</b>
<b>United States of America</b>	110	28	10	39	28	5	0	34	0	0	5	4	0	0	134	0	5	<b>402</b>
<b>Uruguay</b>	1	0	0	2	0	0	0	0	0	0	1	0	0	0	0	0	0	<b>4</b>
<b>Uzbekistan</b>	7	0	0	3	0	0	0	0	0	0	0	0	0	0	2	0	0	<b>12</b>
<b>Venezuela (Bolivarian Republic of)</b>	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	<b>2</b>
<b>Viet Nam</b>	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>Zambia</b>	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>3</b>
<b>Zimbabwe</b>	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	<b>2</b>
<b>Stateless</b>	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Not provided</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0	<b>15</b>
<b>Totals</b>	<b>1675</b>	<b>387</b>	<b>17</b>	<b>267</b>	<b>152</b>	<b>74</b>	<b>3</b>	<b>196</b>	<b>0</b>	<b>31</b>	<b>131</b>	<b>81</b>	<b>26</b>	<b>3</b>	<b>375</b>	<b>15</b>	<b>10</b>	<b>3443</b>

In 2007, IMO Internship programme was suspended owing to the refurbishment of headquarters. Annex IV excludes FAO since it did not have an internship programme in 2007.

## Annex V

**Overview of action to be taken by participating organizations on the recommendations of the Joint Inspection Unit  
JIU/NOTE/2009/2**

		Intended impact	United Nations, its funds and programmes											Specialized agencies and IAEA												
			United Nations*	UNCTAD	UNODC	UNEP	UN-Habitat	UNHCR	UNRWA	UNDP	UNFPA	UNICEF	WFP	ILO	FAO	UNESCO	ICAO	WHO	UPU	ITU	WMO	IMO	WIPO	UNIDO	UNWTO	IAEA
Note	For action		X							X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	
	For information			X	X	X	X	X	X													X				
Recommendation 1		b	E							E	E	E	E	E		E	E	E	E	E	E		E	E	E	
Recommendation 2		e								E	E	E	E	E	E		E	E		E	E	E	E	E	E	
Recommendation 3		e								E	E	E	E			E	E		E	E	E	E		E	E	
Recommendation 4		b	E							E	E	E	E	E		E	E	E	E	E	E	E		E	E	
Recommendation 5		e	E							E	E	E	E	E		E	E	E	E	E	E	E		E	E	
Recommendation 6		g	E							E	E	E	E			E	E	E	E	E	E	E		E	E	
Recommendation 7		b	E							E	E	E	E			E	E	E	E	E	E	E		E	E	
Recommendation 8		b	E							E	E	E	E	E		E	E	E	E	E	E	E		E	E	
Recommendation 9		a	E							E	E	E	E	E		E	E	E	E	E	E	E		E	E	

**Legend:** L: Recommendation for decision by legislative organ  
E: Recommendation for action by executive head  
: Recommendation does not require action by this organization

**Intended impact:** a: enhanced accountability b: dissemination of best practices c: enhanced coordination and cooperation d: enhanced controls and compliance  
e: enhanced effectiveness f: significant financial savings g: enhanced efficiency o: other

\* Covers all entities listed in ST/SGB/2002/11 other than UNCTAD, UNODC, UNEP, UN-Habitat, UNHCR, UNRWA.