

# THE NATURE OF THE POSITION OF THE INTERNATIONAL PUBLIC OFFICIAL

<sup>1</sup>Selina Vukinu Ambe, <sup>2</sup>Prof. C.J. Auriacombe, <sup>3</sup>Prof. F.H. Smith

<sup>1,2,3</sup> University of South Africa

---

**Abstract:** The study addressed the following: “What is the nature of the post of the international public official at the UN Secretariat and what practical actions could be taken at institutional level to promote the qualities required of them as well as alleviating the problems encountered by them?” Becoming an international public official has its own challenges. People become uprooted from their home environment, lose contact with the mainstream of their professions and get out of touch with reality of their countries. Their children may encounter difficulties in their studies and often become expatriates. Some international public officials lose the professional qualifications required for an outside job when they want to change careers, when they stay for many years at the Secretariat. They become trapped in and subservient to their superiors.

**Keywords:** Unique Characteristics of International Public Officials.

---

## 1. INTRODUCTION

International public officials are those servants who are employed in an international civil capacity. (Ademoleku 1999). [1]. The higher the attainments of international public officials, consequently, the more generalist their performances, the more interchangeable they are with respect to assignments, and the more their functions have to do with weighing popular and organized forces. Such functions are not expert but synthesizing. There are various types of international public servants, namely those who serve their home countries as diplomats or are on secondment to international organizations, or international public servants who, through their own initiative, have been employed by these organizations and can be put on a continuous employment until they retire, or they can be asked to sign a contract with the international organization for an agreed number of years which could be renewed at the end of the term or terminated depending on circumstances. There are also those international public servants who work on a voluntary basis, being paid a small stipend for food and housing. These would mainly be found in the humanitarian arena like the Red Cross, Habitat for Humanity International or the United Nations High Commissioner for Refugees. Then there is the transient international public servant who, apart from operating at headquarters, travels on missions to member countries for either technical support or meetings. Within the United Nations, there is the peace keeping operation which is composed of a military component consisting of a commander and a number of contingents provided by selected member states of the UN upon the request of the Secretary-General and the civilian component which consists of civilian administrative staff which is provided by the Secretary-General from among existing UN staff (United Nations 1990).[2].

Becoming an international civil servant has challenges. International civil servants are compelled to spend their working life in foreign countries, which entails frequent and often prolonged separation from their families. They become uprooted from their home environment, lose contact with the mainstream of their professions and get out of touch with reality of their countries. Their children may encounter difficulties in their studies and often become expatriates. Some international civil servants lose the professional qualifications required for an outside job when they want to change careers, when they stay for many years at the Secretariat. They become trapped and subservient to their superiors (Meron 1977).[3]. In some instances in the field, on their decisions depends the issue of crises which involved life and death – their personal safety is often far from assured.

The requirement of primary loyalty to the international organization or the concept of the extra-national character of the staff in international institutions is seen as the cornerstone of the nature of the service (Reymond *et al.* 1988).[4]. For individual staff members, independence means that they fully accept and practice primary loyalty to their organization and its purpose. The functions of top-level international administrators are more political than the functions of lower-level international administrators because they relate to more of the total United Nations area, to the international community, to more intergovernmental organizations, and to more of the political processes.

The UN recognizes that the eventual development of a single unified international civil service is desirable from the standpoint of effective administrative coordination. There are also those international civil servants who come into the Organization as a result of secondment whereby an official is posted by his government to the UN for a specified period under defined terms and conditions with the expectation that at the end of that period, he or she will return to the service of origin. (Tessitore 1998).[5].

Although the international civil service has been conceived as a career service, and its conditions of service and remuneration are based upon this concept, some staff in the higher level categories do not enjoy security of tenure in the form of a permanent appointment. Many have spent a considerable portion of their working lives in the international civil service but on a succession of fixed-term appointments without any guarantee of renewal. There are a good number of staff who serve on fixed-term contracts that are renewed several times for many years. This state of affairs creates uncertainty and psychological worries (Meron 1977).[6].

## 2. UNIQUE CHARACTERISTICS OF INTERNATIONAL PUBLIC OFFICIALS

International public officials are a distinctive group of public officials with unique functions. For this reason, international public personnel administration produces distinctive problems (Kruger 1993).[7].

The international public official

- is there because of international agreements between sovereign states;
- functions exclusively in the interests of the international community which is created in this way;
- belongs to the administrative dispensation of no particular state and has a specific status (Kruger 1993).[8]

On the basis of the constitutional stipulations of the UN Charter and the Staff Regulations, the following characteristics of an international public service can be deduced: the principle of impartiality and integrity, the principle of merit, the principle of independence, and the principle of loyalty. These elements are inseparable and are closely interdependent (Damsgaard 1983).[9] Others include the principle of universality and continuity/permanence (Slater 1992).[10].

### (i) The Principle of Impartiality and Integrity:

An international public official is required to conduct himself/herself at all times in a manner befitting his/her status as an international civil servant. He/she must avoid any action, and in particular any kind of public pronouncement, which may adversely reflect his/her status. He/she must not engage in any political or other activity or occupation or hold any office which is incompatible with the proper discharge of his/her duties (Slater 1992).[11].

Impartiality implies objectivity, lack of bias, tolerance, and restraint – particularly when political or religious disputes or differences arise. The staff member's personal views and convictions remain inviolate but he does not have the freedom of a private person to take sides, to enter a dispute as a partisan, or publicly to express his convictions on matters of a controversial nature (Damsgaard 1983).[12]. The international civil servant must keep himself/herself under the strictest observation. Owing to the very diffuse policy guidelines and resolutions agreed by the political bodies, and due to the absence of an executive body (a cabinet) assuming both political and administrative responsibility in implementing decisions of the legislative assembly, an exceptional degree of constructive imagination and practical judgement is often required by the international civil servants compared to civil servants of national administration. Therefore, the question of impartiality and neutrality, in practice, often is a question of personal integrity – in the sense of respect for law and respect for truth (Damsgaard 1983).[13].

It requires very considerable discipline to develop the attitude in which one refrains from immediately saying publicly what is on one's mind especially when one is angry, indignant or impatient.

No person should be selected for the career international civil service unless he or she possesses integrity and the highest moral qualities of character. This would include an international outlook and ability to work effectively with persons of any race, religion, colour or cultural background; adaptability to new surroundings and problems; and stability of character under pressure of heavy work (Damsgaard 1983).[14].

**(ii) The Principle of Merit:**

This means that recruitment and promotion are to take place in the international civil service solely on the basis of merit. Where there are two candidates who differ in quality, the superior candidate should be chosen. This is at the prerogative of the executive head of the international secretariat like the Secretary-General or the Director-General. This way, it is hoped that the Secretariat will be enriched by the experience and culture which each member nation can furnish and that each member nation will, in turn, be satisfied that its own culture and philosophy make a full contribution to the Secretariat (Damsgaard 1983).[15].

**(iii) The Principle of Independence:**

Here, the international staff has to be protected against the imposition of pressure by any national government, group of states, or other authority outside the international institution. The crucial effect of any endeavour by a national government to exercise pressure on individual staff members or on the executive head himself lies in the fact that it may have a corrupting effect on the integrity of the staff and that it indirectly undermines the authority of the executive head and may further indirectly undermine it by opening him or the staff to the suspicion of being subject to pressure even when they are not (Damsgaard 1983).[16].

A point of special importance in maintaining the independence of the international civil service lies in the provision that the powers of appointment of international civil servants shall be exclusively conferred on the executive head, and not subject to national or other forms of political pressure or clearance.

For any international secretariat to secure and maintain its independence, it must be a career civil service with a considerable degree of job attraction and security. Career appointments should be offered to international civil servants so that they can feel confident that if they promote the best interests of the institution, they will be free from retribution or removal from office for political reasons. A truly international civil service must be a career service in which an international identity is developed, and in which staff members expect to make careers as in a national civil service with an appropriate pension system (Damsgaard 1983).[17].

**(iv) The Principle of Loyalty:**

Closely connected with the principle of independence and impartiality is the fourth and final element of the traditional paradigm – the principle of loyalty. The loyalty of the international civil servants must spring from an understanding of and a belief in the ultimate value of the work and purposes of the international institution. As an international civil servant, each staff member owes his/her loyalty to the Organization he/she is serving. More specifically, the international civil servant will slough his national prejudices and make himself or herself an integrated part of a group composed of persons with cultural backgrounds different from his own. He or she must be able to realize that there are world interests and a world point of view more important than those of his own country and he or she must accept the fact that his employment in an international service implies that he will work for those interests and for them alone in all circumstances (Damsgaard 1983).[18].

**Ideally, the staff of an international secretariat would then be:**

Completely interchangeable, so that, subject to their knowledge of language, it becomes a matter of indifference whether a particular post is filled by a Frenchman, a Russian, a Chinese, a British, or a Venezuelan. This can be achieved when the staff is all keen on serving the institution as such, and through it, all the member states and most importantly, the people of the member states (Damsgaard 1983).[19].

**(v) The Principle of Universality:**

This is the unifying characteristic of the UN's staff. There is an acceptance by all staff of the fact that in the face of the religious, cultural, language, political, economic and social diversity that exists in the world, the UN could not be impartial if all of its staff were drawn from the same country, religion or school of opinion. In order to be sensitive to the

problems of different regions and tolerant of cultural and other differences, the UN staff have to be drawn from all member states. Recognition of this need for universality unites the staff. This unifying principle is embodied in Article 101 of the Charter of the UN which states:

“The paramount consideration in the employment of the staff and in determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible (Slater 1992).[20].

**(vi) The Principle of Continuity/Permanence:**

Much of the work done in the UN system is unique. A significant proportion of the time is required for a staff member to understand the objectives of his/her programme and how they fit in with the structure and working methods and to become familiar with diverse cultural values and take on an international outlook in carrying out the duties of the job. A continuity of staff is essential so that institutional memory can be preserved because if staff turnover were too high, a lot of the organizations resources would be lost on orientation and initial training. If staff left their home countries temporarily to serve only a short time in the UN organizations, their future careers could be subject to the influence of their national authorities. They could then become vulnerable to pressures which may come from within their country to act in other than an impartial manner while serving in the UN system. However, this does not mean that short periods of service in the UN are undesirable. Every organization requires new people with the latest university training as well as seasoned professionals who are versed in the latest techniques and developments in their professions. However, this should not overshadow the UN requirement that a core of career staff be maintained. Continuity or permanence of staff should be preserved so that the other principles of independence and impartiality do not risk being compromised (Slater 1992).[21].

### **3. REQUIREMENTS OF INTERNATIONAL CIVIL SERVICE**

The following are requirements of an international public servant with the UN.

- A UN international civil servant must be able to detach from narrow national or special interest allegiance and to accept the idea of working for all member countries and peoples in the interest of the global community and collective goals;
- An international public official must be sensitive to all cultures, be able to understand that people of every nation on earth think in another language even if they are expressing themselves in one of the UN official languages;
- An international public official must have high motivation and integrity. He/she must be ready to work anywhere in the world, prepared to accept hardship and to work as many hours as the demands of the situation require;
- An international public official must have special skills to meet the holistic nature of human society and of the complex interrelationships between different facets of economy and society and human behaviour. To some extent, the crucial skills, sensitiveness and vision can only be developed fully on-the-job, within the multilateral context and over a period of time;
- In the performance of their duties, the Secretary-General and the staff shall not seek or receive instructions from any government or from any other authority external to the Organization (South Centre 1997).[22].

### **4. HOW INTERNATIONAL PUBLIC OFFICIALS DIFFER FROM NATIONAL PUBLIC OFFICIALS**

- The mobility of the international public servant is fraught with more problems than that of a national one. International Public officials and their families must adapt to a different country with a distinct climate, distinct political, economic, social and cultural circumstances and its own language or variety of languages. National civil servants only have to move from place to place in their own country (Kruger 1993).[23].
- There is a marked difference when it comes to loyalty. The staff of IGIs must give up their national loyalty to a certain extent and serve the interests of the IGI only. In conjunction with this is the fact that the international public official may not receive any instructions from home governments or any person or institution outside the IGI. Conversely, the loyalty of the national public official is confined to his own country.

- International public officials are supposed to be administrators and not politicians. Their function is to voluntarily implement decisions that have been taken by political organizational components of an IGI. While the international public official cannot be restrained from voicing personal views and convictions, they are not at liberty to freely take sides, to enter disputes as a partisan, or publicly to express their convictions on matters of controversial nature, especially on issues that may bring the IGI into conflict with its member states (Udom 2003).[24].
- As regards an international public secretariat, for this to maintain independence, it must consist of career public officials who must have a high degree of occupational security. The officials should be given unspecified work contracts so that they can feel secure to promote the interests of the institution without fearing retribution or dismissal because of political considerations. Conversely, seconded national public officials would find it difficult to negate their national political self-awareness. As a consequence, they are unable to develop the same patterns of behaviour as international public officials who know that their immunity indemnifies them from career prejudice.
- As regards recruitment practices, international public officials are recruited primarily on the basis of merit because geographical representation is set as a requirement. The rationale behind the requirement of geographical representation is that IGIs are a joint effort of member states and that citizens of all member states must be able to serve as international public officials (Kruger 1993).[25].
- The conditions of employment of the international public service involve an autonomous, extraterritorial system which differs from the conditions of employment of national public services in that they are not associated with national labour legislation and regulations. Such systems which are created by the policy-making organs or IGIs, include, as in the case of national public services, all faces of personnel administration such as conditions of services, salaries, allowances, discipline and staff benefits. The IGIs also have a central staff authority, namely the International Public Service Commission.
- International public officials have no authority over any member of the community because there is no world government with its own executive institutions and judicial system which can enforce decisions. They merely accept resolutions, make recommendations and give advice. The parties involved are independent states. Conversely, national public officials can enforce decisions. By delegation of powers by both the legislative and the executive authorities, national public officials have a degree of direct authority over members of the public.

## **5. PROBLEMS EXPERIENCED BY THE INTERNATIONAL PUBLIC SERVANT**

Conditions of service of international public officials form the backbone of their terms of service. The following are evident problems that are encountered by these officials:

**5.1** Restricted methods of distribution of vacancies together with the over-represented countries make it very difficult for qualified candidates from an over-represented country to be considered for recruitment on the basis of equality with candidates from under-represented countries. A fair deal would be to give equal opportunity to all candidates for the presentation and consideration of their candidatures (Meron 1977).[26]. The most crucial component in selecting candidates is based on geographical quotas. This must be eliminated if the right people have to be placed in the right jobs (Weiss 1982).[27]. Persons serving on secondment are often international civil servants who are expected to have the highest qualifications both in terms of their technical expertise and their independence and commitment to the principle of the international character of the Secretariat. However, there is no escaping from the assumption that secondments on a large scale are a threat to the international character of the Secretariat. There is some overlapping between the problem of fixed-term contracts and secondment. Although some of the officials are undoubtedly of a very high calibre, selections at the UN Secretariat are made as a result of governmental interference or on the basis of personal relations rather than competence and experience (Ameri 1996).[28]. The average seconded official is markedly different from the bright people from academia who join the Secretariat on fixed-term contracts. Indeed, it would be preferable if the Secretary-General were to recruit talented people from the Universities or from the private or public sectors on fixed-term appointments rather than use this method of appointment for bringing in government officials of mediocre talent (Meron 1977).[29].



**5.2** Appointments, promotions and transfers at the Secretariat have become devious and secret operations without relevance to the principles and procedures laid down (Ameri 1996).[30]. The politicization of the recruitment process creates a lot of concern about filling of a growing percentage of senior posts that has an adverse effect on the advancement prospects of the existing staff (Meron 1976).[31]. This adversely affects the attraction of the UN as a career for an able individual. The negative effects resulting from these shortcomings are numerous and wide-ranging. They have contributed not only to further politicization of personnel policies but also to the deterioration of the quality of the staff, waste of resources, personal disputes, a sense of injustice, low morale, apathy and disillusionment (Ameri 1996).[32]. These have led not only to inefficiency but also to a changing perception of the UN, from being a truly international institution to becoming a political arena ridden with self-interest.

**5.3** The UN employment conditions of service do not provide job-satisfying ingredients like job enrichment, adequate job classifications, a proper career development plan, mobility (Ameri 1996), [33], job satisfaction and above all, the opportunity to self-actualize (Udom 2003).[34]. It is a policy of the UN organization that bright young people should not be promoted too quickly as they would arrive too early at the top level. This means that these people remain at certain levels for many years of increasing frustration and declining morale until they resign or retire (Damsgaard 1983).[35]. Career development encounters serious problems, namely lack of resources, inadequate internal information regarding vacancies and insufficient co-operation (Damsgaard 1983).[36]. The small size of staff in the Career Development and Placement Unit and the very limited resources assigned to it have the effect that it is not able to undertake active planning of the careers of staff members (Damsgaard 1983).[37]. The weakness of the Human Resources Department in undertaking active career development efforts has the consequence that departmental supervisors have control over transfers in and out of the departments. Transfers between departments or agencies would open up opportunities for the staff for broadening their experience and competence. It would also make members of the staff more aware of the goals and objectives of the organisation as a whole (Meron 1977).[38]. Officials should change assignments from time to time in order to maximize their usefulness. There are other factors that determine the working conditions of staff members of the UN organization in a negative light and these include treatment that is inconsistent with rules and regulations, verbal abuse, harassment, negative reports, and frequent changes or lack of observance of rules by their immediate supervisors (Ameri 1996).[39]. The concept of merit staffing has usually been denied in practice at the UN Secretariat (McLaren 1996).[40].

**5.4** Regarding grievances, traditionally, staff members of the UN have been discouraged from criticizing the organization, expressing their grievances or introducing changes and innovations (Ameri 1996).[41]. Staff dissatisfaction and grievances are wide-ranging, complex and elusive. Staff are frustrated because of lack of personal fulfilment or achievement (Ameri 1996).[42]. Many staff members are disappointed for having been neglected and for being assigned to frustrating and humiliating routine work. This limits Secretariat-wide mobility and restricts careers in the Secretariat to one particular department or office. This means that the Secretariat cannot offer a comprehensive career development system to its staff (Damsgaard 1983).[43]. Staff members perceive no relationship between the value of the work they perform and the rewards that are awarded. In their view, advancement is usually achieved not through hard work but through personal contacts (Ameri 1996).[44]. Frustration leads a staff member to lodge a complaint

**5.5** There is uncertainty about tenure and career prospects and unhappiness about the increasing politicization of personnel procedures including the problem of publicizing vacancies that the administration has decided to announce (Meron 1976).[45]. There is one particular problem to which attention should be drawn and this is that although the international civil service has been conceived as a career service, and its conditions of service and remuneration are based upon this concept, a certain proportion of the staff in the higher categories has not enjoyed security of tenure in the form of permanent appointments. Many have spent many years of their working lives in the international civil service but on a succession of fixed-term appointments without any guarantee of renewal. Members of staff serving for long periods of time on successful fixed-term contracts become more dependent on their supervisors, whose recommendations are instrumental in the renewal of their contracts (Meron 1977).[46]. They lose contact with the mainstream of their professions and may find it difficult to get an outside job when they want to change careers as a result of staying for many years at the UN Secretariat. Many have spent a considerable portion of their working lives in international civil service but on a succession of fixed-term appointments without any guarantee of renewal. Sometimes contracts are renewed several times cumulatively for many years. This state of affairs creates uncertainty and psychological worries. Sometimes, a person cannot be promoted unless his post has been reclassified or upgraded to a more senior one (Meron

1977).[47]. The lack of job security, coupled with limited prospects of promotion to the highest posts at the UN Secretariat encourages parochial lobbying among UN employees (Udom 2003).[48]. Lobbying interferes with the principle of competence and integrity. It also affects the process of recruitment on the basis of "the best available men and women for the particular duties that have to be performed".

**5.6** Another factor that contributes to making a career at the UN Secretariat rather unattractive is that the Secretariat official is bound to adopt a bland inoffensive style and labours under many inhibitions and restrictions. Various documents and memoranda are often signed by more senior officials without any acknowledgement of the role of the person who actually drafted and prepared the documents in question. Indeed, strict limitations are imposed on the possibilities of a capable civil servant to gain recognition outside the organization. At the UN Secretariat, staff members may not accept any honour or decoration from any source external to the organization without obtaining the prior approval of the Secretary-General. Under staff rule 101.6 (e), staff members may not, without the prior approval of the Secretary-General, perform acts such as accepting speaking engagements, or submitting articles, books, or other materials for publication, if such acts relate to the purposes, activities, or interests of the UN. This means that the intellectual product of the member of the staff is cloaked in anonymity and he or she may not claim any credit or recognition for it outside the organization. In this respect, opportunities for personal recognition in national civil services are much greater (Meron 1977).[49].

**5.7** The UN organization does not have a well-planned succession planning programme and because of this, key positions end up being filled by ill-prepared people. (Udom 2003).[50]. Most UN experts are recruited to perform a particular function to satisfy today's need, leaving the future to take care of itself. Incumbents of posts are not replaced until they actually leave the organization. The result is that temporary employees fill up these positions and end up lobbying for the same and are offered continuous contracts. This is a contravention of the principle of selection based on competence. Delays in recruiting a successor to the outgoing staff often ends up with the incumbent recruiting his or her replacement because of lack of a succession plan (Udom 2003).[51].

**5.8** With such an uncertain background, it is not surprising to find that career development and training for contractual staff remains a relatively neglected concern. There are, at the UN Secretariat, extensive training programmes, but as far as the contractual officials are concerned, they are unfocused, providing a variety of skills rather than a clear developmental direction. A definite policy of offering a normal path of progress seems to be missing (Reymond et al 1986).[51].

**5.9** Personnel administration at the UN Secretariat suffers from an inadequacy of safeguards and from the absence of a system of counter-balances and due process. Such safeguards are needed, for it is in the area of recruitment and promotion that pressures by states are strongly exerted on the Secretary-General and his senior officials (Meron 1976).[52]. Job security is a major cause of restlessness among international civil servants. Whether one holds a fixed-term or short-term appointment, most UN Secretariat employees constantly worry about their contracts. The mere fact that there is no contract for life means tenure of office depends upon the willingness of the organization to renew a staff member's contract. Uncertainty about contract renewal does affect the UN Secretariat employees' ability to make plans for themselves and their families. Job insecurity is stressful and demoralizing. It contradicts Article 101 of the UN Charter that encourages the appointment of staff on a permanent basis. The UN organization cannot expect unconditional loyalty, integrity and allegiance for a body of staff with a doubtful stake in the organization. This phenomenon accounts for the double standards or divided loyalty among the UN organization employees as regards their home countries and the employing organization (Udom 2003).[53].

**5.10** Because of transformation, there exists a problem between the older staff members with many years of service who advocate preservation of the present system which as far as they are concerned has functioned and is still functioning, and the new, often younger staff members as promoters and supporters of new projects and ideas (Damsgaard 1983).[54]

**5.11** The UN organization must change their master-servant employment policy in which only the employee owes duty of fidelity and service and not the employer. Employees need to feel they are valuable and that they are appreciated by the UN organization. There is no guarantee of job security and there is a problem of contracts being terminated by the UN organization without considering the social repercussions to the employee, nor does the UN organization consider when

assigning their employees to high-risk duty stations. This only goes a long way to strengthening a negative attitude towards the UN organization (Udom 2003).[55]. As a result of improper terms of reference in employees' contracts, morale can be jeopardized when officials work under difficult conditions of service. An improvement in the conditions of service for these officials could lessen lack of morale or dissatisfaction (UN Administrative Handbook). [56].

**5.12** Other problems include multiplicity of cultures and different, and often frustrating environments. International public servants need to be prepared as regards diversity before they start work otherwise they experience cultural shocks. International public officials disrupt their families' patterns of life. Their children may encounter difficulties in their studies and often become expatriates (Meron 1977).[57]. By uprooting themselves from their home environment, international public servants lose contact with their countries. Extreme climatic conditions, lack of proper medical facilities, insecurity, learning of new languages and cultural isolation add to the list of problems (Twinn et al. 1993).[58].

**5.13** The other problem is that each Secretary-General comes in with his own style of management and makes proposed changes in structure to suit his own style.

#### **5.14 International Loyalty:**

There is the problem of the international secretariat and its international civil servants: that is the question of his or her loyalties and the capacity for impartiality and neutrality on professional issues. The traditional paradigm explicitly presupposes absolute impartiality in implementing policy decisions and that the international civil servant should place loyalty to his or her employing international institutions above loyalty to his or her own country. He or she is expected to have a broad international outlook and to detach himself or herself from national prejudices and national interests.

The obligations of the staff members are further specified in the staff regulations which establishes that while international civil servants are not expected to give up their national sentiments or their political and religious convictions, they shall at all times bear in mind the reserve and tact incumbent upon them by reason of their international status. At the same time, all staff members including the Secretary-General subscribe to the following oath or declaration:

"I solemnly swear to exercise in all loyalty, discretion and conscience the functions entrusted to me as an international civil servant, to discharge these functions and regulate my conduct with the interests of the IGI I work for only in view, and not to seek or accept any instruction in regard to the performance of my duties from any government or other authority external to the institution" (Damsgaard 1983).[59].

For those international staff who come from countries where the civil service is virtually non-existent, serving an international secretariat may be only a matter of personal prestige and a means of securing bargaining ground for potential positions at home. For this type of staff, international loyalty may be little more than lip service (Damsgaard 1983).[60].

**5.15** An increasing politicization of the secretariats' personnel system has basically two crucial consequences: the staff members are regarded more as national representatives than as international civil servants, and in turn they are increasingly dependent on their national governments. Fundamentally, this process undermines the concept of international civil service.

In both difficult decisions and ordinary day-to-day administration, international civil servants do tend to identify the interests of the world community with those of their own – thus identifying international loyalty for the most part with their own national, cultural, or ideological background, and not with a concept that goes beyond, or above parochial interests.

The obligatory loyalty of the international civil servant to the international institution and its goals may very well conflict with the normal feeling of loyalty to his own country. In such a "rare but possible case" of a conflict between a staff member's national commitments and his or her international obligations, the staff member must be ruled strictly by his or her international loyalty or offer his or her resignation.

**Recruitment of Peacekeeping operations:** In order to fulfil its primary peacekeeping role, the UN is involved in a number of operations established in different regions of the world, known as UN peacekeeping operations. In general, positions are offered in the following fields: Peacekeeping whereby a minimum requirement is an advanced university degree or its equivalent in a relevant discipline, four years of relevant professional experience and fluency in English and/or French. Applicants must be in excellent health and be prepared to work in hardship areas under difficult and sometimes dangerous



conditions. They must also be available at short notice. Compensation include salary and an appropriate subsistence allowance, which has been established to cover living expenses while at that duty station. Project personnel: Requests from developing countries for technical assistance are distributed among the participating organizations on the basis of their main fields of specialization. Workforce can expand or contract at any time at Headquarters because of crises such as happened in Kosovo, Rwanda and Congo that required physicians, nurses and peacekeeping forces.

#### REFERENCES

- [1] Ameri, H. 1996. *Politics of Staffing The United Nations Secretariat*. New York: Peter Lang Publishing, Inc. [28], [30], [32], [33], [39], [41], [42], [44].
- [2] Auriacombe, C.J. 2000. *International Public Administration. Study Guide only for HIPADIM-H*. Pretoria: University of South Africa.
- [3] Damsgaard, A.C. 1983. *Staffing An International Civil Service, Principles and Practices: The UN Secretariat 1981*. Copenhagen: Political Studies Press. [12], [13], [14], [15], [16], [17], [18], [19], [20], [21], [35], [36], [37], [43], [54], [59], [60].
- [4] Kruger, H.B. 1993. *Public Administration: Only Study Guide for PBL313-M*. Pretoria: University of South Africa. [7], [8], [23], [25].
- [5] McLaren, R.I. 1980. *Civil servants and public policy*. Ontario, Waterloo: University Press. [40].
- [6] Meron, T. 1977. *The United Nations Secretariat*. Canada: Lexington Books. [6], [26], [29], [31], [38], [45], [46], [47], [49], [52], [57].
- [7] Reymond, H. & Mailick, S. 1986. *The International Civil Service Revisited: Public Administration Review*. Vol.46 (2): 135-143. [4], [51].
- [8] Slater, T. 1992. *Public Personnel Management: UN Personnel Policies*. Fall Vol.21 (3) [10], [11].
- [9] South Centre. 1997. *For a Strong and Democratic United Nations: A South Perspective on UN Reform*. New York. Zed Books Limited. [22].
- [10] Tessitore, J & Woolfson, S. (Eds). 1991. *A Global Agenda: Issues Before the 46th General Assembly of the UN*. New York: University Press of America. [5].
- [11] Twinn, B. & Burns, P. 1993. *The Expatriates Handbook: Getting the Best out of Overseas Employment*. London: Clays Limited. [58].
- [12] Udom, U.E. 2003. *The International Civil Service: Historical Development*. Vol.32, Spring. [24], [34], [48], [50], [51], [53], [55].
- [13] United Nations 1990. [2].
- [14] United Nations Administrative Handbook [56].
- [15] Weiss, T.C. 1982. *International Bureaucracy: International Affairs*. Spring. Vol. 58. [27].