

# Effectiveness of the United Nations and appointment processes for senior UN officials

Briefing prepared by UNA-UK for 10 September debate on UN effectiveness in the House of Lords

## Introduction

This briefing is intended to support Peers' participation in the 90-minute debate on 10 September 2015, instigated by Lord Dubs to: "ask Her Majesty's Government what assessment they have made of the effectiveness of the United Nations, in particular the selection processes for the Secretary-General and other senior appointments".

UNA-UK's research indicates that this is the most significant parliamentary debate in over two decades on the matter of senior UN appointments or the general question of the UN's effectiveness. We therefore hope that as many Peers as possible will participate. We also hope that a similar debate will be held in the Commons in the near future.

As we mark the 70th anniversary of the UN this year, UNA-UK believes that a fitting tribute by the UK Government would be to release a statement on the importance of this global institution to the UK and wider world, and to commit to developing a coherent strategy for British engagement with the UN system.

This strategy should include making every effort to improve the selection processes for the Secretary-General and other senior appointments. While there is no 'silver bullet' for UN reform, improving the Organisation's leadership and management would be a practical way to increase effectiveness, transparency and accountability.

It could also usefully recognise the need to raise awareness of how the UN benefits people in this country, and to improve the national conversation on Britain's global role.

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## The effectiveness of the UN

Since 1945, the UN has presided over significant advances in international law; developed effective mechanisms for peacekeeping and conflict resolution; built programmes for poverty alleviation; and facilitated the peaceful transition to independence of scores of countries, radically changing the make-up of today's world.

But many people have been left behind. While the UN has helped to foster economic and social development, major disparities remain within and between countries. High-profile failures to prevent conflict and mass atrocities have tarnished its reputation. At present, the UN is struggling to cope with multiple crises driving instability across the world.

On the ground, UN bodies feed, shelter and protect millions of people. But it is heavily constrained by funding shortfalls. Often, progress has depended on clear, achievable mandates. Targeted development campaigns, on infant health, for instance, have worked. Those seeking broader social transformation, not least on gender equality, have some way to go. Peacekeeping missions have been most effective in smaller countries, like Lebanon and Sierra Leone, especially when big powers have shown sustained interest.

While its considerable achievements are often overlooked, in part due to inadequate public information, the UN system does have failings, many of a structural nature. Reform is urgently needed but while sensible proposals exist, repeated attempts at implementation have failed, largely due to a lack of political will.

Ultimately, the UN's success depends on states' willingness to work together and to strengthen the Organisation. Political leadership, however, remains trapped in national agendas.

Compromises of the kind that made the creation of the UN possible still appear too costly when measured against the familiar criterion of national interest, even though this approach ignores the extent to which national and global interests now dovetail.

Overstretched and under-funded, the UN remains as essential today as it was in 1945 – perhaps even more so in our increasingly globalised and troubled world: as a place for nations to convene; as a setter of global norms; and as a provider of key services from emergency food relief to peacekeepers. A decline in the health of the global system would have serious consequences for the UK's security and prosperity. It would also diminish the UK's global role and standing.

The UN remains an indispensable tool for realising the UK's national and international objectives and support from the UK is necessary for UN initiatives to succeed.

## Recommendations

**The Government should commemorate the UN's 70th anniversary by:**

- ✓ **Acknowledging the importance of an effective United Nations to the UK's national security and prosperity – the forthcoming National Security Strategy and Strategic Defence and Security Review provide opportunities to make this case**
- ✓ **Recognising that this requires consistent UK leadership at the UN**
- ✓ **Developing a clear strategy for UK action to strengthen the Organisation**
- ✓ **Setting out ways in which the UK could achieve this, notably by:**
  - **improving the appointment processes for senior UN officials;**
  - **increasing its practical support to areas such as UN peace operations; and**
  - **setting a positive example in its implementation of international laws and norms.**
- ✓ **Ensuring that there are regular parliamentary debates on the UK's engagement with the UN system**
- ✓ **Initiating and supporting efforts to improve public knowledge of the UN and to raise awareness of how its work benefits people in this country**

## UN facts and figures

- Structure: 193 member states, six principal organs and some 30 funds, programmes and agencies
- Aims: maintain international peace and security; promote sustainable development; protect human rights; uphold international law and provide humanitarian assistance
- Employees: 85,000, fewer than global companies such as McDonald's
- Cost: \$30bn a year, less than UK households spent on Christmas in 2014

## Functions

- Provides food to 90 million people in 80 countries
- Promotes maternal health, saving the lives of 30 million women a year
- Vaccinates 58 per cent of the world's children, saving three million lives a year
- Assists over 38.7 million refugees and people fleeing war, famine or persecution
- Works with 193 countries to combat climate change and make development sustainable – the UN has helped to create over 500 multilateral environmental agreements
- Keeps peace with over 125,000 peacekeepers in 16 operations in four continents
- Fights poverty, helping improve the health and well-being of 420 million rural poor
- Protects and promotes human rights on site and through some 80 treaties/declarations
- Mobilises \$22 bn in humanitarian aid to help people affected by emergencies
- Uses diplomacy to prevent and resolve conflict, helping countries such as Kenya and Tajikistan
- Assists some 60 countries a year with their elections

## Selection process for the UN Secretary-General

### A practical, transformative reform

At first glance, improving a UN recruitment process may seem like a marginal reform, given the larger challenge of generating the political will needed to make the UN more effective. But it is precisely because of this major constraint that this issue is so important.

Improving the selection process for the Secretary-General does not require amending the UN Charter – the big political stumbling block to other reform efforts, such as Security Council enlargement. Most of the current practices surrounding the appointment (see box) are customary and informal. Securing reform in this area is therefore more achievable. It could also have a transformative multiplier effect across the UN system.

The Secretary-General can manoeuvre within the parameters of UN politics to enhance its impact across the board: coordinating efforts to tackle cross-border challenges; encouraging action on situations that lack big-power interest; championing issues that governments are reluctant to address; galvanising practical UN reforms; and making smart appointments to other key UN positions, thereby strengthening UN effectiveness.

### What Secretaries-General can achieve

Peacekeeping, for example, was developed by the first Secretary-General, Trygve Lie. His successor, Dag Hammarskjöld, expanded the Secretary-General's "good offices" function. In 1955, he secured the release of 11 US airmen imprisoned in China. U Thant, appointed after him, played a significant role in de-escalating the Cuban Missile Crisis. More recently, Kofi Annan brokered a groundbreaking deal with pharmaceutical companies to widen access to HIV/AIDS treatment. He is also credited with advancing the 'Responsibility to Protect' norm. Ban Ki-moon, the current postholder, has used his moral authority and convening power to champion LGBT rights and action on climate change. Crucially, Secretaries-General can also play a pivotal role in preventing conflict. The Charter enables them to bring to the Security Council any matter that may threaten peace and security. Their ability to do so would be enormously strengthened by a more legitimate selection process that enhances their power to act effectively.

While a better process cannot guarantee a better appointment, increased scrutiny is likely to raise standards over time, as has been the case with

## The appointment process In a nutshell

- There is no job description, timetable or public scrutiny
- There is a troubling history of backroom deals
- No woman has ever been seriously considered
- The P5 dominate the process. They present the rest of the UN's membership with a single candidate to rubberstamp.

## The appointment process in more detail

- The appointment is governed by a single **article (97) of the UN Charter**, which states: "The Secretary-General shall be appointed by the General Assembly upon the recommendation of the Security Council."
- To be nominated, a candidate must receive at least nine affirmative votes in the Security Council, with no permanent member voting against. It is therefore subject to a veto by any of the P5 and this factor is taken into account even if no formal veto is cast. (It should be noted that given the threshold of nine votes, the non-permanent members also wield influence, as a number of their votes are needed for candidates to progress).
- The Charter provisions were supplemented by a range of **General Assembly resolutions. Resolution 11(1)**, adopted in 1946. The resolution stated that "it would be desirable" for the Security Council to proffer one candidate only for consideration by the Assembly, and that the Assembly would make its decision through a simple majority vote. For recent appointments, the Assembly has opted to adopt by acclamation, rather than by vote.
- It also set the term limit for the first postholder (five years, with the option of a further five), while making clear that as the Charter did not stipulate a term limit, both it and the Security Council could modify the term in the future. A 1997 resolution (51/241), required the General Assembly to consider the term length, including the option of a single term. It was never implemented.
- In addition, informal practices have emerged, such as:
  - Consideration of "regional rotation" among postholders, so that a Secretary-General would be selected successively from different world regions. As a result, many eastern European states are currently claiming the next appointment as theirs, on the basis that there has never been a Secretary-General from that part of the world. (Given current big power tensions in the Security Council, agreement on an Eastern European candidate will be difficult to achieve). The General Assembly acknowledges regard for regional rotation and gender equality, but places "the appointment of the best candidate" first.
  - Postholders are generally from small or middle-ranking powers. P5 nationals are not nominated.

other senior positions. For example, [civil society protests in December 2014](#) against a political nomination by the UK for the position of UN Emergency Relief Coordinator resulted in more qualified candidates being put forward.

Instituting a single, non-renewable term of office, say of seven years is one of our key proposals. It would also provide future postholders with more political space. Freed from the constraints of seeking re-election, the Secretary-General would be more independent and better placed to implement her or his vision and insist states take action to prevent atrocities; to speak out on issues

## How to strengthen the process

such as reproductive health and rights; and to hold states to account on their record on human rights.

### Why it matters to the future of the UN

Finally, a better process is an important end in itself. An institution such as the UN, which advises countries on governance, should set an example. Instead, the Secretary-General's appointment process falls far short of international standards, even when compared to other senior UN recruitment processes ([see comparative chart on senior UN appointment processes](#)).

An inclusive process that involves all states – and civil society – would help to improve UN accountability, restore confidence in the institution and reinvigorate public engagement with it. It would boost the ability of future Secretaries-General to mobilise support for the UN's agenda. And it would serve as a powerful symbol and marker of broader UN reform, representing a move away from the big-power hold on international institutions that is increasingly at odds with the world's changing geopolitical landscape and with what global civil society is prepared to accept.

### The role of the UK

All permanent members of the Security Council have a particular responsibility in this process, in terms of selecting the best possible candidate and in initiating reforms to strengthen the process. While the UN Charter stipulates that the appointment be made by the Assembly on the Council's recommendation, recent convention

UNA-UK is a founding member of 1 for 7 Billion – a global campaign to improve the process. We are calling for:

- Formal selection criteria, with a clear focus on merit and with gender and regional diversity listed as important but secondary factors
- A timetable with deadlines, issued with sufficient time
- A public shortlist of highly qualified women and men
- The presentation of vision statements by candidates
- The chance for all states and civil society to engage with candidates
- A clear commitment from candidates and states not to seek or make promises in return for support, including on senior appointments
- A single, non-renewable term to free candidates from the political and time constraints of re-election campaigning
- A real choice for the UN membership, with more than one candidate presented by the Security Council to the General Assembly

None of these proposals requires amendment of the UN Charter. They enjoy widespread support from member states, opinion leaders and civil society. Most of them have already been endorsed by the General Assembly. They just haven't been implemented.

has seen this balance skewed in favour of the Council, especially its five permanent members (P5), with the rest of the UN's membership, particularly in recent decades, rubberstamping its choice.

Within the P5, UNA-UK believes there is a case for UK leadership, given the UK's emphasis on good governance and UN effectiveness. It would also raise the UK's standing among the wider UN membership (e.g. the Non-Aligned Movement, which has been vocal in backing change) in showing that the UK uses its privileged position on the Council for the global good.

## Momentum and unprecedented engagement – this time things are different

- ✓ **An unprecedented number of states – over 150 – have called for a better process** at the UN, with widespread support for a timeline, hearings with candidates and a strong field including female candidates. (At a General Assembly debate on 27 April, three states mentioned 1 for 7 Billion)
- ✓ **Concrete reform proposals have been put forward** by two major groups of states: the Non-Aligned Movement and cross-regional Accountability, Coherence and Transparency (ACT) grouping.
- ✓ **Support from two P5 states** (the UK and, to a lesser extent, France) for an improved process, including clear timelines and interaction with candidates in open discussions.
- ✓ **The Security Council has held discussions on the selection process** and a non-permanent member – Spain – announced on 22 July its intention to organise a debate in October on this issue.
- ✓ **Strong support from the current and incoming Presidents of the General Assembly** for reform, both of whom have made public statements to this effect.
- ✓ **The 1 for 7 Billion campaign now represents over 750 civil society organisations**, with a collective base of more than 170 million people in all continents. Members include: Avaaz, Amnesty International, Equality Now, the African Women's Development and Communication Network (FEMNET), CIVICUS Alliance, Forum-Asia, Parliamentarians for Global Action and the International Trade Union Confederation.
- ✓ **1 for 7 Billion has secured endorsements from eminent individuals and groups**, including: The Elders, led by Kofi Annan; the Commission on Global Governance, led by Madeleine Albright and Ibrahim Gambari; and the World Economic Forum Global Agenda Council on Global Governance.
- ✓ **Parliamentarians for Global Action** has joined our campaign and produced a [model parliamentary motion](#) for parliamentarians around the world to adapt and use. In addition to the excellent contributions by Peers in the UK, we are encouraged to see that MPs in countries such as [Austria](#) have raised this in their legislatures. UNA-UK hopes that a similar debate will be conducted in the House of Commons.

## Progress in the UK's position: much to commend but more to be done

It has been extremely encouraging to see clear progression in the UK's position, which has moved from maintaining the status quo to demonstrating leadership within the P5 members of the Security Council, most of whom oppose any change to the status quo.

In August 2015, the 1 for 7 Billion campaign – which UNA-UK co-founded – released a [map detailing the positions of all 193 UN member states](#). The UK is listed as a “strong supporter” (our 2nd tier of states), since it supports three of our reform proposals:

- Improved dialogue between states and candidates, with opportunities for civil society involvement
- A commitment to gender equality and a preference, all qualifications being equal, for a female Secretary-General

- A formal timeline with deadlines for nominations and the selection

The “highly committed” (top tier) supporters include those who have publicly supported five or more reform proposals, such as: Algeria, Belarus, Brazil, Costa Rica, Estonia, India, Liechtenstein, Malaysia and Switzerland.

The following page features key UK statements and parliamentary debates on the Secretary-General selection process, which show a welcome shift in position. But there is much more the UK could do – as part of the UN process and in parallel to it – to improve transparency and inclusivity.

Peers should encourage the UK to set out specific and practical steps it is taking to encourage a better selection process.

## Recommendations

### At the UN, the UK should:

- ✓ **Increase efforts to encourage the Security Council to work with the General Assembly to set out:**
  - Selection criteria
  - Clear timelines with deadlines for nominations and the selection
  - The publication of a shortlist
  - Opportunities for candidates to present their vision and priorities in open debates, and to engage with all member states and civil society

*An important next step would be to initiate a joint letter from the Presidents of the Security Council and General Assembly, setting out these points*

- ✓ **State publicly that it condemns the practice by which states pledge their support to candidates in return for promises, including on other senior appointments**
- ✓ **Make clear that while gender equality and regional diversity are important considerations, the primary factor in making the appointment should be who has the best qualities, qualifications and experience among the candidates**
- ✓ **Consider seriously the benefits of a single, non-renewable term, possibly of seven years, which would free the next Secretary-General from the political and time constraints of re-election campaigning**
- ✓ **Consider seriously the proposal for the Security Council to recommend more than one name to the General Assembly. This would maintain the Security Council's role in the process under the UN Charter but make the process more democratic and restore the role envisaged for the wider UN membership, which in recent decades, has merely ratified the selection made by the Security Council**

### In the UK, the Government should:

- ✓ **Reach out to Parliament and civil society to identify high quality candidates for the UK to support**
- ✓ **Support efforts by civil society to engage with candidates informally, through events and interviews**
- ✓ **Set an example by providing transparency throughout the selection process and keeping Parliament informed of developments**
- ✓ **Encourage media scrutiny of candidates**

## Parliamentary questions

### **27 November 2013 – Question in the Lords by Lord Judd: To ask Her Majesty's Government what is their strategy in relation to the appointment of the next Secretary-General of the UN, and what criteria should be paramount in that appointment.**

- Minister's response: "We do not expect discussions on the current Secretary-General's replacement until the start of 2016 ... However, we would want to see a proven leader who is fully committed to the values of the UN, with sufficient political authority and expertise as well as the ability to lead and manage such a large and complex organisation.

- Peers raise the following points: selection criteria, transparency, the benefits of a single term, issues with regional pre-emption

- Minister's response: "It is important for us to keep focusing on how we can improve these international appointments and the elections that take place for them. We continue to focus on the fact that we want the best candidate for the job, but the candidate must also command the greatest possible support from the international community as well as that of the P5. We must conduct the process in a way which does not form divisions within the international community to ensure that the office bearer, once elected, has the greatest amount of support rather than undermining them through the process."

*Peers speaking: Baroness Warsi (Minister), Lord Dykes, Baroness Falkner, Lord Hannay and Lord Stern*

### **22 July 2014 – Question in the Lords by Lord Judd: To ask Her Majesty's Government what criteria they are putting forward for the selection of the next Secretary-General of the United Nations; and what arrangements they are advocating to ensure maximum support for the new Secretary-General.**

- Minister's response: "HMG do not put forward the criteria for candidates for the UN Secretary-General role. However, we would want to see a proven leader fully committed to the values of the UN, with sufficient political authority and expertise to lead and manage such a large and complex organisation. The current system whereby the Security Council nominates a single candidate for the General Assembly continues to ensure that the candidates receive maximum support."

- Peers raise the following points: selection criteria, gender equality, involvement by all states, a timely and well-organised process, non-use of the veto in the selection and de-prioritisation of the non-binding practice of regional pre-emption

- Minister's response: "It is important that we find the best candidate to do this incredibly important job, and we have the pick of the world". While transparency is important, agreement and consensus are "essential in getting off on the right foot."

*Peers speaking: Baroness Warsi (Minister), Lord Anderson, Lord Dubs, Lord Morgan, Lord Hylton, Baroness Falkner and Lord Hannay*

### **22 January 2015 – Question in the Lords by Baroness Falkner: To ask Her Majesty's Government what is their assessment of the selection procedure for the next United Nations Secretary-General**

- Minister's response: "The current system of selection, whereby the Security Council nominates a single candidate to the General Assembly, ensures that the candidate receives maximum support. This process has produced good consensus candidates in the past, and we would not want to see it significantly changed."

- Peers raise the following points: that the current process is untenable in the modern world and that some modifications ought to be considered to lessen the politics involved in the process, notably asking candidates to set out their views and consideration of a single term for the appointee. Gender equality is also highlighted.

- Minister's response: "As just one member of the P5, we cannot force and insist on a change in the way that processes go forward [but] it is clear that from our point of view it would be a great advantage if we were given details by the candidates of how they intended to carry out their leadership skills."

*Peers speaking: Baroness Anelay (Minister), Lord Anderson of Swansea, Lord Dubs, Lord Dykes and Lord Hannay*

## Key statements by, Matthew Rycroft, UK ambassador to the UN

### **12 March 2015 – Rycroft speaks at UN APPG event ahead of taking up his post in New York**

- "We need to make sure we get the best person for the job, and I do think that some more transparency in that would help with that process ... it would be a good thing for the UK to be in favour of that and to be pursuing that, for wider reasons."

- The appointment process could benefit from applying established recruitment practices - applications and interviews for example - in order to "measure candidates against an objective standard".

### **27 April 2015 – General Assembly working group debate, Rycroft's maiden speech at the UN**

- The UK believes "a role as important as Secretary-General needs an updated selection process fit for the 21st century and fit for a world of seven billion people", underpinned by: gender equality, structure (deadlines for nominations and selection), and a chance for candidates to "present their priorities" to all states and the wider world.

- The UK proposes "a Security Council process open to all UN Member States, as well as observers and civil society. We want to give all candidates the opportunity to be tested on their priorities and credentials".

### **30 June 2015 – Rycroft speaking in the Security Council**

- The UK raised the issue of the Secretary-General selection as one of "particular importance to the UK" and called for a "more transparent, structured and inclusive selection process ... [with] the broadest selection of credible candidates". All qualifications being equal, the UK believes it's high time for a woman to lead the UN.

- The UK said Council members should "think about how we can broaden out and give all Members and civil society an opportunity to assess candidates' credentials".

## Other senior UN appointments

Within the UN system, there is a mixture of processes for senior appointments.

### Secretariat

As head of the UN Secretariat, the Secretary-General has the power to make appointments to senior positions within this organ of the UN. This includes the Deputy Secretary-General and Under-Secretaries-General (USGs).

Posts at USG level include the heads of the: Department for Peacekeeping Operations, Department for Political Affairs, Office of the High Commissioner for Human Rights, Office of the High Commissioner for Refugees, Office for the Coordination of Humanitarian Affairs and the UN Office in Geneva.

The Secretary-General also makes appointments to the field, including heads of missions and special envoys.

In recent years, improvements have been made to the appointment processes for these posts, with the Secretary-General committing to issue vacancy announcements setting out criteria, timelines and interview panel arrangements; and requiring that shortlists contain multiple candidates, including at least one woman or an explanation as to why not.

In practice, this process is not evenly applied, largely because of political pressures. A recent example involving the UK was the appointment of the USG for Humanitarian Affairs, where the UK was said to have put forward only one candidate. [After pushback from within the UN and by civil society](#), the Secretary-General issued a detailed vacancy announcement and more candidates were put forward.

### Importance of a better Secretary-General selection process

A Secretary-General with a broader mandate from the UN's membership, and freed from the constraints of re-election campaigning, may feel more able to resist such pressures.

Securing a better process that involves all member states and a single term for the candidate could therefore have a multiplier effect, improving the quality of appointments throughout the Secretariat. In addition, all Secretary-General candidates and all member states, particularly the P5, should publicly condemn the practice of eliciting promises on senior appointments during the Secretary-General selection process.

## Rest of the UN system

There are distinct processes for selecting the heads of UN funds, programmes and specialised agencies. For agency heads (e.g. World Health Organization, International Atomic Energy Agency), there is generally an election process involving the member states of that body. For funds and programmes (e.g. UNICEF, UN Development Programme), there are generally consultations between executive boards/advisory committees, with the appointment confirmed by the General Assembly.

Many of these processes, particularly for agency heads, are better than the Secretary-General selection process (see [comparative chart](#)). The best include: clear timelines, public shortlists, opportunities for candidates to present their vision to all member states and to engage in dialogue, and opportunities for media and civil society scrutiny, through press conferences and informal exchanges.

However, there is much scope for improvement. All bodies should aim to meet the highest standards that exist in international organisations.

## Recommendations

### The UK should:

- ✓ **Ensure it sets a good example by nominating and supporting candidates of the highest quality for all senior UN appointments, with due consideration to gender equality and regional diversity**
- ✓ **Commit publicly to upholding this principle and encourage other states to do so, including by speaking out when standards are not upheld by the Secretary-General in issuing announcements or by states**
- ✓ **Encourage UN funds, programmes and agencies, particularly those of which it is a member/board member/advisory committee member to meet the highest standards for best practice in international organisations – often this means implementing recommendations that have already been made**
- ✓ **As part of this process, consider the merits of a single term (perhaps slightly longer) for all senior appointments**
- ✓ **Reaffirm General Assembly Resolution 35/210 (1980), which states “no post should be considered the exclusive preserve of any Member State or group of states” by calling for a general rule that no nationality should immediately succeed the same nationality in the same post**

## Summary of recommendations

### Recommendations on the effectiveness of the UN

The Government should commemorate the UN's 70th anniversary by:

- ✓ *Acknowledging the importance of an effective United Nations to the UK's national security and prosperity – the forthcoming National Security Strategy and Strategic Defence and Security Review provide opportunities to make this case*
- ✓ *Recognising that this requires consistent UK leadership at the UN*
- ✓ *Developing a clear strategy for UK action to strengthen the Organisation*
- ✓ *Setting out ways in which the UK could achieve this, notably by:*
  - *improving the appointment processes for senior UN officials;*
  - *Increasing its practical support to areas such as UN peace operations; and*
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- ✓ *Ensuring that there are regular parliamentary debates on the UK's engagement with the UN system*
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### Recommendations on the selection process for the UN Secretary-General

At the UN, the UK should:

- ✓ **Increase efforts to encourage the Security Council to work with the General Assembly to set out:**
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- ✓ **Consider seriously the proposal for the Security Council to recommend more than one name to the General Assembly. This would maintain the Security Council's role in the process under the UN Charter but make the process more democratic and restore the role envisaged for the wider UN membership, which in recent decades, has merely ratified the selection made by the Security Council**

In the UK, the Government should:

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- ✓ Support efforts by civil society to engage with candidates informally, through events and interviews
- ✓ Set an example by providing transparency throughout the selection process and keeping Parliament informed of developments
- ✓ Encourage media scrutiny of candidates

## Recommendations on other senior UN appointments

The UK should:

- ✓ Ensure it sets a good example by nominating and supporting candidates of the highest quality for all senior UN appointments, with due consideration to gender equality and regional diversity
- ✓ Commit publicly to upholding this principle and encourage other states to do so, including by speaking out when standards are not upheld by the Secretary-General in issuing announcements or by states
- ✓ Encourage UN funds, programmes and agencies, particularly those of which it is a member/Board member/advisory committee member to meet the highest standards for best practice in international organisations – often this means implementing recommendations that have already been made
- ✓ As part of this process, consider the merits of a single term (perhaps slightly longer) for all senior appointments
- ✓ Reaffirm General Assembly Resolution 35/210 (1980), which states “no post should be considered the exclusive preserve of any Member State or group of states” by calling for a general rule that no nationality should immediately succeed the same nationality in the same post

## Links to further information

**1 for 7 Billion campaign website**

[www.1for7billion.org](http://www.1for7billion.org)

**1 for 7 Billion briefing on the UN Sec-Gen selection process (PDF)**

[www.1for7billion.org/s/1for7billion-policy-platform.pdf](http://www.1for7billion.org/s/1for7billion-policy-platform.pdf)

**Interactive map showing 193 country positions on reforming the Sec-Gen selection process**

[www.1for7billion.org/map-of-support](http://www.1for7billion.org/map-of-support)

**The next UN Sec-Gen - candidates and speculation**

[www.1for7billion.org/candidates](http://www.1for7billion.org/candidates)

**UNA-UK briefing on UN reform**

[www.una.org.uk/magazine/special-issue-2015/feature-reforming-un](http://www.una.org.uk/magazine/special-issue-2015/feature-reforming-un)

**UNA-UK analysis on the UK's position on reforming the Sec-Gen selection process**

[www.una.org.uk/news/15/08/1-7-billion-exposes-country-positions-reform-un-sec-gen-selection-process](http://www.una.org.uk/news/15/08/1-7-billion-exposes-country-positions-reform-un-sec-gen-selection-process)

**Chart comparing different UN appointment processes**

[www.1for7billion.org/s/Comparison-chart-for-UN-appointment-processes.pdf](http://www.1for7billion.org/s/Comparison-chart-for-UN-appointment-processes.pdf)

**Parliamentarians for Global Action model parliamentary motion on Sec-Gen selection process (PDF)**

[www.pgaction.org/pdf/activity/2015-06-01-Resolution-1for7-Billion-ENG.pdf](http://www.pgaction.org/pdf/activity/2015-06-01-Resolution-1for7-Billion-ENG.pdf)

**1 for 7 Billion statement on issues surrounding the appointment of the UN's humanitarian chief**

[www.1for7billion.org/news/2014/12/3/top-un-appointments-should-be-based-on-merit-not-power-politics](http://www.1for7billion.org/news/2014/12/3/top-un-appointments-should-be-based-on-merit-not-power-politics)

## About UNA-UK

The United Nations Association - UK (UNA-UK) is the UK's leading source of independent analysis on the UN, and a UK-wide grassroots movement.

UNA-UK believes that a strong, credible and effective UN is essential if we are to build a safer, fairer and more sustainable world. We advocate strong government support for the UN and demonstrate why the UN matters to people everywhere.

UNA-UK is a founding member of 1 for 7 Billion – a global campaign committed to getting the best UN Secretary-General. The steering committee consists of UNA-UK, Avaaz, FES-NY and WFM-IGP. 1 for 7 Billion represents a combined network of 750 NGOs with a global reach of more than 170 million people.

UNA-UK is a charitable company limited by guarantee (no.1146016).

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