United Nations

INTERNSHIPS IN THE UN:
AN EXPLORATORY REVIEW

YOUTH
2030

Internships in the UN: An Exploratory Review

Internships in the UN: An Exploratory Review aims to understand the status of internships in the UN and the existing good practices. The review is undertaken in the context of the first-ever United Nations system-wide Youth Strategy, Youth2030. With progress on Youth2030 routinely tracked across the UN-system, internships and young talent management were identified as critical gaps in implementing the Strategy. Youth2030 Task Team on strengthening internships in the UN has been established in 2021 and this review represents the first step in the joint effort to accelerate coherence and quality on internships across the UN.

List of contributing UN entities

Acronym	Entity	UN reporting body
DCO	Development Coordination Office	UN Secretariat
DESA	Department of Economic and Social Affairs	UN Secretariat
DGC	Department of Global Communications	UN Secretariat
DMSPC	Department of Management Strategy, Policy and Compliance	UN Secretariat
DPPA - DPO	Department of Political and Peacebuilding Affairs - Department of Peace Operations (Joint Human Resources)	UN Secretariat
DOS	Department of Operational Support	UN Secretariat
ECLAC	Economic Commission for Latin America and the Caribbean	ECOSOC, UN Secretariat
EOSG	Executive Office of the Secretary-General	UN Secretariat
ESCAP	Economic and Social Commission for Asia and the Pacific	ECOSOC, UN Secretariat
ESCWA	Economic and Social Commission for Western Asia	ECOSOC, UN Secretariat
FAO	Food and Agriculture Organization of the United Nations	ECOSOC
IFAD	International Fund for Agricultural Development	ECOSOC
ILO	International Labour Organization	ECOSOC
IOM	International Organization for Migration	General Assembly
ITC	International Trade Centre	General Assembly, ECOSOC
ITU	International Telecommunication Union	ECOSOC
ODA	Office for Disarmament Affairs	UN Secretariat
OHCHR	Office of the United Nations High Commissioner for Human Rights	UN Secretariat
OSGEY	Office of the Secretary-General's Envoy on Youth	UN Secretariat
UNAIDS	Joint United Nations Programme on HIV/AIDS	ECOSOC
UNESCO	United Nations Educational, Scientific and Cultural Organization	ECOSOC
UN-Habitat	United Nations Human Settlements Programme	General Assembly, ECOSOC
UNICEF	United Nations Children's Fund	General Assembly, ECOSOC
UNIDO	United Nations Industrial Development Organization	ECOSOC
UNON	United Nations Office at Nairobi	UN Secretariat
WIPO	World Intellectual Property Organization	ECOSOC

Table of Content

Chapter 1:
Background

Youth2030, the United Nations system-wide Youth Strategy, was launched in 2018 to transform the UN's work **for** and **with** youth. Through the strategy, the UN seeks to strengthen several foundational areas of its work on youth, such as internships and young talent management in the Organization. Progress on the implementation of the strategy, including in the foundational areas, is routinely tracked across the UN system and highlighted in the annual **Youth2030 Progress Reports.**

The Youth2030 Progress Reports identified internships and young talent management as critical gaps in the UN's efforts in implementing the strategy in UN entities, especially in UN Country Teams. To address this, the High-level Steering Committee of the UN Youth Strategy recommended the establishment of a Task Team to advance the internships agenda across the UN system.

In line with the recommendations, a **Youth2030 Task Team on strengthening internships** was established in 2021. Co-chaired by the **Office of the Secretary-General's Envoy on Youth** (OSGEY) and the **Department of Operational Support** (DOS)[1], the Task Team is composed of Human Resources focal points[2] from interested **UN Secretariat** and **non-Secretariat entities**, and includes the **Department of Management Strategy, Policy and Compliance** (DMSPC). In line with the principles of meaningful youth engagement emphasized in Youth2030 and to ensure that the work builds on young people's advocacy efforts, the Task Team includes members from two youth networks, the **Fair Internships Initiative** and **Young UN**[3]. The Task Team's efforts are guided by the recommendations and benchmarking framework in the Joint Inspection Unit's (JIU) report on the **Review of internship programmes in the United Nations system**[4]. The work of the Task Team is organized in four tracks:

(a) Understanding the status of internships in the UN and good practices
(b) Addressing policy and operational improvements
(c) Establishing metrics and reporting systems to track progress
(d) Outlining and advancing an advocacy agenda.

An **exploratory review of internships in the UN** was undertaken by the Task Team in 2021, to understand internship policies and practices across the participating UN entities, including the strengths, and the gaps. This report presents key findings from the review.

---

[1] DOS-supported entities include: Office of the Special Representative of the Secretary-General for Children and Armed Conflict (SRSG CAAC), Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict (OSRSG-SVC), Office of the Special Representative of the Secretary-General on Violence Against Children (SRSG-VAC), The Office of the Victims' Rights Advocate (OVRA), UN Office for Partnerships (UNOP), Office of the Secretary-General's Envoy on Technology (OSET), Human Security Unit (HSU), Office of Information and Communications Technology (OICT)
[2] 88 human resources focal points on internships from 36 UN entities, 3 UN Country Teams, 3 youth groups and 1 multistakeholder initiative.
[3] A network of young UN staff.
[4] JIU/REP/2018/1.

Chapter 2:
The Review

2.1 Objectives

The following are the objectives of the exploratory review on internships in the UN system:
a) To understand the status of internship policies and practices in the participating UN entities
b) To identify strengths and gaps, to inform the way forward to strengthen internships across the UN system.

2.2 Methodology and tool

The review included an analysis of internship policies, practices and their level of implementation, as well as the links to strategic Human Resources management in UN entities. Drawing from the recommendations and benchmarks outlined in the Joint Inspection Unit report JIU/REP/2018/1↗ **"Review of internship programme in the United Nations system"**, an Excel-based tool was developed for self-reporting by the UN entities participating in the review. In all, 30 policy components were reviewed along with the patterns of implementation during two periods – pre-covid (2019) and post-covid (January – June 2021). The areas of review and their alignment to the JIU benchmark areas are outlined in the table below:

| JIU Benchmarking Group	Areas of review (As per the tool developed by and self-reported on by the Task Team)				
1. Internship application and decision	1 Status update on applications				
	2 Selection criteria & processes	2.1 Terms of Reference (ToR) for internship	2.2 Selection process	2.3 Decision on selection	
	3 Joining the duty station	3.1 Time to start internship	3.2 Visa support for travel to duty station		
2. Internship period	4 Onboarding	4.1 Administrative support for onboarding	4.2 Induction package	4.3 Orientation of intern by supervisor	
	5 Work plan				
	6 Learning & development	6.1 Training courses	6.2 Field training		
	7 Leave entitlements	7.1. Annual leave	7.2 Sick leave		
	8 Working conditions	8.1 Access to office	8.2 Office space	8.3 Work desk	8.4 Work computer	8.5 Official email
	9 Support in event of emergency				
	10 Support in the event of abuse or conflict				
3. Completion of internship	11 Performance evaluation	11.1 Performance evaluation of intern	11.2 Certificate of completion of internship		
	12 Feedback on internship experience				
	13 Internship as work experience				
4. Alignment of internships to the values of the UN	14 Equal opportunities				
	15 Financial support	15.1 Financial support for travel to duty station	15.2 Financial support to cover living expenses	15.3 Financial support for field training	
	16 Ending mandatory break in service				

The tool[5] was organized in four parts:

A. About the UN internships stocktake
B. Overview of internships in the entity
C. Strategic HR management in the entity and internships
D. Internships – policies, tools and practice:
    - Aligned to the four JIU benchmarking groups, this part of the tool (Part D) was organized in four sections or Key Performance Areas (KPAs).
    - Drawing from the "Areas of review" (see above in the table), each KPA included specific Key Performance Indicators (KPIs).
    The status of policy alignment to JIU benchmarks, the availability of tools for implementation and the levels of implementation were reviewed under each KPI.

2.3 Data collection

The tool was shared with **37** UN entities, based on their engagement in Youth2030 activities. The reporting was open from 9 August 2021 to 15 October 2021. Twenty-nine entities responded before the deadline. Entities included the following information:

1. Policies and administrative guidance on internships
2. Tools used to ensure consistent application of internship policies
3. Good practices and innovations on internships
4. Data on internships across two periods, to account for the impact of the COVID-19 pandemic:
    1 January 2019 – 31 December 2019; 1 January 2021 – 30 June 2021.

Policies	Tools	Practice

---
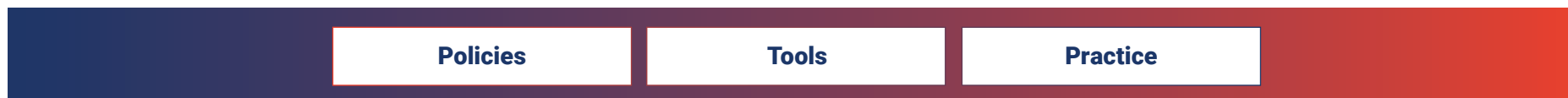
[5] Data collection tool is available on Youth2030 Online ↗.

2.4 Analysis and reporting

The data were validated, analysed and insights drawn on the degree to which **policies on internships were aligned** with the JIU benchmarks, the **availability of tools** to support implementation of the policy and the **level of implementation** of the policy across the participating entities.

Level of implementation is based on:
(No. of interns benefiting from the service or assistance
divided by [÷]
No. of interns in need of the service or assistance),
multiplied by 100

The level of implementation is grouped into 3 categories based on the percentage of interns benefiting:

High >80%   Medium 50-80%   Low <50%

A list of best performing entities is available for each KPI. These entities meet all three criteria below:
i. Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

2.5 Limitations

The exploratory review is the starting point of the system-wide work on internships. The review included entities who were already engaged in Youth2030 activities, and the findings may therefore not be representative of the entire UN system. Secondly, not all entities reported on all KPIs and the availability of data to review levels of implementation was limited. The insights available in this report are based on available data.

Chapter 3:
Key findings

3.1 Reporting entities

Twenty-nine UN entities participated in the review. Clean and complete data sets available across **27 entities** (15 Secretariat, 12 non-Secretariat entities) were included for analysis.

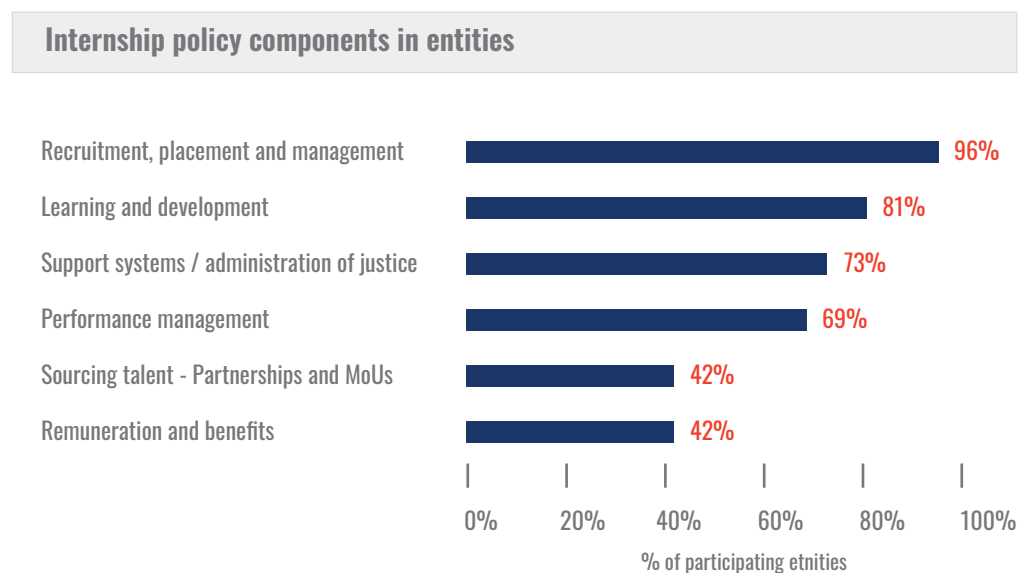|								
DCO	DESA	DGC	DMSPC	DOS[6]	DPPA-DPO	ECLAC	EOSG	ESCAP
ESCWA	FAO	IFAD	ILO	IOM	ITC	ITU	ODA	OHCHR
OLA	OSGEY	UNAIDS	UNESCO	UNICEF	UNIDO	UNON	UN-Habitat	WIPO

■ Non-Secretariat
■ Secretariat

---

[6] DOS supported entities include: Office of theSpecial Representative of the Secretary-General for Children and Armed Conflict (SRSG-CAAC), Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict (OSRSG-SVC), Office of the Special Representative of the Secretary-General on Violence Against Children (SRSG-VAC), The Office of the Victims' Rights Advocate (OVRA), UN Office for Partnerships (UNOP), Office of the Secretary-General's Envoy on Technology (OSET), Human Security Unit (HSU), Office of Information and Communications Technology (OICT)

3.2 Summary of key findings

3.2.1 Overview of internships

◆ All UN entities are guided by their organization's internship policies. Entities include several components in their internship policies, as shown below:

Internship policy components in entities

Component	%
Recruitment, placement and management	96%
Learning and development	81%
Support systems / administration of justice	73%
Performance management	69%
Sourcing talent - Partnerships and MoUs	42%
Remuneration and benefits	42%

% of participating etnities

◆ Internships in the United Nations follow **centralized** (56%), **decentralized** (11%) or **mixed** (33%) models of management. **Focal points(s) for coordination of internships** are available across 96% of entities. Such focal points work on internships **full time** in 65% and **part time** in 35% of entities.

◆ 89% of entities have invested in efforts to build **organizational capacity** to improve the quality of internship programmes. Of these entities, 88% had in place **guidelines only** for supervisors and **13%** had **both guidelines and a training curriculum for supervisors.**

◆ 59% of entities include internships in their routine **Human Resources Information Systems (HRIS). In the entities that include internships in HRIS,**
  ◆ the information system is used for (a) both **recruitment** and **management** in **75%,** (b) **recruitment only** in **13%** and (c) **administration/ management only** in **13%.**
  ◆ **69%** of entities include a **dashboard on internships** to make available real-time data.

- 52% of entities include internships in their **HR planning processes,** and 63% include information on internships in their **annual reports.**

- **Availability of information and data on internships is variable across entities.** While much information exists on (a) total number of interns, (b) duration of internships, (c) modalities of internships (in-person, online, hybrid) and (d) age, gender and geographical distribution, information on availability of interns from vulnerable population groups is limited.

3.2.2 Internship policies[7] in UN entities and their alignment to JIU benchmarks on internships

- Overall, among the **policy components** reviewed, 45% (13 of 30) were **aligned to the JIU benchmarks on internships across ≥ 80% of UN entities.** These include administrative support for onboarding, terms of reference for internship, orientation of intern by supervisor, access to office, support in the event of emergency, support in the event of abuse or conflict, certificate of completion of internship, equal opportunities for eligible candidates, office space, providing sufficient time to start, visa support for travel to duty station, work-desk and work-computer. In the above areas, alignment of policies to JIU benchmarks was higher across a larger proportion of non-Secretariat entities than of Secretariat entities.

- Five areas where the policies were **most aligned to the JIU benchmarks on internships** (across ≥85% of Secretariat and non-Secretariat entities) include:
  - **Administrative support for onboarding**   All (93%),   Secretariat (87%),   non-Secretariat (100%)
  - **Terms of reference for internship**   All (89%),   Secretariat (87%),   non-Secretariat (92%)
  - **Orientation of intern by supervisor**   All (89%),   Secretariat (87%),   non-Secretariat (92%)
  - **Certificate of completion of internship**   All (89%),   Secretariat (87%),   non-Secretariat (92%)
  - **Support in the event of emergency**   All (89%),   Secretariat (87%),   non-Secretariat (92%)

- Five areas where the policies were least aligned (≤50% all entities aligned) include:
  - **Financial support* for travel to duty station**   All (15%),   Secretariat (7%),   non-Secretariat (25%)
  - **Financial support* for field training**   All (22%),   Secretariat (7%),   non-Secretariat (42%)
  - **Financial support* to cover living expenses**   All (30%),   Secretariat (7%),   non-Secretariat (58%)
  - **Elimination of mandatory break in service[8]**   All (41%),   Secretariat (20%),   non-Secretariat(67%)
  - **Annual leave, sick leave[9]**   All (44%),   Secretariat (20%),   non-Secretariat (75%)

---

*) OSGEY, a Secretariat entity, piloted an innovative approach (OSGEY-UNV Fellowship) to create internship-like experience with financial support.

[7] Policies include administrative issuances as well as process guidance available in entities.

[8] Mandatory break in service is eliminated for Secretariat entities effective 1 October 2023.

[9] Annual leave and sick leave entitlements for interns are not included in the policy for Secretariat entities. However, providing interns with time off is under the discretion of the managers.

3.2.3 Translation of policies into practice

◆ The availability of information on the proportion of interns needing a service/assistance or an application of policy vs. those availing of them was limited across all areas. Where data were available, a gap between policies and implementation was evident.

◆ Better levels of implementation of policies were seen where there was good availability of tools for implementation – for example, administrative support for onboarding, selection process and certificate of completion of internship. The availability of common, system-wide tools was low across the board.

◆ Several good practices to strengthen implementation were noted across various policy areas.

3.3 Policies to practice: KPI-wise insights

Insights on the **alignment of internship policy** components in participating entities **to JIU benchmarks,** the **availability of tools** for implementation and the **levels of implementation** during two periods – pre and post COVID – are presented in this section, **by 30 Key Performance Indicators** (KPI). The KPIs are organized under the relevant Key Performance areas (KPA):

◆ **KPA 1: Internship application and decision**
◆ **KPA 2: Internship period**
◆ **KPA 3: Completion of internship**
◆ **KPA 4: Alignment of internships to the values of the UN**

KPA 1: Internship application and decision

KPA 1 includes indicators on status update of application, selection criteria and processes, and time and support to start internship. Details of the KPIs and the relevant JIU benchmarks for this section are as follows:

KPIs		JIU Benchmark
KPI 1. **Status update on applications** UN entities provide information on internship application status to applicants	1.Information on status of application	**JIU 1. Application status updates** Organizations should ensure that applicants are informed about the status of their applications in real time.
KPI 2. **Selection criteria and processes** UN entities use clear selection criteria and processes to select interns	2.1 Terms of Reference (ToR) for internship	**JIU 2. Selection criteria, process, decision and time to start** The internship programme framework should define competitive selection criteria, in full transparency, with an indicative set of qualifications common to all system organizations and a well-defined process for the engagement of interns.
	2.2. Selection process	**JIU 2. Selection criteria, process, decision and time to start** The selection process should include an interview and, when relevant, a written test.
	2.3. Decision on selection	**JIU 2. Selection criteria, process, decision and time to start** Interns should be informed as soon as possible and no later than a month after the completion of the interview about the final decision and be given reasonable time to start their internship on the expected date of entry on duty.
KPI 3. **Joining the duty station** UN entities provide administrative and travel support to interns to join the duty station	3.1. Time to start internship	
	3.2. Visa support for travel to duty station	**JIU 3. Admin support to travel to duty station** Hosting organizations should provide support to interns during the administrative process related to travel to the duty station and visa request procedures

KPI 1
Status update on applications

KPI 1. Status update on internship applications: UN entities provide information on internship application status to applicants

To what extent are internship **policies**[10] in UN entities **aligned** to the JIU benchmark on **providing status update on internship applications?**

33% (9 of 27) of entities reported that policy component is fully aligned to the JIU benchmark on **providing status update on internship applications**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

Donut chart labeled KPI 1: 4% (1), 33% (9), 33% (9), 30% (8)
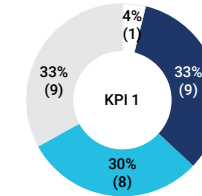
Are tools available in entities to support implementation of the policy component?

59% (16 of 27) of entities reported that tools are available to support implementation.

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	59%	16
Entities with no tools	33%	9
Data not available	7%	2

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

🟢 High >80%   🟡 Medium 50-80%   🔴 Low <50%

26% of entities reported high levels of implementation in 2019 and 2021

Status update on internship applications: Level of implementation of the policy in entities		2019		2021	
		% of entities	# of entities	% of entities	# of entities
High		26%	7	26%	7
Medium		0%	0	0%	0
Low		59%	16	59%	16
Not applicable		4%	1	4%	1
Data not available		11%	3	11%	3

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	EOSG
Non-Secretariat	FAO, UN-Habitat

Good practices and/or tools from best performing entities

Inspira, the UN Secretariat's IT system for Talent Management (multiple entities)

---

[10] Policies include administrative issuances as well as process guidance available in entities.

KPI 2
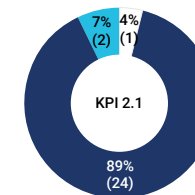# Selection criteria and processes

> JIU benchmark 2: Selection criteria, processes, decision and time to start: the internship programme framework should define competitive selection criteria, in full transparency, with an indicative set of qualifications common to all system organizations and a well-defined process for the engagement of interns.

To what extent are internship **policies**[11] in UN entities **aligned** to the JIU benchmark on **Terms of Reference for internships?**

| 89% (24 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **Terms of Reference for internships** |

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- ■ Fully aligned
- ■ Partially aligned
- □ Not aligned
- ☐ Data not available

7% (2)   4% (1)

KPI 2.1

89% (24)

Are tools available in entities to support implementation of the policy component?

| 81% (22 of 27) of entities reported that tools are available to support implementation |

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	81%	22
Entities with no tools	15%	4
Data not available	4%	1

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

- ◯ High >80%   ◯ Medium 50-80%   ◯ Low <50%

| 52% of entities in 2019 and 56% in 2021 reported high levels of implementation |

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	52%	14	56%	15
Medium	0%	0	0%	0
Low	33%	9	26%	7
Not applicable	4%	1	4%	1
Data not available	11%	3	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	ECLAC, ESCAP, EOSG, DOS, OLA
Non-Secretariat	FAO, IFAD, IOM, UN-Habitat, UNAIDS, UNESCO, UNIDO

Good practices and/or tools from best performing entities

- Use of Global Resource Management System (GRMS) for selection process (FAO)
- Template for internship ToR and internship agreement (multiple entities)

---

[11] Policies include administrative issuances as well as process guidance available in entities.
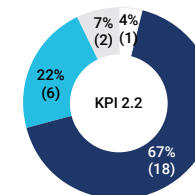
JIU benchmark 2: Selection criteria, process, decision and time to start: the selection process should include an interview and, when relevant, a written test.

To what extent are internship **policies**[12] in UN entities **aligned** to the JIU benchmark on **selection process for internships?**

67% (18 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **selection process for internships**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

KPI 2.2

7% (2)
4% (1)
22% (6)
67% (18)

Are tools available in entities to support implementation of the policy component?

59% (16 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	59%	16
Entities with no tools	37%	10
Data not available	4%	1

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

🟢 High >80%   🟡 Medium 50-80%   🔴 Low <50%

33% of entities in 2019 and 37% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	33%	9	37%	10
Medium	0%	0	0%	0
Low	52%	14	48%	13
Not applicable	4%	1	4%	1
Data not available	11%	3	11%	3

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	**EOSG, ESCAP, OLA**
Non-Secretariat	**FAO, IFAD, IOM, UN-Habitat**

Good practices and/or tools from best performing entities

- Usage of online platform (such as Mettl) ↗ instead of interview and tests (IOM)
- Use of Global Resource Management System (GRMS) for selection process and hiring of interns includes a selection report, including interview details, being recorded online (FAO)
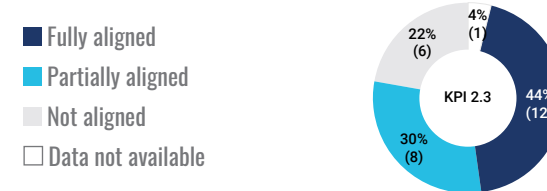- IFAD Internship Management Portal (Applicant System) (IFAD) ↗

[12] Policies include administrative issuances as well as process guidance available in entities.

JIU benchmark 2: Selection criteria, process, decision and time to start: interns should be informed as soon as possible and no later than a month after the completion of the interview about the final decision and be given reasonable time to start their internship on the expected date of entry on duty

To what extent are internship **policies**[13] in UN entities **aligned** to the JIU benchmark on **decision on selection to internships?**

44% (12 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **decision on selection to internships**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

4% (1)
22% (6)
30% (8)
44% (12)
KPI 2.3

Are tools available in entities to support implementation of the policy component?

52% (14 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	52%	14
Entities with no tools	44%	12
Data not available	4%	1

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

High >80%   Medium 50-80%   Low <50%

33% of entities in 2019 and 37% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities		2019		2021	
		% of entities	# of entities	% of entities	# of entities
High		33%	9	37%	10
Medium		0%	0	0%	0
Low		52%	14	44%	12
Not applicable		4%	1	4%	1
Data not available		11%	3	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	EOSG, ESCAP, OLA
Non-Secretariat	IFAD, UN-Habitat, UNESCO

Good practices and/or tools from best performing entities   Auto-generated contract from UNESCO's internship portal (UNESCO)

---

[13] Policies include administrative issuances as well as process guidance available in entities.

**KPI 3
Joining the duty station**

KPI 3. Joining the duty station: UN entities provide administrative and travel support to interns to join the duty station

3.1. Time to start internship

> **JIU benchmark 2:** Selection criteria, process, decision and time to start: interns should be informed as soon as possible and no later than a month after the completion of the interview about the final decision and be given reasonable time to start their internship on the expected date of entry on duty

To what extent are internship **policies**[14] in UN entities **aligned** to the JIU benchmark on **time to start internships?**

81% (22 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **time to start internships**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- ■ Fully aligned
- ■ Partially aligned
- ■ Not aligned
- □ Data not available

Donut chart labeled KPI 3.1: 81% (22), 4% (1), 11% (3), 4% (1)

Are tools available in entities to support implementation of the policy component?

52% (14 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	52%	14
Entities with no tools	44%	12
Data not available	4%	1

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

48% of entities (2019, 2021) reported high levels of implementation

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

- ◢ High >80%
- ● Medium 50-80%
- ● Low <50%

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	48%	13	48%	13
Medium	0%	0	0%	0
Low	37%	10	33%	9
Not applicable	4%	1	4%	1
Data not available	11%	3	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	EOSG, ESCAP, DOS, OLA
Non-Secretariat	FAO, IFAD, UN-Habitat, UNAIDS, UNESCO

Good practices and/or tools from best performing entities

• 54% (13 of 24) and 57% (13 of 23) of entities reported that they provided timely information on time to start internship.[15]

---

[14] Policies include administrative issuances as well as process guidance available in entities.

[15] Notable tools include UNICEF Procedure on Internship Programe (Entity-wide), Unified Condition of Service Guidance of OSGEY/UNV (Entity-wide), UNESCO Internship Recruitment Guide (Entity-wide), and UNAIDS Internship Guidance (Entity-wide). Others have noted that internship Offer letter and agreement are considered a system-wide tools (EOSG, ESCAP)
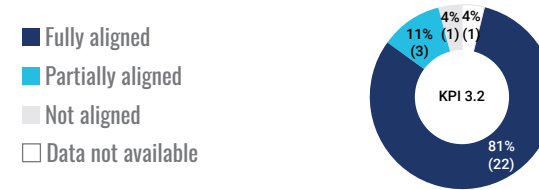
JIU benchmark 3:
Admin support to travel to duty station: Hosting organizations should provide support to interns during the administrative process related to travel to the duty station and visa request procedures

To what extent are internship **policies**[16] in UN entities **aligned** to the JIU benchmark on **visa support for interns**?

81% (22 of 27) of entities reported that their policy was fully aligned to the JIU benchmark **on visa support for interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- ■ Fully aligned
- ■ Partially aligned
- □ Not aligned
- □ Data not available

4% (1) 4% (1) 11% (3) 81% (22) KPI 3.2

Are tools available in entities to support implementation of the policy component?

67% (18 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	67%	18
Entities with no tools	30%	8
Data not available	4%	1

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

37% of entities in 2019 and 30% in 2021 reported high levels of implementation

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting**:

● High >80%   ● Medium 50-80%   ● Low <50%

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	37%	10	30%	8
Medium	0%	0	0%	0
Low	44%	12	33%	9
Not applicable	4%	1	22%	6
Data not available	15%	4	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	DESA, EOSG, DOS
Non-Secretariat	FAO, UNIDO

Good practices and/or tools from best performing entities

- Visa request form template (UNIDO)[17]
- 45% (10 of 22) and 36% (8 of 22) of entities provided visa support by hiring/protocol office to travel to duty station (multiple entities)[18]

---

[16] Policies include administrative issuances as well as process guidance available in entities.
[17] Top performing entity
[18] Notable tools include ST/IC/2020/8 (DPPO) and the TTS Form for Travel (EOSG)

KPA 2: Internship Period

KPA 2 covers indicators relevant to the internship period and includes administrative support for onboarding, induction package, orientation, workplan, training, leave entitlements, working conditions and support during emergency or in the event of abuse. Details of the KPIs and the relevant JIU benchmarks for this section are as follows:

KPIs		JIU Benchmark
KPI 4. Onboarding: UN entities provide induction support to interns	4.1. Administrative support for onboarding	**JIU 4. Onboarding** Organizations should provide the intern with an induction package upon arrival, ensuring that the intern meets the assigned supervisor and is provided information on relevant policies and procedures and that terms of reference and a related work programme are shared and completed during the first week of the internship.
	4.2. Induction package	
	4.3. Orientation of intern by supervisor	
KPI 5. Work plan: Internships in UN entities are based on a structured programme of work	5. Work plan	**JIU 4. Onboarding** A specific part of the terms of reference and work programme should include the learning component of the internship and specific, measurable, attainable, relevant and time-bound indicators for the final evaluation.
KPI 6. Learning and development: Internships in UN entities include a learning and development component	6.1. Training courses	**JIU 10. Training opportunities** Organizations should identify training opportunities that could contribute to the learning experience of interns during their period of duties at the organization, in coordination with its learning and development departments, and, to the extent possible, ensure that at least one training course is offered for internships of a minimum three-month duration.
	6.2. Field training	**JIU 9. Duty travel** Organizations should include in their internship administrative framework the possibility for interns to travel as part of their duties during the internship, in cases that would be proposed by their supervisors. Travel costs, daily subsistence allowance and insurance coverage for the period of the travel should be granted to the intern, whenever possible
PI 7. Leave entitlements: UN entities include annual and sick leave entitlements for interns	7.1. Annual leave	**JIU 7. Entitlements** Annual leave and sick leave entitlements for interns should be explicitly mentioned in the internship agreements.
	7.2 Sick leave	

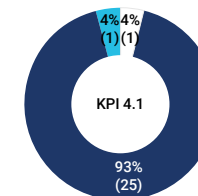| KPI 8. Working conditions: UN entities ensure decent working conditions for interns	8.1. Access to office	**JIU 8. Working conditions** Organizations should ensure the availability of hosting conditions for every single intern to whom they might make an offer, for the entire period of their internship. Interns' access to the premises should not be the same as that for visitors but rather should be identical to that for those personnel who contribute on a daily basis to the work of the organization.
	8.2. Office space	**JIU 8. Working conditions** Interns' professionalism should be recognized by facilitating decent working conditions, such as by providing office space and a regular desk, a corporate computer and a personalized email address.
	8.3. Work desk	**JIU 8. Working conditions** Interns' professionalism should be recognized by facilitating decent working conditions, such as by providing office space and a regular desk, a corporate computer and a personalized email address.
	8.4. Work computer	**JIU 8. Working conditions** Interns' professionalism should be recognized by facilitating decent working conditions, such as by providing office space and a regular desk, a corporate computer and a personalized email address.
	8.5. Official email	**JIU 8. Working conditions** Interns' professionalism should be recognized by facilitating decent working conditions, such as by providing office space and a regular desk, a corporate computer and a personalized email address.
KPI 9. Emergency support: UN entities include support for interns in the event of an emergency	9. Support in event of emergency	**JIU 8. Working conditions** Interns should be systematically registered, upon arrival, in the records of the organization so as to be included in the event of an emergency evacuation.
KPI 10. Support in the event of abuse or conflict: UN entities have mechanisms in place to support interns in the event of abuse or conflict	10. Support in event of abuse of conflict	**JIU 6. Support in event of abuse or conflict** Organizations should ensure that interns have access to support mechanisms to assist them in the event of abuse or conflict situations during their internships.

KPI 4
Onboarding

> JIU benchmark 4: Onboarding: organizations should provide the intern with an induction package upon arrival, ensuring that the intern meets the assigned supervisor and is provided information on relevant policies and procedures and that terms of reference and a related work programme are shared and completed during the first week of the internship.

To what extent are internship **policies**[19] in UN entities **aligned** to the JIU benchmark on **administrative support for onboarding for interns?**

93% (25 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **administrative support for onboarding for interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

KPI 4.1

4% (1) 4% (1)
93% (25)

Are tools available in entities to support implementation of the policy component?

85% (23 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	85%	23
Entities with no tools	11%	3
Data not available	4%	1

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

⬥ High >80%   ⬥ Medium 50-80%   ⬥ Low <50%

56% of entities in 2019 and 59% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities		2019		2021	
		% of entities	# of entities	% of entities	# of entities
High		56%	15	59%	16
Medium		0%	0	0%	0
Low		30%	8	26%	7
Not applicable		4%	1	4%	1
Data not available		11%	3	11%	3

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	DESA, ECLAC, EOSG, ESCAP, DOS, OLA
Non-Secretariat	FAO, IFAD, ITC, UN-Habitat, UNAIDS, UNESCO, UNIDO

Good practices and/or tools from best performing entities

- Ensuring that interns receive the TOR upon receipt of offer and Roadmap on the day of onboarding (UNIDO)
- Providing internship support plan (UN-Habitat)
- Guidelines for administrative officer for registering interns in the Enterprise Resource Planning (ERP) system (UNESCO)

---

[19] Policies include administrative issuances as well as process guidance available in entities.

> JIU benchmark 4: Onboarding: organizations should provide the intern with an induction package upon arrival, ensuring that the intern meets the assigned supervisor and is provided information on relevant policies and procedures and that terms of reference and a related work programme are shared and completed during the first week of the internship.

To what extent are internship **policies**[20] in UN entities **aligned** to the JIU benchmark on **induction package for interns?**

> 70% (19 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **induction package for interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- ☐ Data not available

11% (3)
4% (1)
15% (4)
KPI 4.2
70% (19)
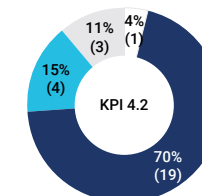
Are tools available in entities to support implementation of the policy component?

> 85% (21 of 27) of entities reported that tools are available to support implementation

Status update on internship applications:
Availability of tools for policy implementation

	% of entities	# of entities
Entities with tools	78%	21
Entities with no tools	19%	5
Data not available	4%	1

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

High >80% Medium 50-80% Low <50%

> 44% of entities (2019, 2021) reported high levels of implementation

Status update on internship applications:
Level of implementation of the policy in entities

		2019		2021	
		% of entities	# of entities	% of entities	# of entities
High		44%	12	44%	12
Medium		4%	1	0%	0
Low		37%	10	41%	11
Not applicable		4%	1	4%	1
Data not available		11%	3	11%	3

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii.   Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	DESA, EOSG, ESCAP, DOS, OLA
Non-Secretariat	FAO, UN-Habitat

Good practices and/or tools from best performing entities

• Orientation toolkit available in a personalized training platform (you@fao) (FAO)

---

[20] Policies include administrative issuances as well as process guidance available in entities.
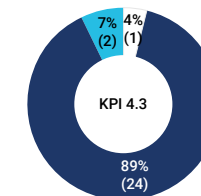
> JIU benchmark 4: Onboarding: organizations should provide the intern with an induction package upon arrival, ensuring that the intern meets the assigned supervisor and is provided information on relevant policies and procedures and that terms of reference and a related work programme are shared and completed during the first week of the internship.

To what extent are internship **policies**[21] in UN entities **aligned** to the JIU benchmark on **orientation of interns by supervisors?**

89% (24 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **orientation of interns by supervisors**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- ☐ Data not available

7% (2) 4% (1)

KPI 4.3

89% (24)

Are tools available in entities to support implementation of the policy component?

67% (18 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	67%	18
Entities with no tools	30%	8
Data not available	4%	1

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

⬤ High >80%   ⬤ Medium 50-80%   ⬤ Low <50%

33% of entities in 2019 and 37% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	33%	9	37%	10
Medium	0%	0	0%	0
Low	52%	14	48%	13
Not applicable	4%	1	4%	1
Data not available	11%	3	11%	3

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	ECLAC, EOSG, ESCAP, OLA
Non-Secretariat	IFAD, IOM, UN-Habitat

Good practices and/or tools from best performing entities   IOM Standard Operating Procedure (SOP) for internship at headquarters and in country offices (IOM)

---

[21] Policies include administrative issuances as well as process guidance available in entities.

**KPI 5
Work plan**

KPI 5. Work plan: internships in UN entities are based on a structured programme of work

JIU benchmark 4: Onboarding: a specific part of the terms of reference and work programme should include the learning component of the internship and specific, measurable, attainable, relevant and time-bound indicators for the final evaluation.
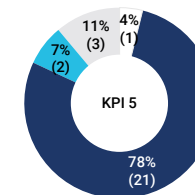
To what extent are internship **policies**[22] in UN entities **aligned** to the JIU benchmark on **work plans (programme of work) for interns?**

78% (21 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **work plans for interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

KPI 5

11% (3)
4% (1)
7% (2)
78% (21)

Are tools available in entities to support implementation of the policy component?

56% (15 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	56%	15
Entities with no tools	37%	10
Data not available	7%	2

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

- High >80%
- Medium 50-80%
- Low <50%

37% of entities in 2019 and 41% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	37%	10	41%	11
Medium	0%	0	0%	0
Low	41%	11	41%	11
Not applicable	4%	1	4%	1
Data not available	19%	5	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	ECLAC, EOSG, ESCAP, OLA
Non-Secretariat	FAO, IFAD, UN-Habitat, UNAIDS

Good practices and/or tools from best performing entities

• Template for workplan development (ECLAC)

---

[22] Policies include administrative issuances as well as process guidance available in entities.
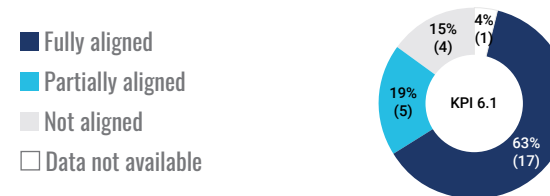
KPI 6
Learning and development

> JIU benchmark 10: Training opportunities: organizations should identify training opportunities that could contribute to the learning experience of interns during their period of duties at the organization, in coordination with its learning and development departments, and, to the extent possible, ensure that at least one training course is offered for internships of a minimum three-month duration.

To what extent are internship **policies**[23] in UN entities **aligned** to the JIU benchmark on **training courses for interns?**

63% (17 of 27) of entities reported that their policy was fully aligned to JIU benchmark **on training courses for interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

KPI 6.1

4% (1)
15% (4)
19% (5)
63% (17)

Are tools available in entities to support implementation of the policy component?

67% (18 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	67%	18
Entities with no tools	30%	8
Data not available	4%	1

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

- High >80%
- Medium 50-80%
- Low <50%

37% of entities (2019, 2021) reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	37%	10	37%	10
Medium	0%	0	0%	0
Low	44%	12	44%	12
Not applicable	4%	1	4%	1
Data not available	15%	4	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	DESA, EOSG, ESCAP, DOS
Non-Secretariat	FAO, IFAD, UN-Habitat, UNIDO

Good practices and/or tools from best performing entities

- Providing interns with access to training courses on external platforms (IFAD)
- Providing interns with access to Linked-In learning (FAO)
- UNIDO E-Learning platform to access mandatory learning (UNIDO)
- Providing interns with access to Inspira, the UN Secretariat's IT system for Talent Management, to access mandatory learning courses (multiple entities)

[23] Policies include administrative issuances as well as process guidance available in entities.

JIU benchmark 9: Duty travel: Organizations should include in their internship administrative framework the possibility for interns to travel as part of their duties during the internship, in cases that would be proposed by their supervisors. Travel costs, daily subsistence allowance and insurance coverage for the period of the travel should be granted to the intern, whenever possible

To what extent are internship **policies**[24] in UN entities **aligned** to the JIU benchmark on **field training for interns?**

26% (7 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **field training for interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- ☐ Data not available

KPI 6.2

7% (2)
26% (7)
7% (2)
59% (16)

Are tools available in entities to support implementation of the policy component?

30% (8 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	30%	8
Entities with no tools	56%	15
Data not available	15%	4

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

⬤ High >80%   ⬤ Medium 50-80%   ⬤ Low <50%

15% of entities (2019, 2021) reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	15%	4	15%	4
Medium	0%	0	4%	1
Low	67%	18	37%	10
Not applicable	4%	1	33%	9
Data not available	15%	4	11%	3

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	-
Non-Secretariat	**FAO**

Good practices and/or tools from best performing entities

• Interns given the opportunity for field training (FAO)

---

[24] Policies include administrative issuances as well as process guidance available in entities.

KPI 7
Leave entitlements

JIU benchmark 7:
Entitlements: Annual leave and sick leave entitlements for interns should be explicitly mentioned in the internship agreements.
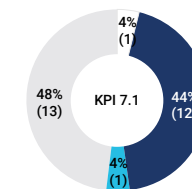
To what extent are internship **policies**[25] in UN entities **aligned** to the JIU benchmark on **annual leave**[26] for interns?

44% (12 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **annual leave for interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- □ Data not available

KPI 7.1
4% (1)
48% (13)
44% (12)
4% (1)

Are tools available in entities to support implementation of the policy component?

59% (16 of 27) of entities reported that tools are available to support implementation.

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	59%	16
Entities with no tools	37%	10
Data not available	4%	1

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

● High >80%   ● Medium 50-80%   ● Low <50%

22% of entities in 2019 and 26% in 2021 reported high levels of implementation.

Status update on internship applications: Level of implementation of the policy in entities		2019		2021	
		% of entities	# of entities	% of entities	# of entities
High		22%	6	26%	7
Medium		0%	0	0%	0
Low		59%	16	59%	16
Not applicable		4%	1	4%	1
Data not available		15%	4	11%	3

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	-
Non-Secretariat	FAO, ITC, UNAIDS, WIPO

Good practices and/or tools from best performing entities

- Guidelines of annual leave request specified in internship welcome package (UNAIDS)
- Use of the Staff AIMS, the Administration Information Management System tool, for annual leave request (WIPO)

[25] Policies include administrative issuances as well as process guidance available in entities.
[26] Annual leave and sick leave entitlements for interns are not included in the policy for Secretariat entities. However, providing interns with time off is under the discretion of the managers.

JIU benchmark 7:
Entitlements: annual leave and sick leave entitlements for interns should be explicitly mentioned in the internship agreements.

To what extent are internship **policies**[27] in UN entities **aligned** to the JIU benchmark on **sick leave**[28] **for interns?**

44% (12 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **sick leave for interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

0% (1)
44% (12)
52% (14)
KPI 7.2
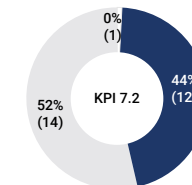
Are tools available in entities to support implementation of the policy component?

56% (15 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	56%	15
Entities with no tools	41%	11
Data not available	4%	1

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

19% of entities in 2019 and 22% in 2021 reported high levels of implementation

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

- High >80%
- Medium 50-80%
- Low <50%

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	19%	5	22%	6
Medium	0%	0	0%	0
Low	63%	17	63%	17
Not applicable	4%	1	4%	1
Data not available	15%	4	11%	3

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	-
Non-Secretariat	FAO, ITC, WIPO

Good practices and/or tools from best performing entities
23% (5 of 22) and 26% (6 of 23) of entities have sick leave entitlement for interns (multiple entities)

[27] Policies include administrative issuances as well as process guidance available in entities.
[28] Annual leave and sick leave entitlements for interns are not included in the policy for Secretariat entities. However, providing interns with time off is under the discretion of the managers.

**KPI 8
Working conditions**

> JIU benchmark 8: Working conditions: organizations should ensure the availability of hosting conditions for every single intern to whom they might make an offer, for the entire period of their internship. Interns' access to the premises should not be the same as that for visitors but rather should be identical to that for those personnel who contribute on a daily basis to the work of the organization.
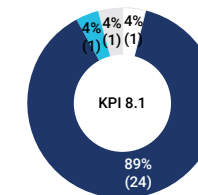
To what extent are internship **policies**[29] in UN entities **aligned** to the JIU benchmark on **sproviding access to office for interns?**

89% (24 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **providing access to office for interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- ■ Fully aligned
- ■ Partially aligned
- ▢ Not aligned
- ☐ Data not available

KPI 8.1

4% (1) 4% (1) 4% (1)

89% (24)

Are tools available in entities to support implementation of the policy component?

78% (21 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	78%	21
Entities with no tools	15%	4
Data not available	7%	2

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

59% of entities in 2019 and 41% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities		2019		2021	
		% of entities	# of entities	% of entities	# of entities
High		59%	16	41%	11
Medium		0%	0	0%	0
Low		22%	6	22%	6
Not applicable		4%	1	22%	6
Data not available		15%	4	15%	4

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

● High >80%   ● Medium 50-80%   ● Low <50%

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	EOSG, DOS, ODA
Non-Secretariat	FAO, ITU, UN-Habitat, UNAIDS, UNESCO, UNIDO, WIPO

Good practices and/or tools from best performing entities

- Office access records maintained by Department of Security Service (DSS) and Office of Information, Communication, and Technology (OICT) (ODA)
- Providing access to office for interns (building pass) (multiple entities)

---

[29] Policies include administrative issuances as well as process guidance available in entities.
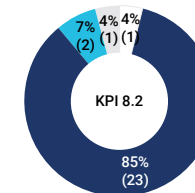
JIU benchmark 8: Working conditions: Interns' professionalism should be recognized by facilitating decent working conditions, such as by providing office space and a regular desk, a corporate computer and a personalized email address.

To what extent are internship **policies**[30] in UN entities **aligned** to the JIU benchmark on **providing office space for interns?**

85% (23 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **providing office space for interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- ■ Fully aligned
- ■ Partially aligned
- ☐ Not aligned
- ☐ Data not available

KPI 8.2

7% (2) 4% (1) 4% (1)

85% (23)

Are tools available in entities to support implementation of the policy component?

78% (21 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	78%	21
Entities with no tools	15%	4
Data not available	7%	2

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

⬤ High >80%   ⬤ Medium 50-80%   ⬤ Low <50%

56% of entities in 2019 and 33% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	56%	15	33%	9
Medium	0%	0	0%	0
Low	26%	7	22%	6
Not applicable	4%	1	30%	8
Data not available	15%	4	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	EOSG, DOS
Non-Secretariat	FAO, UN-Habitat, UNAIDS, UNESCO, UNIDO, WIPO

Good practices and/or tools from best performing entities

• 65% (15 of 23) and 39% (9 of 23) of entities ensured the availability of office space for all interns (multiple entities)

---

[30] Policies include administrative issuances as well as process guidance available in entities.
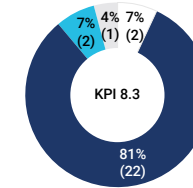
JIU benchmark 8: Working conditions: Interns' professionalism should be recognized by facilitating decent working conditions, such as by providing office space and a regular desk, a corporate computer, and a personalized email address.

To what extent are internship **policies**[31] in UN entities **aligned** to the JIU benchmark on **providing work desks to interns?**

81% (22 of 27) of entities reported that their policy was fully aligned on **providing work desks to interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

7% (2)   4% (1)   7% (2)

KPI 8.3

81% (22)

Are tools available in entities to support implementation of the policy component?

74% (20 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	74%	20
Entities with no tools	15%	4
Data not available	11%	3

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

- High >80%
- Medium 50-80%
- Low <50%

56% of entities in 2019 and 33% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	56%	15	33%	9
Medium	0%	0	0%	0
Low	26%	7	22%	6
Not applicable	4%	1	30%	8
Data not available	15%	4	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	EOSG, DOS
Non-Secretariat	FAO, UN-Habitat, UNAIDS, UNESCO, UNIDO, WIPO

Good practices and/or tools from best performing entities

• 65% (15 of 23) and 39% (9 of 23) of entities ensured the availability of work desk for all interns (multiple entities)

---

[31] Policies include administrative issuances as well as process guidance available in entities.
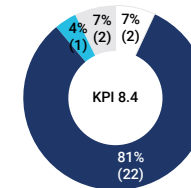
45

> JIU benchmark 8: Working conditions: Interns' professionalism should be recognized by facilitating decent working conditions, such as by providing office space and a regular desk, a corporate computer and a personalized email address.

To what extent are internship **policies**[32] in UN entities **aligned** to the JIU benchmark on **providing corporate computers to interns?**

81% (22 of 27) of entities reported that their policy was fully aligned to JIU benchmark on **providing corporate computers to interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

KPI 8.4

4% (1)
7% (2)
7% (2)
81% (22)

Are tools available in entities to support implementation of the policy component?

70% (19 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	70%	19
Entities with no tools	19%	5
Data not available	11%	3

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

High >80%   Medium 50-80%   Low <50%

56% of entities in 2019 and 41% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	56%	15	41%	11
Medium	0%	0	0%	0
Low	26%	7	22%	6
Not applicable	4%	1	22%	6
Data not available	15%	4	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	EOSG, DOS, ODA
Non-Secretariat	FAO, IFAD, UN-Habitat, UNAIDS, UNESCO, UNIDO, WIPO

Good practices and/or tools from best performing entities

- Providing gadgets for interns (FAO)
- Providing work computer for all interns (multiple entities)

---

[32] Policies include administrative issuances as well as process guidance available in entities.
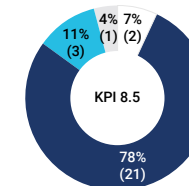
JIU benchmark 8: Working conditions: Interns' professionalism should be recognized by facilitating decent working conditions, such as by providing office space and a regular desk, a corporate computer and a personalized email address.

To what extent are internship **policies**[33] in UN entities **aligned** to the JIU benchmark on providing **official email to interns?**

78% (21 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on providing **official email to interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- ■ Fully aligned
- ■ Partially aligned
- ▢ Not aligned
- ☐ Data not available

4% (1) 7% (2) 11% (3) KPI 8.5 78% (21)

Are tools available in entities to support implementation of the policy component?

70% (19 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	70%	19
Entities with no tools	19%	5
Data not available	11%	3

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

67% of entities in 2019 and 70% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities		2019		2021	
		% of entities	# of entities	% of entities	# of entities
High		67%	18	70%	19
Medium		0%	0	0%	0
Low		15%	4	11%	3
Not applicable		4%	1	4%	1
Data not available		15%	4	15%	4

- ▨ High >80%
- ● Medium 50-80%
- ● Low <50%

Best performing entities
Entities meeting all three criteria:
i. Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	DESA, ECLAC, EOSG, ESCAP, DOS, ODA, OLA
Non-Secretariat	FAO, IFAD, ITC, ITU, UN-Habitat, UNAIDS, UNESCO, UNIDO, WIPO

Good practices and/or tools from best performing entities

- Use of Unite iNeed, the standard and Global Enterprise Service platform for the United Nations Secretariat, to request official email addresses (EOSG)
- Providing personalized emails for all interns (multiple entities)

[33] Policies include administrative issuances as well as process guidance available in entities.

**KPI 9
Emergency support**

KPI 9. Emergency support: UN entities include support for interns in the event of an emergency

JIU benchmark 8:
Working conditions: Interns should be systematically registered, upon arrival, in the records of the organization so as to be included in the event of an emergency evacuation.
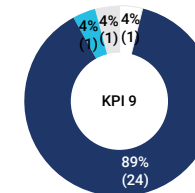
To what extent are internship **policies**[34] in UN entities **aligned** to the JIU benchmark on supporting **interns in the event of an emergency?**

89% (24 of 26) of entities reported that their policy was fully aligned to the JIU benchmark on supporting **interns in the event of an emergency**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

4% (1) 4% (1) 4% (1)

KPI 9

89% (24)

Are tools available in entities to support implementation of the policy component?

74% (20 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	74%	20
Entities with no tools	19%	5
Data not available	7%	2

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

- High >80%
- Medium 50-80%
- Low <50%

33% of entities reported high levels of implementation in 2019 and 2021

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	33%	9	33%	9
Medium	0%	0	0%	0
Low	41%	11	48%	13
Not applicable	4%	1	4%	1
Data not available	22%	6	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	EOSG, ODA, OLA
Non-Secretariat	FAO, ITC, UN-Habitat, UNIDO, WIPO

Good practices and/or tools from best performing entities

- Providing support in the event of emergency, whereby interns are included in the UN Security system and emergency plan (FAO)
- Providing emergency support for interns is reflected in the United Nations Occupational Safety and Health (OSH) policy (ESCAP)
- Use of BeSAFE mandatory training and emergency security tree exercise (multiple entities)

---

[34] Policies include administrative issuances as well as process guidance available in entities.

KPI 10
Support in the event of abuse or conflict

KPI 10. Support in the event of abuse or conflict: UN entities have mechanisms in place to support interns in the event of abuse or conflict

JIU benchmark 6:
Support in event of abuse or conflict: organizations should ensure that interns have access to support mechanisms to assist them in the event of abuse or conflict situations during their internships.
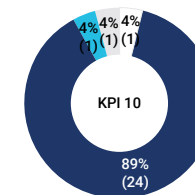
To what extent are internship **policies**[35] in UN entities **aligned** to the JIU benchmark on supporting **interns in the event of abuse or conflict?**

89% (24 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on supporting **interns in the event of abuse or conflict**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- ■ Fully aligned
- ■ Partially aligned
- ■ Not aligned
- □ Data not available

4% (1) 4% (1) 4% (1)

KPI 10

89% (24)

Are tools available in entities to support implementation of the policy component?

85% (23 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	85%	23
Entities with no tools	11%	3
Data not available	4%	1

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

- ◉ High >80%
- ● Medium 50-80%
- ● Low <50%

22% of entities in 2019 and 33% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	22%	6	33%	9
Medium	0%	0	0%	0
Low	56%	15	48%	13
Not applicable	4%	1	4%	1
Data not available	19%	5	15%	4

Best performing entities
Entities meeting all three criteria:
i. Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	ECLAC, OLA
Non-Secretariat	FAO, ITC, UN-Habitat, WIPO

Good practices and/or tools from best performing entities

- Providing interns with access to all support mechanisms as those offered to staff members (including ability to report misconduct and avail service of Ombudsman) (multiple entities)
- Mandatory courses in the Learning Management System (Anti-Harassment, BSAFE, etc.) (multiple entities)

---

[35] Policies include administrative issuances as well as process guidance available in entities.

KPA 3: Completion of internship

KPA 3 covers indicators around the completion of internship programme and includes performance evaluation, completion certificate, evaluation of internship experience and considering internships as work experience. The details of the KPI and the relevant JIU benchmarks for this section are as follows:

| KPIs		JIU Benchmark
KPI 11. **Performance evaluation:** UN entities evaluate the performance of interns	11.1. Performance evaluation of intern	**JIU 5. Guidelines for supervisor, mentors; evaluation forms** Organizations should prepare generic guidelines for supervisors and mentors as well as midterm and end-of-cycle forms for the evaluation of interns' performance.
		JIU 11. Performance evaluation At the end of the internship, a performance evaluation of the intern should be undertaken by the supervisor. An attestation letter and/or a certificate should be issued.
	11.2. Certificate of completion of internship	**JIU 11. Performance evaluation** At the end of the internship, a performance evaluation of the intern should be undertaken by the supervisor. An attestation letter and/or a certificate should be issued.
KPI 12. **Feedback on internship experience:** UN entities promote feedback from interns on their internship experience	12. Evaluation of internship experience by intern	**JIU 12. Evaluation of internship experience by intern** Interns should be requested to fill out, on a voluntary basis, an evaluation form about their internship experience. Organizations of the system should prepare a common form for evaluating their internship programmes with a view to supporting continued enhancement and effectiveness of the programmes.
KPI 13. **Internship as work experience:** UN entities consider internship period as work experience	13. Internship experience considered as work experience	**JIU 13. Internship experience considered as work experience** Internship periods in United Nations system organizations should be considered as working experience in the curriculum vitae of former interns in the United Nations system, in particular when applying for open positions or other contractual arrangements in the organization where the candidate has been interning.

KPI 11
Performance evaluation

> JIU benchmark 5: Guidelines for supervisor, mentors; evaluation forms: organizations should prepare generic guidelines for supervisors and mentors as well as midterm and end-of-cycle forms for the evaluation of interns' performance.
> JIU benchmark 11: Performance evaluation: at the end of the internship, a performance evaluation of the intern should be undertaken by the supervisor. An attestation letter and/or a certificate should be issued.

To what extent are internship **policies**[36] in UN entities **aligned** to the JIU benchmark on the **performance evaluation of interns?**

67% (18 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on the **performance evaluation of interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- ■ Fully aligned
- ■ Partially aligned
- ☐ Not aligned
- ☐ Data not available

KPI 11.1
- 67% (18)
- 15% (4)
- 11% (3)
- 7% (2)
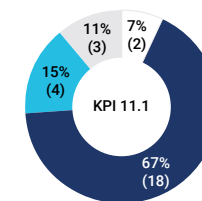
Are tools available in entities to support implementation of the policy component?

70% (19 of 27) of entities reported that tools are available to support implementation.

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	70%	19
Entities with no tools	22%	6
Data not available	7%	2

What is the level of implementation of the policy in entities? **The level of implementation** is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

◉ High >80%   ● Medium 50-80%   ● Low <50%

41% of entities in 2019 and 44% in 2021 reported high levels of implementation.

Status update on internship applications: Level of implementation of the policy in entities		2019		2021	
		% of entities	# of entities	% of entities	# of entities
High		41%	11	44%	12
Medium		4%	1	4%	1
Low		33%	9	30%	8
Not applicable		4%	1	4%	1
Data not available		19%	5	19%	5

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	ECLAC, ESCAP, OLA
Non-Secretariat	FAO, ITC, UN-Habitat, WIPO

Good practices and/or tools from best performing entities

- Evaluation of internship is completed through a user-friendly Quality Assessment Report (QAR) (FAO)
- Evaluation form for supervisors (multiple entities)

---

[36] Policies include administrative issuances as well as process guidance available in entities.

> **JIU benchmark 11:**
> Performance evaluation: at the end of the internship, a performance evaluation of the intern should be undertaken by the supervisor. An attestation letter and/or a certificate should be issued.

To what extent are internship **policies** in UN entities **aligned** to the JIU benchmark on the **certificate of completion of internship?**

89% (24 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on the **certificate of completion of internship**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- ■ Fully aligned
- ■ Partially aligned
- ▢ Not aligned
- ☐ Data not available

KPI 11.2

4% (1) 7% (2) 89% (24)
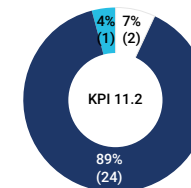
Are tools available in entities to support implementation of the policy component?

81% (22 of 25) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	81%	22
Entities with no tools	11%	3
Data not available	7%	2

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

● High >80%   ● Medium 50-80%   ● Low <50%

59% of entities in 2019 and 63% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	59%	16	63%	17
Medium	0%	0	0%	0
Low	22%	6	19%	5
Not applicable	4%	1	4%	1
Data not available	15%	4	15%	4

Best performing entities
Entities meeting all three criteria:
i. Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	DESA, ECLAC, EOSG, ESCAP, DOS, OLA
Non-Secretariat	FAO, IFAD, IOM, ITU, UN-Habitat, UNAIDS, UNESCO, UNIDO

Good practices and/or tools from best performing entities

- Providing certificate of internship after final handover of documents (ECLAC)
- Providing certificate of internship automatically at the end of the internship period (UNESCO)
- Standardized template of certificate of internship (multiple entities)

**KPI 12
Feedback on internship experience**

KPI 12. Feedback on internship experience: UN entities promote feedback from interns on their internship experience

JIU benchmark 12: Evaluation of internship experience by intern: interns should be requested to fill out, on a voluntary basis, an evaluation form about their internship experience. Organizations of the system should prepare a common form for evaluating their internship programmes with a view to supporting continued enhancement and effectiveness of the programmes.

To what extent are internship **policies**[37] in UN entities **aligned** to the JIU benchmark on **evaluation of internship experience by interns?**

59% (16 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **evaluation of internship experience by interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

KPI 12
- 7% (2)
- 19% (5)
- 15% (4)
- 59% (16)
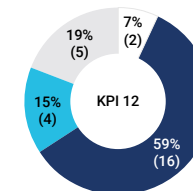
Are tools available in entities to support implementation of the policy component?

63% (17 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	63%	17
Entities with no tools	26%	7
Data not available	11%	3

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

- High >80%
- Medium 50-80%
- Low <50%

22% of entities in 2019 and 30% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	22%	6	30%	8
Medium	7%	2	0%	0
Low	48%	13	52%	14
Not applicable	4%	1	4%	1
Data not available	19%	5	15%	4

Best performing entities
Entities meeting all three criteria:
i. Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	ECLAC, ESCAP
Non-Secretariat	ITC, UN-Habitat

Good practices and/or tools from best performing entities

- Undergoing evaluation of internship through exit report or questionnaire (UN-Habitat)
- Internship evaluation template as part of exit process (ITC)
- Internship Exit Survey ↗ provided by Executive Office (multiple entities)

---

[37] Policies include administrative issuances as well as process guidance available in entities.

KPI 13
Internship as work experience

KPI 13. Internship as work experience: UN entities consider internship period as work experience

JIU benchmark 13: Internship experience considered as work experience: internship periods in United Nations system organizations should be considered as working experience in the curriculum vitae of former interns in the United Nations system, in particular when applying for open positions or other contractual arrangements in the organization where the candidate has been interning.
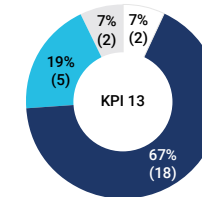
To what extent are internship **policies**[38] in UN entities **aligned** to the JIU benchmark on **considering the internship experience as work experience?**

67% (18 of 25) of entities reported that their policy was fully aligned to JIU benchmark on **considering the internship period as work experience**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

■ Fully aligned
■ Partially aligned
▢ Not aligned
☐ Data not available

KPI 13
7% (2)
7% (2)
19% (5)
67% (18)

Are tools available in entities to support implementation of the policy component?

59% (16 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	59%	16
Entities with no tools	30%	8
Data not available	11%	3

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

◯ High >80%   ◯ Medium 50-80%   ◯ Low <50%

22% of entities in 2019 and 26% in 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	22%	6	26%	7
Medium	0%	0	0%	0
Low	56%	15	52%	14
Not applicable	4%	1	4%	1
Data not available	19%	5	19%	5

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	-
Non-Secretariat	**FAO, IOM, UN-Habitat, UNESCO, WIPO**

Good practices and/or tools from best performing entities

• Use of SAP ERP to display candidate's experience for recruitment (IOM) ↗
• Acknowledging internship experience as work experience (WIPO)
• Use of Taleo online platform (WIPO)
• Acknowledging internship as a work experience if the professional experience acquired is relevant to the requirements of the post in question. (UNESCO)

---

[38] Policies include administrative issuances as well as process guidance available in entities.

KPA 4: Alignment of internships to the values of the UN

KPA 4 includes indicators around the alignment of internships to the values of the UN. The KPIs and the relevant JIU benchmark details for this section are as follows:

KPIs		JIU Benchmark
KPI 14. **Equal opportunities:** UN entities ensure equal opportunities for internships for all eligible candidates	14. Equal opportunities for eligible candidates	**JIU 14. Accessible to all eligible candidates** Internship programmes in the United Nations system should be accessible to all candidates that meet the eligibility criteria, giving equal opportunities to all.
KPI 15. **Financial support:** UN entities provide financial support to interns	15.1. Financial support for travel to duty station	**JIU 12. Evaluation of internship experience by intern** Interns should be requested to fill out, on a voluntary basis, an evaluation form about their internship experience. Organizations of the system should prepare a common form for evaluating their internship programmes with a view to supporting continued enhancement and effectiveness of the programmes.
	15.2. Financial support to cover living expenses	
	15.3. Financial support for field training	
KPI 16. **Ending mandatory break in service:** UN entities eliminate mandatory break in service for interns	16. Elimination of mandatory break in service	**JIU 16. Mandatory break in service** Organizations of the system should eliminate the mandatory break in service for interns and allow them to apply at any time to open positions for which they may qualify.

KPI 14
Equal opportunities

KPI 14 Equal opportunities: UN entities ensure equal opportunities for internships for all eligible candidates

JIU benchmark 14: Accessible to all eligible candidates: Internship programmes in the United Nations system should be accessible to all candidates that meet the eligibility criteria, giving equal opportunities to all.

To what extent are internship **policies**[39] in UN entities **aligned** to the JIU benchmark on **equal opportunity for internships for all eligible candidates?**

89% (24 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **equal opportunity for internships for all eligible candidates**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

KPI 14

4% (1)
7% (2)
89% (24)
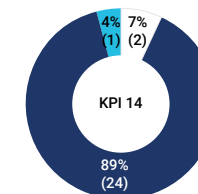
Are tools available in entities to support implementation of the policy component?

81% (22 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	81%	22
Entities with no tools	7%	2
Data not available	11%	3

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

52% of entities in 2019 and 56% in 2021 reported high levels of implementation

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

High >80%   Medium 50-80%   Low <50%

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	52%	14	56%	15
Medium	0%	0	0%	0
Low	30%	8	26%	7
Not applicable	4%	1	4%	1
Data not available	15%	4	15%	4

Best performing entities
Entities meeting all three criteria:
i. Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	ECLAC, EOSG, ESCAP, DOS, OLA
Non-Secretariat	FAO, IFAD, IOM, UN-Habitat, UNAIDS, UNESCO, UNIDO, WIPO

Good practices and/or tools from best performing entities

- Having local outreach strategies to ensure inclusivity, such as the representation of indigenous people and non/under-represented countries (FAO)
- IFAD Policy On Gender Equality and Women's Empowerment (IFAD) ↗
- Eligibility of internship and equal opportunity is defined in ST/AI/2020/1 (multiple entities) ↗

---

[39] Policies include administrative issuances as well as process guidance available in entities.

KPI 15
Financial support

JIU benchmark 15: Financial support: organizations should establish suitable mechanisms to facilitate the availability of resources to cover the living expenditures of interns, such as project resources, ad hoc trust funds and partnerships, with no strings attached. Budget lines and annual reporting of expenditures should be established to monitor the costs related to internships, bearing in mind that each hosting department should provide for the cost of its interns.

To what extent are internship **policies**[40] in UN entities **aligned** to the JIU benchmark on **financial support**[41] for travel of **interns to duty station?**

15% (4 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **financial support for travel of interns to duty station**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

7% (2)
15% (4)
4% (1)
74% (20)
KPI 15.1
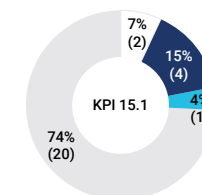
Are tools available in entities to support implementation of the policy component?

26% (7 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	26%	7
Entities with no tools	67%	18
Data not available	7%	2

What is the level of implementation of the policy in entities? **The level of implementation** is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

- High >80%
- Medium 50-80%
- Low <50%

26% of entities (2019, 2021) reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities		2019		2021	
		% of entities	# of entities	% of entities	# of entities
High		26%	7	26%	7
Medium		0%	0	0%	0
Low		52%	14	19%	5
Not applicable		4%	1	41%	11
Data not available		19%	5	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	-
Non-Secretariat	**IFAD, UNAIDS**

Good practices and/or tools from best performing entities

- UNAIDS Internship Policy (Section 4) refers to travel support for interns (UNAIDS)
- IFAD Enhanced Internship Programme (IFAD)

---

[40] Policies include administrative issuances as well as process guidance available in entities.
[41] OSGEY, a Secretariat entity, piloted an innovative approach (OSGEY-UNV Fellowship) to create internship-like experience with financial support

JIU benchmark 15: Financial support: organizations should establish suitable mechanisms to facilitate the availability of resources to cover the living expenditures of interns, such as project resources, ad hoc trust funds and partnerships, with no strings attached. Budget lines and annual reporting of expenditures should be established to monitor the costs related to internships, bearing in mind that each hosting department should provide for the cost of its interns.

To what extent are internship **policies**[42] in UN entities **aligned** to the JIU benchmark on **financial support**[43] to cover living expenses of interns?

30% (8 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **financial support to cover living expenses of interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- ■ Fully aligned
- ■ Partially aligned
- ■ Not aligned
- □ Data not available

7% (2)
30% (8)
4% (1)
59% (16)
KPI 15.2
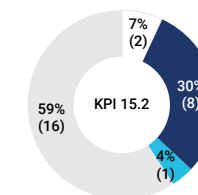
Are tools available in entities to support implementation of the policy component?

37% (10 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	37%	10
Entities with no tools	56%	15
Data not available	7%	2

What is the level of implementation of the policy in entities? **The level of implementation** is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

26% of entities in 2019 and 30% in 2021 reported high levels of implementation.

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

⬤ High >80%   ⬤ Medium 50-80%   ⬤ Low <50%

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	26%	7	30%	8
Medium	0%	0	0%	0
Low	52%	14	19%	5
Not applicable	4%	1	37%	10
Data not available	19%	5	15%	4

Best performing entities
Entities meeting all three criteria:
i. Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	-
Non-Secretariat	**FAO, IFAD, IOM, UNAIDS, WIPO**

Good practices and/or tools from best performing entities

- Providing financial support for internship through funding by the organization (multiple entities)
- Providing financial support for internship through funding by partner institutions (multiple entities)

---

[42] Policies include administrative issuances as well as process guidance available in entities.
[43] OSGEY, a Secretariat entity, piloted an innovative approach (OSGEY-UNV Fellowship) to create internship-like experience with financial support.

> JIU benchmark 15: Financial support: organizations should establish suitable mechanisms to facilitate the availability of resources to cover the living expenditures of interns, such as project resources, ad hoc trust funds and partnerships, with no strings attached. Budget lines and annual reporting of expenditures should be established to monitor the costs related to internships, bearing in mind that each hosting department should provide for the cost of its interns.

To what extent are internship **policies**[44] in UN entities **aligned** to the JIU benchmark on **financial support**[45] **for field training of interns?**

22% (6 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **financial support for field training of interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- ■ Fully aligned
- ■ Partially aligned
- ■ Not aligned
- □ Data not available

7% (2)
22% (6)
4% (1)
67% (18)
KPI 15.3
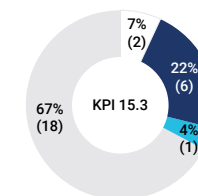
Are tools available in entities to support implementation of the policy component?

30% (8 of 27) of entities reported that tools are available to support implementation

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	30%	8
Entities with no tools	63%	17
Data not available	7%	2

What is the level of implementation of the policy in entities? **The level of implementation** is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

- ▨ High >80%
- ● Medium 50-80%
- ● Low <50%

15% of entities 2019, 2021 reported high levels of implementation

Status update on internship applications: Level of implementation of the policy in entities	2019		2021	
	% of entities	# of entities	% of entities	# of entities
High	15%	4	15%	4
Medium	0%	0	0%	0
Low	63%	17	30%	8
Not applicable	4%	1	41%	11
Data not available	19%	5	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii. Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	-
Non-Secretariat	**FAO, WIPO**

Good practices and/or tools from best performing entities

- Supporting interns' field training (FAO)
- WIPO Official Instruction refers to support for interns' field training opportunities (WIPO)

[44] Policies include administrative issuances as well as process guidance available in entities.
[45] OSGEY, a Secretariat entity, piloted an innovative approach (OSGEY-UNV Fellowship) to create internship-like experience with financial support.

KPI 16
Ending mandatory break in service

KPI 16 Eliminating mandatory break in service: UN entities eliminate mandatory break in service for interns

JIU benchmark 16: Mandatory break in service: organizations of the system should eliminate the mandatory break in service for interns and allow them to apply at any time to open positions for which they may qualify.

To what extent are internship **policies**[46] in UN entities **aligned** to the JIU benchmark on **eliminating mandatory break in service**[47] **for interns?**

41% (11 of 27) of entities reported that their policy was fully aligned to the JIU benchmark on **eliminating mandatory break in service for interns**

Status update on internship applications:
Extent of alignment of internship policies in UN entities to JIU benchmark

- Fully aligned
- Partially aligned
- Not aligned
- Data not available

7% (2)
33% (9)
41% (11)
19% (5)
KPI 16
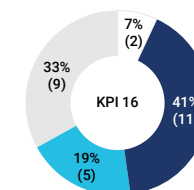
Are tools available in entities to support implementation of the policy component?

33% (9 of 27) of entities reported that tools are available to support implementation.

Status update on internship applications: Availability of tools for policy implementation	% of entities	# of entities
Entities with tools	33%	9
Entities with no tools	59%	16
Data not available	7%	2

What is the level of implementation of the policy in entities?
The level of implementation is based on:
(No. of **interns benefiting** from the service or assistance divided by [÷]
No. of **interns in need** of the service or assistance), multiplied by 100

The **level of implementation** is organized into three categories based on the **percentage of interns benefiting:**

High >80%   Medium 50-80%   Low <50%

26% of entities in 2019 and 30% in 2021 reported high levels of implementation.

Status update on internship applications: Level of implementation of the policy in entities		2019		2021	
		% of entities	# of entities	% of entities	# of entities
High		26%	7	30%	8
Medium		4%	1	0%	0
Low		52%	14	52%	14
Not applicable		4%	1	4%	1
Data not available		15%	4	15%	4

Best performing entities
Entities meeting all three criteria:
i.   Policy fully aligned to JIU benchmark
ii.   Have tools to support implementation of policy and
iii. Consistent and high level of implementation of the policy in 2019 and 2021

Secretariat	-
Non-Secretariat	**FAO, UNESCO**

Good practices and/or tools from best performing entities

• Allowing interns to apply to all positions without mandatory break in service (UNESCO, IOM)

---

[46] Policies include administrative issuances as well as process guidance available in entities.
[47] OSGEY, a Secretariat entity, piloted an innovative approach (OSGEY-UNV Fellowship) to create internship-like experience with financial support.

Chapter 4:
Recommendations

The report provides critical insights on the status of internships in the UN entities that participated in the exploratory review. A summary of the main findings and the recommendations are presented below.

1. Ensuring alignment of internships to JIU benchmarks

The report notes that overall, 45% (13 of 30) of the policy components –- e.g., administrative support for onboarding, terms of reference for internships, orientation of intern by supervisor, access to office, support in the event of emergency –- were aligned to the JIU benchmarks on internships across ≥ 80% of UN entities. The report also identifies several areas such as - e.g., elimination of mandatory service breaks, leave entitlements, financial support for travel to duty stations, to cover living expenses, and for field training, - where policies are least aligned with the JIU benchmarks.

While some of the policy components might be easier to align with the benchmarks, others including- e.g., rethinking learning and development, establishing internships as a component of strategic workforce planning, and ensuring financial support to interns , etc. - might need longer-term thinking and may have significant cost implications. UN entities are encouraged to take a phased approach to policy revisions, addressing some quick wins in the short term and others in the medium term.

2. Placing a strong focus on implementing policies

The report notes a gap between the availability of policies and their actual implementation across several areas. It also indicates that better levels of implementation of policies were seen when tools were available for implementation. UN entities are using various solutions and good practices to support the robust implementation of internship policies. Some of these include technology-based solutions for providing real-time updates to applicants, inclusion of internships in Human Resources Information Management Systems, efforts to build organizational capacity, availability of onboarding and training packages for interns, authorizing interns to access broader training programs in the organization, specific checklists, and tools to implement policy components, etc.

UN entities are encouraged to leverage digital solutions where feasible, learn from each other, and share good practices and tools to strengthen implementation. It is also recommended that the Youth2030 Task Team on Strengthening Internships invests in knowledge management as a vital component of the system-wide work.

3. Investing in data to drive organizational decisions, ensuring transparency

The report points out that the availability of information and data on internships is variable across entities: Much information exists on (a) the total number of interns, (b) duration of internships, (c) modalities of internships (in-person, online, hybrid), and (d) age, gender, and geographical distribution, information on the availability of interns from vulnerable population groups is limited.; But the availability of information on the proportion of interns needing a service/assistance/application of policy vs. those availing them was limited across all areas; and iii) The report also notes that half of the UN entities include internships in their HR planning processes, and 60% include information on internships in their annual reports.

UN entities must offer fair and equitable internship programmes open to all eligible candidates and ensure that such internships are responsive to their needs. It is recommended that UN entities systematically invest in data and evidence-based decision-making on internships across the Organization to ensure the above. UN entities are encouraged to include internships in their strategic and annual HR planning processes and establish metrics to strengthen internships. They are also encouraged to track progress and make available updates in their yearly reports transparently to all stakeholders.

4. Strengthening system-wide coherence of internship policies across the UN

The report notes that all UN entities are guided by their organization's internship policies, each with strengths and gaps. While this is good for organizational innovations, ensuring coherence and common standards across the UN system is challenging. Lack of policy coherence on internships among UN entities is one of the primary reasons why the performance levels for internships and young talent management were low at the UN Country Team level, as outlined in the Youth2030 Progress Reports.

It is recommended that the UN system Chief Executives Board for Coordination (CEB) should establish common standards for internships across the system to address the coherence issue. It is also recommended that clear system-wide metrics should be established, and that progress be tracked periodically.

The General Assembly resolution A/RES/76/306 established the UN Youth Office and has called for improving the conditions of internships in the United Nations. The work of the Youth2030 Task Team on Strengthening Internships is set to be taken forward as part of the new office's mandate on system coordination and accountability on youth.

United Nations

Office of the Secretary-General's Envoy on Youth
801 1st Avenue, 5th Floor
New York, NY 10017

Internships in the UN: An Exploratory Review
September 2023

For further information contact:
youth2030@un.org