

Concours externe et interne pour le recrutement dans le grade de secrétaire de chancellerie de classe normale au titre de l'année 2026

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Partie 1

**Rédaction en français d'une note de synthèse à partir de documents en anglais
(500 mots avec une tolérance de plus ou moins 10%)**

Ce dossier comporte 10 pages (page de garde, sujet et sommaire non compris)

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Sujet

80 ans après la Charte fondatrice de l'ONU, bilan et perspectives.

Document n°1

UN chief warns founding principles under assault as world body marks 80th anniversary

France 24 with AFP, Issued on: 26/06/2025

United Nations Secretary-General Antonio Guterres warned Thursday that the UN Charter was under unprecedented assault as the 193-member world body commemorated the 80th anniversary of its founding document. "The Charter of the United Nations is not optional. It is not an a la carte menu. It is the bedrock of international relations," Guterres said.

United Nations Secretary-General Antonio Guterres warned on Thursday that the UN Charter was under assault like never before as the 193-member world body marked the 80th anniversary of the signing of its founding document.

"We see an all too familiar pattern: Follow when the Charter suits, ignore when it does not. The Charter of the United Nations is not optional. It is not an a la carte menu. It is the bedrock of international relations," Guterres said.

Countries regularly accuse each other of breaching the Charter, but few face concrete consequences. In recent years Russia and Israel have been called out by the General Assembly for violating the Charter with their wars in Ukraine and the Gaza Strip, respectively. Both conflicts still rage.

In the past week, Iran accused the United States of violating the Charter with its strikes on Iranian nuclear facilities and the US justified them under the Charter as self-defense.

The United Nations was born out of the end of World War Two and the Charter was signed in San Francisco by an initial 50 states on June 26, 1945. It came into force four months later with the aim of saving succeeding generations from war and upholding human dignity and the equal rights of men and women and of nations large and small.

While the United Nations had done a lot of good over the past eight decades, senior US diplomat McCoy Pitt said the world body should not "overlook the shortcomings that limit the UN's potential".

"We regret that the UN has lost sight of its founding mission. In this regard, wars still rage on multiple continents," he said. "The principles of the UN Charter must remain at the heart of this institution, not just as an agreement for a better world, but also as a continuing call to action."

Document n°2

Turning 80, UN faces fresh storm of doubts

The Times of India with AFP, 23 June 2025

With its influence discredited and its budget in tatters, the United Nations is weathering a firestorm of criticism as it celebrates its 80th anniversary -- and tries to convince a polarized and conflict-wracked world it is more vital than ever.

The UN's 193 member states will mark Thursday the signing of the organization's foundational treaty, the UN Charter, on June 26, 1945 in San Francisco. After ratification, the United Nations came into being on October 24.

The anniversary comes as the world body faces a multi-faceted crisis that has raised questions about its future.

"Since the end of the Cold War, we have seen the organization struggle in cases from the Rwandan genocide to the Iraq war," Richard Gowan, an analyst at the International Crisis Group, told AFP.

"When each big crisis comes, commentators announce that the UN is finished. And yet it still survives," he added.

"That said, this is an especially bad moment," Gowan acknowledged, pointing to numerous countries that are "deeply frustrated" by the UN Security Council's failure to act on major conflicts like those in Ukraine and Gaza.

That inaction is largely due to the veto power of the council's five permanent members -- Britain, China, France, Russia and the United States -- which have competing interests.

"The UN system as a whole has a credibility crisis, and it is not clear that the organization's members have the resources or political energy to rescue it," Gowan told AFP.

For Romuald Sciora, a research fellow at the French Institute for International and Strategic Affairs, the credibility issue can only result in the virtual disappearance of an organization that is already a political "dwarf" on the world stage.

"I'm not sure the UN will cease to exist, even by its 100th anniversary," Sciora told AFP. "I see a slow vanishing, and the UN becoming a bit of a ghost," like "these old organizations whose names we have forgotten."

But experts say while the UN desperately needs to enact tough reforms, not all of its problems come from within, and it has become an easy scapegoat for its divided membership.

- 'Worse' without UN -

Gissou Nia of the Washington-based Atlantic Council think tank says she fears that "the approach of might is right... is what is taking hold, and it brings us further and further away from the ideals" that led to the UN's founding as World War II ended.

Nia, a human rights lawyer, says she hopes enough people will remain committed to the set of ideals and values "that will keep the UN alive," but still worries about the constant questioning of those values, notably from US ally Israel.

"The constant berating from some very loud voices about the UN either being anti-Semitic, or the UN being a waste of funding, or the UN propping up dictators, actually has an impact," Nia told AFP.

In a world devastated by the largest number of ongoing conflicts since 1945, and ravaged by major humanitarian crises, "the United Nations has never been more needed," Secretary-General Antonio Guterres said recently.

"Our values have never been more relevant. And the needs have never been greater."

Funding has nevertheless grown scarce as donors -- especially the United States under President Donald Trump -- pull back.

Given the financial constraints, Guterres launched the UN80 initiative in a bid to streamline operations. Those changes could include thousands of positions being cut.

For Gowan, "the UN is a very big organization, and of course it suffers from a variety of bureaucratic problems, just as almost all big organizations do. (...) So of course it deserves scrutiny and criticism."

But, he added, "I think we have gotten a bit too accustomed to having this system at our service, and tend to spend too much time grumbling about its flaws and not enough time acknowledging its successes."

The United Nations remains a place where arch-rivals and enemies still sit at the same table to air grievances, and where the smallest member state can have its voice heard.

The UN also does important work on the ground, from the World Food Programme bringing needed supplies to more than 100 million people in 120 countries last year, to the thousands of peacekeepers protecting civilians in conflict zones.

"The UN was a magnificent tool," Sciora said. "Obviously, it would be worse if it were to disappear from one day to the next."

Document n°3

UN chief calls for major reforms to cut costs and improve efficiency

United Nations, 12 May 2025

Briefing Member States in New York on Monday Mr. Guterres outlined wide-ranging effort to revamp how the UN system operates – cutting costs, streamlining operations, and modernizing its approach to peace and security, development and human rights.

“These are times of peril,” he said, “but they are also times of profound opportunity and obligation. The mission of the United Nations is more urgent than ever.”

Three main objectives

Launched in March, the UN80 Initiative centres on three priorities: enhancing operational efficiency, assessing how mandates – or key tasks – from Member States are implemented, and exploring structural reforms across the UN system.

The conclusions will be reflected in revised estimates for the 2026 budget in September this year, with additional changes that require more detailed analysis presented in the proposal for the 2027 budget.

‘Meaningful’ budget reductions

Mr. Guterres said the changes are expected to yield “meaningful reductions” in the overall budget. For example, the departments for political and peacekeeping affairs could see a 20 per cent reduction in staff by eliminating duplication.

This level of reduction, he said, could serve as a benchmark across the UN system – while also considering unique factors for each department.

Additional examples include consolidating all counter-terrorism work within the main Office of Counter-Terrorism (UNOCT), ending building leases and relocating posts away from expensive “duty stations” where cost of living is high.

“There might be immediate, one-off costs involved in relocating staff and providing potential termination packages,” he said, “but by moving posts from high-cost locations, we can reduce our commercial footprint in those cities and reduce our post and non-post costs.”

Efficiencies and upgrades

The first workstream focuses on efficiencies and improvements, developing a new model that improves consolidation, looks at centralising services, relocating to cheaper locations, and expanding the use of automation and digital platforms.

Mr. Guterres said departments the UN’s headquarters in New York and Geneva have been asked to review whether some teams can be relocated to lower-cost duty stations, reduced or abolished.

Reviewing mandates

The second workstream involves a review of how existing mandates are being carried out – not the mandates themselves, which are the purview of Member States only.

A preliminary review identified more than 3,600 unique mandates for the Secretariat alone. A full and more detailed analysis is now underway.

Mr. Guterres emphasised that the sheer number of mandates – and the bureaucracy needed to implement them – places a particular burden on smaller Member States with limited resources.

"Based on this work, Member States may wish to consider the opportunity to conduct themselves a review of the mandates," he added.

Structural change

The third workstream – focused on structural reform – is already underway, Mr. Guterres said.

Nearly 50 initial submissions have already been received from senior UN officials, reflecting what Mr. Guterres described as "a high level of ambition and creativity."

Key work areas have been identified for review. These include peace and security, development, human rights, humanitarian, training and research and specialised agencies.

Not an answer to liquidity crisis

Mr. Guterres also touched on the UN dire cashflow situation, noting that the initiative "is not an answer" to the months-long liquidity crisis but by being more cost effective, it should help limit the impact.

"The liquidity crisis is caused by one simple fact – the arrears," he said, adding that structural reform is not the answer to a fundamental failure by some Member States to pay what they owe on time to meet running costs.

Unpaid dues

According to information provided by the UN Controller to the General Assembly's Fifth Committee (Administrative and Budgetary), only \$1.8 billion has been received against the \$3.5 billion regular budget assessments for 2025 – a shortfall of around 50 per cent.

As of 30 April, unpaid assessments stood at \$2.4 billion, with the United States owing about \$1.5 billion, China (\$597 million), Russia (\$72 million), Saudi Arabia (\$42 million), Mexico (\$38 million), and Venezuela (\$38 million). An additional \$137 million is yet to be paid by other Member States.

For the peacekeeping budget (which runs on a July-June cycle), including prior-period arrears, the unpaid amount totals \$2.7 billion. For the International Tribunals, total contribution outstanding was \$79 million as of 30 April.

Close consultation

The Secretary-General told Member States he would be consulting with them closely and regularly on the cash crisis and needed reforms, seeking guidance and presenting concrete proposals for countries to act on.

UN staff members and their representatives are being consulted and listened to, he added: "Our concern is to be humane and professional in dealing with any aspect of the required restructuring."

In conclusion, he highlighted that the UN80 Initiative is a "significant opportunity" to strengthen the UN system and deliver for those who depend on it.

In response to the suggestion that the UN should focus on just the one key pillar of peace and security, he said it would be wrong to ditch development and human rights – all three are essential he underscored.

"Let us seize this momentum with urgency and determination, and work together to build the strongest and most effective United Nations for today and tomorrow."

Document n°4

As the UN turns 80, Thant Myint-U argues it should be retooled for a less internationalist age

The world body should go back to focusing on its founding principle : preventing war

The Economist, 17 June 2025

Eighty years ago, in the final months of the second world war, delegates from 50 countries convened in San Francisco to create an enduring mechanism for peace. The United Nations Charter, signed on June 26th 1945, was a reflection of post-war reality, with the five biggest powers granted permanent veto rights on the Security Council. It was also a commitment to a shared future based on international law and co-operation.

That commitment was hobbled almost from the start, with the intensifying rivalry between America and the Soviet Union casting a shadow over the infant organisation. In the early years, America dominated the UN. The Russians were frustrated and sought to debilitate the world body from the inside.

It was the newly independent countries of Africa and Asia, together with similarly neutral states like Ireland and Sweden, that from the 1950s reinvigorated the UN. They pushed for complete decolonisation, racial equality, disarmament and a fairer international economic system. Through their leadership, the organisation enabled the most consequential transition of the 20th century : from an age of empire to a post-imperial system of sovereign states. The UN became humanity's first truly universal institution.

The organisation soon scored heroic successes, with secretaries-general acting as honest brokers in some of the world's nastiest conflicts. My grandfather U Thant's de-escalation of the Cuban missile crisis was possible because of the energetic backing he received from Asian and African leaders and because, for the Soviet leader, Nikita Khrushchev, responding positively to an appeal from the UN secretary-general was far preferable to submitting to the demands of an American president. The UN was crucial to increased co-operation across a range of issues, from the codification of new human-rights norms to the elimination of smallpox.

By the 1970s the deepest divide was not between West and East but between the rich "global north" and the formerly colonised "global south". The UN was always a place of contestation and reinvention and, for a time, the dynamism of these competing visions placed the organisation at the heart of a global conversation, over issues ranging from international trade to the persistence of colonial and white minority rule across southern Africa. But exasperation on all sides eventually set in. Debates became more performative and rhetoric replaced pragmatic compromise.

There were still impressive achievements, especially in the 1990s, when mediators negotiated peace agreements from El Salvador to Cambodia and East Timor. There were spectacular failures, too, notably in Rwanda and Bosnia. Dysfunctions gradually hardened. For the global north, the UN became little more than an instrument for aid and half-hearted peacekeeping in poor countries far away. The global south, meanwhile, bridled at a structure, dominated by the victors of the second world war, which could do little to constrain big-power aggression.

Alternatives to the UN proliferated, from ad hoc summits and groupings like the G7 and G20 to non-governmental organisations. The world body stretched itself thin, across a bewildering range of issues, trying to be all things to all people, with nothing like its previous clout. Over time it became a key player in addressing climate change and fashioned detailed agendas on sustainable development, but with questionable impact.

In recent years, war, including between states—the very thing the UN was founded to prevent—has again been in the ascendancy. There have been courageous efforts to provide humanitarian assistance but few, if any, to make peace. In all the major crises of today, from the Middle East and Ukraine to Kashmir and the South China Sea, UN efforts to prevent or end war are almost nowhere to be seen.

There remain legions of dedicated officials who perform admirable work, in some of the most hazardous places imaginable. But all labour within a labyrinthine anti-meritocratic bureaucracy, where the top jobs are doled out to nominees of the most powerful governments in direct contravention of the UN Charter.

The deep American funding cuts of recent months—and the reluctance of others to fill the gap—have triggered efforts to streamline budgets and consolidate functions across bureaucracies. But no administrative fix can address the central question of what the UN today is actually meant to achieve.

The clearest path forward is a laser-like focus on the organisation's founding purpose: preventing war. To paraphrase the Irish scholar and diplomat Conor Cruise O'Brien, there are deadly conflicts whose resolution may not require the UN, but every now and then—including for the de-escalation of a nuclear confrontation—someone called the UN secretary-general may be indispensable. No single government has the legitimacy to play the same role. In battlefields around the world, we no longer instinctively turn to the UN as an honest broker. Our collective amnesia means we do not feel the absence of UN peacemaking on the global stage.

In an ideal world, Security Council membership would be adjusted to reflect the contemporary world, with permanent seats offered to rising powers like India and Brazil. The General Assembly, now mired in stultifying speeches, would become again an exciting forum for debating global challenges. Neither, alas, is likely to happen soon.

A more achievable goal is to forge a practical agenda for peace, grounded in a hard-nosed analysis of the UN's comparative advantages, as our only universal body, in tackling the deadliest wars today and the most menacing ones likely in the future. No one would blame the UN for trying, but everyone would turn away from an organisation that didn't even attempt to fulfil its prime mission.

The bureaucracy needs to be retooled, away from the interventionist models of the 1990s, designed for a particular sort of civil war, and towards a new generation of peace diplomacy—integrating global economic as well as political thinking—suited for an increasingly militarised, social-media-driven, multi-polar world.

The UN was born from a spirit of internationalism—of empathy and solidarity across borders—that seems today in short supply. With the fires of war darkening the horizon, a rekindling of that spirit, through determined efforts to make peace while remaining true to the principles of the Charter, remains humanity's best hope for the future.

Document n°5

Is it game over for the United Nations as it turns 80 ?

1News, 27 June 2025

The United Nations, a collaborative global dream built into reality out of the ashes of World War II, marks its 80th anniversary this month. There's little to celebrate.

Its clout on the world stage is diminished. Facing major funding cuts from the United States and others, it has been forced to shed jobs and start tackling long-delayed reforms.

Its longtime credo of "multilateralism" is under siege. Its most powerful body, the Security Council, has been blocked from taking action to end the two major wars in Ukraine and Gaza.

And as conflict between Israel, Iran and now the United States flares, it watches from the sidelines.

Four generations after its founding, as it tries to chart a new path for its future, a question hangs over the institution and the nearly 150,000 people it employs and oversees: Can the United Nations remain relevant in an increasingly contentious and fragmented world? With its dream of collaboration drifting, can it even survive?

'Scourge of war'

When the United Nations was born in San Francisco on June 26, 1945, the overriding goal of the 50 participants who signed the UN Charter was stated in its first words: "to save succeeding generations from the scourge of war".

Earlier this year, UN Secretary-General Antonio Guterres sounded that same theme: "Eight decades later, one can draw a direct line between the creation of the United Nations and the prevention of a third world war."

There has been no such war, thus far. But conflicts still rage.

They continue not only in Gaza and Ukraine but Sudan, eastern Congo, Haiti and Myanmar – to name a few – and, most recently, Iran and Israel. The needs of tens of millions of people caught up in fighting and trapped in poverty have increased even as rich donor nations, not just the United States, are reducing their aid budgets.

The UN General Assembly is planning a commemoration on the 80th anniversary on June 26, but the mood in the halls of UN headquarters in New York is grim.

Diplomats are anxious about the immediate future, especially the outcome expected in August of a US review of the United Nations and other multilateral institutions ordered by President Donald Trump.

And UN staff here and in more than 60 offices, agencies and operations that get money from its regular operating budget are facing 20% job cuts, part of Guterres' reform effort and reaction to already announced Trump funding cuts.

"It's not something to celebrate," Kazakhstan's UN Ambassador Kairat Umarov said of the upcoming anniversary.

In a different world of land-line telephones, radios and propeller planes, the UN Charter was signed by just 50 nations — mainly from Latin America and Europe. Over the decades, its membership has nearly quadrupled to 193 member nations, with 54 African countries now the largest bloc. The UN system has also expanded enormously from its origins.

Today, the map of the UN system looks like a multi-headed octopus with many tentacles. In 2023, its secretariat and numerous funds, agencies and entities dealing with everything from children and refugees to peacekeeping and human rights had over 133,000 staff worldwide.

Kishore Mahbubani, who served twice as Singapore's UN ambassador, credited the United Nations with thus far preventing World War III. While there are still wars, deaths have continued a long-term decline, "and the world is still, overall, a much more peaceful place", he said.

Mahbubani and others also point to successes in the 71 UN peacekeeping operations since 1948, including in Angola, Cambodia, Sierra Leone (which is currently a member of the Security Council) and Liberia (which will join in January).

There is also wide praise for specialised UN agencies, especially those dealing with hunger, refugees and children, as well as the International Atomic Energy Agency, which is the UN's nuclear watchdog, and the International Telecommunications Union. It allocates the global radio spectrum and satellite orbits and brings digital connectivity to millions.

Talks produce little or no results

Every September, world leaders get a global platform at the General Assembly. And every day their ambassadors and diplomats meet to debate issues from conflicts to climate change to the fight for gender equality and quality education. Sometimes, such talks produce little or no results. Others, achievements go overlooked or ignored by the broader world community, far from the hubs of diplomacy.

And the Security Council is the only place where Russia and Ukraine regularly face off over the ongoing war following Russia's 2022 invasion — and where the Palestinian and Israeli ambassadors frequently confront each other.

Despite its successes and achievements over the past decades. Singapore's Mahbubani called the UN today "a very sad place", lamenting that Guterres had failed "to inspire humanity" as the late Pope Francis did. "But", Mahbubani said, "it should celebrate the fact it is alive and not dead".

Guterres has launched several major reform efforts, getting approval from UN member nations last September for a "Pact for the Future" – a blueprint to bring the world together to tackle 21st-century challenges.

Gowan said Guterres' successor, who will be elected next year and take over in 2027, will have to shrink the organisation. But many cuts, consolidations and changes will require approval of the divided UN membership. Possible radical reforms include merging UN aid agencies to avoid duplication.

Don't forget, says Gowan, that a huge amount of diplomatic business — much of it having nothing to do with the United Nations — gets done because it is in New York, a place to have those conversations.

Ian Bremmer, who heads the Eurasia Group, a political risk and consulting firm, said the Trump administration's attempts to undermine the United Nations — which the United States conceived in 1945 — will make China more important. With Trump exiting from the World Health Organisation, the UN agency helping Palestinian refugees known as UNRWA and cutting humanitarian funding, he said, China will become "the most influential and the most deep-pocketed" in those agencies

Expansion of the UN Security Council is probably the most fertile area for potential change. Decades of discussions have failed to agree on how to enlarge the 15-member council to reflect the global realities of the 21st century, though there is wide agreement that Africa and Latin America deserve permanent seats.

Singapore's Mahbubani said he believes the United Nations "will definitely survive". The "genius" of its founders, he said, was to give the big powers after World War II a veto in the Security Council, preventing the global body from dying as its predecessor, the League of Nations, did. That survival, Mahbubani believes, will continue: "It will", he said, "outlast us all".