

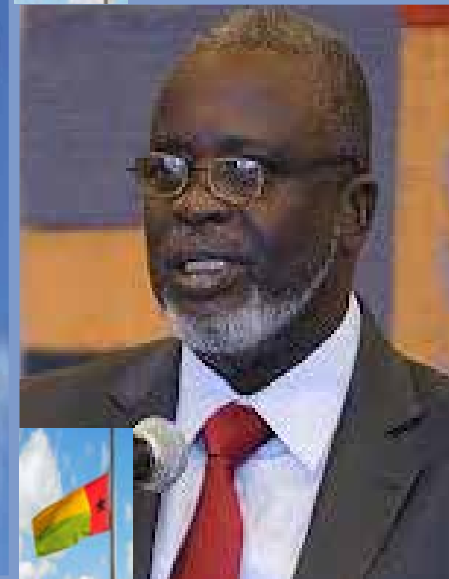
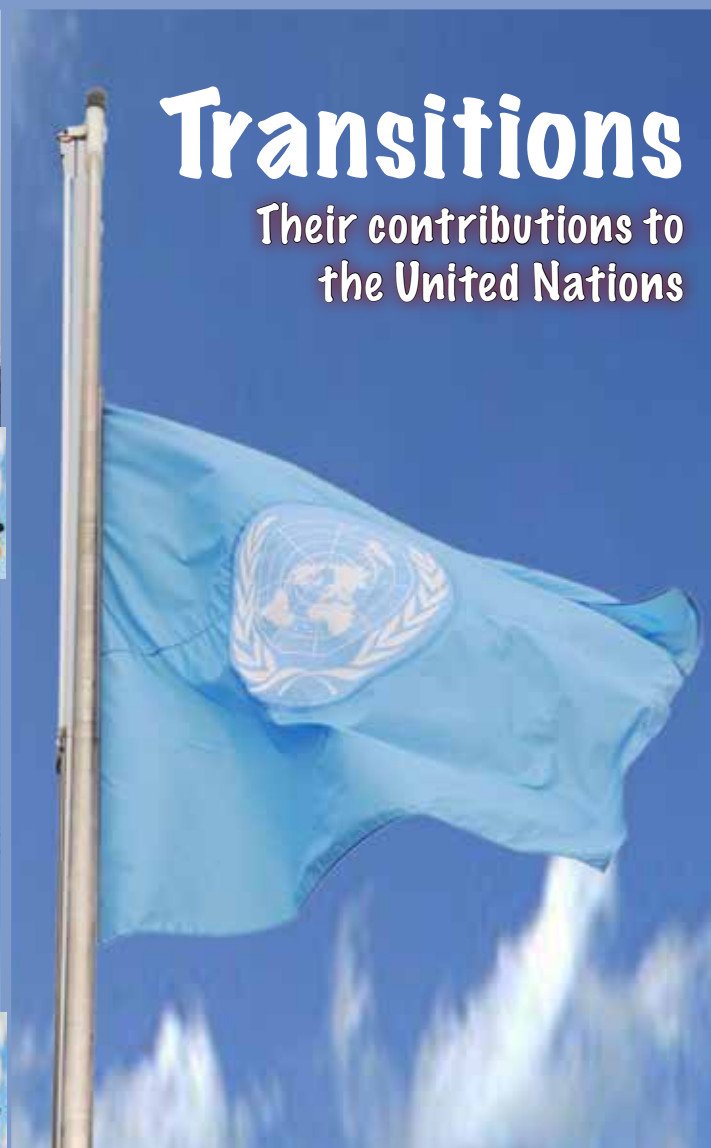
UNECA *StaffVoice*

Issue 3, December 2012

UNECA



Economic Commission for Africa



Placing Africa first to achieve transformation: Carlos Lopes, United Nations Under Secretary-General and New Executive Secretary of ECA,

DSG Jan Eliasson's visit to ECA

Special Edition: Breast Cancer

Mobility and Career Development in ECA

Dear SV

Farewell to Abdoulie Janneh, former Executive Secretary, ECA

UN Day Flag Raising Ceremony at UNECA

**Work-related stress in developing countries:
a growing issue, WHO**



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Transitions

Africa lost four of its sons through natural death during 2012

By the Editorial Committee

A continent which has declared war against poverty and on the road to meeting its challenges suddenly lost four of its generals. They were Prime Minister Meles Zenawi of Ethiopia, President John Atta Mills of Ghana, President Bingu wa Mutharika of Malawi and President Malam Bacai Sanha of Guinea Bissau.

The year 2012 will go on record as a tragic year for Africa. The people of the entire continent and particularly those of the four countries mentioned above are in deep sorrow. The untimely and unexpected death of their leaders has left them with a huge sense of loss and emptiness.

While the struggle and hard work of these leaders against a handicapped global economy and restricted resources made the battle huge and difficult, their achievements and success in many areas of development provide commendable lessons to their nations and to those who have replaced them. Had they lived a little longer, they would have probably transformed poverty into history.

This sudden tragic time has also opened a new window for testing the long dreamt system of democracy for the continent. The world witnessed that in all the four countries the transitions of power and responsibility took place in a more peaceful and stable situation than could have been imagined some years ago. The anxiety of the people of Africa, whenever a change

of leadership took place, was mainly because they did not know who was to come and what was to happen next. This has now become history. Constitutions work and the rule of law is respected. Our gratitude to these leaders who worked hard to put in place a strong foundation for our democracy. The maturity of Africa's democracy and the rise of its people are shining through this tragic moment of history.

Though the situation has brought deep sorrow and sadness, it has also influenced the entire spectrum of society in Ethiopia, Ghana, Guinea Bissau and Malawi, committing them in their determination to move their country forward in terms of economic and social development and to realize the vision and dreams of their leaders, and thereby defeat poverty, the perennial enemy of the continent.

This tragic time has also proved that, notwithstanding loss, sadness and sorrow, people can find the inspiration and courage to be decisive and bold to assume their share of responsibility without losing development momentum. We learn that in today's world of regionalization and globalization, life is no more just "me" but "us" pulling together.

Transitions

Un continent en prise avec la pauvreté et à mi-chemin de relever ses défis a subitement perdu quatre

de ses généraux. Il s'agit du Premier Ministre Meles Zenawi de l'Éthiopie, du Président John Atta Mills du Ghana, du Président Bingu WA Mutharika du Malawi et du Président Malam Bacai Sanha de la Guinée-Bissau.

L'an 2012 sera marqué comme une année tragique pour l'Afrique. Les peuples du continent entier et, plus particulièrement ceux des quatre pays susmentionnés sont en deuil. Le décès précoce et inattendu de leurs leaders est une perte immense et laisse un vide difficile à combler.

Malgré une économie globale handicapée par une pénurie de ressources, les efforts titanesques déployés par ces leaders et leur lutte continue ont abouti à des résultats positifs dans plusieurs secteurs de développement ; ce qui constitue des leçons louables à leurs nations et à ceux qui les succèdent. D'aucuns disent que, s'ils avaient vécu un peu plus longtemps, la pauvreté serait conjuguée au passé.

Ce moment soudain et tragique a aussi mis à l'épreuve le système démocratique du continent. Le monde est témoin que dans les quatre pays, la transition du pouvoir et de la responsabilité a été effectuée dans une situation plus pacifique et plus stable que l'on aurait pu imaginer il y a quelques années. Le souci du peuple africain, chaque fois qu'un changement de direction avait lieu, portait sur qui allait succéder et ce qui allait se passer ensuite. C'est maintenant de l'histoire ancienne. Les constitutions fonctionnent et l'autorité de la loi est respectée. Nous en remercions ces leaders qui ont œuvré pour poser les bases solides de notre démocratie. La maturité

de la démocratie africaine et l'essor de ses peuples brillent à travers ce moment tragique de l'histoire.

Bien que la situation créa un profond chagrin et une tristesse, elle a également influencé l'ensemble de

la société éthiopienne, ghanéenne, guinéenne et malawite, les engageant dans leur détermination à aller de l'avant dans leur pays en termes de développement économique et social et à réaliser les visions et les rêves des leaders, vainquant par là

même la pauvreté, ennemi éternel du continent.

Ces moments tragiques ont également démontré que, malgré les pertes, la tristesse et le chagrin, les uns et les autres peuvent y puiser de

l'inspiration et le courage d'être décisifs et audacieux et assumer leur part de responsabilité sans pour autant perdre l'élan de développement. Nous en tirons la leçon que dans ce monde de régionalisation et de globalisation, il n'est plus question, dans la vie, du « moi », comme auparavant, mais plutôt de « nous tous » qui devons tirer dans le même sens.



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From East Africa: The late Ethiopian Prime Minister Meles Zenawi. David Cameron described him as an “inspirational spokesman for Africa”, and Gordon Brown said Ethiopia “made more progress in education, health and economic development under his leadership than at any time in its history”.

Prime Minister Meles Zenawi of Ethiopia

The UN says, Ethiopia’s Meles Zenawi to be remembered for “exceptional leadership and advocacy on African issues within and outside the Continent, as well as for overseeing his country’s economic growth and development” Mr. Ban Ki Moon, UN Secretary-General.

European Commission President José Manuel Barroso called the Ethiopian prime minister “a respected African leader.”

Prime Minister Meles Zenawi was born on 8 May 1955 in Adwa, Tigray, in northern Ethiopia. He graduated from the General Wingate High school in Addis Ababa, joined the Medecine Faculty at Addis Ababa University (then known as Haile Selassie I University) and studied for two years. He acquired an MBA (Master of Business Administration) from the Open University of the United Kingdom in 1995 and an MSc. (Masters of Science) in Economics from the Erasmus University of the Netherlands in 2004. In July 2002, he received an honorary doctoral degree in political science from Hannam University in South Korea.

Prime Minister Meles leaves behind a legacy of contribution to the development of Ethiopia covering



Prime Minister Meles Zenawi of Ethiopia

areas ranging from infrastructure to health, education, advancement of women, agriculture and the empowerment of farmers.

Globally and Regionally, he co-chaired:

- a) The Global Coalition for Africa (GCA) which brings together senior African policy makers and their partners to deepen dialogue and build consensus on Africa’s priority development issues.
- b) The Beijing Summit of the Forum on China-Africa Cooperation (Nov. 2006) leading to the adoption of the Beijing Action Plan (2007–2009) of partnership for economic progress and cultural exchanges. That plan supported Africa’s “development [of] international political, economic, trade and financial systems.”
- c) The United Nations’ Advisory Group on Climate Change Financing.



UN staff observed a minute of silence for the late Prime Minister in the main foyer of UNECA’s historic Africa Hall.

In 2004, Prime Minister Tony Blair of the United Kingdom appointed Prime Minister Meles Zenawi as one of the Commissioners taking part in the Commission for Africa.

He chaired the Organization for African Unity (OAU, now the African Union – AU) from June 1995 to June 1996.

In 2007, he chaired the executive committee of the New Partnership for Africa's Development (NEPAD).

He represented Africa at the G8 Summit and the G20 Summit in London.

He led the African Union Delegation to the Global Conference on Climate Change in Copenhagen in 2009.

Prime Minister Meles Zenawi passed away on 20 August 2012 at the age of 57.

The Deputy Prime Minister, Hailemariam Desalegn, was sworn in as Prime Minister of Ethiopia on 21 September 2012.

From West Africa, The late Ghanaian President John Evans Fiifi Atta Mills. Reuters described him as someone who won international praise for presiding over a stable model democracy in Africa.

President John Evans Fiifi Atta Mills of Ghana

President Mills will be remembered for his statesmanship and years of dedicated service to his country: Mr. Ban Ki Moon, UN Secretary-General.

President John Atta Mills was born on 21 July 1944, at Tarkwa in the Western Region of Ghana. In 1963, he obtained his General Certificate of Education (GCE) Advanced Level at Achimota Secondary



President John Evans Fiifi Atta Mills of Ghana

School. To further his education, he attended the University of Ghana, Legon, where he received a bachelor's degree and professional certificate in Law (1967). While earning a PhD in Law from the prestigious School of Oriental and African Studies (SOAS) in London, John Evans Atta Mills was selected as a Fulbright scholar at the equally prestigious Stanford Law School in the United States of America. At age 27, he was awarded his PhD after successfully defending his doctoral thesis in the area of taxation and economic development.

Professor John Evans Fiifi Atta Mills, is known in Ghana as "Asomdweehene" which literally means the "King of Peace". He was

an academican, sportsman and an astute politician.

On January 3rd 2009, Professor Mills was declared President-Elect and on January 7th, 2009 he was sworn in as the Third President of the Republic of Ghana.

President of Ghana. John Atta Mills addressing the General Assembly of the United Nations at Headquarters, New York.

Professor John Evans Atta Mills passed away on Tuesday July 24, 2012 at the age of 68.

John Dramani Mahama, formerly Ghana's Vice President is now the country's new President.

From Southern Africa: The late Malawi President Bingu wa Mutharika, a former World Bank official and staff member of the United Nations Economic Commission for Africa, in Addis Ababa, Ethiopia, who was recognized for his vision on food security for Africa.

President Bingu wa Mutharika

Bingu wa Mutharika was born on 24 February 1934, Brightson Webster Ryson Thom in Thyolo. He completed his primary education at Ulongwe Mission and Chingoli, Mulanje, Ntambanyama, Malamulo, in Thyolo and Henri Henderson Institute in Blantyre. He earned his Bachelors degree in Economics from the Shri Ram College of Commerce in Delhi. Subsequently he attended the Delhi School of Economics graduating with an M.A. degree in Economics. He later obtained a PhD degree in Development Economics from Pacific Western University.

President Mutharika was an

Economist and worked at the World Bank as a Loans Officer and at the United Nations Economic Commission for Africa (UNECA), as Director of Trade and Development Finance and as Secretary General of the Common Market for Eastern and Southern Africa, COMESA, covering 22 Member States.

President Mutharika was awarded the United Nations Special Millennium development Goal Award (2010) for success towards eliminating hunger by enhancing food security ahead of the 2015 MDG deadline (Goal 1: ending poverty and hunger).

He chaired the African Union in 2010–2011. As Chairperson of the African Union, Bingu shared his vision for the African Food Basket Initiative by making food security a priority in his agenda.

On 4 April, he attended the 50th anniversary celebration of Senegal's



President Bingu wa Mutharika addressing the United Nations General Assembly

independence as African Union Chairperson, in which capacity he also attended the G8 summit in Canada and the G20 Summit in Seoul, South Korea.

He was the President of Malawi from May 2004 until his death in 2012. He passed away on 6 April 2012 at the age of 78. He was succeeded by Joyce Banda, the then Vice President, who is currently Malawi's new President.



President Bingu wa Mutharika, meets with Mr. Ban ki Moon, UN Secretary-General

From West Africa: The late Guinea-Bissau President Malam Bacai Sanha, During his presidency, he vowed to fight crime, drug trafficking and corruption.

President Malam Bacai Sanha

Pour le Président de la République Française, « la disparition du Président Sanha représente une grande perte pour la Guinée-Bissau, à laquelle il avait consacré sa vie. »

Malam Bacai Sanhá, Président de la Guinée-Bissau, est né le 5 mai 1947 à Dar Salam (Darsalame) région de Quinara, dans l'ancienne Guinée Portugaise [actuellement Guinée-issau]. Il est décédé le lundi 9 janvier 2012 à Paris.

« Mambas » comme l'appelaient ses partisans, était un homme du sérail. Un intellectuel qui a fait toutes ses classes au sein du PAIGC, le Parti africain pour l'indépendance de la Guinée-Bissau et du Cap-Vert.



Le Président Malam Bacco Sanha, prononçant une allocution à l'Assemblée Générale des Nations Unies à New York



President Malam Bacai Sanha with the UN Secretary General

Malam Bacai Sanha a pris part à la lutte pour l'indépendance contre la puissance coloniale portugaise. Il était un militant de la première heure de la lutte pour l'indépendance de la Guinée-Bissau, un combattant de la liberté dont l'engagement précoce dans la vie publique s'est toujours illustré par sa fidélité à l'idéal de paix et de liberté d'Amílcar Cabral.

Diplômé de sciences politiques en ex-Allemagne de l'Est, il regagne son pays et devient Gouverneur de plusieurs régions avant de diriger l'Assemblée nationale en 1994.

Entre 1999 et 2000, après le coup d'Etat de 1998 contre le président Joao Bernardo Viera, il devient Président par intérim à la demande de la junte. Il sera élu Président de la République en 2009. La Guinée-Bissau sort alors d'une période de turbulence extrême et reste tiraillée entre des luttes d'influence au sein de l'armée, et d'autres au sein du parti au pouvoir le PAIGC. Alors que l'ONU qualifie la Guinée-Bissau

de narco-Etat, Malam Bacai Sanha place son mandat sous le signe de la lutte contre les trafiquants, de la réconciliation nationale et du retour à la paix civile tout en gardant la plus grande attention pour ceux qui avaient combattu pour la liberté. Il s'est efforcé de conduire la Guinée-Bissau sur le chemin du développement et d'une démocratie apaisée. Il laisse cette volonté en héritage.

Placing Africa first to achieve transformation:

Carlos Lopes, Executive Secretary

Mr. Carlos Lopes who succeeds Mr. Abdoulie Janneh, is a national of Guinea Bissau and brings to the position more than 24 years of experience at the United Nations. A member of several African academic networks, as well as a strategist and socio-economist, Mr. Lopes has vast experience in capacity-building and technical co-operation on the continent. He was at the time of his appointment the Executive Director of the United Nations Institute for Training and Research (UNITAR) in Geneva, where he served for 5 years. Prior to that post, he was Director for Political Affairs in the Executive Office of the Secretary-General of the United Nations in New York.

In his early career, Mr. Lopes worked on research and diplomacy in the public service of Guinea-Bissau. In 1988, he became a development economist in United Nations Development Programme (UNDP), where he had held numerous positions, including Deputy Director for the Office of Evaluation and Strategic Planning, Resident Representative in Zimbabwe, and Deputy Director of the Bureau of Development Policy. He was Deputy Assistant Administrator at UNDP as well as a member of the Organization's executive team. At UNDP, he had managed a portfolio of one billion dollars and served at the level of Assistant Secretary-General for more than

a year. In 2003, he was appointed UN Resident Coordinator and UNDP Resident Representative in Brazil.

Mr. Lopes has written many books and lectured in a number of academic institutions including universities in Lisbon, Coimbra, Zurich, Uppsala, Mexico, San Paulo and Rio de Janeiro. He has established INEP, a research institution in West Africa and worked as consultant for UNESCO, the Swedish International Development Cooperation Agency (SIDA), the United Nations Economic Commission for Africa, the Research and Technological Exchange Group (GRET) and Ruraltec Switzerland.

Mr. Lopes holds a Ph.D. in history from the University of Paris 1 Panthéon-Sorbonne as well as degrees from the Graduate Institute of Development Studies, in Geneva. He is fluent in English, French, Portuguese and Spanish.

The Staff Union welcomes Mr. Lopes.

At a Town Hall meeting held on Wednesday, 19 September at its



Carlos Lopes, United Nations Under Secretary-General and the Commission's eighth Executive Secretary

Conference Centre, UNECA welcomed Mr. Carlos Lopes, United Nations Under Secretary-General and the Commission's eighth Executive Secretary. Mr. Abdalla Hamdok, UNECA Deputy Executive Secretary, introduced Mr. Lopes as an accomplished professional, whose contributions to African development issues and challenges spanned over a quarter of a century in a career beginning from his native Guinea Bissau and academia to the United Nations system.

In his remarks, Mr. Lopes outlined his vision for UNECA, emphasizing the important role the institution has to play in the transformation of a continent "on the verge of a major take-off." Despite the

current optimism surrounding Africa's economic progress, there were vulnerabilities that needed to be addressed. He called on staff to become part of the "African moment". Everything UNECA embarked on henceforth, should "put Africa first, be meaningful, and aim at the transformation of the continent." The UN system, as one, would be there to support that process. The solid partnership consolidated over the last six to seven years by UNECA, the African Union and the African Development Bank had been incredibly important to place the development agenda in an evolving context. However, today's challenges were such that what lay ahead outweighed the achievements to date. Under his watch, UNECA staff and management, along with the UN system and its development partners, would face the challenges together; given the opportunity to achieve recognition, not only for UNECA's intellectual, research and policy-oriented products, but also for consolidating Africa's pole position to become even more strategic in terms of securing prospective gains.

Elaborating on his leadership style, Mr. Lopes urged staff to be ready to embrace change and be ready to respond to new demands. As part of UNECA's culture, he would like to instill a conscious, mobilized, approach to change through a process of dialogue in which he would be engaging with staff, people and such partners as the African Ambassadors in Addis Ababa. The new style of leadership would correspond to modern times and recognize ideas that made a difference. Accordingly, "to listen and understand better", he would be holding meetings in both traditional and

non-traditional configurations throughout the house as a means to "take the pulse, the nuances and the details of the institution."

He expressed his commitment to finding creative ways to address issues affecting locally-recruited staff (a cumbersome health insurance scheme and issues arising out of the local salary survey). It would be important to find comparators that secured maximum gains from the rules as they stood. What happened to staff was crucial for the image of the United Nations and indeed for transforming Africa "the last development frontier".

Speaking on behalf of the Staff Union, Ms. Mulutsega Legesse lauded the Executive Secretary's 'message of hope' to staff and for meeting with the Staff Union and staff at large as early as the second week of his arrival in Addis Ababa. "We want to believe that in this renewed morale, the challenges will be addressed in a timely manner" The Sub-Regional Offices of ECA in Kigali, Yaoundé, Lusaka, Niamey and Rabat participated via video conference and expressed their commitment to working with and supporting the Executive Secretary's vision to transform Africa.

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Message to the Staff

Kidist Belayneh, Vice Chairperson,
UNECA Staff Council

Dear Colleagues,

As we are reaching the end of 2012, the Staff Union in office is assessing its achievements, drawbacks and the challenges ahead. It is time to look at our successes and failures, learn from circumstances and move forward.

During the term of the current staff representatives, membership of the Union has increased significantly. For the first time in the history of the Union, a Staff Voice magazine has been established in cooperation with management as a means of dialogue both ways staff and management. The staff is benefiting from the loan system introduced with a very low rate of interest and disbursed within a very short period of time after application. Jointly, staff and management are working together harmoniously and been able to solve several staff problems. A staff Cafeteria has become operational and the UNECA Gymnasium is better equipped with modern exercise machines. Thanks to the efforts of the entire UN system staff unions/associations, in which we have played an important role, the Local Salary Survey Committee (LSSC) has secured a salary increase of 27% for locally-recruited staff and still discussing the issue regarding the classification of the duty station. The Union representatives have participated in several system-wide meetings defending staff interests including in the area of staff mobility and medical benefits with the GMC. As a result, GMC has agreed to designate a

representative for all organizations which are governed under MIP.

While these are the areas tabled and some results are satisfactory, others require continuous negotiations with management. The future challenges are even stronger and require a coordinated effort and approach within a Framework Federation of United Nations Staff Associations (FUNSA). The idea is to involve staff more in Union activities, improve focus on the aims of the Organization in order to contribute in a positive way towards their achievement, convene general assemblies on a regular basis, better organize staff activities and get more staff involved in our joint activities.

Last, I would like to remind you that the Staff Union will only be as strong as you make it by becoming part of its activities, proposing ideas on how to improve things and being available when invited for discussion and negotiation. The General Assembly meetings are for you, if there are no staff attending, there will be no GA meetings.

May I plead with you to make your Union stronger so it can defend your interests better.



The AU Elected a Woman Chairperson as Head of the Commission

By Mlutsega Legesse, Vice-President of the Executive Committee, UNECA Staff Union

Please join me in Congratulating the African Union, AU and women of the world, especially African Women. On 16 July 2012, the African Union (AU) which met at its Headquarters in Addis Ababa, made a historical decision by electing for the first time in its 50 years of history, a woman Chairperson of the Commission. The person, who became the first female head of the African Union Commission, is Dr. Nkosazana Dlamini-Zuma from South Africa. She was Home Affairs Minister in her country when she was elected.

Dr. Dlamini-Zuma served in three ministries in South Africa since 1994, Health, Foreign affairs and Home affairs. Her leadership achievement as the Minister of Home affairs in reducing corruption level and renewal of its service by modernizing its internal process is among the pillars of her success for the current position. These positions are believed to have given her valuable experience and managerial competence in matters of priority for the continent. A modern, change receptive and professionalized service is what Africa needs at the moment to lighten its take off. Dr. Dlamini-Zuma has never been compromised by accusation of corruption or maladministration. One of her leadership challenges had to deal with generic medicine with the main pharmaceutical companies, where she has proven her ability to fight for the interest of her people

by not accepting to be intimidated by powerful and vested interest groups.

Her campaign in her previous positions to reduce maternal death as “saving mothers” is an exemplary leadership commitment for African Women. Her success is yet another proof of putting women at the center of their own affairs.

Maternal and Infant mortality and Women’s empowerment are also among the key priority areas in her current position as the Head of the African Union Commission. She believes that maternal and infant mortality remains unacceptably high in Africa and the Commission will endeavor to reduce, if not eliminate maternal mortality, so children could get a fighting chance to reach full potential and also that



*Nkosazana Dlamini-Zuma,
Chairperson of the African Union*

mothers get the chance to contribute fully to their families, societies, nations and continent. On the Women’s empowerment front, she is committed to accelerate implementation of programmes related to gender equality and to ensure that women who constitute slightly more than 50% of Africa’s population, are brought into mainstream of decision making process and structures at all levels of society.

Her activist role in the anti-apartheid political realm of ANC will



Dr. Nkosazana Dlamini-Zuma, Addressing the African Development Forum at ECA



AU Office in Addis Ababa, Ethiopia

bring a renewed moral for Africans to be behind the wheel for the change of their own continent. Given her wide range of experience Dr. Dlamini-Zuma will be able to link the AU more effectively to the rest of the world regarding African current challenges.

The AU Member States therefore, need to be congratulated for setting a concrete example to the world by electing a woman as the Head of the Commission.

The Outgoing chairperson Dr. Jean Ping, said, at the official hand over ceremony of the Symbol of the African Union to Dr. Dlamini-Zuma “I am giving way to a great lady..... I am confident the affairs of the continent are in safe hands” Indeed one of the most powerful machinery of Africa’s leadership is in safe hands

and we are all called upon to support Dr. Zuma’s leadership focusing on the success of Africa’s take off for development.

Although the 2012 MDG report published recently shows Africa continuing its steady economic growth and arousing hopes that it could even meet some of the targets set by 2015, the challenges of the continent in the area of social services, unemployment and sharp inequalities between urban and rural life standards, not to mention on-going conflicts, are areas that overshadow the progress made so far. Taking all these unmet expectations into account means that the new AU Chairperson will have very little time for catching up with Africa’s unfinished business.

Farewell Message from Abdoulie Janneh, former Executive Secretary, UNECA

Dear Colleagues,

Friday, 31 August 2012 marked the end of my mandate as United Nations Under-Secretary-General and Executive Secretary of the United Nations Economic Commission for Africa. Pending the arrival of the new Executive Secretary, Mr. Abdalla Hamdok, Deputy Executive Secretary is the Officer-in-Charge of UNECA.

I plan to leave Addis Ababa on 5 September 2012 after the funeral ceremonies of late Prime Minister Meles Zenawi and also taking leave of the national authorities of Ethiopia. This is a sad time for all of us and as we mourn the loss of the late Prime Minister, I wish to re-state our sympathy to his family and to the government and people of this great country. He was a strong supporter and believer in our work and UNECA benefited from his guidance. We pray for the peaceful repose of his soul.

As I bid farewell to you, I want to express sincere and heartfelt

gratitude and appreciation for the support given to me over the past seven years. Together, we have built a more focused, relevant, professional and better resourced UNECA over this period. Our success was mainly due to our collective dedication and hard work but obviously with other contributory factors.

First of all, we revived and up-scaled the partnership with the African Union Commission (AUC), the African Development Bank and for which I want to salute and commend the personal role and contribution of Dr. Jean Ping, Chairperson of the AUC, and Dr. Donald Kaberuka, President of the African Development Bank. Together with our twin Pan-African institutions, we established credible and well-regarded platforms for dialogue and consensus building and for the exchange of ideas on the challenges facing our continent



particularly AU/ECA Conference of Ministers of Finance, Planning and Economic Development; the African Economic Conference; and the African Development Forum. Amongst the many credible decisions of the last AU/ECA Ministerial Conference was the establishment of the High level panel on Illicit Financial Flows from Africa that is now being chaired by former President Thabo Mbeki.

Mr. Abdoulie Janneh, with Do-reen Bongoy Mawalla, Director of Administration (DoA), who he referred to as “someone who brought sanity to the house”.

We also put together credible structures and programmes notably the AU/AfDB/ECA Joint Secretariat Support Office, the ClimDev Africa Programme and the Land Policy Initiative. The partnership of the three institutions also extended to giving more voice and credence to civil society and other non-governmental actors by establishing the Coalition for Dialogue on Africa (CoDA) and in which particular instance I want to acknowledge the contribution of Former President Festus Mogae as well as Mr. Mo Ibrahim, Chair of the Mo Ibrahim Foundation, who in addition is supporting the innovative Leadership Fellowship programme in UNECA.





Mr. Abdoulie Janneh, with Doreen Bongoy Mawalla, Director of Administration (DoA), who he referred to as "someone who brought sanity to the house".

UNECA continues to produce credible knowledge products to support and promote the socio-economic development of Africa as attested to by the Economic Report on Africa, Assessing Regional Integration in Africa report, the African Governance Report, the Sustainable Development in Africa Report, the Mutual Review of Development Effectiveness, the African Women's Report, the African Statistical Yearbook and the MDG Progress Report to which, in the spirit of partnership and consistent messaging, we have associated several different partners.

These publications also reflect the great strides we have made in programme development to tackle some of Africa's pressing challenges. These programmatic strides have been made across several sectors and thematic areas including climate change; trade; statistics and statistical development; information and communications technologies; science, technology and innovation; governance, gender and development planning. In doing so, we have benefited from working closely with various other institutions and in the particular area of trade, I want to acknowledge the friendship and positive disposition of Mr. Pascal Lamy of the World Trade Organization who was very supportive of our work and generously described our African Trade Policy Centre as 'world class'.

We have also benefited a great deal from the understanding and support of our bilateral partners. The spirit of the partnership is typified by the establishment of a Strategic Partners Dialogue between the AUC, AfDB, ECA and Regional Economic Communities on the one hand and the bilateral partners on the other. Our bilateral partners have also contributed to significantly boosting ECA's resource base

thus enabling us to expand and deepen our programmatic activities and to improve our organization, processes and culture.

As part and parcel of the United Nations System, ECA has cooperated and collaborated with other Secretariat Departments as well as the Agencies, Funds and Programmes in many regional and global processes. I want to acknowledge the support that I obtained from my colleagues the Executive Secretaries of the Regional Commissions and their staff as well as UN Senior Management under the leadership of Secretary-General Ban Ki moon. In this context, I want in particular to express sincere appreciation to Ms. Catherine Pollard, Assistant Secretary-General, Office of Human Resources Management for helping us to tackle the challenges we faced in the area of human resources management.

It is with deep feelings that I say 'au revoir' but I am convinced that our paths will cross, especially in the areas of regional integration and governance two over-arching and cross-cutting issues on which I will continue to be engaged. I will always cherish and appreciate our last Town Hall meeting that was full of warmth, friendship and goodwill from all of you.



OES Staff with their former boss, Mr. Abdoulie Janneh

I wish you all the very best for continued personal development and the success of UNECA under the leadership of the new Executive Secretary, Mr. Carlos Lopes. From henceforth, I can be reached at mojanneh@hotmail.com.

Sincere best wishes.

Abdoulie

Farewell for former ECA Executive Secretary, Abdoulie Janneh:

Abdalla Hamdok, Deputy
Executive Secretary, UNECA



Ladies and Gentlemen,

Welcome to this Town Hall meeting. Before we start our programme, I would like us to recognize that the departure of H.E. Meles Zenawi is not only felt in Ethiopia, it is felt in the region, in Africa and in the world at large. He was a true son of Africa, a Pan-Africanist who led many important initiatives and instruments such as NEPAD, APRM and the work on climate Change to name but a few. Meles was a visionary and committed leader. He was an intellectual who had deep appreciation of knowledge and evidence based analytical work. He was a friend of UNECA and will be missed by all.

We are gathered here today to bid farewell to Mr. Abdoulie Janneh, UN Under-Secretary General and Executive Secretary of UNECA. Mr. Janneh led the ECA for the last 7 years. A good part of his career was devoted to accompanying the African moment by promoting regional integration. I would like to share with you few of his achievements over the past few years.

1. The repositioning exercise: the Repositioning that the secretariat embarked on in 2006. As you

will recall, this exercise was guided by the principles of excellence, cost-effectiveness and enhanced partnerships to improve delivery at the programme, managerial, organizational and intergovernmental levels. The repositioning was anchored around the two key pillars of: promoting regional integration and helping Africa to meet its special needs.

2. A strong and credible partnerships to promote coherence and avoid duplication while ensuring a vastly scaled up programmatic collaboration with the African Union and African Development Bank manifested in the joint flagship reports and activities which are now underpinned by the establishment of the Joint Secretariat Support Office.

3. Committed bilateral development programme to the work of not only the ECA but to the work of the three institutions and the Regional Economic Communities using a platform called Strategic Partners Dialogue which provides knowledge and resources to complement our work. The success story here is the remarkable increase of resources from around US\$ 10 million to over US\$130 million.

4. Strengthening SROs and working closely with RECs: We are promot-

ing regional integration through support to integration institutions and promotion of trans-boundary cooperation in trade and trade facilitation, ICTs, mining, water, energy, transport, and value chains. A key element of such support was the provision of technical assistance to African regional economic communities through multi-year programmes spearheaded by our subregional offices. Available evidence confirmed that the strengthening of the SROs initiated in 2006 had largely succeeded. On a grandeur scale, our key role in the development of the Continental Free Trade Area, which dominated the discussion of the two AU Summits this year, was recognized not only by African leaders but also by our strategic partners.

5. Convening Potential; CoM, ADF, Various committees. Also in recognition, of the important role of non-State actors in the provision of knowledge and services to promote African development that led to the establishment of the Coalition for Dialogue on Africa (CODA) chaired by former President Festus Mogae.

6. The number of special initiatives undertaken by ECA closely working with key institutions and Partners.

These include:

- Develop statistical capacity at National, Sub-regional and Continental;
- Africa Climate Policy Centre (ACPC)
- Africa Trade Policy Centre (ATPC)
- Addressing the problem of illicit financial flows from Africa (IFF)
- Governing development and enhancing the role of the state in development including supporting efforts to revive development planning;
- Promoting sustainable development, with particular emphasis on integrating the economic, social and environmental dimensions of development (follow up to Rio+20);
- Improving capacity for achieving poverty reduction in the context of a post-MDG development agenda (Economic and Social policy analysis);
- Strengthening the capacity for natural resources management in support of Africa's

development. Soon to be achieved, the Africa Mining Development Center (AMDC).

I would like to believe that our credentials both as a regional forum for policy dialogue and as an advocate for Africa's development are largely recognized. Our knowledge generation, capacity building and advocacy activities are increasingly being underpinned by active and



strategic partnerships and strongly supported by key development partners in virtually all areas of ECA's work.

Thank you for your attention.

Abdou Dieng

World Food Programme (WFP), Country Director for Ethiopia

Q1. What is your background? For how long have you been working for WFP?

AD: I am a national of Senegal. I joined WFP in 1994 and have been posted since to Angola, Rome, Haiti, Nicaragua, Cameroon, Guinea Bissau, Cote d'Ivoire, Guinea, Democratic Republic of Congo (DRC) and, now I am in Ethiopia since June 2011. Prior to joining WFP, I was working with the private sector. I graduated with a Masters Degree in Transport Economy from France.

Q2. Can you briefly tell your readers what the WFP Office in Ethiopia does?

AD: This is the biggest WFP office in the world within the frame of food assistance.

WFP has several projects in the country to protect lives and livelihoods of more than 7 million vulnerable people in Ethiopia including refugees.

Within the framework of Ethiopia's National Relief Assistance Programme, WFP plans to provide emergency food assistance to 3 million people this year (an increase from 2.6 million following the release of the Humanitarian requirement Document by the government).

WFP in Ethiopia also has activities to fight moderate malnutrition and also provides meals to 650,000 school children through the Food For Education programme, enabling children not only to go to



school but also to stay at school, especially girls.

In addition, WFP is fully engaged in assisting those with HIV and AIDS through food distribution, providing home-based care, anti-retroviral treatment (ART) and mother-to-child transmission (PMCT) prevention.

WFP also works closely with UNHCR and currently provides food assistance to 338,000 refugees in Ethiopia.

Because of its logistic experience, WFP is also involved in different services for the humanitarian community as a whole such as UNHAS, the UN humanitarian air service managed by WFP. Every month an average of 900 passengers working for 35 organizations use this service. This is particularly relevant in areas where land transport is neither efficient nor safe.

WFP in Ethiopia also serves as a Logistics hub to deliver food to South Sudan and Somalia. Thanks to the Ethiopian authorities' help,

WFP was recently able to organize food airdrops from Gambella to refugees in South Sudan.

Q3. What is the total number of staff? How many of them are working here in Addis Ababa and how many are in the field?

AD: The total number of staff is 750 out of which 470 are in the field. There are 14 offices in the field and WFP is present in all the regions.

Q4. How often do you communicate with your staff stationed in the field?

AD: I go to their offices to see them. I try to divide my time equally 1/3 here at our headquarters, 1/3 in the field and 1/3 for mission travel. It is also the principle of the organization to bring to headquarters twice a year staff representatives from the field.

Q5. What is the general background of WFP staff?

AD: The majority of people in the agency are from a Programme background, but we also have

logisticians, who have experience in food management and transport. The organization also needs finance people, more technical people including those who work on IT. We also have staff skilled to carry out assessment on food security through a unit called Vulnerability Assessment and Mapping (VAM).

Q6. Safety and Security of staff is an increasing challenge for WFP offices world-wide, particularly in Africa. In 2011 alone, 64 percent of the incidents involving WFP staff, assets and partners were registered in Africa. What is the action taken by your organization to change this tragic scenario?

AD: This is on top of our agenda. Our staff faces challenges; we train them with usage of equipment. Based on the number of movements, the accidents currently recorded are not that many and are acceptable. With 750 staff traveling around in the 14 regions of the country, there can be a number of incidents but we put everything in place in the framework of the UN Country Team to make sure that all our staff carry out their duties safely.

Q7. What is the problem with the current Security Management system? Where are the deficiencies?

AD: Security management is OK. The designated office is responsible for ensuring security for all field and headquarters staff. All the UN systems organizations get together once a month to discuss how to make sure national and international staff are safe.

Q8. Climate change, conflicts and current global economic depressions create disastrous situations for many countries, increasing the

need for WFP's involvement. How is the organization prepared to cope with such circumstances?

AD: Climate change has a huge effect on our work. When the drought comes, we try to anticipate the consequences from our experience of drought cycles. We have quite a strong focus on activities around resilience building, in order to help people to be better prepared when a drought hits or to apply techniques helping in the management of soil and water when confronted to the effects of climate change.

In this regard, WFP is part of the Productive Safety Net Programme (PSNP), a joint government/donors/WFP programme which provides chronically food-insecure people with a combination of cash and food assistance.

WFP has also a programme called MERET, which is community based and aims at reducing vulnerability to weather shocks through sustainable natural resources management. Purchase For Progress (P4P), which is another project, also aims at helping low-income farmers to produce better grade yields and improve their access to markets. The project aims to reach 67,000 farmers by 2013.

Q9. How many countries in Africa have received such assistance?

AD: There are about 100 million people who receive assistance from WFP and the majority is from Africa. But Ethiopia, due to its population size, is assisted in the largest programme on the continent.

Q10. How do you assess the contribution of WFP to Africa?

AD: Looking at the number of countries which received assistance 10 years ago, there has been a decrease. In some countries like Angola WFP was able to leave, which is the ultimate success for us. Taking the case of Ethiopia, the challenges are here but so are the hopes.

Q11. What would you like to say to those who are currently working in WFP and those who would like to join the organization in the future?

AD: This is a job that one must like to do. There is a need to be passionate to help others who cannot make it. But, at the end, one feels very useful.

Q12. Any Message to your readers?

AD: This is to thank you the WFP staff, Donors, Government officials and in general the entire UN system agencies, NGOs, CSOs and other interregional organizations for their partnership and support to the organization. Thank you for your contribution.

Interview by Seble Demeke

Version Française

Q1 – D'où venez-vous, quel est votre profil professionnel, depuis quand travaillez-vous au PAM ?

AD : Je suis d'origine Sénégalaise. Je suis entré au PAM en 1994 et ai travaillé dans plusieurs pays pour l'agence, Angola, Rome, Haïti, Nicaragua, Cameroun, Guinée Bissau, Côte d'Ivoire, Guinée, République Démocratique du Congo (RDC) et maintenant en Ethiopie depuis Juin 2011. Avant d'être au PAM je travaillais dans le secteur privé. J'ai

un Masters en Commerce International et Logistique.

Q2- Pouvez-vous brièvement expliquer aux lecteurs quelles sont les activités du PAM ?

AD : Le PAM en Ethiopie est le bureau le plus large du PAM dans le monde en terme d'assistance alimentaire.

Le PAM dispose de plusieurs programmes dans le pays afin de venir en aide à plus de 7 millions de personnes vulnérables en Ethiopie, incluant les réfugiés.

Dans le cadre du programme d'assistance national pour l'urgence, le PAM prévoit de distribuer de l'aide alimentaire à 3 million de personnes cette année (une augmentation par rapport aux 2.6 millions actuels suivant la sortie des résultats du Humanitarian Requirement Document).

Le PAM a également mis en œuvre des activités pour lutter contre la malnutrition modérée et fournit aussi des repas chauds à plus 650,000 écoliers à travers le programme « Nourriture pour l'Education », permettant ainsi aux enfants d'aller à l'école mais surtout d'y rester, en particulier pour les filles.

Nous venons également en aide avec des programmes de nutrition aux personnes qui vivent avec le VIH/Sida.

Le PAM travaille aussi en étroite collaboration avec le HCR et distribue de l'assistance alimentaire à 338,000 réfugiés qui se trouvent en Ethiopie.

En raison de son expérience logistique, le PAM est également

engagé dans plusieurs services pour l'ensemble de la communauté humanitaire comme UNHAS, le service aérien humanitaire des Nations Unies géré par l'agence. Chaque mois 900 passagers en moyenne, de 35 organisations différentes sont transportés par ce service, qui est surtout utilisé pour les endroits où le transport par route est peu sûr ou insuffisant.

En terme logistique, notre agence en Ethiopie sert également de plateforme pour acheminer l'aide alimentaire vers le Sud Soudan et la Somalie. Grâce à la collaboration des autorités éthiopiennes le PAM a récemment été en mesure d'opérer des largages de vivres pour les réfugiés du Sud Soudan, depuis Gambella.

Q3. Combien de personnes travaillent pour le PAM en Ethiopie ? A Addis Abeba et sur le terrain ?

AD : Au total 750 personnes travaillent pour le PAM en Ethiopie dont 470 sur le terrain. Il y a 14 sous-bureaux et le PAM est présent dans toutes les régions.

Q4. Quelle est la régularité de vos communications avec le personnel sur le terrain ?

AD : Je me déplace régulièrement sur le terrain. J'essaie de partager mon temps de la manière suivante : 1/3 à notre siège, 1/3 sur le terrain et 1/3 pour les missions. Un des principes de l'agence est aussi de faire venir au siège les représentants du terrain deux fois par an.

Q5. Quel est le profil des personnes qui travaillent au PAM ?

AD : La majorité de notre personnel a un profil programme, mais nous avons également des logisticiens

qui ont l'expérience du transport et du stockage des vivres. L'agence a également des personnels plus versés dans les finances, et également des techniciens spécialistes de l'évaluation en terme de vulnérabilité des personnes dans le cadre de la sécurité alimentaire au sein de l'unité VAM (Vulnérabilité, analyse et cartographie).

Q6. La sécurité des personnels est un défi croissant pour les bureaux du PAM dans le monde, en particulier en Afrique. En 2011 seulement, 64% des incidents touchant des personnels ou partenaires du PAM nt été enregistrés. Quelles sont les actions prises pour changer ce scénario tragique ?

AD : La sécurité est notre priorité. Oui notre personnel fait face à des défis dans ce domaine, nous les entraînons, leur fournissons l'équipement de communication nécessaire. Si l'on regarde le nombre de déplacements, les incidents enregistrés sont assez peu nombreux en ce moment. Avec 750 personnes qui voyagent régulièrement dans toutes les régions du pays, il peut y avoir un nombre d'incidents mais nous mettons tout en œuvre, dans le cadre de l'équipe de pays des Nations Unies, pour assurer que le personnel peut faire son travail en toute sécurité.

Q7. Quel est le problème avec le système de management de la sécurité actuel ? Ou sont les faiblesses ?

AD : Le système est bon. Le bureau désigné est responsable pour assurer la sécurité de tout le personnel sur le terrain et au siège. Toutes les agences du système des Nations Unies se réunissent une fois par mois pour discuter de ces questions et s'assurer que les personnels nationaux et internationaux travail-

lent dans de bonnes conditions de sécurité.

Q8. Le changement climatique, les conflits et la crise économique créent des situations désastreuses dans beaucoup de pays, comment le PAM est-il préparé pour affronter de tels impacts ?

AD : Les changements climatiques ont un effet très important sur notre travail. Quand les cycles de sécheresse arrivent, nous essayons d'en anticiper les conséquences en nous basant sur notre expérience. Nous donnons une importance particulière aux activités touchant à la résilience, pour aider les gens à mieux se préparer lorsque la sécheresse les frappe, en mettant en œuvre des techniques pour améliorer la gestion de l'eau et du sol.

Le PAM fait aussi partie du PSNP, un programme conjoint avec le gouvernement et les bailleurs pour venir en aide aux personnes en insécurité alimentaire chronique à travers une assistance en vivres et cash.

MERET est également un programme du PAM, basé sur les décisions des communautés, pour réduire la vulnérabilité aux chocs climatiques par le management des ressources naturelles.

Enfin le projet pilote Achats Pour le Progrès a pour but d'aider les petits agriculteurs à accroître leur production et améliorer leur accès aux marchés. Le projet a pour but de toucher 67,000 agriculteurs d'ici 2013.

Q9. Combien de pays en Afrique reçoivent votre assistance ?

AD: Environ 100 million de personnes reçoivent l'assistance du PAM

dans le monde, dont la majorité en Afrique. En raison de sa taille, l'Éthiopie est le plus grand programme du continent pour le PAM.

Q10. Comment évaluez-vous la contribution du PAM en Afrique ?

AD: Si l'on se penche sur les pays qui ont reçu notre assistance durant des dix dernières années, il y a eu une diminution. Dans certains pays, comme en Angola, le PAM a pu partir, ce qui est l'ultime succès pour nous. En ce qui concerne l'Éthiopie, il y a encore des défis à relever mais beaucoup d'espoir également.

Q11. Que voudriez-vous dire à ceux qui travaillent actuellement au PAM et à ceux qui voudraient y entrer ?

AD: Que c'est un travail que l'on doit aimer passionnément. Il faut être passionné pour vouloir aider ceux qui sont en difficulté. Et à la fin c'est extrêmement gratifiant.

Q12. Si vous avez un message à passer ?

Je tiens à saisir cette opportunité pour également remercier tous ceux qui travaillent pour le PAM, mais aussi les membres du gouvernement, les bailleurs, les agences des Nations Unies, les ONGs et les organisations interrégionales pour leur partenariat et soutien à notre agence.

Traduit par Stéphanie Savariaud, point focal, PAM

**Your
Comments
about
Staff Voice
are most
welcome**

Dennis Weller,
USAID/Ethiopia, Mission
Director

Q1. You are the new Mission Director for Ethiopia. Where were you posted before coming here?

I joined USAID over 30 years ago. The first part of my service was in Asia, including Malaysia, Burma and Pakistan and the last part has been in Africa, in Kenya, Ghana and, most recently, Rwanda. I am an agricultural economist specializing in agricultural development and food security.

Q2. Could you tell us briefly how USAID is cooperating with the UN System organizations working in Ethiopia?

US Government support to the UN goes through its assessed contributions, which accounts for 22% of the core UN regular budget. We also provide funding for programs to various UN specialized agencies. In our project specifics, we work through the Development Assistance Group (DAG), where there is a coordination mechanism for the partners.

Q3. What are the areas of cooperation?

We work together in so many different areas, but one of our largest partners is the World Food Programme (WFP). Over \$US 100 million is contributed to WFP for their household and refugee programmes. We also work closely with WFP's Purchase for Progress program on our Feed the Future Initiative and support to farmers. FAO is another partner. We work together to help farmers become more resilient in coping with emergency situations.



Photo credit: Robert Sauters, USAID Ethiopia

UNICEF is also an important partner in the area of child survival and receives support in malaria, as well as in emergency programmes for public health, nutrition and hygiene. We also provide support to UNICEF's work in the area of Highly Vulnerable Children. USAID also contributes to UN-OCHA for overall coordination of humanitarian operations and to UN-HAS through WFP for humanitarian air services to reach various regions of Ethiopia.

Q4. How do you evaluate this cooperation?

Our largest and most complex projects in Africa are in Ethiopia and we conduct our field operations working as partners with WFP, UNICEF, WHO and other UN agencies as well as international NGOs and local organizations. We have a strong relationship with these organizations. We have reformed USAID institutionally in order to improve the effectiveness of our assistance, including strengthening our collaboration and partnering with bilateral

and multilateral institutions and also with private sector partners. Because most donors have a presence here in Ethiopia, we have been able to work together. This has made our contributions more cost-effective.

Q5. The current UN motto is "Delivering as one". What is your opinion about this initiative?

There is no better example of this much-needed cooperation than here in Addis where the large UN representation comes third after New York and Geneva. Reducing overlaps, duplication and improving coordination is in everybody's interest. Rwanda was one of the first pilot countries for delivering as one and it demonstrated the gains from better coordination. Delivering as one also ensures that more of the money we give goes to programmes and not to administration. However, bringing different organizations to work together is not an easy task and this is a common problem not only to the UN, but also to other intergovernmental organizations including the



USAID Ethiopia Mission Director Dennis Weller meets with farming cooperative members at a USAID supported demonstration plot for nutritious chickpeas and improved maize located in the Oromia Region town of Wolliso. (photo credit: Nena Terrell, USAID Ethiopia)

Q7. What are the highest priority areas of USAID's support to Ethiopia?

If we look at funding, it is the health sector. Within health, preventing and treating malaria, reducing child and maternal mortality, improving nutrition, and preventing and treating HIV/AIDS through our PEPFAR program, are the priority areas of USAID and as I mentioned, we work closely with UNICEF, WHO, and WFP for nutrition on these programs. I would say the other major area is in social protection which is supported through the Government's Productive Safety Net Programme. There are many households which are on the borderline and could be easily pushed below the poverty line threshold. This programme helps them through food aid and cash donations. USAID provides food aid and other donors support by donating cash. The Productive Safety Net Programme has been going on for the last 10 years. As a result of the programme, fewer households fell into poverty during the 2011-2012 drought.

Q8. Any other information you would like to pass on to your readers?

I think Ethiopia has taken on and is delivering on a huge commitment to its population and the country is achieving most of the MDG targets. This demonstrates that although development in Ethiopia is tough, you can get results.

Thank you Mr. Weller.

Interview by Seble Demeke

U.S. Despite the challenge, we all need to continue to work toward greater aid effectiveness.

Q6. Tell us briefly about USAID's cooperation with the African Union (AU)?

We have two Ambassadors, one accredited to Ethiopia and since 2006, a second Ambassador to the African Union (AU). Since 2011, our AU Ambassador, Ambassador Battle, is also the U.S. Permanent Representative to the United Nations Economic Commission on Africa. With his U.S. Mission to the African Union, we have a USAID/African Union unit dedicated to working with the AU. Under our current 2010-2013 assistance agreement, USAID provides \$US 6 million to multiple AU programs.

The largest share of USAID's funding for the AU since 2010 is for

election assistance and institutional capacity building. Significant support is also available for the AU Action Plan for Boosting Intra-African Trade and the AU Campaign on Accelerated Reduction of Maternal Mortality (CARMMA). Through the UNECA, we fund a \$500,000 post-doctoral scholarship for African scientists engaged on adaptation to climate change.

Most of our direct support for AU agricultural programs is managed through Washington, to help improve food supply, resiliency and food security. The 2008 G8 Summit in L'Aquila, Italy was a pivotal moment for hunger and poverty reduction when President Obama pledged \$US 3.5 billion in U.S. support over three years to advance food security, resulting in an additional \$US 18.5 billion from other donors for the New Alliance for Food Security and Nutrition.

Josué Dioné

Director, Food Security and Sustainable Development Division, (FSSDD)
UNECA

Q1. Please tell us about your background. How long have you been in this Division?

JD: I am a citizen of Mali. I am trained as agricultural economist from Michigan State University (MSU), USA, where I also worked as Regional Research Program Coordinator and Associate Professor for about 13 years before joining the African Development Bank (AfDB) as a Principal Policy Economist. From 2001, I joined ECA as Director of the Food Security and Sustainable Development Division (FSSD). I have some 35 years of experience in international organizations, working with USAID, CILSS, AfDB, ECA and others, at national, sub-regional and regional levels in Africa. I have spent my career focusing on agricultural and sustainable development issues and been heading this Division for 11 years now. Though very challenging because of the scope and complexity of FSSD's program, the work has been exciting combining as it does issues of food security, agriculture, natural resources, environment and sustainable development. At one point, FSSD addressed the nexus of Population, Food, Agriculture and environment as well as Science and Technology. Since 2006, with the repositioning of ECA, the Division now focuses on food security, agriculture, environment and such cross cutting issues as climate change and the Rio+ Conference for sustainable development.

Q2. What is the present state of food security in the African conti-



ment? Could we say that we have less people going hungry today than, say, 20 years ago?

JD: This is a very important question. Food security remains one of the biggest development challenges in Africa. Up to the mid-1960s, Africa was a net exporter of food to the rest of the world. Since then, for a combination of complex reasons, Africa performance on food security has declined and the situation now is very alarming. Currently, close to 240 million people are chronically hungry. That is, one out of four persons goes hungry in the continent. If you think of the consequences of such a high level of food insecurity on education, health and other capacities, you can easily get a feel of the related negative implications for economic growth and human development. Food security should rank number one on Africa's development agenda. Looking at the last 15 years, early 1990s to the last decade of 2000, the number of hungry people in the continent has increased by 52%. Currently, there are some 13 million people in need of food aid in the horn of Africa. Likewise, 16 million people need emergency food assistance in West Africa's Sahel region. So, Africa is probably today the region of the

world where food security concerns should be highest on the agenda.

Q3. Could you explain to us briefly how many African countries have improved their food security in the last 20 years?

JD: Over the last 20 years, some 10-15 African countries have improved their food security situation. Those countries have at least achieved some acceptable and suitable improvement in their food security situation, mostly as a result of deliberate and appropriate policies not only in support of agricultural development but also by means of additional measures such as safety net programmes, particularly for the most vulnerable people. Among them, Ethiopia and Ghana have demonstrated how sound policies for agricultural development and social protection can make a big difference in terms of impact on both food security and poverty reduction.

Q4. What does the future hold for food security in Africa, taking into account the population growth?

JD: Very important question. Basically, the problem of food security is looked at as a race between population and agricultural growth. So far, agricultural growth is lagging

behind, resulting in a widening gap between total demand for food in Africa and total supply of food from African agriculture. There is no reason why this problem should continue because Africa is one of the regions of the world that is abundantly endowed in land for agriculture, in water resources for agriculture and people who can increase significantly food and agricultural production. Africa has today what it takes not only to feed all the population of the region but to become a major supplier to the world food market. Indeed, the continent still has at least 40% of land suitable for agriculture that is not yet exploited. The continent uses only 4% of its available water resources and this is in strong contrast to only 6 to 7% of all agricultural land in Africa being irrigated. Even without increasing the area for cultivation, Africa could double its food production and become not only self-sufficient but also a global net food exporter by just improving water resources management and increasing the adoption of better agricultural technologies and farming techniques that are available. Reliance on food aid and heavy dependence on imports from increasingly volatile world markets in the context of climate change is simply not a viable long-term strategy for sustainable food security in Africa.

Q5. What kind of advice do you give to African governments in order to increase their current food security situation?

JD: Basically, to exploit the considerable potential that Africa has to expand food production, governments need to reverse the very damaging policies of under-investment in agriculture that they have pursued over the last three to four decades. Indeed, under the structural adjust-

ment and poverty reduction strategies and programmes of the 1980s onwards, agriculture has been one of the most neglected productive sectors in Africa. The consequences of the resulting under-investment are very obvious in terms of poor production and market infrastructure for agriculture, very poor access to services like communication and energy in rural areas, not to mention poorly financed agricultural research and development institutions. African governments need to make it a priority to invest in public infrastructure and support services that would enable the region to realize its full potential in food production and trade. They should also promote and support a value-chain approach to agricultural development so as to link African farmers to African consumers. This last point is very important because, due to weak regional integration and the lack of a vibrant agro-industry and agribusiness sector, African farmers are somehow disconnected from the African food market, which is fueled by increasing demand for processed food products by a rapidly urbanizing population. As a result, the region has been importing increasingly processed food from the rest of the world to fill the gap between regional demand and supply. Last year, Africa imported 43 million tons of food and the continent's food and agricultural import bill now amounts to nearly US\$ 50 billion per year. Until Africa succeeds in developing the agro-industry and agribusiness sectors, which link farmers to consumers, particularly urban consumers, the region will continue importing processed food and other agricultural products.

Q6. What are the concrete contributions made by ECA to improve the situation of food security in the continent?

JD: We conduct policy analysis and dialogue, and engage in technical cooperation including the provision of advisory and capacity development services with respect to the big challenges that African governments should address in the areas of food security and sustainable development. In this regard, FSSD has developed some major initiatives over the last few years. In partnership with the African Union Commission (AUC) and the African Development Bank (AfDB), we have developed and are implementing the Land Policy Initiative (LPI) aimed at assisting African countries in the formulation and implementation of comprehensive policies that provide for economic efficiency in the allocation and use of land resources, social equity in access to land, and environmental sustainability in land resource use. Within the framework of the same ECA-AUC-AfDB partnership, we have developed and are implementing the Climate for Development in Africa (ClimDev-Africa) programme, with the ECA/FSSD taking the lead to conceptualize, establish and operationalize the African Climate Policy Centre (ACPC). More recently, FSSD has embarked with the AUC and FAO in another major initiative aimed at enhancing regional cooperation and integration for promoting and developing the value chains of selected food and agricultural commodities of strategic importance to the region. In this context, we are currently working with COMESA and ECOWAS to develop regionally-coordinated value chains of maize, rice and livestock products in Eastern, Southern and West Africa

I thank you for this enlightening discussion.

Interview by Seble Demeke

Joseph Tinfissi Ilboudo,
Chief, Statistical
Development Section
African Centre for Statistics
(ACS)

Q1. Would you please describe the work of your Section?

JTI: The African Centre for Statistics is one of nine ECA subprogrammes. It is a division entrusted with centralizing data on African countries, in order to promote the economic and social development of member States, foster regional integration, and promote international cooperation for Africa's development. There are three Sections within ACS namely the Statistical Development section, the Demographic and Social Statistics section and the Economic Statistics and National Accounts section. There is also a Unit which is in charge of Data Management.

The Statistical Development Section, which I am heading, helps countries to develop their capacity in terms of production of timely and relevant statistical information. Countries are expected to produce up-to-date information for their own use as well as for other users, including Pan-African and international institutions. This puts heavy demand on countries to avail such information; necessitating their capacity to be strengthened. The Section coordinates the implementation of the Reference Regional Strategic Framework for Statistical Capacity Building in Africa (RRSF) in collaboration with the African Union Commission (AUC), and the African Development Bank (AfDB), supported by a host of international organizations. In the framework



of the RRSF, the section supports countries to develop and implement their National Strategies for the Development of Statistics (NSDS).

The Statistical Development section is also in charge of coordinating statistical training within the continent, one of the major challenges constraining development within the continent. The section manages the Secretariat of the African Group on Statistical Training and Human Resources (AGROST), which is one of the technical working groups constituted by the Statistical Commission for Africa's (StatCom-Africa). This helps to address the human resource need for the production of timely and relevant statistical information. Lack of well trained and sufficient statistical personnel as well as lack of efficient statistical training systems are some of the recurrent problems within the National Statistical System (NSS) in general, and particularly within the National Statistical Offices (NSOs). This situation is further aggravated by the high staff turnover of staff from NSOs.

Q2. When you look at Statistics on a piece of paper, you see figures, equations and assumptions. How do you demystify statistics and

simplify them so that ordinary mortals like delegates/people (not statisticians) can understand?

JTI: Statistics are the mirror of the nation in much the same way as when you look at yourself in the mirror. Statistics reflect a country's development needs and the needs of the population, in terms of infrastructure, hospitals, schools, water supply, electricity, energy consumption, food production as well as money supply.

Q3. What are the advantages and drawbacks of statistics as an indicator?

JTI: Statistics serve as a thermometer for measuring how well a nation is doing in terms of social and economic development. Statistical data are secured by conducting surveys, censuses, from administrative records including civil registration and vital statistics systems. An example is the records maintained by customs offices relating to imports and exports.

The drawbacks occur when measuring tools malfunction, giving wrong information which leads to wrong decision making which can be disastrous.

Q4. Who are the people that are using your output?

JTI: ACS is serving the Divisions in ECA by providing them with data collected from countries which is then used for diverse purposes. In a broader way, Statistics are used by everybody. Established authorities need to see the result of their efforts in addressing poverty reduction, fostering economic growth and also in assessing the impact of their policies. The general public also needs to know the consumer price index in order to manage their resource. In simplest form, price data gives consumers a choice of products to buy and also enlightens them on how to manage their food basket or home economics.

Q5. How do statistics contribute to the economic development of a country?

JTI: Economic development is all about proper planning and proper planning requires accurate, up-to-date and sound information on the economy. Statistics provide such in-

formation at the Micro and Macro economic levels.

Q6. Is there a kind of guide/manual which helps Member States to make decisions E.g. in setting a price for products like Cocoa, Coffee etc. ?

JTI: If the information is well collected, compiled and disseminated, it helps the entire nation to plan for economic growth, organize a good redistribution of wealth and to ensure a sustainable allocation of resources for better development outcomes. The challenge that Africa still face is the production and dissemination of these type of macroeconomic information. What ECA is trying to do is to get the information from countries and make it available to users.

Q7. What kind of advice do you give to those of us who are not statisticians?

JTI: I will say that, the management of one's personal and/or professional life is to plan correctly according to one's economic capability and

use that in the most appropriate way. At the level of the family, each head of family needs to know that by deciding to buy what they cannot afford, they are endangering the family. If you borrow and are unable to pay back, you lose your credibility and will be denied the chance to borrow any further. This same theory also applies to a nation. If a nation borrows and is unable to pay back it is "deteriorating the quality of its signature".

Q8. Any message to ECA staff in general and in particular to your Division?

JTI: I would like to invite all those who are involved and responsible for carrying out a programme and/or a project to access our database to get the information they require. For further information on the work of our Division, please consult our website on the link www.uneca.org/statistics.

I thank you for your time.

Interview by Seble Demeke

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Kojo Busia

Chief, African Peer Review
Mechanism (APRM)
Support Unit, UNECA

Q1. Tell us about your background?

KB: I received my B.A. degree in International Relations from George Mason University, one of the premier universities in the Washington DC area and then went ahead to Cornell University in upstate New York, where I did my M.A. and Ph.D. in African politics and international development policy. Thus, I come to governance with a much broader training in both politics and development policy. I am a student of how the State, institutions and society interact in order to optimize citizens' welfare for the common public and social good. This is simply the task of promoting and building democracy and good governance in Africa.

I started my career with USAID as a Foreign Service Officer in the area of democracy and governance during the Clinton Administration in Washington, D.C. In the course of my 10-year career with USAID, I served in several countries including Kenya, Romania and then Mali before joining ECA in 2003. Interestingly enough, I joined ECA at an inspiring period of Africa's development trajectory when the New Partnership for African Development (NEPAD) and the African Peer Review Mechanism were being formulated and elaborated upon with democracy and good governance at their epicenter. This period of African renaissance was so exciting that I left my US Foreign Service career job and joined the then Development Policy Management Division



(DPMD) which had started work on the African Governance Report (AGR). I was one of the pioneer ECA technical experts who provided technical advisory services to the APRM secretariat in the implementation of the APRM. So in 2006, during the repositioning exercise of the ECA, I was chosen as the OIC for the newly-established APRM Support Section and eventually became the Chief of the Section in 2007 through a competitive process. I am now in charge of all ECA strategic, substantive and technical advisory services to the APRM at both the national, continental and international levels. I lead a wonderful team of competent professional and support staff without whom nothing can be achieved in the section.

Q2. What does good governance mean to you?

KB: To me, good governance is how leaders exercise the trust and responsibility given to them by citizens in the management of public affairs. Citizens, through their votes, legitimately have expectations for such things as public services, respect for the rule of law and hu-

man rights as well as fundamental freedoms. All of these are embedded in the social contract between the State and society mediated through several institutions and structures in a transparent and accountable manner forming the fundamental and underlining element of good governance. Citizens entrust their leaders with responsibilities and the leaders ought to deliver according to the rule of law. At the end of the day, good governance is about ethical behaviours of citizens and State alike, bounded by a set of norms, standards and codes. The processes, structures and institutions established may differ from place to place, but the fundamental behaviours and their outcomes should not change. It all boils down to human and institutional behaviours within a specific context. Until we get these fundamentals right, we would keep on talking rather than delivering.

Q3. What is the main focus of APRM

KB: APRM was borne out of the recognition by African leaders that their only way of promoting and enhancing good governance on the continent was through mutually-

agreed codes and standards against which they can monitor progress and performance among themselves. So, in 2003 as an integral component of NEPAD, African leaders, collectively, worked out the APRM as an instrument to measure progress towards meeting their governance goals. Until the establishment of NEPAD, standards for good governance and their monitoring had been largely determined by actors external to Africa in the form of donor conditionalities – remember the structural adjustment programmes against which ECA led a global campaign? Thus, for the first time, Africans came together to collectively and mutually review their performance in political, economic, social and corporate governance standards that they themselves had established. The idea behind the peer review is to share best practices and lessons learned and collectively move towards regional and continental integration. It is a visionary regional initiative that exists nowhere else but in Africa.

Q4. There was a meeting of the Committee on Governance and Popular Participation (CGPP) in 2011. How is it reflected by APRM?

KB: We have a biennial meeting of the Committee on Governance and Popular Participation (CGPP). It is the governing board of the Governance and Public Administration Division (GPAD) made up of civil society, government and the private sector. The Committee meets every two years to review the work programme of the Division, identify the priority focus of our work, and advise the Division on how to effectively address the governance challenges facing this continent. We prepare parliamentary documents

rendering an account of the accomplishments of the Division and how we can improve our work program. This is a vital part of ECA's mandate to keep abreast of Africa's special needs and priorities and not just create one for ourselves.

Q5. Government is only one actor in instituting good governance. There are many actors including civil society (including associations, researchers, farmers' cooperatives, financial institutions and political parties). Do you reach out and take into account the views of the wider public when conducting your review?

KB: During the APRM Country Review Mission (CRM), we undertake consultations with the wider public within the length and breadth of the country. Core to the principles of the APRM is the participation of all stakeholders in the country review process – both at the Country Self Assessment Review (CSAR) as well as the CRM. The idea behind both is to solicit the views of all groups and associations in the country in order to represent their views and voices in the development process of their countries. This enables governments to better address the priorities of their citizens, contrary to how development was carried out in Africa over the last 30 years or so through technocratic approaches imposed on society without much consultation or participation. During the CRM, we make contact with grassroots, civil society and citizens' groups and try to reflect their views on policies and priorities to their governments for them to listen and address those issues. The final APRM Country Review Report therefore serves as a form of the social contract between State and society: so governments must report

to the African Union Summit on country progress. This peer review is serving to bridge the communication gap and lack of trust between citizens and their governments. It is a uniquely African approach to promoting popular participation and addressing governance deficits on the continent.

Q6. One of your publications is entitled "Putting Parliament at the Heart of APRM". How do you do that?

KB: Parliament is one of the governance institutions that play a critical role in mediating between people and government and representing citizens' interests outside of the State. We have awareness training campaigns about how parliaments can engage in the work of APRM. We organize workshops and develop strategic partnerships with civil society since most civil society organizations usually have the requisite expertise. We ensure that parliamentarians are represented on the APRM National Governing Councils. Parliamentary Committees within parliament are also encouraged to have a focal point person for APRM and lastly, we ensure that parliament is always in contact with the APRM continental secretariat and the UNECA APRM Support Section

Q7. There are always accusations by one or the other party when it comes to elections and their outcomes in Africa. How does APRM help in these circumstances?

KB: One of the fundamental outcomes of the APRM is that it is leading to national public dialogues on the role of elections in managing diversity in Africa. As you know, there is a strong contention that election leads to the exacerbation of

violence among competing parties thereby undermining democracy. Every APRM report that we have prepared has dealt with the election and violence nexus issue. The question that is now being addressed is how to balance ethnic diversity and elections with a view to preserving electoral Democracy? The APRM is making important contributions to understanding this dilemma by identifying diversity management and elections as a primary cross-cutting issue. The GPAD is now focusing its flagship publication, the African Governance Report, on this issue of diversity management and elections. This is a fundamental issue the APRM has unearthed which is now being deeply researched and analyzed in ECA's AGR report that will cover about forty African countries. Obviously, the APRM is making transformative contributions as to how Africans perceive their governance systems and what can be done about transforming them. No one can do it for Africans except themselves.

Q8. What are the challenges that Africa faces when it comes to good governance?

KB: One of the most significant achievements of APRM is the potential to identify systemic and structural challenges that must be addressed in order for African countries to achieve good governance. I have already discussed the challenge of diversity management and elections as fundamental. The other significant challenges include corruption, land and natural resource governance and management, gender inequality and, more recently, climate change governance. All these challenges are interconnected in so far as they require that the structures and

institutions established operate on the basis of the rule of law, human and property rights as well as function transparently and behave accountably. There is a tendency in Africa to attribute the prevalence of bad governance to the lack of capacities – institutional, financial and organizational; but that is only half the story. Africa can overcome its governance challenges through processes like the APRM which provide opportunities for policy experimentation, leadership, self-assessment and self-learning that ultimately lead to building the requisite capacities and legitimacy of institutions.

Q9. Any messages that you would like to pass to your readers?

KB: My primary message is that the APRM is a home-grown governance mechanism that is gradually opening the way for greater public dialogue and popular participation in state policy-making and governance issues among all stakeholders within the countries. It essentially seeks to re-shape domestic accountability for governance through the establishment of a social contract that is sorely missing in the African governance system.

For the first time in Africa's post-colonial history, the APRM addresses the issue of genuine popular participation in governance, if not development. The initiative marks a turning point in reshaping and institutionalizing the culture of transparency and accountability in Africa which is long overdue on our continent and we should all welcome it, try to understand it and embrace it.

Thank you.

Interview by Seble Demeke

**Staff Voice
Website
Coming
Soon!**

So much adrenaline

Abel AKARA TICHA
Communications Officer
UN Economic Commission
for Africa
Sub-Regional Office for
Central Africa

Have you heard of brain gyms? Maybe yes, perhaps not! But if not, a temporary assignment as Communication Officer at ECA/SRO-CA would probably make you get the excitement of brain gym workouts, in an environment where you'd have to do a lot of physical movement, on-the-job learning and multi-tasking to keep you on top of your world. A job where you absolutely have to teach yourself the art of relaxing, if you must move from week to week without breaking your last nerve. So, you can figure why I'm happy to tell you about my job-experience at SRO-CA since May 2011.

For a communication officer, SRO-CA is a place where things move thick and fast. First, there are several publications for you to review and repackage piecemeal as crisp weekly and quarterly consumables for policy brokers and the general public. Concepts for the cover design of all publications also have to be brewed in your factory. Further, and hand-in-glove with the Knowledge Management Officer, you are the assembly plant for compendiums of major events of the Office. There is also a myriad internal work/event planning meetings for you to attend and probably take minutes of. Moreover, as activities eternally lurk in the corner, you must prepare a communications



matrix for each of them, exploring the best possible tactics for public exposure and interaction with external clients. On the sidelines, you would have to respond to a number of phone calls and emails from members of the public making enquiries especially about external project funding which is not really the specialty of the office.

Some clients get insistent on trying to have you change the office orientation (if only they knew!) to meet their project dreams but you must maintain your demeanor with the smile of the most seasoned air steward, used to dealing with noisy traders to or from Dubai, to bring them back to planet earth. Also, there are media appearances to promote certain ECA initiatives. And as you get knee-deep into office issues, UN Communication Group meetings and activities would come knocking hard on your door, while good bubble of mails requiring detailed action from the UN Country Secu-

rity Advisor would drum you into a cha-cha dance of multi-tasking whose tempo only goes crescendo!

I won't give in to the temptation of expanding on each of these chores and swamping your mind with matching anecdotes – which would require one full edition of ECA Staff Voice dedicated to my 18-month story. But let me have you sponge up what is unique about a Communication Officer's job probably anywhere at ECA – that of often having to continually take and pass tests on why money must be spent on communicational activities. Yes, money again. But don't get me wrong. I don't want to complain here. My purpose is to come plain. You see, as in many non-commercial institutions, ECA/SRO-CA is not the easiest place to push through a communicational plan that requires spending money beyond the routines of banner-printing and the insertion of press releases into targeted newspapers. So in one meeting, you make a

Contributions

budget proposal for particular media products and everyone seems “cool” with it. But in the very next meeting, and as overall budgetary issues concerning flight tickets for experts and other nitty-gritty crop up, most colleagues develop instant amnesia as to why the office had to pay for a special TV production or fly-in a media crew with a great programme to cover the event. Now, you have to write a business case to support such a plan, with no guarantee that it would be paid necessary attention, as each meeting takes you back to square one of defending your thesis.

At the end of the day, communication must work, for that’s partly,

practically, exactly why you are being paid – to keep making the case that for a knowledge production/policy advisory institution, as ECA, whose regular business is not to respond to the outbreak of wars, humanitarian/political crises and border skirmishes, we would not necessarily be “sexy content” for traditional media editors till we would have insisted enough to give socioeconomic affairs gravitas in the eyes of the media. That is why we must budget for aggressive marketing around our activities and publications through “advertorials” of every form and involve the media, not just as photocopiers of our messages but as actors in our consensus-building mechanisms. \

Now, we should push so that tomorrow, we would pull. We must also push tried and tested communicational boundaries to fly our messages successfully across our member States, not just to policy makers but to all vote-holders. We are still Moses that must go to the mountain, and for the Communication Officer that I am, it takes so much adrenaline to drive this home!



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Work-related stress in developing countries: a growing issue

Submitted by Dr. Andrea Bruni, WHO

What is work-related stress?

Work-related stress is an issue of growing concern in developing countries due to processes of globalization and the changing nature of work.

Work-related stress is the response people may have when presented with work demands and pressures that are not matched to knowledge and abilities and which challenge their ability to cope.

What are the causes of work-related stress?

Work related stress results from interaction between the worker and the conditions of work. Stressful working conditions are related to psychosocial hazards, which include too high or too low job demands, a fast work pace or time pressure, a lack of control over work load and work processes, lack of social support from colleagues and/or supervisors, discrimination, isolation, psychological harass-

ment, lack of participation in decision making, poor communication or information flow, job insecurity, lack of opportunity for growth, lack of advancement or promotion, irregular working hours, and being exposed to unpleasant or danger-



Work contents and context: how they related to stress?

According to WHO, stress related hazards at work can be divided into work content and work context.

Work contents includes: job content (monotony, under-stimulation, meaningless of tasks, lack of variety, etc), work load and work pace (too much or too little to do, work under time pressure, etc.), working hours (unsocial, unpredictable, etc.), participation and control (lack of participation in decision-making, etc.)

Work context includes: career development, status and pay (job insecurity, lack of promotion opportunities, under- or over-promotion, etc.), role in the organization (unclear role, conflicting roles), interpersonal relationships (unsupportive supervision, poor relationships with colleagues, etc.), organizational culture (poor communication, poor leadership, etc.), work-life balance (such as conflicting demands of work and home).

ous physical conditions and not being able to control them.

These stressors can be divided as being caused by work content or work context (see table below).

The experience of stress is intensified if no support or help is available from colleagues or supervisors. The more support workers receive from others at work, or in relation to work, the less likely they are to experience work stress.

How does work-related stress present?

Work-related stress is a pattern of physiological, emotional, cognitive and behavioral reactions to some extremely taxing aspects of work content, work organization and work environment.

Stress affects different people in different ways. When people experience work-related stress, they often feel tense and distressed

and feel they cannot cope. These characteristics affect both work life and home life, and in extreme cases may lead to psychological problems resulting in absence from work.

It is important to recognize the signs of work-related stress as they first present themselves. The signs to look for are physical complaints such as headaches, sleep disturbances, cynicism or a loss of sense of humor, feeling overwhelmed and having difficulty concentrating.

What are the effects and consequences of work-related stress?

Workers who are stressed are more likely to be unhealthy, poorly motivated, less productive and less safe at work. Not only can work stress cause mental distress, but it can also lead to physical problems such as heart disease, increases in blood pressure, disorders of the digestive system, and headaches.

Effects on workers - May lead to various health problems affecting physiological and psychological health (see table below)

Effects on their companies – Work-related stress may affect company performance due to cost associated with absenteeism and staff turnover, reduced performance and productivity, increased accident rates, damaging the organization's image both among its workers and externally, etc.

Home and work related stress

Stress can be brought about by pressures at home and at work. Employers cannot usually protect workers from stress arising outside of work, but they can protect them from stress that arises through work. Stress at work can be a real problem to the organization as well as for its workers. Good management and good work organization are the best forms of stress prevention. If employees are already stressed, their managers should be aware of this problem and know how to help.

What can be done?

Work stress can be effectively managed by applying a risk management approach as is successfully done with other major health and safety problems. A risk management approach assesses the possible risks in the work environment that may cause particular existing hazards, such as high job demands or irregular working hours, to cause harm to employees. It is important to identify the source of stress, whether it is environmental (e.g. ranging from work climate to cultural diversity), organizational (e.g. bureaucracy), Interpersonal (e.g. relationships with colleagues), or biological (e.g. degree of fitness). Once these sources and

Evidence shows that...

Consequences	Risk
High job demands may result in exhaustion	7 times higher risk
Low co-worker support may result in shoulder problems	2 times higher risk
Low job control may result in increased mortality	2 times higher risk
High strain may result in morbidity	3 times higher risk

risks have been assessed, an action plan can be developed to prevent work related stress from developing or continuing.

As the basic foundation of a healthily challenged workforce, workers have to be motivated, feel safe in their job, be satisfied, and perceive to have control over their work. In order to create this environment, well-designed work should include clear organizational structure and practices, appropriate selection and training of staff, clear job descriptions, open communication between management and staff, and a positive social environment.

There are actions that individuals can take to manage their own stress in a health way. Here are some tips to fighting stress and maintaining well-being:

-Eat well. Don't skip meals, choose healthy food options, avoid alcohol, etc.

-Exercise. Even 20 minutes of activity per day will have benefits.

-Relax. Find a relaxation exercise that works for you and do it often.

-Rest and sleep. Few people function well with less than 6 hours of sleep per night.

-Engage in healthy pleasures. Some activities in excess may cause problems, such as smoking cigarettes. Some activities are health for mind and body and should be enjoyed often, find what works for you!

-Balance work and private life! Both are important, and both deserve your full attention.

If a person is feeling overburdened and highly stressed, they should be encouraged to contact a staff counselor or seek medical support. A peer support network is also a valuable tool in helping people to cope with or decrease work-related stress.

Awareness

Raising awareness for the problems associated with work-related stress is important because it is an issue that many people face in the work place, and few resources currently exist to address this health risk. Traditionally, the focus of Occupational Health and Safety initiatives are on chemical, biological and physical exposures, while the psychosocial risks at work are still largely neglected and their causes and consequences still insufficiently understood. As health is considered not merely the absence of disease but a positive state of physical, mental and social well-being, awareness of work-stressors should be promoted to attain this definition of health for all employees.

For further information please visit WHO web links below:

- Stress at the workplace
http://www.who.int/occupational_health/topics/stressatwp/en/
- Protecting Workers' Health Series No. 3 - Work organization and stress
http://www.who.int/occupational_health/publications/stress/en/index.html
- Protecting Workers' Health Series No. 6 - Raising awareness of stress at work in developing countries
http://www.who.int/occupational_health/publications/pwh6/en/index.html

Launching of New Website by the Economic Commission for Africa

Presented by Abraham Tamru (UNECA/ICS)



After a period of review and redesign that took into account inputs and suggestions from users, ECA revised its bilingual website. The new website offers quick and easy access to essential information on UNECA and its programmes. It is expected to contribute significantly to the efforts being undertaken by the organization to enhance the quality and availability of information to its audience world-wide. In addition, the new website is designed to harbour over 10,000 pages divided into seven sections: Home; About ECA; Programmes; Sub-regional Offices; Publications; Meetings and Events; and Press Releases. Each page provides detailed information on all seven aspects of the organization's functioning.

The redesign was initiated by Mr. Yinka Adeyemi, Senior Regional Advisor and Officer-in-charge (OIC) of ECA's Information and Communication Services (ICS). He acknowledged that the new website, which took over a year to redesign is "an excellent complement to ECA's corporate tagline "Knowledge for development". He further clarified, that "the increased demand and use of ECA's analytical work, technical support and advisory service, necessitated upgrading the website from one that serves public information purposes to one

inspired by the need to share and manage knowledge that is critical for Africa's development.

Mr. Adeyemi pointed out that, the "ECA's new website is contemporary, bright, user-friendly and rich as a repository of archival records, flagship publications and useful links. It will boost the effectiveness and efficiency of the use of ECA websites as a communication tool for information dissemination and knowledge sharing,"

Mr. Abraham Tamru, ECA's Webmaster, further explained that the new design makes clear to the external audience that ECA exists as an interconnected system, and that there is a logical hierarchy of sites. He added that on some of the new enhancements to the website, 'there is an improved navigation, cleaner user interface, integration of RSS feeds, email alerts, social networking page with links to online presence, and integration of advanced multimedia features. The Webmaster would also like to underscore the fact that a big project has been successfully implemented within house capacity and limited resources.

Along with Mr. Tamru, Mr. Eskinder Tsegay and Mr. Minilik Demissie have worked as consultants on the redesigning of the new ECA website.

The UN Office of Staff Legal Assistance in Addis Ababa

Feed back by Miles Hastie, Legal Officer

The author, Miles Hastie, is the Legal Officer for the Office of Staff Legal Assistance in Addis Ababa. He has kindly been granted the opportunity to use this space to provide further information about “OSLA”, in follow-up to his contribution in the June 2012 Issue. More information about OSLA can be found in that issue and at its website: <http://www.un.org/en/oaj/legalassist/>, or by emailing osla@un.org, or calling Miles Hastie at +251 (0)115 443197, or x33197.

What kind of legal cases has OSLA been addressing?

OSLA annually reports statistics on its work to the General Assembly (the last report being A/67/275) and semi-annually through the Office of the Administration of Justice (<http://www.un.org/en/oaj/unjs/statistics.shtml>).

Slightly over half of OSLA’s 700 annual cases involve providing “summary advice”—informing staff members of their legal rights and obligations, without assisting them through a formal dispute resolution process. OSLA helps staff with approximately 100 management evaluation requests per year, 100 cases before the UN Dispute Tribunal, 25 cases before the UN Appeals Tribunal, and a varying volume of responses to disciplinary charges (173 in 2009, 51 in 2011). OSLA serves staff from the UN Secretariat (including its regional commissions and peacekeeping

and political missions), as well as a number of large funds and programmes (including UNDP, UNFPA, UNHCR and UNICEF) throughout the world. Secretariat staff are often about half of OSLA’s client base; staff associated with peacekeeping and political missions are frequent clients. We also assist former staff from these entities. An estimated 70,000 UN staff fall under the jurisdiction of the UN Dispute and Appeals Tribunals.

Most of OSLA’s cases involve non-disciplinary separation from service (non-renewal of contract, termination of employment, abolition of post). The second largest group is disciplinary matters. Non-selection cases (promotion, lateral transfer) then ‘non-monetary’ cases (harassment, performance, assignment, etc.) follow. The remainder relate to monetary entitlements.

What kind of legal cases has OSLA and the justice system been addressing in Africa, in Ethiopia, and in Addis Ababa?

There are three OSLA legal officers in Africa, two in Nairobi and one in Addis Ababa. All three OSLA legal officers are experienced lawyers who have worked in private litigation practice prior to joining the United Nations. Generally speak-



ing, where possible, these three legal officers deal with the OSLA cases for staff based in Africa. In 2011, a large proportion of OSLA’s cases came from Africa: approximately 246 of its 700 cases. . The UN Dispute Tribunal in Nairobi deals with cases involving all staff based in Africa. In the last reporting period (1 July-31 December 2011), approximately 38% of all Dispute Tribunal cases worldwide were received by the Nairobi registry (57). The Nairobi Tribunal Registry issued fewer judgments than the other registries (26% of the judgments), but held a great many more oral hearings (53%).

What kinds of cases has the author been addressing in Addis Ababa recently (2012)?

The details of cases and individual contacts with staff are confidential. However, he is able to say that he has given out approximately 25 pieces of summary legal advice this summer to staff based in Addis Ababa or at the ECA. He has filed approximately 6 management evaluation requests for the same group. These cases have been received since the publica-

Contributions

tion of the June 2012 UNECA Staff Voice—undoubtedly an excellent way to connect staff with advice and resources.

How successful has OSLA been?

There are many measures of success, but in the end what is important is a fair and equitable outcome for the staff member. In this context it is extremely important for staff to have sound legal advice and, as required, representation.

If OSLA wins a case before either of the Tribunals, we consider that a success. OSLA's success rate last year before the Dispute Tribunal was 81%. OSLA has also been engaged and successful in many matters which are resolved informally or settled outside a formal legal process.

Part of our obligation is also to correctly inform staff members if they do not have a case (e.g. there is insufficient evidence, or they

have misunderstood their rights). In those kinds of cases, we aim to be correct in our assessment, and to successfully dissuade staff members from bringing cases they cannot win. We do not dissuade all staff, but our record on predicting success is good. In 2011-12, we are aware of 18 staff not following our advice: all of them lost their cases.


What challenges are there in the system?

The United Nations has limited resources. OSLA and the justice system are affected by these resource constraints. We would like to have more staff and time to help resolve your concerns. The Tribunals would similarly like to have more resources to resolve your concerns quickly. These issues create frustrations for staff.

A frustration for staff and OSLA alike is the number of rigid deadlines, a subject of the last column. In many circumstances, if you approach OSLA for assistance too late, you will be unable to bring a legal case—even if it once was a strong case. It is therefore important to contact us promptly.

The system is also complicated. Sometimes, this means it is hard to know what the rules are. On other occasions, it means that staff and the UN administration look for strict rules, instead of creative compromises. OSLA will do its best to help you with these issues.

Finally, a big problem is that many staff are unaware of OSLA and its services, so we are most grateful for this space to 'advertise' our free services.



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A. General Services Section (GSS)

Registry Sub-unit

General Information

The Registry Sub-unit is an integral part of the Protocol and Logistics Unit in the General Services Section. The office has a supervisor with four Assistants and six messengers. It is located next to the ID Room. The Registry Sub-unit is responsible for the movement of all incoming and outgoing mails and diplomatic pouches for ECA. The Sub-unit is also responsible for handling diplomatic pouches for other UN Agencies in and outside the ECA premises. It collects mail from the post office, couriers and hand delivers for distribution within the Commission and receives and collects mail for forwarding from Divisions, Sections, and Units. The Registry Sub-unit dispatches to and receives UN Offices diplomatic pouches from several notably UN Headquarters, UNDP, UNOG, etc and the five ECA Subregional Offices. The Sub-unit works in collaboration with Security and Safety



Staff of the Section

Section (SSS) to get X-Ray service to screen all incoming pouches and mails in the interest of security.

As a procedure, diplomatic pouch services are available to staff members for receiving and dispatching limited amount of personal mail like newspapers and magazines. The Sub-unit receives mail, parcels and other items from the post office and different courier services and distributes to staff members. The Registry Sub-unit does not only give service to active staff members but also to retired staff by receiving their personal and official correspondence, including their monthly pension cheques, and ensuring that they collect their cheques.

To get the mail service through the

DHL, the UNECA offices initiate requests by a memo to the Chief of the GSS. The UN Agencies send a requesting letter for outgoing pouch services. Currently, in order to get the outgoing diplomatic pouch and other mail services, the Registry Sub-unit collects and receives pouches and mails from the UNECA offices.

Detailed descriptions of services provided by the Registry Sub-unit are as follows:

1. Pouch Service

Outgoing and incoming pouch services are given by the Sub-unit and X-ray service by SSS. The Sub-unit receives and processes about 5,023 kg of outgoing diplomatic and 5,387 kg of incoming pouches annually. UNECA currently services New York, Geneva, Nairobi, etc and the five ECA Subregional offices on a dispatch schedule that operates on all UNECA working days and about 53 UNDP offices across Africa. Pouches are dispatched once weekly to most destinations. Countries that are not serviced by the United Nations Diplomatic Pouch are serviced by the Ethiopian Postal Service or private couriers. UNECA has a contract with Ethiopian Airlines to transport outgoing diplomatic pouches.



Daniel Gebru, Mail Assistant



Dereje Eshete, Mail Assistant

With regard to the proper use of the Pouch Service and the restrictions on Pouch contents, the user guideline is administrative instruction ST/AI/368, which governs United Nations Diplomatic Pouch Service and sets out the guidelines and procedure.

• **Outgoing Pouch**

Packages for pouch dispatch are received or collected by the Sub-unit at least one day before the scheduled day of dispatch. (Schedule of pouches are communicated to the Administrative Assistants/staff members upon request). If the pouch dispatch day falls on an official UN holiday, the pouch will be dispatched the day before.

Packages for pouch dispatch must have full destination address and carry a return address with the sender's name. This will facilitate the return of packages that are non-deliverable. UNECA does not provide on-forward service to non-UN offices.

Packages with non-UN mailing addresses, e.g. residential, commercial or local government office addresses will not be dispatched via pouch but via regular mail.

Once pouches are dispatched, the Registry Sub-unit informs the

receiver about the dispatched pouch with the bag and air waybill number for proper follow-up and requests for acknowledgement of receipt.

• **Incoming Pouch**

The Sub-unit receives and processes, all pouches coming from overseas offices for distribution on a daily basis. The larger portion of the mail is usually destined for offices within the UNECA compound, while the remaining is distributed to other United Nations offices in Addis Ababa. The Sub-unit acknowledges receipt of the pouch and informs the sender.

2. Mail Service

The Sub-unit is responsible for processing and dispatching domestic and international United Nations official correspondence including

registered mail through hand delivery, the Ethiopian Postal Service (EPS), through private carrier, including DHL Mail courier services. The office dispatches and processes about 25,000 outgoing and 28,000 incoming mails annually.

• **Outgoing Mail**

Official United Nations mail from UNECA offices addressed to Government Organizations, Embassies, Permanent Missions and NGOs etc are delivered to the Sub-unit to be sorted and distributed in the city of Addis Ababa. The Registry Sub-unit works with the Transportation Sub-unit of the Protocol and Logistics Unit to make rush deliveries of official mail within Addis Ababa.

Official mail for dispatch must have full destination address and carry a return address with the sender's name. This will facilitate the return of mail that is non-deliverable.

• **Incoming Mail**

The Registry Sub-unit is responsible for movement of all incoming mails. It collects mail from the post office and receives mails through hand delivery and different couriers for distribution in the Commission to the offices, staff members and retirees. UNECA has three postal boxes, 3001, 3005 and 8778.



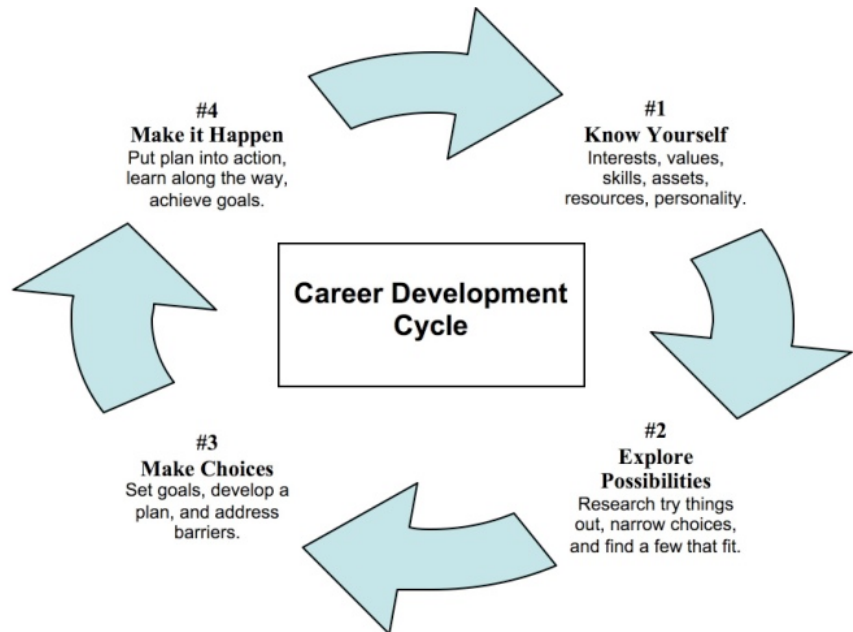
Bekele Desta, Messenger

B. Human Resources Section (HRs)

Mobility and Career Development in UNECA

1. UN Supporting Career Development and Mobility

In a fast-changing working environment, organizations are required to put mobility and career development as one of their priorities in terms of establishing an effective human resources management. Mobility plays a central role in the quest to find the best fit, in the short and medium term, between the requirements of United Nations programmes and projects and skills and knowledge of its employees. Mobility accompanied by training is one of the cornerstones of career development: it is an ideal way of enhancing and developing skills. There are numerous opportunities for mobility and career development opportunities within the United Nations and its affiliated organizations which seek to help staff to: build skills to improve



career advancement prospects, explore options of career matches for increase job satisfaction, generate new enthusiasm and learning, add new challenges to their job, develop both professionally and personally, gain a greater understanding of the organization/ future requirements, bring back new perspectives on returning to their position, Explore other areas without making a permanent change.

In “Strengthening of the United Nations: an agenda for further change”, the Secretary-General noted that: “more attention must be paid to training staff to meet the new challenges that they will encounter in a rapidly changing world. As an organization, we spend approximately 1 per cent of our total budget on learning activities, which is significantly less than comparable organizations. We need to spend more to ensure that our staff can sharpen their skills and maximize their contribution. Ideally, there should be an annual minimum requirement for all staff, including managers, to spend on learning activities”.

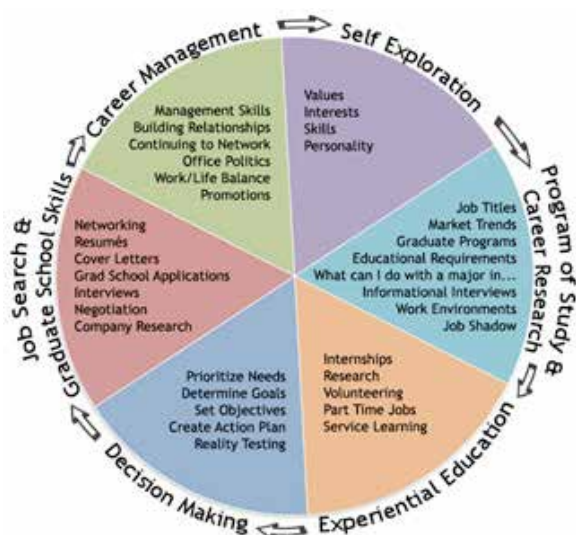
The UN supports Mobility mainly targeting mobility exercise,

- it should enable the Organization to better retain and deploy a dynamic, adaptable and global workforce that can effectively meet current and future mandates and evolving operational needs;
- it should provide staff with broader opportunities for career development and contribution to the Organization, and enable the further acquisition of new skills, knowledge and experience within and across departments, functions and duty stations; this should be supported by adequate training; and
- it should ensure that staff have equal opportunities for service across the United Nations and, for relevant functions, a fair sharing of the burden of service in difficult duty stations. These objectives will contribute to ensuring the Organization’s global relevance, enhancing its credibility, and furthering the goal of “serving as one



Earn it at every stage

To succeed here and to move up, you must seek advice and take initiative. Don't moan and expect the organization to recognise you. Take calculated risks. Move laterally. Earn it at every stage. Listening and understanding are skills that have been invaluable to me. We are lifelong learners.



UN.

In order to sustainability implement what is on paper to practice, the UN-Secretariat has been rigorously involved in Career Development and Mobility related activities aimed at developing opportunities for professional development by offering employees broader career prospects. The main UN-wide career and mobility initiatives have also targeted to address staff needs and requirements of mobility and career development in conjunction

activities in developing and implementing Career and Mobility programmes which are derived from and are aligned with the global programmes and designed to meet specific and immediate requirements of staff.

a) Internal Mobility Project – In 2011, the UNECA successfully piloted a mobility project for its P4 staff, a key objective of which was to support P4 staff

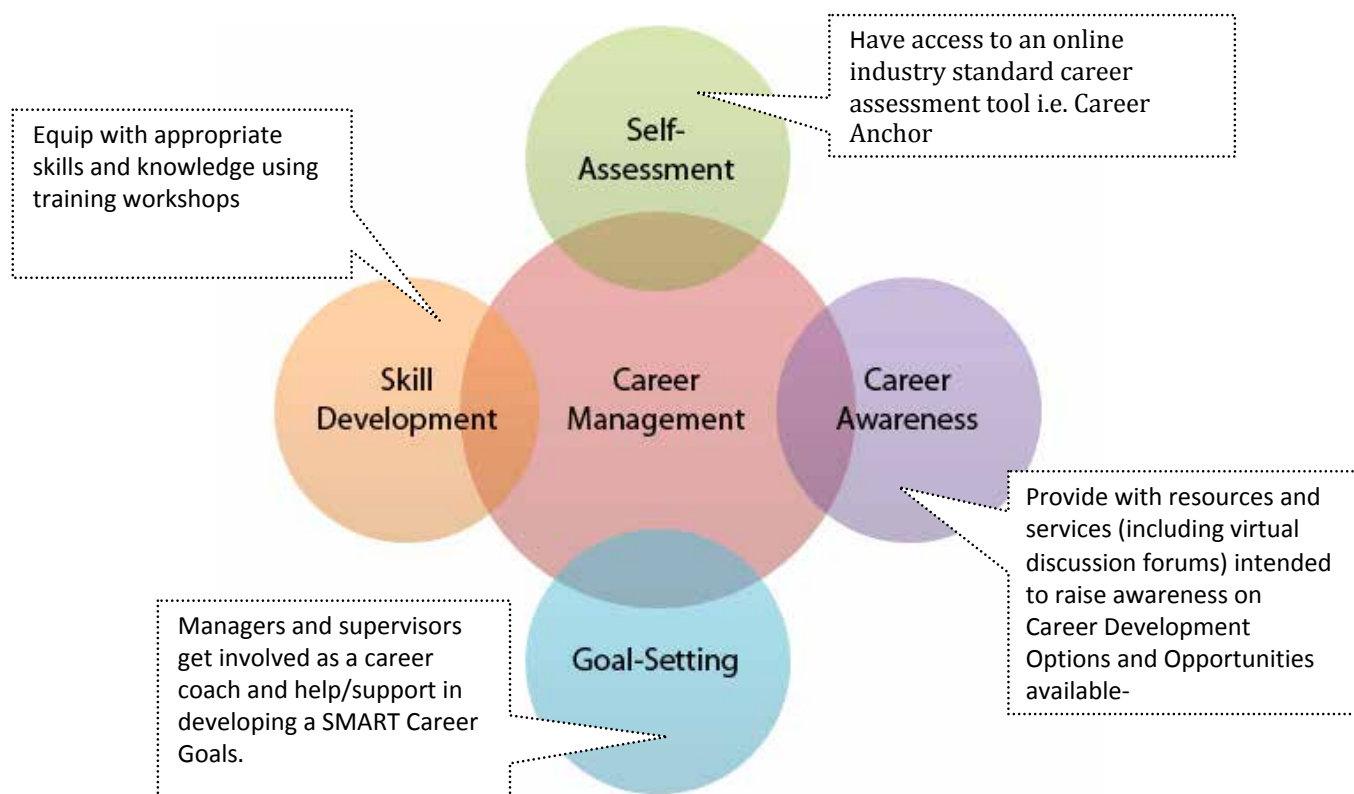
with staff development and performance management. Some of the efforts put forward by Office of the Human Resources Management in the UN-HQ.

2. UNECA's Initiatives on Mobility and Career Development

The Human Resources Services of the Commission has initiated

to make the mandatory later moves required for any promotion to P5. Through this project a number of staff moved, both geographically and functionally. Currently the Section is working on Phase II of Internal Mobility Project, this time targeting P3 staff. In addition, there is an initiative to conduct mobility programme for GS staff using DOA as a pilot.

b) Resources and Services – In 2006, HRSS established a fully-fledged Career Resource Center which is dedicated to providing support and assistance to staff who are interested in exploring and developing their career. The Career Resource Center has valuable information training programmes (including e-learning and interactive modules), career and life planning information, learning opportunities, mobility support and workshops to develop skills in



networking, performance management and competency based interviewing.

- c) **Career Support Mini-Workshops-** These are the most popular training workshops comprising of three series of career development modules including Life-Work Balance, Writing Cover Letters and PHPs; and Interviewing Skills. Every year, HRSS plans and implements at least three different sessions of these Career Mini-Workshops.

- d) **Career Development Foundation Programmes-** With the intention of supporting staff better in their endeavors to develop their career, HRSS has introduced sequence of Career Development Programmes. This career foundation programme includes tools and resources to help staff effectively plan and manage their career. The framework is elaborated below.

3. Career Development as a Shared Responsibility

In the career development partnership, Individual Staff Members have the primary responsibility for their own development and are key drivers of the career planning pro-

cess. Managers provide direction, information and career support and are accountable to their staff and to the Organization for doing so. To implement this policy, the Organization provides structural support and a framework of opportunities, including a model of core and managerial competencies, a broad range of development programmes, career planning and development workshops, a mobility policy, and a performance management system. The latter places, responsibility on all managers and staff to set and accomplish development goals.

Accordingly, HRSS is committed to provide staff with all resources and services required to develop their professional career and mobility opportunities with opportunities to experience working in different duty stations, positions and occupational groups. In this regard, the Section calls for the active participation of staff to take advantage of what is available to explore career development options; and the managers to coach and support staff in their career development endeavors.

Reference:

1. Career Development Guide, OHRM, Staff Development Services, 2009
2. REPORT: XXXIInd SESSION OF THE STAFF-MANAGEMENT COORDINATION COMMITTEE, 2011
3. CAREER DEVELOPMENT , Personal Career Management and Planning, Robert H. Rouda & Mitchell E. Kusy, Jr., http://alumnus.caltech.edu/~rouda/T4_CD.html



C. United Nations Health Care Centre (UNHCC)

Breast Cancer

Epidemiology

Worldwide, breast cancer is the most common cancer in women, with about 1.4 million cases diagnosed every year, affecting 10–12% of the female population, and is the leading cause of death from cancer among women, accounting for 500 000 deaths per year. Mortality rates are highest in the very young (less than age 35) and in the very old (greater than age 75). It appears that the very young have more aggressive disease, and that the very old may not be treated aggressively or may have other diseases that increase breast cancer deaths.

Despite the common rumor that breast cancer is predominantly a problem of wealthy countries, the incidence of breast cancer is increasing in the developing world due to increase in life expectancy, increase urbanization and adoption of western lifestyles, and the majority of breast cancer deaths

occur in developing rather than developed countries. Death rates are less in developed countries because of widespread mammographic screening, precise diagnosis, and increased numbers of women receiving the best treatment for their conditions—including, the extensive use of hormone treatment with tamoxifen for prevention in high risk groups.

Breast cancer in men is a rare disease. Less than 1% of all breast cancers occur in men. The risk factors, diagnosis, and treatment of breast cancer in males are similar to that in females.

What causes breast cancer?

Although the exact cause of breast cancer is not known, several risk factors have been well documented. Age and female sex: Your breast cancer risk increases as you get older. Although breast cancer can occur in men, most breast cancers

are found in women.

Race: Breast cancer affects all women. But there are pronounced racial differences in the incidence and mortality of breast cancer. For instance, breast cancer is found more often in white women but kills more black women.

Family history: A family history of breast cancer increases the risk by a factor of two or three. Changes in breast tumor suppressor genes (BRCA-1 and BRCA-2) are thought to account for the majority of inherited breast cancers. BRCA-1 and/or BRCA-2 positive women have a 50% to 85% lifetime risk of developing breast cancer beginning at age 25, compared to a 12.5% risk among the general population. However, these changes are rare and account for a small portion (5% to 6%) of the total breast cancer burden.

Reproductive & hormone related factors: Reproductive factors associated with prolonged exposure to endogenous estrogens (estrogens made by the body), such as early onset of menstruation before age 13 (menarche), menopause after age 50, having no children or having them after age 30 are among the most important risk factors for breast cancer. Exogenous hormones (made outside the body, in a laboratory) also pose a higher risk for breast cancer. Oral contraceptive and hormone replacement therapy users are at higher risk than non-users.

Breast feeding: The absence or short-time duration of breastfeeding that is typical of women in developed countries substantially contributes to the high incidence of breast cancer in these areas. The more months of breast-feeding, the lower the breast cancer risk.



Lifestyle: Obesity, a sedentary lifestyle, and moderate to high levels of alcohol use are associated with increased risk of breast cancer. There is evidence that breast cancer risk is positively associated with body mass index in postmenopausal women and a combination of obesity, high energy (caloric) intake, and sedentary lifestyle is a risk factor in premenopausal women. Intense physical activity and a high intake of certain fruits and vegetables have been associated with a decreased breast cancer risk in premenopausal women.

Alcohol consumption correlated with breast-cancer incidence in women; of those who drink alcohol regularly, reduction of consumption could lower the risk of breast cancer. The level of risk rises as the amount of alcohol consumed rises.

Personal history of breast cancer:

Women who have had breast cancer in one breast have an increased chance of having another breast cancer. The breast cancer can come back in the same breast, in the opposite breast, or in other areas of the body, such as the lungs, liver, brain, or bones.

What are the symptoms of breast cancer?

In its early stages, breast cancer usually has no symptoms. As the cancer develops, in the majority of the cases it presents as a discrete, painless palpable mass, usually found by the patient.

How is breast cancer diagnosed?

Mammography remains the most important diagnostic tool in women with breast tissue that is not dense. By contrast, ultrasonography

is the most effective procedure to diagnose small tumors in women with dense breast and to differentiate solid lesions from cystic (fluid containing) lesions. In a patient with a solid, dominant mass (suspicious mass) the primary purpose of the mammogram is to screen the normal surrounding breast tissue and the opposite breast for non-palpable cancers, not to make a diagnosis of the palpable mass. MRI is mainly used as a problem-solving method after conventional diagnostic procedures.

What is the treatment of breast cancer?

Treatment options which may be considered include surgery, chemotherapy, radiotherapy, and hormone treatment. Often a combination of two or more of these treatments is used.

Surgery

Primary therapy (the main treatment used to reduce or eliminate the cancer) for breast usually includes surgery—a mastectomy (removal of the breast) or a lumpectomy (surgery to remove the tumor and a small amount of normal tissue around it; a type of breast-conserving surgery)..

Adjuvant therapies for breast cancer

Adjuvant therapy for breast cancer is any treatment given after primary therapy to increase the chance of long-term disease-free survival. It includes chemotherapy, hormonal therapy and radiation therapy, or a combination of these.

Radiation adjuvant therapy is routine after breast-conserving surgery (lumpectomy) to prevent recurrence of cancer in the breast, and

it may be used after mastectomy to prevent recurrence on the chest wall and axilla.

Adjuvant chemotherapy uses drugs to kill cancer cells. Usually, more than one drug is given during adjuvant chemotherapy (called combination chemotherapy).

Hormonal therapy deprives breast cancer cells of the hormone estrogen, which many breast tumors need to grow. A commonly used hormonal treatment is the drug tamoxifen, which blocks estrogen's activity in the body.

What is the outlook?

Breast cancer is curable in the majority of women when it is detected early, diagnosed accurately, and treated appropriately. The outlook is best in those who are diagnosed when the cancer is still small, and has not spread. More breast cancers are also now being diagnosed and treated at an early stage. In general, the more advanced the cancer (the more it has spread) then the less chance that treatment will be curative.

What can I do to reduce my risk of breast cancer?

You can help lower your risk of breast cancer in the following ways (risk factor modification):

Get screened for breast cancer regularly. Three main tests are used to screen the breasts for cancer. These include breast self-examination (see pictures), clinical breast examination (an examination by a doctor or a nurse), and mammogram. A mammogram is an X-ray of the breast. Mammograms are the best method to detect breast cancer early when it is easier to treat and

before it is big enough to feel or cause symptoms. Mammography done yearly beginning at age 40 is the current recommendation for women with no risk factors. Early detection improves breast cancer outcome and survival, and remains the cornerstone of breast cancer control.

Know your family history of breast cancer. If you have a mother, sister, or daughter with breast cancer, get screened regularly.

Control your weight and exercise: Make healthy choices in the foods you eat. Increase physical activity and balance energy (calorie) intake such that weight remains stable over a lifetime and, preferably, with the body mass index remaining $<25 \text{ kg/m}^2$. Exercising four or more hours a week may decrease hormone levels and help lower breast cancer risk.

The use of combined estrogen/progesterone menopause hormone therapy should be limited to women with refractory menopausal symptoms and for as short a period as possible

Limit the amount of alcohol you drink to no more than 1 drink per day on average.

The longer women breast feed the more they are protected against breast cancer. The lack of or short lifetime duration of

breastfeeding typical of women in developed countries makes a major contribution to the high incidence of breast cancer in these countries.

In summary, health behaviors that may reduce the risk of breast

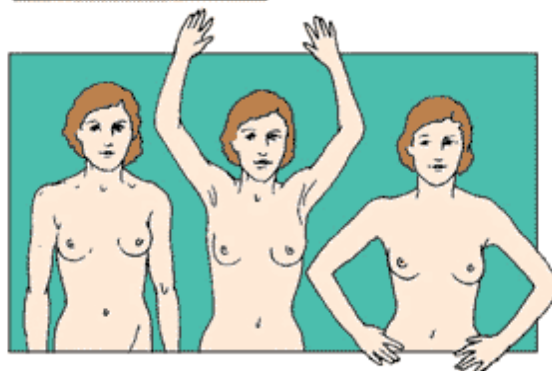
cancer include prolonged breast feeding, regular physical activity, weight control, avoiding excess alcohol intake, avoiding prolonged use of exogenous hormone therapy, and avoiding excessive radiation exposure.

Breast Self-Exam

1. Examine your breasts in the shower.



2. Examine your breasts in the mirror with your arms down, up, and on your hips.



3. Stand and press your fingers on your breast, working around the breast in a circular direction.



4. Lie down and repeat step 3.



5. Squeeze your nipples to check for discharge. Check under the nipple last.



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D. Publications and Conference Management Section (PCMS)

Youth, our future Gold?

Tamra Tekeste,
Meeting Service Assistant, DOA/PCMS/CCU

Greetings and Happy Ethiopian New Year!!! So, today's topic is about youth and good ways of raising or nurturing them.

Picture this. When you plant a seed in a pot it's with the sole purpose of wanting to see it grow and flourish, so I believe that this same analogy applies to planting seeds of hope, change and opportunity in your own off-springs or children.

According to encyclopedic references upbringing is defined as the purposeful, systematic shaping of a personality in preparation for active participation in public, productive, and cultural life. In this sense, upbringing takes place as a process of organized joint activity of the family, preschool, school and extra-curricular institutions such as children's and youth organizations, and society as a whole. In other words, it's a conspicuous fact that nature and nurture shape our personalities or determine who we are today.

The main types of upbringing are family and social. The latter, during the history of society's development, has acquired ever-increasing importance in the shaping of the personality. So, upbringing is a universal and indispensable part of social life.

Hence, as parents or responsible adults, I strongly feel that we should be able to make our young ones

indulge into the following activities: Reading educational and fictitious books, journals, newspapers on a regular basis, going to religious temples, watching educational movies and it's also important to make them take part in certain extracurricular activities such as swimming, playing tennis, playing piano, guitar, and the like. Besides, we must never forget the fact that children of this century are very much exposed to the internet and so I say that we should keep a watchful eye on what they most like surfing on the web. Now, the reason why I said this is because I feel that this will actually give us an insight of the path that our young ones are following in the process of building up their adulthood. It's very important that our children be involved in humanitarian activities and also be members of associations such as rotary club as it is so educational and exciting at the same time. Besides, it will in turn enable them to become better citizens as they grow older.

As parents, it is crucial that we should have a more friendly approach to our children, discuss secrets with them, put ourselves in their shoes and regard the universe through their lens. In fact, I personally feel that this is one of the best ways of knowing which route our young ones are taking as they are reaching the age of adolescence.

At last, allow me to cap it all up by



putting this wonderful quote said by one of our great philosophers named Franklin D. Roosevelt: "We cannot always build the future for our youth, but we can build our youth for the future."

World Economic Forum in Africa - for whom?

Seble Demeke, Editor-in-chief, UNECA Staff Voice Magazine

The World Economic Forum on Africa (WEFA) was organized for the first time in the African continent here in Addis Ababa, Ethiopia from 9 to 11 May 2012.

It brought together some of the most influential personalities worldwide including presidents, prime ministers, CEOs, Foundation owners, private sector corporations, philanthropists and international celebrities and experts to discuss how to improve the African Economy and change its image from recipient to a contributor towards the World State of Affairs. The Agenda of the Meeting evolved around three main issues:

- 1) The African economy should become a transformation economy;
- 2) Partnership with the private sector should be the motor and the wheel to bring out to light and strengthen African inventions and Entrepreneurship; and
- 3) ICT should be strengthened to increase connectivity in Africa in general and in particular to improve access to and quality of education in the entire continent.

The discussion panels were organized accordingly. One for Transformation with a group considering itself as transformers; a second group dealing with how to increase the role of the private sector and encourage investments in the continent and the third dealing

with how to expand the use of ICT to increase access to and improve the quality of education in Africa, it being understood that education was one essential way of reducing poverty, if not actually eradicating it.

While such forums and gatherings are pivotal for creating awareness and assessing the needs and requirements of countries and setting priorities for the next discussion agenda, it seems that the real beneficiaries, the African people, are not involved. Nor were they consulted about what the purpose of the Forum was all about. This, therefore, raises a fundamental question "World Economic forum for whom?" The Forum organizers might need to consider and find out ways and means of touching base with the people and not limit their activities to decision makers and successful business entrepreneurs. Also fundamental is the question of what percentage of the African population these groups represent! What percentage of our one billion people (Africa is the second most populous continent on the planet, behind Asia) have computers or access to computers? Is ICT their priority? All these questions need to be taken into account by the organizers.

Now, could there have been an alternative to what has taken place? One possibility would have been to devote at least half a day



of the three days of the forum to a chat with university professors, writers, small business owners, women organizations, Local and International NGOs and, why not, selected representatives of students and teachers associations (as the main topic was education), and hear what they had to say. This approach would have expanded the knowledge and understanding by the beneficiaries of the WEF's background and what it is trying to achieve. It would also have been a useful source of information for preparing the Forum's subsequent agenda based on feedback obtained from the people. Furthermore, the Forum would have avoided being perceived as an exclusive club having a top-down approach to development. Let's not forget the WEF was initiated in 1971 for European business leaders in a then prosperous European economic environment. Lessons learned from the past have taught us that ideas, initiatives and proposals limited to policymakers at the top echelon of society will have problems during implementation since they are designed without consulting and taking into account the views and wishes of the wider public. AFTER ALL WASN'T THE INITIATOR OF WEF A PROFESSOR!

Yoga at UNECA

Ezigbalike Chukwudozie, African Center for Statistics (ACS)

What is yoga? What are the benefits of the practice to the staff and the organization?

Without going into the etymology of the word, yoga is an ancient system designed to maintain physical, mental and spiritual well-being. No, the “spiritual” aspect does not make it a religion. You can, however, use its practices and philosophy to improve your adherence to your chosen religion. In our context, when people talk about “doing yoga”, they are mostly referring to the physical and mental aspects of yoga. You can’t really separate them; yoga works on the body and mind together.

There is so much written about the benefits of yoga on the Internet, that it is difficult to separate facts from fantasy. But there are some respected sites that one cannot dismiss. Oprah.com describes Dr. Oz’s Guide to Yoga and the Mayo Clinic (<http://www.mayoclinic.com/health/yoga/CM00004>) presents yoga under stress management, listing its health benefits to include stress reduction, increased fitness, management of chronic health conditions, and weight loss. The Yoga Journal lists five “surprising” benefits as compassion, mindful eating, strength, confidence and better relationships.

In yoga, like with most things, one size does not fit all, especially when you consider the physical, mental and spiritual (remember, NOT religious) aspects. So, there are different “systems” of yoga to suit people of different temperaments. For example, bhakti yoga – one of the

systems – emphasizes selfless love, compassion, humility, purity and the desire and serious intention to merge with God. Another system, hatha yoga, aims to control the flow of the opposing sun (ha) and moon (tha) life-currents that regulate all processes of the body. This is done by holding firm body positions that enhance the health of the neuromuscular and glandular systems of the body. It also incorporates concepts of diet, hygiene and mental health. Hatha yoga is what comes immediately to mind when people think about “doing yoga.”

There are many nuanced approaches to hatha yoga, depending on the preferences of the guru that propagated it. The system that was taught by Swami Sivananda of Rishikesh is based on the following five principles:

1. Proper exercise: Yoga exercises, called asanas, are done slowly and with complete awareness. They enhance the flexibility of the joints, muscles, tendons and ligaments. Even the internal organs and glands are also targeted. For example, the shoulder stand massages the thyroid and parathyroid glands. Particular attention is paid to the spine. There is a saying that one is as young as their spine is flexible. Therefore, many asanas are designed to enhance the flexibility of the spine, with beneficial effects on blood circulation, supply of nutrients and oxygen to the nerves and weight control, among other benefits. There are 84 classical asanas described in the old Sanskrit texts, but variations on these run into thousands.



It is therefore not possible, nor necessary, to master all of them. A balanced sequence of asanas is what is required. The Sivananda system teaches a balanced set of 12 basic asanas, with variations thereof to avoid monotony.

2. Proper breathing: The saying that “breath is life” can almost be taken as a universal truth. It is through breathing that the organism is supplied with oxygen. But we have to breathe properly. And that seems to be a challenge to many adults, with most people using only the upper one-third of the lungs’ capacity. Special breathing exercises, called pranayama, are designed to re-teach us the proper way to breathe. We increase the capacity of the lungs and bring more oxygen to the body. Other benefits of pranayama include improved digestion and metabolism, increased concentration, relief of stress and better self-control.

3. Proper relaxation: Every action of the body uses energy, even ones that we are not conscious of. So the body needs to relax from time to time. Yoga classes always end with “deep relaxation” in the corpse pose, called savasana. At the physical level, we rest the muscles that are always working; even when they are not

working, they are in a tense state of readiness and therefore still use up energy. At the mental level, we calm the mind and control its tendency to jump around aimlessly. Proper relaxation helps us to control such negative emotions as anger and irritability and therefore reduce stress. Apart from the end-of-class deep relaxation, a typical Sivananda yoga class includes several relaxation phases between asanas. This is design to progressively pay the “oxygen debt” that the muscles incur as they stretch and strain, and not wait till the end of the class.

4. Proper diet: From a yogic point of view, a proper diet is one that produces the most positive effects on the body and mind, with the least negative effects on the body, the environment and other creatures. With that in mind, yogis recommend a lacto-vegetarian diet. A vegetarian eats the primary producers of the food chain, the plants that get nutrients directly from the sun. The vegetarian diet is wholesome and easy to digest. Meat and other animal products have been found to produce more toxin deposits in the body.

5. Positive thinking and meditation: It has been mentioned earlier that the mind is always jumping about, wasting enormous amounts of mental energy. Through medita-

tion, we learn to calm and focus the mind and control its movements. By combining it with positive thinking, we eliminate negative thoughts and feelings. Stress is reduced and we develop mental equanimity, as well as physical and spiritual well-being.

This Sivananda system is practiced by the ECA Yoga Group (EYG), with emphasis on the first three principles. The fourth and fifth are lifetime habits that one is encouraged to adopt.

But why have a yoga group at ECA? Of what benefit is it to the organization?

The concept of work life balance has become entrenched since the mid-90s. Under work life balance programmes, high-pressure working environments may introduce explicit fitness programmes, usually in the form of gym membership subsidies or an actual gym space, with equipment. With the increasing popularity of yoga, it has also become an option for workplace stress management and fitness programmes, with some big companies retaining yoga teachers for their staff.

In ECA, the gym is owned and operated by the staff union. It offers the usual gym facilities, including treadmills, bikes, presses and weights.

There are also aerobics classes. Sometime in the past, salsa classes were organized. Interest in yoga was eventually expressed in ECA, for some people, out of mere curiosity. And in 2010, I was requested to offer yoga classes.

Anybody who has been through a university or college education will remember that knowing a subject does not translate into being able to teach the subject. Not all scientists can teach science. Same goes for math and other subjects. And same for yoga. So, even though I had been practicing yoga for about 30 years by then, I didn't feel confident about teaching it. Especially knowing that any mistake could lead to serious injuries to the practitioner. If I had to teach, I had to learn how to teach. And so I made my way to the Sivananda Yoga Vedanta Centre in London for a one-month teacher training course, where I was certified as a yoga siromani (teacher of yoga).

The classes at ECA are offered under the auspices of the Staff Union. Because usual gym activities are necessarily too noisy for yoga, we hold our classes on the first floor of the Rotunda. They are free and open to all staff members of ECA and UN agencies, their family members and commercial service providers on the compound. For security and safety purposes, the Security and Safety Services (SSS) need to know whenever a group of staff members congregate on the compound. So we are obliged to register “members” and keep SSS informed of our schedule. The official list has more than 20 members, but a regular class usually has between four and 10 colleagues.

For more information, please contact Elsa Giachero (the designated coordinator of the group) or Dozie Ezigbalike, a.k.a. Yogi Ananda.



Ten Year Capacity Building Programme for the African Union

Posted: Tuesday, 10 July 2012, New York | Author: UNECA

Many people in the UN system in Addis Ababa remember 2006 when former Secretary-General Kofi Annan and African Union Commission Chairperson signed the framework document for the UN Ten Year Capacity Building Programme for the AU.

Since then, UN agencies in Addis Ababa have been supporting the African Union in the context of the Regional Coordination Mechanism (RCM-Africa). In 2010, the 11th session of the RCM asked UNECA, as the Joint UN/AU RCM-Africa Secretariat, to initiate the process of developing a comprehensive work programme to better facilitate the implementation of the capacity building support to the AU.

Series of high level consultation ensued during which the capacity challenges of AU were identified by AU senior officials themselves. The AU also requested specific areas of intervention in capacity building.

The result is a UN support package contained in a 151-page document which outlines the priority areas of the African Union and its NEPAD programme; the expected concrete support by the nine RCM clusters, time lines, focal agencies and frameworks for monitoring and evaluating the implementation of UN capacity building interventions.

The support package is published in a document titled “UN System Sup-

port to the African Union Capacity Building Programme: Diagnosis and Work Programme of RCM-Africa Clusters” and presented on June 28 by UNECA’s Executive Secretary Abdoulie Janneh to Erastus Mwencha, the Deputy Chairperson of the African Union Commission at a ceremony attended by all UN

agencies active in the RCM process.

Commenting on the significance of the event, Professor Emmanuel Nnadozie, Director of UNECA’s Economic Development and NEPAD Division, who supervised the production of the work programme, said the UN system has always been implementing the ten year capacity building programme in support of the African Union and its NEPAD programme. But the work programme presented to the AU makes coherence much easier. It also ensures that the UN in Africa is responding to demand-driven requests by the AU. 2012.

Moving from e-Pas to e-Performance

How will the transition affect staff?

Did you know that the tool the Organization uses for Performance Management and Development has now changed from e-PAS to e-Performance within inspira?

All staff are required to use e-Performance in inspira for their workplans for the 2012 – 2013 performance cycle onwards.

The old e-PAS system will close on 31 December 2012. All outstanding e-PAS documents must be completed by this date. Please note that any incomplete reports will no longer be stored.

If you still have unfinished reports in the old e-PAS system, now is the time to finish them. You have just three months to do so.

Don’t forget that one of the eligibility criteria for continuing appointments is a performance rating of ‘meets expectations’ or equivalent in the four most recent performance appraisal reports of one year’s duration.

For more information on the transition from e-PAS to e-Performance, check out the site for e-Performance quick guides and training videos, Frequently Asked Questions, regular HR updates and other guidance material.

Source: HRSS

Continuing Appointment in the United Nations

The new Administrative Instruction (ST/AI/2012/3) on continuing appointment provides more details on the conditions under which all entitled staff (Professional, Field Service and General Service staff, excluding staff in ICTR and ICTY and locally recruited staff (National Professional Officers and staff in the General Service and related categories) in field missions), who meet the criteria below may be eligible for a continuing appointment.

The eligibility criteria for the consideration for granting of continuing appointments are:

- Appointed through a competitive process, including a review by a CRB; (consequently, GS-1 to 4 are not eligible)
- Five years' continuous service; continuity of service shall be considered broken when the staff member is separated and paid on account of termination indemnity, repatriation grant or commutation of accrued annual leave. Although Special Leave (with or without pay) will not break the continuity of service, resignations will unless there is a reinstatement.
- A performance rating of "meets expectations" or equivalent in the four most recent performance appraisal reports of one year's duration will be taken into account. For example, if during 10 years' service, John Doe has had eight one year reports, and four six

month reports, he should only submit his four most recent one year reports for consideration.

- No disciplinary measures;
- At least seven years' service remaining before reaching the mandatory age of separation as of the eligibility date.

Calculation of the post envelopes is now being finalized as well as an information circular to inform staff of both the review schedule and the process. As the review will be conducted in *inspira*, it is very important that eligible staff take the following steps:

1. ***Ensure that you have a staff inspira account.*** You need to ensure that you can log in using your UN ID number.
2. ***Compile your completed performance appraisal reports of at least one year's duration.*** If you have any outstanding e-PAS or e-Performance reports of a reporting period of one year or more, you should finalize them as soon as possible as only the four most recent reports will be considered.

Additional information on this topic will be published soon by UNECA HRSS.

Visit of Jan Eliasson, Deputy Secretary-General (DSG) of the United Nations

Questions put to the DSG by Mulutsega Legesse, Vice President of the Executive Committee, UNECA Staff Union and Alemayehu Haile, Member of the UNECA Staff Council



Mulutsega Legesse, posing her questions to DSG, Jan Eliasson

Dear DSG,

I would like to congratulate you on your new appointment as DSG and look forward to working with you

in addressing the welfare of the UN staff as well as the global crisis.

Here in Addis Ababa, staff are ready and willing to participate in the mobility scheme, in fact, staff from

this duty station participated in the VINES programme with great anticipation to move and expand their experience. Unfortunately, VINES did not work for a number of reasons, one being that the success of the programme was left at the discretion of the supervisors of either the receiving or the releasing party:

On the family front, you would agree with me that a well-balanced and healthy family plays a significant role in the success of staff contribution to the Organization. It is also true to say that one of the 21st century achievements is women's career development with both parents becoming bread winners to secure a better future for the family. Since it is also important for both parents to give their utmost to their children's education:

- 1) Could you please tell us what preparation is being undertaken in amending the host country agreement for spousal employment?
- 2) Can you please also let us know how mobility will be handled in respect to



Town Hall Meeting with the DSG



Staff attending the Town Hall Meeting with DSG



Alemayehu Haile, Member of the UNECA Staff Council, also posed the following question to the DSG.

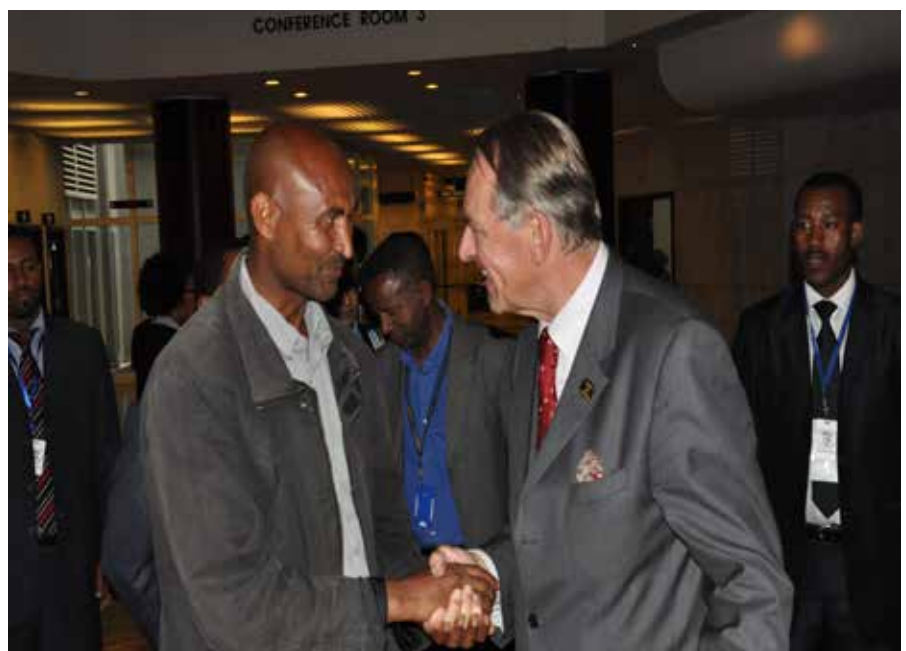
Could you please highlight what differentiates the current mobility framework from VINES in this respect?

the host country agreement for spousal employment?

- 4) Can you please also let us know how mobility will be handled in respect to family conditions? Is there a possibility of someone with family being asked to move to a non-family duty station? If yes, is there any mechanism that is put in place to settle that family nearby?



DSG Jan Eliasson with Doreen Bongoy Mawalla, Director of Administration



DSG Jan Eliasson talking with Abera Asha, Laboratory Assistant, UNHCC

An Encounter with Interns at UNECA

Seble Demeke

It was on a Tuesday morning, 31st of July 2012, around 8:00 a.m. and the place was at Kaldi's Coffee shop, in the historical old building of UNECA on the first floor of the Rotunda, when I noticed three young ladies, (unfortunately one of them withdrew from the interview) sitting next to my table having coffee.

I moved to their table and asked them if I could take their pictures with my iPhone Camera for a Staff Magazine that would be issued around the month of September. They said they have already received the 2nd issue and that made me happy. I wanted to know what they think of the organization that they work for, their experience here in Ethiopia and would they like to come back and work in Africa whether in UNECA or any one of the other organizations in the near future. Here is what they had to say.

1. Heather Lee from South Korea: working as an Intern for UNECA in the Food Security and Sustainable Development (FSSD) Division. This is her first experience in Africa. She explains her stay as follows: "Here in Ethiopia it was very different than what I expected. Everything is very challenging. I love the country, I love Ethiopia and it is great to be here." When asked if she would like to come back and work in one of the organizations, her response was I would love to do that. I would contribute my skills and see the



positive changes that will happen in the African continent.

2. Tanja Yndigegn from Denmark: Also works as an intern at UNECA, in the Land Policy Initiative (LPI). She enjoys staying here in Addis and working in UNECA. This is her second visit to East Africa. She stated that Ethiopia is a beautiful country and that she would be glad to come back and work either for UNECA or another regional or international organization.

Remembering our late colleagues

The late Almaz Lulseged



Ms. Almaz Lulseged was born on 22 April 1956 in Ethiopia. She joined ECA on 02 January 1990 and served the Commission as Finance Assistant with dedication and competence until her untimely death on 03 September 2012.

Our deepest sympathy and condolences go to her bereaved family.

The late Ms. Elizabeth Asfaw



Ms. Elizabeth Asfaw was born on 5 December 1931. She joined the United Nations on 23 February 1965, and served the organization with dedication and competence until she retired in April 1995.

Our deepest sympathy and condolences go to her bereaved family.

The late Dr Michael Daniel



Dr Michael Daniel was born on 7 March 1967 in Ethiopia. He joined UNECA in January 2005 and served the Commission as English Language Consultant with dedication and competence until his untimely death on 25 September 2012.

Our deepest sympathy and condolences go to his bereaved family.

The late Dr Alex Tindimubona



Dr Alex Tindimubona was born on 26 January 1951 in Uganda. He joined UNECA in January 2003 and served the Commission as Chief of Science and Technology Section with dedication and competence until his untimely death on 20 September 2012.

Our deepest sympathy and condolences go to his bereaved family.

The late Mr. Felicien Mwikaraga



Mr. Felicien Mwikaraga, was born in Rwanda, on 21 April 1949. He joined UNECA on 01 January 2002 as Assistant Proofreader and served the Organization with dedication and competence until he retired on 30 June 2011. He passed away on 4 October 2012.

Our deepest sympathy and condolences go to his bereaved family.

ECA Triumphs in Olympic Truce Football Tournament

Samson Kassa & Berhanu Tesfaye
Committee of the UNECA football team

The United Nations Economic Commission for Africa (UNECA) football team lifted the Olympic Truce tournament trophy on 15 June in Addis Ababa, Ethiopia. The African Union Commission, in collaboration with Her Britannic Majesty's Permanent Representative to the AU, organized a football tournament to celebrate the Olympic Truce and peace and security in Africa, ahead of the start of the London 2012 Olympic Games. Delivering the trophy to the champion, Mr. Sandy, organizer of the tournament, congratulated the team for their spirited victory. He also said "Not only were they the best players, they were also very sporting throughout"

The full list of teams that participated in the tournament were: UN Agencies, the five regions of Africa, AU partners and Her Britannic Majesty's Permanent Representative to the AU and UNECA. Although the UNECA football team is a holder of numerous trophies, the team faces the following daily challenges to run its core activities:

- Financial resources
- A football pitch where team players regularly practice
- Uniforms and playing boots and vital equipment such as soccer ball etc.
- Participation in the UN's annual inter-agency tournament. The team has not participated in any of the tournaments due to financial constraints.

UNECA Management, Staff members and other well wishers are kindly called upon to provide fi-

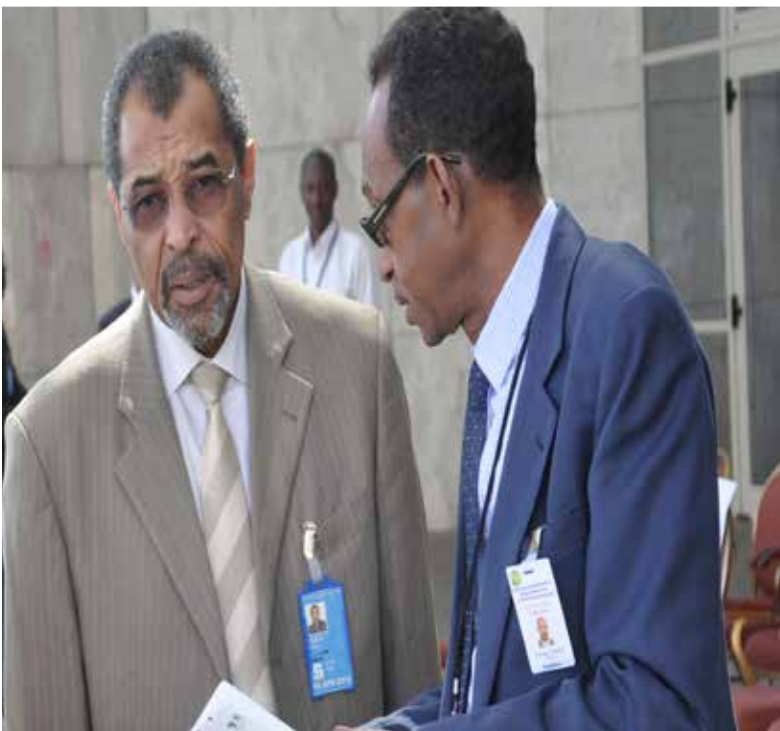
nancial and material support to the Football Team.



ECA Football Team



UN Day Celebration at UNECA - 2012



Q. 1 Dear SV,

I have been with UNECA for the last 14 years and this new wave of mobility scares the death out of me for many reasons :

- 1) It scares me because it will be used by the management to get rid of staff they don't want in their offices.
- 2) I have been performing the same kind of job for the last 14 years so I am afraid I may not have the required skills needed elsewhere.
- 3) Because of my current relationship with my boss he/she will spread the words around and I may not be able to get a good reception at the new place, and I will just be miserable again and who knows for how long, I think I should just quit and resign.
- 4) I am also worried that I will end up somewhere where there is no continuity of programme and budget so my days will be numbered.
- 5) The Geographical move is the one that scares me most, I may lose my family, what if my spouse cannot get a job where we are going to settle; some places do not extend spousal employment; what if my young children will not be able to find a suitable school or college?

If they reassign me somewhere else, I may rebut it because when I was hired 14 years ago, the Organization never told me that I should expect to be mobile; yes in fact, that is what I will do, I will even go further and take them to court. The process will take many years and then I will retire. But on a second thought, I don't think I will win this case, because the STAI clearly states that

the Secretary General or his designee is authorized to re-assign staff to a different department so may be it is a lost battle already (-:-).

Q. 2 Dear SV,

I have some staff with difficult behavior under my supervision and as a result it is difficult to build a team to deliver as one. They all come and gossip about each other and concentrate on little things and personal achievement and recognition instead of looking at the big picture and trying to implement the Vision of the Division. The accusation, defensive approach and collecting evidence against each other have made the office look like a battle field. Everybody is looking at each other with a magnifying mirror to find fault. I sometimes find myself siding with a group to get the work done but this has not been helping me because now, I feel there is no trust among the staff including me.

Q. 3 Dear SV

I have been working with ECA for over 9 years now, it seems like the mandate of the Commission has expanded so much because we are getting busier and busier every year. The workload and the pattern are something I have never experienced in my career life elsewhere. I can never accomplish the work plan I set at the beginning of the e-pass cycle, it seems new things are emerging everyday and I have to attend to those requests, I can no longer plan my day and set a goal to myself, everything is urgent and requests flow at the 11th hour. Sometimes it feels like we are fire fighters always ready to turn off the fire at any cost. Because of such work pattern and the load I can't attend to any In-house training that is being organized by HRSS, I work

beyond 5:30 most of the week and had to discontinue my post graduate studies. I feel I am behind the other staff in the Commission not coping up with the updated training courses because I am always engaged on the job, it seems other staff of the Commission have time to attend all the training courses and apply for positions which I am no longer able to follow. It seems those who are less busy are rewarded with the training and promotion because they have time to study and navigate through the system, those of us who buried our heads in the job have become "step children". I have no time for my family, when I get home I am exhausted and frustrated, I don't even have a minute to spare to check on my children during the day. I feel very guilty and unaccomplished as a parent. Sending them to good school without a proper follow-up is not enough. This life is depressing me together with the office politics. Discussing my situation with colleagues, I learnt that I am not alone and many do share the same feeling, staff get energized and work very hard for the first 5 -6 years and start declining with their performance because it is simply not easy to go on; there are many staff members beaten up with work load, unfair administration and office politics who then withdrew from the system with the idea of "I run for cover". We need these people and their experience; we need to do something SV, please help!

As usual, this year, ECA organized, from 23-25 October, 2012, a highly successful 8th African Development Forum on the theme of Governing and Harnessing Natural Resources for Africa's Development.

The Eighth African Development Forum (ADFVIII) concluded three days of intense debate and discussions among stakeholders with a consensus statement that outlined actions and commitments that will see Africa gain more from its land, mineral, forestry and fishery resources. The Forum's theme, Governing Africa's natural resources for Africa's development, attracted over 800 representatives from government, private sector, academia, development partners and non-governmental organizations. The forum was co-organized by the Economic Commission for Africa, (ECA) the African Union Commission and the African Development Bank.

Speaking at the closing, Abdalla Hamdok, ECA Deputy Executive Secretary, highlighted areas in which the stakeholders made progress on, in particular on issues to do with equity, implementation of policies, and building requisite capacities. Across all the four natural resources sectors, the need to address equity and sharing of benefits in light of the exclusion of large sections of society emerged as needing the most urgent attention.

"Transformation is simply not possible if it excludes the large majority of our population from the economic and social benefits of their own asset; Thus the key challenge in going forward is creating the policy and institutional space to provide for equity in the distribution of benefits from natural resources," stressed Hamdok.

Furthermore, the discussions on natural resource policy drew attention to the fact that they are often fragmented and not rooted in a long-term transformation strategy. "We need to link natural resources policies to infrastructure development; these policies should also optimize available economic and social opportunities, especially those offered by agriculture, forestry and fisheries," he said.

With regard to the current investment trends, the forum decried the tendency to excessively focus on large-scale investments at the expense of small and medium scale enterprises, which, according to Hamdok, create more jobs per invested dollar.

"Such small investments have the potential to kick-start our rural economies, which currently are subsistence, and hence represent a quick way of bringing the greater majority of our people into gainful economic activity and improve their livelihoods," he added.

Hamdok informed the forum that despite the "wonderful continental blueprints for transformation, Africa continues to suffer from a lack of implementation across all the natural resource sectors." He called for domestication and implementation of such blueprints as the Africa Mining Vision and the Land Policy Framework to kick-start Africa's transformation. He also added, that underscored the need for transformative leadership, "not only at government and political levels, but in corporate boardrooms, in our parliaments and among our civil society groups."

In this regard, Hamdok, however, pointed out that current levels of capacity are "totally inadequate and unsuited to a transformative agenda and that as vital as increasing the numbers of engineers and scientists would be, Africa's natural resources sector also needs social skills and economic expertise. "These skills will help us understand how economic and social value is created as this is where we are weakest," he said. Furthermore, a key area of concern that permeated the discussions was the lack of knowledge of the Continent's economic assets. The net worth of both the economic and social benefits, said Hamdok, is a first step towards meaningful negotiations. Participants, noted Hamdok, agreed on the need to monitor and evaluate the effectiveness of policy implementation and track the depletion rates of Africa's resources.

"The management and use of natural resources for our transformation is a shared responsibility," concluded the Deputy Executive Secretary.

The conclusion of the forum was also marked by an extended separate BBC Africa debate, on the issues emerging from ADFVIII. The 2-hour debate was attended by over 150 experts and members of the public, who underscored transparency, value-added manufacturing of Africa's natural resources, smarter investments and negotiations; as well as better spending strategies. The need for stabilization funds, increased savings and diversification of economies also framed the discussions.

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