

# UNECA *StaffVoice*

Issue 4, March 2013

UNECA



Economic Commission for Africa



SG Ban Ki Moon  
with a boy sporting  
a World Aids Day I.D.

**HAPPY NEW YEAR - BONNE ANNEE**

**From the Editorial Committee and the Focal Persons  
of UNECA Staff Voice**

# FLY WITH THE BEST

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## Seble Demeke Editor-in-chief, UNECA Staff Voice, and UN Special Correspondent for Africa

It is gratifying to be reading this fourth issue of the UNECA Staff Voice Magazine. It has been exactly a year since Issue 1 was launched with sound support from both Management and Staff in January 2012 and inaugurated in the forecourt of our historical Africa Hall. Issue 2 was realized in June 2012, Issue 3 sent for publishing in November 2012 but, backlogs obliging, become available only in January 2013. Everything could not happen on time as originally scheduled for 4 issues per year, but here we are, again, welcoming the comments indicated at the end of the magazine. Looking back, staff at all

levels needed this informal communication and idea-sharing channel, in order to enhance cooperation and collaboration between staff and management towards achieving the Commission's goal.

The reality remains that communication will always be the best method of not only solving staff/management problems but also increasing efficiency and responding to the needs and requirements of individuals and organizations alike. Therefore, in this issue of the Staff Voice, we would like to let you know how far we have come with this initiative. Some



of the original ideas put forward by all the staff, regardless of their position in the Commission, are recapitulated at the end pages of this issue. They all confirm what Doreen Bongoy-Mawalla, our former Director of Administration, said in one of her interviews: "WE ARE TOGETHER".

### Group photo of some of the newly-elected Staff Union Officials, a few minutes after the elections held on 14 December 2012





## Interview with Dr. Carlos Lopes, United Nations Under Secretary-General and the Eighth Executive Secretary, United Nations Economic Commission for Africa (UNECA)

On behalf of the Staff Voice, I would like to welcome you and thank you for accepting to be interviewed by the staff magazine.

**ES: I thank you for the opportunity.**

**SV: How does it feel to be the eighth Executive Secretary of the Commission?**

ES: A great sense of pride. As an academic, I have, over the years, extensively researched and published on issues of relevance to Africa and its people. So to be given this chance is an enormous opportunity, I feel very proud and honored to be able to contribute to the African transformative agenda at the highest level.

**SV: How is your restructuring plan coming up?**

ES: It is shaping up well. I am very encouraged and happy to see the high level of interest and enthusiasm of staff members. This, I believe, is as a result of the extensive and in-depth consultation process that preceded the process. Also, the Staff Union's position regarding the transformation, since the announcement of the new structure at our Town Hall meeting, has been very positive. I am further encouraged by the warm welcome of member States to the new changes. At the recent African Union Summit,

we had a number of resolutions requesting ECA to continue on this path, including one resolution specifically mentioning the support of the Assembly of Heads of State to the current process.

**SV: Regarding your statement at the town hall meeting with staff, that you are unable to find suitable candidates from the existing staff to fill 60 new vacancies. Can you please clarify?**

ES: The thrust of the reform is to get the right organizational structure that will help us achieve our vision of supporting the transformation of Africa. One that is logical, focused and specialized on achieving our core mandate. After doing that you assign staff to the various positions within the structure rather than the other way around. This process thus ensures that the new structure has a certain level of integrity, constructed around Africa's interest, which is the only interest that must prevail ultimately.

When populating this new structure, we realize that there were areas where we have gaps, where we don't have enough capacity to meet the



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

competencies that are required, such as our need for many more people working on issues related to data, knowledge networking and management, communications. We need more people specialized in certain areas of expertise such as green economy, organizational issues, population. We currently don't have enough people with these. We will therefore have to recruit to fill these gaps.

But this new structure is also taking into account the existing human capital we already have. This is not a retrenchment process. There will be no reduction in the number of posts. In fact, these 60 new posts are additional, and they will not affect the posts already in place. So it is about adding competencies that we don't possess. That being said,

we are going through the normal process of recruitment. If individuals within ECA believe that they qualify for one of the positions we advertise, not on the strength of what they do right now but rather on the strength of things that they may have in their CV, which we are not aware, they are, of course, encouraged to apply. This is the case for instance of some positions that we had, such as Regional Advisors, who have not been used exactly as conceived. Should they possess the experience, they can apply for the new advertised posts. I strongly believe it is a very good balance between maintaining the capital we have while at the same time expanding to meet the requirement of filling the new posts that the Commission will need in the future.

**SV: We gather that a lot of Regional Advisors contracts are terminated; can you please give us your views regarding the nature of their post and the reasons behind the action?**

ES: The Regional Advisor positions were created as short term positions to fill in gaps in ECA responsiveness and support to member states and RECs. Over time, they have been distributed as scattered, fragmented resources rather than concentrated in their specific areas of capacity. We need to completely reform the way we were using these resources. That is why this particular group has been affected because the positions were not used for the intention they were created for in the first place. Now, we are merely trying to correct that.

**SV: We have learned that there will be new D-2 posts allocated to all the Regional Commissions. What will be the role of this D-2 in ECA?**

ES: First of all this is a discussion that has been going on for at least five to six years and has not yet been approved by member states. When Member States finally decide, we will then look into the best allocation scenarios possible. Right now, it is still very tentative.

**SV: Do you believe that there is effective interaction between management and staff regarding the on-going reform?**

ES: We have regular meetings between management and the Staff Union. Quite apart from this formal mechanism of consultations, we have a number of initiatives ongoing that prove that management/staff consultations have been highly effective. To date, I have personally organized 18 staff meetings with different categories of staff. I have also done 1 town hall per month. There are now ten (10) Task Forces in different areas of Business Standards open to all staff to participate and influence the ongoing process. We also had the privilege of having two separate town hall meetings with the Secretary-General and with the Deputy Secretary-General. The response has been quite good so far. So communication has been taking place at all levels and with everyone's interest in mind. .. Obviously though, when you are in transition, staff want even more information but we do have limitations of time.

**SV: Security of UN Staff around the continent has been an important, sensitive and difficult issue. Are you planning to do anything in this area?**

ES: I have been dealing with this and feel it is also important to work with our security colleagues in a good atmosphere. I have had

the opportunity to meet with the security staff specifically, because of the grievances they had in the past. I have asked New York to allow us to take certain measures to rectify some of the issues at our level. A delegation of the Department of Safety and Security is coming for a mission here at my request. So I am really taking this issue very seriously.

**SV: What will be the new issues that you will introduce to the Commission not already dealt with by your predecessors?**

ES: Well there is not a subject area that was not dealt with by ECA in the past. What is different is the way you do it. For instance, my focus is going to be much more addressing knowledge management capabilities. That is why I am giving importance to statistics. I am also going to be bolder in the area of acting on policy recommendations. For instance, I am very interested in the collaboration with the African Union (AU) and the African Development Bank (ADB) and especially to clarify each organization's respective comparative advantages. I also see ECA as being the provider of bold innovative solutions. All these will require the adjustment of how we work: with less convening of meetings and conferences, etc. and becoming much more involved in the production of original research.

**SV: What do you think will be your main challenges in managing this Commission?**

ES: Well, the first challenge is budgetary. Like all parts of the UN, we are constrained in managing resources. Also, the budgetary process does not allow for flexibility. It is therefore difficult to shift priori-

ties to meet changing needs. It is a time-consuming planning process which entails many stages. So that is a major constraint.

The second constraint is the centralization of certain bureaucratic decisions in New York. I still believe that for a Commission as large as ours, we need degrees of autonomy much larger than what we have. But, unfortunately, this is something that has not yet happened. For example, once the Staffing Table is approved, leave it to the manager to manage it. Each time you want to do one little thing, you have to go all the way through a process that is very centralized and that is not good for results-based management. No big institution is properly managed if it goes through this type of process. It is too much micro-management.

SV: In one of your remarks, Mr. Executive Secretary, you emphasized the important role the Commission has to play in the transformation of Africa. Could you tell us briefly how this is going to be done?

ES: Most important is the role the commission will continue to play to further align itself with its two other key partners (AUC and ADB). We have started this but it needs to be strengthened. The second important contribution is for the Commission to be able to identify exactly what are the key entry points for a structural transformation of the African economies. There are lots of ideas but we need to pin down which areas are the most important. For example, everybody talks about the issue of natural resources but that is too large a theme; we need to be much more specific. What is the exact entry point that will make a difference to the way Africans benefit or take advantage of their natural resources? The same is true of employment

for which there is no other way to deal with it than industrialization. But that, again, is too generic. We need to be more specific as to what type of industrialization, what type of incentives, what type of regulatory systems, what kind of investment we are going to welcome and how we are going to use them. So these are the type of issues that we need to solidify towards African transformation.

**SV: In two years, it will be the end of the MDG deadline. What next?**

ES: We are very active at ECA in helping Africa develop its own position for the post-2015 Agenda. The African position will emerge out of consultations in our sub regions and be confirmed at a final meeting led by the African Union, NEPAD, ECA and other partners to take place in March this year. Then there will be negotiations between different regional partners, Africa being one. But we are very active in trying to help in this process and I think ECA is a bit ahead of the curve in relation to other world regions in the consultative process. As to how it is going to look like, we will have to wait till the end of the process of negotiations to find out. This joint outcome will not be defined by ourselves, but rather by all United Nations Member States.

**SV: Any original ideas to be introduced?**

ES: We don't want originality for originality sake, but we need to be very rigorous, and very helpful in supporting countries to transform. For example, it is a fact that Africa has a youthful population. We therefore need to industrialize, to grow more food. Obviously, it is very difficult to be more original

than that. So we all agree. The problem however is policy implementation. That is where genuine originality comes in combined with rigorous implementation.

**SV: Outreach of the Commission.**

**Do you have any plan to make ECA's work more visible? If so, how do you plan to do this?**

ES: We have singled out communication as a big gap in the restructuring process and are in the process of recruiting to fill this gap. We also found that by international standards our website readership is very low. Our publications are very limited in international quotations and they are also not commercially distributed, meaning that you cannot find ECA publications in any bookshop anywhere. Our Newsletter and other products' circulation is very scattered and fragmented. We do not really have a publications policy. It is therefore not a surprise that we are not very well known by those who should use our products. This being said, we have also to limit our expectations. This organization is not UNICEF, which is known for its mandate and clear cause. We are not an organization that is defined by a cause. What we will have to do is to work really hard to ensure that ECA is known for sharing information targeted on economic and social issues in Africa, This is our clear target.

If an organization that is dedicated to economic issues on Africa, or a Pan African magazine, or the economic section of an African national newspaper, or meetings and workshops of Ministers of planning/ economic planning/ development don't use ECA products, then we have a problem. This is what is happening now. These are the individuals and institutions that we have to target -the actors on economic and social



areas of the continent's development, NGO activists, media specialists on economic and social issues, they should know very well our ECA products and what ECA does.

**SV: I have observed on several occasions that the celebration of the United Nations Day in ECA is limited to Diplomats, High-level Government Officials and ECA Staff. Would you be changing this status quo and involve, for example, students from different Universities, academicians, writers, NGO, Civil Society and Private Sector representatives who are working with ECA?**

ES: Well it is possible, because we are in a country with a lot of talent and with a very deep history. There is a lot we can learn from Ethiopia. We should not forget also that when we celebrate UN Day here in Ethiopia is for the entire UN family, not just ECA. It is the result of consultations as there is a huge representation of UN here in Addis and we should not transform it into an ECA event. Traditionally, what has been happening is more of a celebration of the spirit of the UN by the staff and the process seeks always to encourage wide participation by the staff. Improvements are always welcomed and ideas should come through the Staff Unions of the various organizations and not just ECA to try to improve the occasion.

**SV: In one of your several and focused Town Hall meetings, you called on the staff to become part of the "African moment". What do you really expect from the staff?**

ES: I want staff to realize that the world is changing, Africa is changing, therefore, ECA has to change. Africa is changing fast therefore ECA has to change fast to catch up with this "African moment" in

history. We have realities which we didn't even think of some time ago and we do not want to be left behind and have to struggle to catch up later. Staff members therefore have to choose to be part of this moment, have to be energized by these exciting opportunities and to make ECA a player in these different developments. That is what I mean by seizing the African Moment

**SV: Any messages that you would like to pass to your readers?**

ES: I am counting very much on the

staff to be mobilized and energized by this transformation process. This I have said several times. We are not doing this for ourselves; we are doing this for the continent. We will have a sense of pride having known that everybody is talking about our contribution to the African agenda and to the Africa transformation more than us to think for ourselves. So we need to have this spirit of altruism of trying to be an organization that is known for making a difference for Africa.

Thank you Mr. Executive Secretary



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## Entretien avec Carlos Lopes, Sous-secrétaire général de l'ONU et huitième Secrétaire exécutif de la Commission économique pour l'Afrique (CEA)

Au nom du magazine Staff Voice, je tiens à vous souhaiter la bienvenue et vous remercier d'avoir accepté de faire cet entretien avec nous.

SE: Je vous remercie de l'occasion qui m'est offerte.

**SV: Comment vivez-vous le fait d'être le huitième Secrétaire exécutif de la CEA?**

SE: Eh bien, ayant consacré toute ma carrière, en tant qu'universitaire, à étudier et à publier à profusion sur les questions pertinentes, d'intérêt pour le continent, je le vis avec un sentiment de fierté. Me voir accorder cette chance représente, par conséquent, une énorme opportunité et je suis vraiment fier de pouvoir apporter ma contribution à la transformation de l'agenda de l'Afrique, à un niveau plus élevé.

**SV: Parlez-nous de votre programme de repositionnement de la Commission; quels en sont les progrès ?**

SE: Cela se passe bien. Je suis satisfait de l'adhésion des fonctionnaires à mon programme. Je crois que c'est le résultat des consultations générales approfondies qui ont précédé le processus. La preuve c'est que j'ai pu mobiliser le personnel en grand nombre au cours de nombreuses de réunions interac-

tives. La position du Syndicat des fonctionnaires sur la transformation a également été positive depuis l'annonce de la nouvelle structure à la réunion générale de la Commission. Je suis aussi satisfait du soutien que les États membres ont apporté aux changements que j'ai proposés. Au Sommet de l'Union africaine, de nombreuses résolutions ont été adoptées demandant à la CEA de continuer sur cette voie. Il y en a une qui mentionne spécifiquement le soutien de la Conférence des chefs d'État à la réforme que j'entreprends.

**SV: Lors de la réunion avec les fonctionnaires, vous avez indiqué que vous ne parveniez pas à trouver au sein du personnel en place des candidats adéquats pour pourvoir aux 60 nouveaux postes. Pourriez-vous nous donner des précisions ?**

SE: L'objectif de la réforme est d'obtenir une bonne structure susceptible de nous aider dans la vision d'une transformation de l'Afrique, une structure logique, ciblée et spécialisée dans l'accomplissement de notre mandat. Après la mise en œuvre du nouvel organigramme, le personnel sera affecté aux différents postes, et pas l'inverse. Ce faisant, nous nous assurons que la nouvelle structure a effectivement un certain degré d'intégrité axé sur les intérêts de l'Afrique, le seul qui prévale en fin

de compte. Lors du pourvoi aux postes du nouvel organigramme, nous nous avons constaté qu'il y avait des domaines dans lesquels nous n'avions pas suffisamment de capacités pour les compétences requises; et pour lesquels nous avons besoin de plus de personnes travaillant sur des sujets relatifs à la gestion et la mise en réseau des données et des connaissances; et à la communication. Il nous faut davantage d'experts dans les domaines de l'Économie verte, des questions organisationnelles, de la population; nous ne disposons pas de ces compétences-là à l'interne. Voilà pourquoi il nous faut donc recruter du nouveau personnel pour combler ce déficit. Cependant, la nouvelle structure prend en compte le capital humain déjà existant et n'envisage pas de le réduire; il n'y aura pas de suppression de postes. Au fait, ces 60 nouveaux postes complètent ceux déjà en place et sont sans incidence sur ces derniers. Il s'agit donc d'ajouter les compétences qui nous manquent. Ceci dit, le processus de recrutement reste le même. S'il y a des individus qui aspirent aux postes que nous allons publier, non pas sur la base de ce qu'ils font en ce moment mais plutôt sur celle de ce qu'ils peuvent avoir dans leur CV et dont nous n'avons pas connaissance, ils sont, bien entendu, libres de postuler. C'est le cas par exemple de certains postes, comme par exemple, ceux des Conseillers régionaux qui n'ont pas été utilisés comme il se devait. S'ils ont l'expérience, ils peuvent déposer leurs candidatures et postuler aux nouveaux postes. Je crois donc que c'est un bon équilibre entre le maintien du capital humain et de l'effectif en place et son expansion simultanée afin de répondre à l'exigence du pourvoi des nouveaux postes dont la Commission aura besoin à l'avenir.

**SV: Nous constatons que beaucoup de contrats des Conseillers régionaux sont résiliés. Pourriez-vous nous donner votre point de vue quant à la nature des postes et des raisons de leur résiliation?**

SE: Les postes de Conseillers régionaux ont été créés comme sur la base de contrats à durée déterminée pour combler les lacunes dans la réactivité de la CEA et appuyer les États membres et les commissions économiques régionales (CER). Au fil du temps, ces ressources ont été dispersées, fragmentées, au lieu d'être regroupées dans leurs domaines d'intervention spécifiques. Nous devons réformer complètement la façon dont ces ressources étaient utilisées. Voilà pourquoi ce groupe a été particulièrement touché car ces postes n'ont pas été utilisés aux fins prévues initialement. Ce que nous faisons en ce moment est de tenter de remédier à ce problème.

**SV: Nous avons appris que de nouveaux postes D-2 seront attribués à toutes les Commissions régionales. Quel sera le rôle du D-2 à la CEA ?**

SE: Tout d'abord, il s'agit là, de discussions qui durent depuis au moins cinq à six ans et l'attribution du poste est encore loin d'être approuvée. Elle est sujette à une décision des États membres. Lorsque nous aurons le poste, nous nous pencherons sur la meilleure façon de nous en servir. À l'heure actuelle, rien n'est encore acquis.

**SV: Croyez-vous qu'il existe une bonne interaction entre l'administration et l'ensemble des fonctionnaires concernant la réforme en cours ?**

SE: Nous tenons de fréquentes réunions avec le Syndicat du personnel. En dehors de ce mécanisme formel de consultations, nous prenons des initiatives qui prouvent que les consultations conjointes administration/Syndicat sont très efficaces. À ce jour, j'ai organisé personnellement 18 réunions avec les différentes catégories de personnel. J'ai aussi organisé une réunion générale tous les mois. Nous avons mis en place dix groupes de travail dans différents domaines auxquels les fonctionnaires peuvent participer et influencer le processus en cours. Nous avons également eu le privilège d'avoir le Secrétaire général et le Secrétaire général adjoint, chacun à une rencontre entre l'administration et les fonctionnaires. À présent, les résultats sont satisfaisants. Donc, il y a eu une très bonne communication à tous les niveaux. Il est cependant évident que durant une transition, les fonctionnaires veulent davantage d'information. Malheureusement, nous avons des contraintes liées au temps.

**SV: La sécurité des fonctionnaires des Nations Unies à travers le continent a été un sujet d'actualité, sensible et difficile. Envisagez-vous de faire quelque chose dans ce domaine?**

SE: Je me suis effectivement penché là-dessus et je pense qu'il convient également de travailler dans une bonne ambiance avec nos collègues de la sécurité. Aussi ai-je eu l'opportunité d'échanger avec eux sur certaines des plaintes existant avant ma prise de service. J'ai demandé à New York de nous autoriser à prendre des mesures pour régler certains de ces problèmes à notre niveau. Une délégation

du Département de sûreté et de sécurité (DSS) viendra incessamment ici suite à ma demande; nous l'attendons la semaine prochaine. C'est vous dire que je prends ce problème très au sérieux.

**SV: Quelles sont les nouvelles questions que vous aller traiter et que vos prédécesseurs à la tête de la commission n'ont pas encore abordées?**

SE: Eh bien, il n'y a pas eu de questions qui ne furent pas prises en compte par la CEA par le passé. Seule la méthode est différente. À titre d'exemple, je voudrais mettre l'accent sur les capacités dans la gestion des connaissances. C'est pourquoi j'attache une grande importance aux statistiques. J'entends également renforcer les recommandations concrètes concernant les grandes orientations. Par exemple, une collaboration étroite avec l'Union africaine (UA) et la Banque africaine de développement (BAD), une collaboration basée sur la clarification de nos avantages comparatifs respectifs m'intéresse vivement. Pour moi, l'avantage comparatif de la CEA est celui de la fourniture de solutions innovantes audacieuses. Tout cela nécessite une refonte de notre manière de travailler. Nous aurons moins de réunions, de conférences, etc. et serons plutôt impliqués dans la production de recherche originale.

**SV: Quels seront, à votre avis, les défis majeurs auxquels vous risquez de faire face dans la gestion de cette Commission ?**

SE: Eh bien, le premier défi est celui du budget. Comme partout ailleurs aux Nations Unies, nous avons des contraintes en matière



de gestion des ressources. En plus, la lourdeur du processus budgétaire ne se prête pas à la flexibilité. Il n'est pas possible de remanier les priorités pour répondre aux besoins en évolution. C'est un processus de planification lent qui comprend plusieurs étapes. Par conséquent, ceci est une contrainte majeure.

La deuxième contrainte est la concentration, au niveau de New York, de certaines décisions administratives. Je continue de croire que pour une grande commission comme la nôtre, il faudrait tout de même un degré d'autonomie bien au-delà de celui que nous avons. Ceci n'est, malheureusement, pas encore une réalité. À titre d'exemple, une fois que le tableau des effectifs est approuvé, il faudrait en confier la gestion aux personnes responsables. Sinon, il faut passer par un long processus centralisé pour toutes les petites prises de mesure ou de décision au détriment d'une gestion axée sur les résultats. Aucune institution de taille ne peut être gérée correctement si elle est condamnée à un tel processus qui devient une micro gestion à outrance.

**SV: M. le Secrétaire exécutif, dans l'une de vos interventions, vous avez souligné le rôle important que la Commission doit jouer dans la transformation de l'Afrique. Pourriez-vous nous dire brièvement comment cela va se faire?**

SE: La contribution la plus importante est l'alignement de la Commission sur ses deux partenaires (l'Union africaine et la Banque africaine de développement). Ce processus est déjà en cours mais nous devons le renforcer. La

deuxième contribution importante de la Commission est celle d'identifier, de façon précise, les points d'ancrage principaux pour une transformation structurelle des économies africaines. Il existe une multitude d'idées, mais il nous faut cerner les domaines les plus importants. Par exemple, tout le monde évoque la question des ressources naturelles. Le thème est bien trop vaste; nous devons être plus spécifiques quant au point d'entrée qui fasse une différence dans la façon dont les africains profiteront de leurs ressources naturelles. Il en va de même pour l'emploi qui ne peut être traité par des moyens autres que l'industrialisation. Là encore, c'est trop général et nous devons spécifier le type d'industrialisation dont nous avons besoin, quelles incitations, quels systèmes de réglementation et quels types d'investissement nous allons accepter et comment nous allons nous en servir. Voilà donc les sujets que nous comptons traiter pour faire avancer la mise en œuvre de l'agenda de la transformation de l'Afrique.

**SV: Dans deux ans, ce sera la fin de l'échéance des OMD. Et après ?**

SE: Ici, à la CEA, nous oeuvrons activement pour doter l'Afrique d'une position sur ce qu'il est convenu d'appeler le programme de l'après 2015. La position africaine devrait découler de consultations avec nos sous-régions et aussi d'une réunion finale qui sera présidée par l'Union africaine, le NEPAD, la CEA et les autres partenaires lors de notre prochaine réunion en mars cette année. Ensuite, il y aura des négociations entre les différents partenaires régionaux dont l'Afrique. Nous nous sommes déjà attelés à la

tâche et la CEA a pris de l'avance dans le processus de consultations par rapport à d'autres régions du monde. Quant à la forme du produit final, il ne sera connu qu'à la fin des négociations. Le dénouement ne sera pas notre seul fait mais celui des États membres de l'Organisation des Nations Unies.

**SV: Quelques idées originales?**

SE: Nous ne cherchons pas l'originalité en soi; il nous incombe surtout d'être rigoureux et disponibles à aider les pays dans leur transformation. Par exemple, il est admis que nous avons une population jeune; par conséquent, nous devons industrialiser et produire davantage de denrées alimentaires. Bien évidemment, il est très difficile d'être plus original que cela et là-dessus nous sommes tous d'accord. Le problème reste cependant celui de la mise en œuvre des politiques. Ceci nécessite une originalité authentique en conjonction avec une mise en œuvre rigoureuse.

**SV: Parlez-nous de la visibilité de la Commission; avez-vous une stratégie pour rendre le travail de la Commission plus visible? Si oui, quelle est-elle?**

SE: Nous avons identifié le domaine de la communication comme une grosse lacune dans le processus de restructuration si bien qu'une partie du travail de recrutement va porter là-dessus. Nous nous sommes rendus compte également que le lectorat de notre site web est très restreint par rapport au niveau international. Nos publications sont très limitées au niveau international et ne sont pas commercialisées; ce qui signifie qu'on ne les trouve dans aucune librairie. La circulation de no-

tre bulletin d'information et des autres productions écrites est très éparpillée et fragmentée. Franchement, il n'existe pas de politique de publications à la CEA. Il n'est donc pas surprenant que nous ne soyons pas bien connus de ceux qui sont sensés se servir de nos productions. Ceci dit, il nous faut aussi modérer nos attentes. La CEA est différente de l'Unicef dont la popularité est fonction de son mandat et aussi de sa cause. La nôtre n'est pas une organisation qui se définit par une cause. Ce qu'il nous faudra faire est de travailler dur pour que la CEA soit connue par sa diffusion d'informations dans le domaine de l'économie et des affaires sociales en Afrique. Ceci est notre objectif.

Si une organisation qui se consacre aux problèmes économiques de l'Afrique ou bien un magazine panafricain, un bulletin national d'information avec une rubrique sur l'économie, des réunions et ateliers des ministres de la planification et du développement économique, ne se servent pas des produits de la CEA, cela veut dire qu'il y a un problème. Voilà pourquoi il nous faut cibler ces individus et institutions. Les acteurs des domaines social et économique du développement du continent, les militants des organisations non gouvernementales (ONG), les journalistes et médias spécialisés dans les domaines économique et social doivent tous être au fait de ce que fait la CEA et bien connaître nos publications.

**SV: J'ai remarqué à plusieurs reprises que la célébration de la Journée des Nations Unies est limitée aux diplomates, aux responsables de haut niveau et au personnel de la CEA. Envisagez-vous de changer le statu quo pour inviter**

**des étudiants d'universités différentes, par exemple, des universitaires, des écrivains, des ONG, la société civile et des représentants du secteur privé qui ont un partenariat avec la CEA?**

SE: C'est bien possible, car nous sommes dans un pays avec beaucoup de talents et une histoire profonde où il est possible de puiser. Il convient de se rappeler aussi que lorsque nous célébrons la Journée des Nations Unies en Éthiopie, nous le faisons au nom de la famille entière de l'Organisation et non pas exclusivement de celui de la CEA. Cette journée est le résultat d'une consultation étant donné qu'il existe ici à Addis-Abeba une représentation onusienne très importante et nous devons faire attention à ne pas transformer l'événement en un événement de la CEA. Traditionnellement, la célébration se fait sous l'esprit de l'ONU par le personnel et nous nous efforçons toujours d'attirer une participation élargie. Les améliorations sont toujours les bienvenues et les nouvelles initiatives devront nous parvenir à travers les syndicats du personnel des diverses organisations afin d'essayer d'améliorer cette célébration.

**SV: À l'occasion de l'une de vos nombreuses réunions générales avec les fonctionnaires, vous avez lancé un appel au personnel pour qu'il contribue à «l'heure de l'Afrique». Qu'est ce que vous attendez exactement du personnel?**

SE: Je désire que les fonctionnaires se rendent compte que le monde évolue, que l'Afrique évolue, et que par conséquent la CEA doit évoluer. L'Afrique évolue vite; la CEA aussi doit évoluer vite de façon à faire partie de l'heure historique

de l'Afrique. Il existe des réalités auxquelles nous ne pensions même pas il y a quelque temps et ne voulons pas être laissés en rade pour faire un rattrapage plus tard. Par conséquent, le personnel doit être impliqué dans «l'heure de l'Afrique», galvanisé par les opportunités et permettre à la CEA de jouer un rôle important dans le processus. Voilà ce que j'entends par saisir le «l'heure de l'Afrique».

**SV: Votre message aux lecteurs?**

SE: Je compte énormément sur la mobilisation du personnel et sa revigoration par ce processus de transformation. Ceci, je n'ai de cesse de le répéter. Nous ne l'entreprenons pas pour nous mais pour le continent. Nous serons plus fiers de savoir que le monde entier parle des contributions que nous aurons apportées à l'agenda et à la transformation de l'Afrique plutôt que de nous occuper de nos propres soucis. Il nous incombe, par conséquent, d'adopter cet esprit d'altruisme – celui de nous efforcer de devenir une organisation qui fait la différence pour l'Afrique.

Je vous remercie, M. le Secrétaire exécutif, de votre temps précieux et des informations pertinentes.

Propos recueillis par Seble Demeke

## Remarks by Makane Faye, Staff Union President at the occasion of the Town Hall Meeting with Mr. Ban Ki-moon, UN Secretary-General

Excellency, Mr. Secretary-General,

Dear colleagues,

On behalf of the UN family in Ethiopia, I am pleased to extend a warm welcome to Secretary-General Ban Ki-moon and Madam Ban and to all staff members present at this Town Hall. Happy New Year to you, Mr. Secretary - General and to all colleagues. I have the honour and privilege to present a few issues to Your Excellency.

Mr. Secretary General,

### **Local Salary issues**

We are reiterating our call to bring a solution to the daily hardship, which our General Service Staff colleagues experience, even after retirement, due to the continuous erosion of the local currency. The sharp decline of the Ethiopian Birr against the US Dollar and the rise of commodity prices seem not to have an end. We have approached ICSC

last year with a letter sent through the then Executive Secretary, without acknowledgement from ICSC. As our direct employer, is there anything you can do to assist?

### **Mobility**

Mobility has been high in the agenda of the UN staff based in Ethiopia and in the ECA sub-regional offices. We have always been supportive of the proposed mobility policy. As the President of CCISUA indicated in the global town hall meeting, we worked hard with your representatives at the SMC to come up with a scheme that was balanced and doable. Unfortunately it looks like member States, in their December deliberations, were advocating for participation of externals to compete for the positions made available by the proposed mobility policy framework and keeping staff representatives out of the proposed Job Network Boards responsible



for placement. We want a fair and workable framework that will serve the best interest of the Organisation and its staff. However, if what member States are planning to do is put in place, the mobility policy for which we had high hopes will be impossible to implement. In this regard, we would like to know the steps you have taken or plan to take in order to correct this situation when the issue is brought back to the GA in March. In the meantime, ECA staff would like ad-hoc mobility such as SWAP between staff to be instituted and kindly request you to authorize OHRM to facilitate such type of mobility.

Mr. Secretary General,

### **Budget Cuts and HLCM Non-Paper**

On the continuous budget cuts and post reductions in the UN for 2014-2015, we, like other UN staff Associations and Unions, are worried and wondering what will the UN be in the years to come. It looks like we are heading for a UN without its



most valuable asset, the staff, a UN in which work is externalized and core activities are left with temporary human resources. We wonder if this will bring sustainability of development-oriented programmes and commitment of the UN workforce, who without proper contract systems, may lose hope and become less committed. In this context, the Staff Union does not welcome the HLCM “Non-Paper to guide discussions on the High Level Committee on Management Strategic Plan and the Committees Working Modalities”, elaborated for the Retreat of the UN Executives held in Turin, and in this regard, we endorse the letter sent to you by the three United Nations Staff Federations (CCISUA, FICSA and UNISERV) on the Turin outcome.

**Mr. Secretary General,**

#### ***ECA Restructuring***

We have a new leadership that advocates for a retooled ECA with recalibrated programmes expected to make a significant contribution to the transformative agenda of the continent. The new ECA structure has taken into account several issues which were of concern to staff over many years.

However, as indicated by one Colleague at the Town Hall organized by the Executive Secretary in December, “staff is positively lost” because it “is not easy to find a balance among the different interests and requirements” as your Excellency the Secretary General stated in an address at the Special SMC at Glen Cove. However, echoing your belief that “Staff is the most valuable asset of the Organization”, we will endeavour to make the best use of this asset. We reiterate our right and desire to responsibly

work with the ECA management to address the challenges and determine the best model for fulfilling ECA’s mandate. In this regard, I am pleased to inform you that the early misunderstandings between the Staff Union and management on consultations have been dissipated and a constructive dialogue between Staff Union and Management renewed with regular consultations aimed at making sure that the entire staff of the Commission is retained, redeployed and retrained (depending on the situation) to bring about a Renascent Africa, through new ways of doing business in the Commission and a change of institutional culture, as indicated by the Executive Secretary.

Mr. Secretary General, this new structure and its re-calibrated activities may need more resources than expected, while the ECA is required to participate in the additional 100 million dollar cut announced in your Global Town Hall. Accordingly, we would like to hear your Excellency’s ways and means of support for the delivery of the Commission’s new programme.

**Mr. Secretary General,**

#### ***Retirees***

Finally, to our Retirees, we would like to add our voice of Congratulation praising and honouring your dedicated years of service to the UN and pray the Almighty God help you spend the remainder of your life in peace, rest and enjoyment.

We thank again the Secretary General for always giving us this opportunity and honour to dialogue face to face with him once a year.

I wish to thank you all for your patience. God Bless You ALL.

**GET  
INVOLVED  
by  
sending  
your  
concerns  
to Dear SV**

# UNECA's Executive Secretaries 1958 – 2013



**Carlos Lopes**  
GUINEA BISSAU  
2012 -

**THE FOLLOWING ARE REMEMBERED WITH APPRECIATION  
BY THE STAFF OF THE COMMISSION**



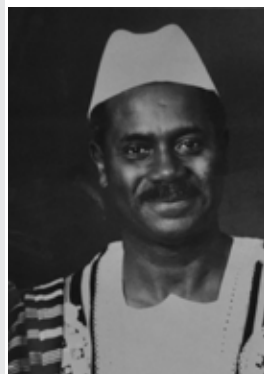
**Mekki Abbas**  
SUDAN  
1958-1962



**Robert Gardiner**  
Ghana  
1962-1975



**Adebayo Adedeji**  
Nigeria  
1975-1991



**Ilssa Diallo**  
GUINEA  
1991-1992



**Layashi Yaer**  
Alegría  
1992-1995



**Kingsley Y. Amoako**  
Ghana  
1995-2005



**Abdoulie Janneh**  
2005 - 2012  
GAMBIA

## Message from the Newly-Elected Staff Representatives



*Makane Faye,  
President of the Executive  
Committee*



*Alemayehu Haile  
Chairperson of the Council*



*Abraham Tameru  
Vice-President of the  
Executive Committee*



*Hirut Mammo  
Vice-Chairperson of the  
Council*



*Henok Legesse  
Secretary, EC*



*Rebecca Work Emmanuel  
Assistant Secretary, EC*



*Aloysius Fomenke  
Secretary of the Council*



*Molla Hugnegnaw  
Asst. Secretary of the Council*



*Tsenga Amensissa  
Treasurer*



*Guy Ranaivomana  
Asst. Treasurer*



*Tsedale Demissie  
Council Member*



*Tesfahun Assefa  
Council Member*



*Gebremedhin Tadesse  
Council Member*



*Joseph Baricako, SRO-CA  
Council Member*



*Nassim Oulmane, SRO-NA  
Council Member*



*Mactar Seck, SRO-EA  
Council Member*

Dear Colleagues,

On 14 December, 2012, you entrusted us with the mandate to represent you in all decision making processes that would take place not only at UNECA but also in the entire UN system and which will affect the welfare and career of staff.

On behalf of the entire UNECA community, we would like to thank the outgoing Staff Council for rep-

resenting all staff members, especially the 700 of them who provided regular financial support to the Staff Union; and for having served with dedication to promote a better workplace environment at UNECA. The collaborative spirit in which the change of Union leadership occurred is an illustration of the new collaborative and transparent relationship that were developed in our Staff Council. We will also look forward to working with, and learning

from, the previously elected Staff Council members, some of whom have been reelected in the new Union leadership. We would kindly ask all staff members to take a moment to thank the previous Staff Council Representatives for their service to the UN community. Through productive leadership and constructive recommendations, we, as the new Staff Representatives will continue to improve the quality of our Commission's work and



promote the welfare of staff. We are looking forward to fruitful interactions with the new management in the coming years to serve you in all acceptable ways.

It will be our pleasure to serve as Staff Council for the coming two years. It will be a wonderful opportunity to get to know many staff members on a deeper level than we would have otherwise. As Staff Council we endeavour to reinforce communication between staff and management and increase satisfaction by implementing best practices. The Staff Representatives will help integrate improvements into the environment and conditions of work and contribute to boosting the decision-making process.

**We believe that we have been given many unique opportunities to contribute to initiatives which are beyond ECA and which encompass the welfare of all UN staff representatives. We will continue to work with sister staff unions and associations in the UN to fulfill the UN Goals while at the same time taking care of staff welfare.**

The goal of the Staff Council is to promote a positive and collaborative work environment as enshrined in the UN Staff Rules and Regulations. The Council serves as a vehicle for discussion of staff interests and concerns, and at the same time a means of interaction with management.

As you might be aware, 2013 and the years to come seem to be a promising period for Africa to change its image of poverty, dependence and become a contributing member of the world society. In this context, all staff members need to focus their activities and mindset towards the new direction being steered by the Commission and ask

ourselves in what way we can contribute and leave our mark in this historical time of Transformation of the continent. Each of us has a role to play in delivering the Commission's outputs in the most effective and efficient manner...

In addition, the Staff Union Executive Committee would like to call on all staff members to be fully engaged in the activities being spearheaded by your elected representatives, by way of suggestions, recommendations and meaningful participation in the various Staff Management bodies. Staff representatives alone, without committed and motivated staff, are not going to be able to achieve much. But we can assure you that your elected representatives have started fruitful negotiations with management and together, we

will be able to change things that need to be changed, improve those that need to be improved and, as a result, raise the level of performance, hence delivery of the Commission to that of excellence.

In the current environment of change and restructuring, let us be involved and become, as much as possible, instruments of positive change.

In closing, we invite you to get involved in Staff Union activities and initiatives. Your elected officials are always looking for ways to improve staff welfare and need your active participation in the work of the Union to make a difference. In whatever way you participate big or small, you will find the experience rewarding.

#### **List of Current Staff Union Members - 2013 to 2015 Council Members**

TITLE	NAME
Chairperson	Alemayehu Haile
Vice-Chairperson	Hirut Mammo
Secretary	Aloysius Fomenke
Assistant Secretary	Molla Hugnegnaw
Member	Tesfahun Assefa
Member	Tsedale Demissie
Member	Joseph Baricako
Member	Nassim Oulmane
Member	Mactar Seck
Member	Gebremehdin Tadesse

#### **Executive Committee Members**

TITLE	NAME
President	Makane Faye
Vice-President	Abraham Tameru
Secretary	Henok Legesse
Assistant Secretary	Rebecca Work Emmanuel
Treasurer	Tsega Amensissa
Assistant Treasurer	Guy Ranaivomana

# Note of appreciation to former UNECA Staff Representatives 2003-2012



*Muluatsega Legesse  
GSS*



*Roger Gakira  
GSS*



*Aster Gebremariam  
RITD*



*Tilhaune Ashenafi  
Retiree*



*Jean-Paul Awuor  
PCMS*



*Ferdos Issa  
PCMS*



*Towfick Girma  
Budget*



*Feleke Kebede  
Retiree*



*Messkir Lemma  
DOA/FS*



*Kaleb Demeksa  
GPAD*



*Kidist Belayneh  
FSSDD*



*Martha Getachew  
UNOCHA*



*Gerard Hounkponou  
PCMS*



*Omar Abdourahman  
SRO-NA*



*Edgar Casala  
Retiree*



*Oumar Sarr  
ACS*



*Abinet Eyassu  
Left the Commission*



*Abraham Azubuike  
Library, HQ, New York*



*Peter Nichols  
ECLAC*

## THANK YOU FOR YOUR SUPPORT AND REPRESENTATION

We would have loved to bring you pictures and names of all the Staff representatives from the inception of the Commission. But the data are hard to come by. SINCERE APOLOGIES

# List of Staff Union Executive Council members

## 2003 – 2012

NO	Year	Name	Title
1	2003 - 2005	Edgar Casals	President
		Messkir Lemma	V/President
		Mamadi Kourouma	Secretary
		Martha Getachew	Assistant Secretary
		Tselote Haimanot	Treasurer
		Roger Gakira	Assistant Treasurer
2	2006 - 2009	<b>Executive Committee</b>	
		Omar Ismael Abdourahman	President
		Rebecca W/Emmanuel	V/President
		Kaleb Demeksa	Secretary
		Ferdos Issa	Assistant Secretary
		Alemayehu Haile	Treasurer
		Feleke Kebede	Assistant Treasurer
		<b>Bureau of the Staff Council</b>	
		Gerard Hounkponou	Chairperson
		Vacant	V/Chairperson
		Jean-Paul Awuor	Secretary
		Abinet Eyasu	Assistant Secretary
3	2009 - 2012	<b>Executive Committee</b>	
		Abraham Azubikle	President
		Mulutsega Legesse	V/President
		Peter Nichols	Secretary
		Aster G/Mariam	Assistant Secretary
		Towfick Girma	Treasurer
		Oumar Sarr	Assistant Treasurer
		<b>Bureau of the Staff Council</b>	
		Makane Faye	Chairperson
		Kidist Belayneh	V/Chairperson
		Guy Ranaivomanana	Secretary
		Roman Legesse	Assistant Secretary



## Executive Secretary's meeting with Conveners and Rapporteurs of all Task Forces

Rebecca Work Emmanuel, Executive Committee Member UNECA Staff Union



On 5 February 2013, Carlos Lopes, Executive Secretary, UNECA, briefed members of all Task Forces on the external and internal processes being instituted in ECA.

### External Process:

1. Some time back, the Executive Secretary convened for the diplomatic community in Addis Ababa, an ambassadorial briefing on his proposed restructuring of ECA. Also, at the recently held AU Summit, resolutions endorsed by member States, on the ECA restructuring, provided the Commission strong support from member States. That endorsement and strong support of the new vision of ECA would greatly facilitate the Joint AU/ECA ministerial meeting scheduled to take place in Abidjan in March 2013.

2. The outcome of the retreat organized with AfDB and AUC, was most encouraging. The three institutions agreed to a synchronized programme delivery and calendar. Even if the programme would be revisited in June 2013, it formed a good base to prepare the vision document for the ministerial meeting to be held in March and at the same time an endorsement for the direction ECA was going.

3. At the meeting with the RECs, during discussions on NEPAD and the Post-2013 agenda, it was agreed to bring the different streams

together and prepare a common agenda before the March meeting

### Internal Process:

The Executive Secretary categorized this process into two: Human Resources and the Budgetary aspects.

#### *Human Resources aspect*

The Executive Secretary constituted 10 Task Forces in different areas and their preparatory work and process has already started. Information regarding each section's relocation in the new structure has been released.

As promised, the ES would have shared the staffing situation by the end of January 2013. The reclassification of posts is ongoing and a classification expert has been brought to speed up the process.

Regarding vacant posts, the Executive Secretary was spearheading a recruitment drive where all posts would be advertised at the same time as the 10 posts established under XB resources. Indication was that, in a week's time, post advertisement could start.

He had already approved panels for filling of job posts but not yet finalized the process. At the time of interviews, no panel member will be allowed to travel and no excuse will be accepted so that the process would move forward without delay.

He indicated that consultations with the Staff Union had continued and a few issues raised had been already resolved but a couple of issues pending from the past, including security and other staff issues needed to be addressed.

#### *Budgetary aspect*

As requested by New York, the 2014-2015 Proposed Programme Budget (PPB) had been submitted on 7 January 2013 but ECA would have been in a better position if it had submitted it late. After several communications and constant demand for the postponement of the deadline of submission, New York agreed to set the deadline for 8 February 2013 where vigorous work was done in finalizing the document.

The Executive Secretary indicated that though the year 2013 is a transition year, outputs should be delivered as planned but in each activity, we have to be able to insert the new vision.

He also informed participants that there will be huge physical move and the reallocations will start by end of February 2013 where each move will be done according to an established plan.

## What are the follow-up actions?

- To start arrangements for a new website which will not be the final website but rather a transitional one with visibilities and tangible dimensions to be shared with the rest of the world to help ECA have a stronger brand.
- There will be discussions of the PPB in a broader way to enable staff members go into details of the broader Terms of References.
- New-comers will be absorbed according to the plan
- The remaining work should be covered by the Task Forces

How to see the process of the Task Forces

All the Task Forces should not have the same calendar. After two or three meetings, each Task Force should provide its calendar to the Executive Secretary. No Task Force should go beyond 2013. On the content of the Task Forces, the Executive Secretary expects Task Force Conveners and Rapporteurs to allow people to express themselves freely, even extreme views. They should make participants feel confident since they themselves had been empowered to empower staff. Staff should, therefore, be bold enough to express themselves and bring their ideas. There should be healthy competition among the Task Forces in attracting participants.

The Executive Secretary also emphasized two major issues:

**Common reporting:** While the Staff Union proposed that task force reports should be harmonized, the Executive Secretary did not support the idea of having a common

reporting system because of the different nature of deliverables for each Task Force. Should the outcome of one be a strategy and that of the other a comprehensive administrative issue, it would be very difficult to have similar reporting systems. He believes that the proposed template should come from the Conveners and Rapporteurs.

**Absence:** The ES expects and advised that one of the two should always be present at meetings. Both should not be allowed to go on mission and be absent at the same time on Task Force meeting days. In his view, Conveners should deputize the role in their absence or else ask other members to help. There should be a discipline of meetings to avoid confusion.

During the question and answer session, the Executive Secretary clarified that:

- Task Forces could propose a monitoring mechanism and define their scope.
- The idea was to focus ECA on bolder, attractive ways which will enable it to overcome the branding issue.
- He would meet with the Task Forces at least once a month.
- Flexibility would be exercised in changing the time, but changing the date, even on exceptional basis, and from time to time was not possible.
- He had deliberately not given the Task Forces TORs, in order to optimize their freedom to operate.

The Task Forces suggested that the Executive Secretary might wish to provide an “information note” on iSeek about the status of current and new developments. He promised to consider the suggestion.

**Staff Voice  
Magazine  
available  
on ECA  
Intranet  
at Staff  
Union  
Website**

# Farewell speech for Doreen Bongoy-Mawalla, former Director of Administration,

Makane Faye, Chairperson, UNECA Staff Council

Mr. Carlos Lopes, ECA Executive Secretary,

Mr. Deputy Executive Secretary,

Dear Doreen,

Dear colleagues and invited guests,

As we bid farewell today to Doreen, who has served our Organization for over three decades, lived up to the expectation of the UN mandate and become a true example of an International Civil servant, I feel both honored and privileged to say a few words on behalf of the Staff Union.

Some of us who have been around this Organization for as long as I have (over 2 decades), will agree with me that it was not an easy ride to go from one leadership to another, the change of management simply takes time to adjust. It is usually one step forward and two steps backward in your career growth. But such has not been the case for Doreen, as she has demonstrated progressive development in her professional career life.

I heard some say she is a tough lady, some say she has a long hand that can reach out, and some say she has a long antenna and a strong network, and some say she has a sponge memory and some also say she is a walking encyclopedia with a sharp institutional memory and so on. These all epitomize the behavior of an exceptional leader who has it all in one package.

Ever since, I have known Doreen, she has been very helpful, and always aware of her surroundings, the UN rules and regulations as well as the accepted norms. She has also grown comfortably into the local culture, and she makes new comers settle easily with her advice and guidance. She has an open door policy; her door is always open to everybody in any category. She is well known for being a good decision maker. A leader cannot achieve much without sound decision-making ability. Doreen is always clear in her decisions and their consequences. And she is quite capable of defending her professional judgment. She cannot be bullied, nor can she be intimidated. Her calmness and solution-oriented attitude kept the Commission going in times of crisis. The Former Executive Secretary acknowledged Doreen as “someone who kept the sanity of the house”.

Regarding her professional progress, ECA could not have had a better Director for the Division of Administration, because she is one person in this Organization who has walked the talk. She started her career in ECA as a G staff and to end up as a Director, a remarkable and exemplary career growth, proves that the UN can be an Organization of opportunity, hence newcomers should not worry but



have faith in our Organization. Doreen knew the problems of the house from lower level to the upper deck. What made her remarkable journey exceptional was also her can-do attitude and adaptability to change.

Doreen has worked under the leadership of at least six Executive Secretaries. Those of you who have also lived through these transitions will agree with me that few people can survive such transitions, new leadership, new idea and new personnel (indeed many professionals abandoned ship during such periods of transition). But with Doreen, this has not been the case, instead, she has always earned respect from new leaders for her wealth of knowledge and dedicated service and ability to adapt to change which is clearly demonstrated by her career growth from G to D. ECA will miss her so much. Her dedicated service to the Commission will always be remembered.

On the Staff Union front, we have been working with Doreen very



closely, up to the level where when Management was invited to a Special SMC meeting, she indicated that ECA staff will represent ECA management; and we discussed together a strategy to defend the entire Commission. Permit me to cite a few of the many successes we achieved jointly:

- Realization of JNC which is an important machinery for staff management negotiation (It was not in operation in the Commission for the last over 15 years)
- Training of SRO staff
- All ECA staff induction upon recruitment
- Pilot exercise of the long awaited P4 mobility as well as the GS category
- Streamlining the Staff Selection process

- Reducing the number of staff on GTAF posts into regular posts (The high number we had in past years has been reduced drastically and we are aiming at zero GTAF – A new proposal has been submitted to the new ES)
- Facilitating the transition of former L Staff to regular posts
- Promotion of the lower level staff (A first list has been cleared by the former ES and a new proposition has been put forward to the new ES)
- Opening and equipping of the Staff Cafeteria, which has been an all-time request for the staff
- Renovation of the Gymnasium
- Facilitating the publishing process of the Staff Voice magazine
- Etc, etc, etc.....

If I had to give an exhaustive list of what the Staff Union achieved in cooperation with Doreen, the cake would be cut very late. Hence I will stop here and, on behalf of UNECA staff and myself, extend our appreciation and best wishes to Doreen and her family. May the Almighty God help you spend the remainder of your life in peace, rest and enjoyment in your subsequent endeavours, where your real life begins.

Thank you all for your attention.



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# Annan's United Nations

By: BERTRAND G. RAMCHARAN, UN Special

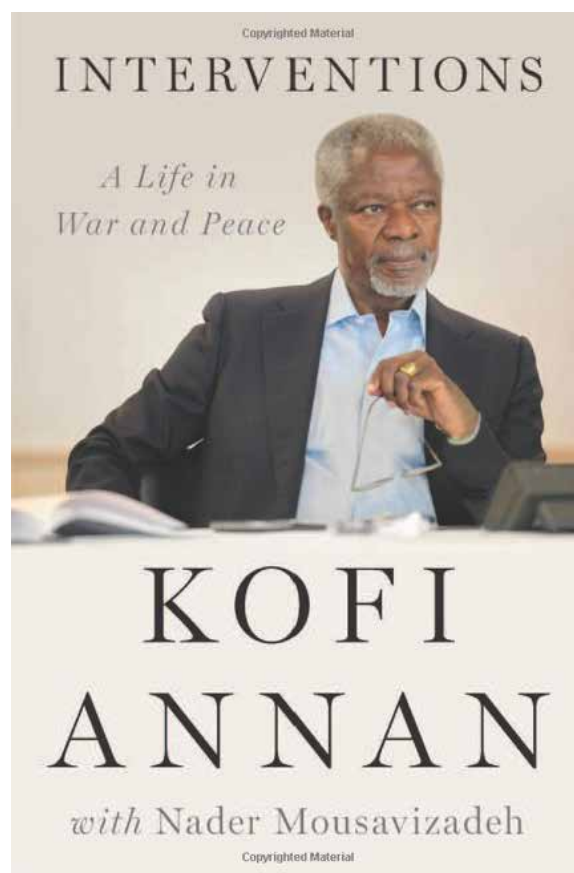
Kofi Annan rose from the ranks of the UN to become a superb Secretary-General receiving, with the Organization, in the process, the Nobel Peace Prize. He has recently published, with Nader Mousavizadeh, his memoirs, an engaging read: *Interventions*, Penguin, 2012

Annan writes of his formative years and of his period as SG, devoting chapters to peace operations, sovereignty and human rights, global governance and the rule of law, Africa, human security and the MDGs, the Middle East, the wars in Iraq and Afghanistan, and has an epilogue on his efforts as Special Envoy on Syria. On the back cover many world leaders shower praise on the book, deservedly so.

The book is a fascinating recapitulation of the policies for which Annan worked while he was SG: a UN of conflict prevention, a UN of the MDGs, a UN of human rights and the responsibility to protect. He ends the book with a plea for a United Nations that serves not only States but also peoples, one where governments are held accountable for their behaviour toward their own citizens. This will earn it its place in the twenty-first century: the United Nations of the future must create new partnerships and truly reflect a humanity that cares more, not less, for the suffering in its midst. This requires it 'to be an agent of intervention in every sphere of human security'. "This is the arc of intervention that frames my account of the principal challenges facing the international community today."

As Head of the Speech-writing service of two of Annan's predecessors, and therefore one who was engaged in helping to project the values and image of the UN, we found ourselves thinking hard about his use of the word 'Intervention'. His underlying reasoning is cogent: the UN must act in face of need, humanitarian, developmental, and governance-related. It must be an active champion for human rights. But is this the right concept to frame the issues. In the developing world, 'intervention' is a much distrusted concept. Annan's frame leads him to characterize even his efforts as Special Envoy on Syria 'an intervention' (p.369). We wonder whether 'Humanitarian Good Offices', 'Humanitarian Intercession' might have been preferable terms.

One learns much from the book about trouble-spots during Annan's tenure. He devotes much space to explaining why, under his leadership, DPKO chose not to accept General Romeo Dallaire's recommendation for vigorous preventive action to head off the genocide that subsequently engulfed Rwanda. After Somalia, he writes, the UN could not afford another risky venture. His explanation deserves consideration. At the time, he explains, DPKO faced so many daunting challenges. But some will still ask why Dallaire's cable



was not referred to the SG and the Security Council.

Annan opens the book with the American-led intervention in Iraq. He was clearly bruised by the way Bush and Blair treated him: "They had been speaking about me... and not in flattering terms" (p.2). He was uncharacteristically blunt: The greatest threat to world peace, in those days, "came not from Saddam, but from an enraged and vengeful United States." He feels for Secretary-of-State Colin Powell: the Bush administration "had exploited and exhausted his stature." We found ourselves thinking that this kind of comment might have been better left for later in the book. Opening this way leaves an impression of rancour, which does not characterize the rest of the book.

Source: *UN Special*, January Issue

## FIRMIN EDOUARD MATOKO

Director of the United Nations Educational, Scientific and Cultural Organization (UNESCO), Liaison Office with ECA and AU in Addis Ababa and Representative to Ethiopia,

**SV: What is your background and how long have you been with UNESCO?**

SM: I am a national of Congo Brazzaville. I have been with UNESCO for over 20 years, starting as a Junior Professional Officer (JPO) at the UNESCO Regional Office for Education in Dakar, Senegal where I started my career. I am both an Economist and Political Scientist and was responsible for the monitoring and evaluation of scientific and cultural projects in Africa. I spent 10 years in UNESCO headquarters (Paris) as programme specialist for education and later I was appointed as Director of the UNESCO Cluster Office in Mali and Representative to Burkina Faso, Mali and Niger. I spent the five years in Ecuador as Head of Office and UNESCO Representative to Bolivia, Ecuador, Colombia and Venezuela. Since 2011, I have been assigned to the UNESCO Addis Ababa Liaison Office as Director responsible for liaising with ECA and AU. In order to give UNESCO as strong a presence as other UN agencies are building to strengthen their relationship with our two major continental organizations, the Director-General of UNESCO decided last year to expand the mandate of this Office to cover both Ethiopia and liaison with ECA and AU

Another reason for strengthening the Office here in Addis Ababa is

that UNESCO is in the process of defining a new medium-term strategy covering the period 2014-2020 which will reinforce Africa as a global priority for UNESCO. This period coincides also with a reform of UNESCO's field presence in Africa, hence the need to be closely associated with AU. As a matter of fact, for the past three days, a joint meeting has been organized between UNESCO and AUC in Addis Ababa to think together about the education, culture, communication and scientific development challenges of Africa and possible joint priority actions that can help our institutions better respond to them.

**SV: As a Country Director for Ethiopia, what is your responsibility?**

SM: My responsibility is to ensure that UNESCO's support to the development of this country is in line with the development priorities of Ethiopia and that our programmes benefit the entire population. Our areas of interface with both the host Government and Ethiopian Civil Society are Education, Culture, Science, Communication and Information which are also the five areas of competence of UNESCO. In education, we do support the Ministry of Education in the establishment of a Management Information System by providing training and equipment essentially to the regional Education bureaux,



building the capacity of ministerial departments. Another area is the promotion of education, where we are implementing a joint programme with other UN agencies in the Southern part of the country. We also support the Ministry of Education in the area of educational planning, literacy and HIV/AIDS. We are also working in promoting culture as a pillar for development. We have just finalized a UN joint programme on harnessing social cohesion through culture and development, in all regions of Ethiopia. In the area of communication and information, we provide training to local journalists and we work with the Ministry of Information and local journalists to assist in promoting freedom of expression. In the area of natural sciences, we are developing a programme on the management of ground water and natural resources to confront the drought in this region which forms part of the Horn of Africa.

**SV: Who are your partners in carrying out your mandate?**

SM: Government ministries, civil society and non-governmental organizations, teachers associations, artists, journalists, the Ethiopian Academy of Sciences and the University of Addis Ababa and, of



course, UN agencies in the spirit of 'delivering as one'. We take active part in the implementation of the United Nations Development Assistance Framework for Ethiopia.

**SV: What is your view on the Motto of Delivering as One?**

SM: There is a long way to go but this is the way the UN system could respond in an efficient manner to the needs of member countries. We cannot duplicate efforts and waste resources if we are to maximize the impact of our cooperation so we must join forces and make the best use of our limited financial and human resources.

SV: The Director-General of UNESCO is a woman, Irina Bokova. Any special efforts by the DG to contribute to the efforts being made by many to change the situation of women world wide, especially of those in Africa where more than half the population are women? A 2000 report found over 93.4 million women in Sub-Saharan Africa illiterate, and estimated 101 million children to be out of school, more than half being girls.

SM: As I said earlier, Africa is one of the global priorities of UNESCO. About 60% of our programme delivery goes to address the critical situation of African countries in our fields of competence. In 1989, UNESCO established a Priority Africa Programme and there is a Department whose mission is to coordinate system wide UNESCO programmes for Africa. In Africa, we have quite a significant presence of UNESCO offices. When Dr. Bokova was appointed, she placed a high priority on Africa, more particularly, on how UNESCO's work can help improve the situation of girls and women. She visited a good number

of African countries, demonstrate her commitment to develop specific programmes for girls and women in particular in the field of education. Last year, UNESCO was tasked to lead the UN Group on the SG's initiative on Education ("Education First"). UNESCO is also playing a major role at the UN in the preparation of the post-2015 Agenda in particular by advocating for Culture as a pillar for sustainable development.

**SV: Education is goal No.2 of the MDGs. What is the likelihood of achieving this goal now that we have only two years to go before the target date of 2015?**

SM: The situation is uneven in Africa. There are a group of countries e.g., in the SADC region, which have made significant progress in achieving the Education for All goals. But there are also many countries especially in East and West Africa, that are still lagging behind in providing quality education, especially for girls. And that is where we need to concentrate our resources and efforts until 2015 and beyond. The DG has launched an initiative for Africa, which aims to accelerate the achievement of the MDGs by 2015. The aim of this initiative is to mobilize more resources for those countries left behind by raising awareness of the international community to the need to fulfill the commitments made by donors when Education-for-All (EFA) and the MDGs were launched in 2000.



**IRINA BOKOVA**  
DIRECTRICE GÉNÉRALE DE L'UNESCO

N'oublions pas que sur les 800 millions d'analphabètes dans le monde, les deux tiers sont des femmes. L'égalité des genres est l'idée la plus humaniste du XXI<sup>e</sup> siècle.

Source : UN Special

Let us not forget that of the world's 800 million illiterates, two thirds are women. That makes gender equality the most humanist idea of the 21st century.

**SV: Since her appointment, has the DG visited any African countries in relations to education?**

SM: Yes, she has visited almost all countries in Africa, from South to North, emphasizing the need for African governments to devote more resources to Education. She constantly delivers the message of Education as a fundamental human right and a means to empower all citizens and to eradicate poverty. Africa is the continent that is still experiencing a great number of internal conflicts. In that sense, the DG also advocates for the promotion of a culture of peace in Africa which by all means can be achieved through education.

**SV: There is a new project launched by UNESCO on equality of education and Ethiopia is one of the countries in Africa selected for this**

**project. Could you tell us what it is all about?**

SM: In spite of the efforts made by African countries to improve the efficiency of their educational systems, we have to recognize that one draw back to improving the quality of education in Africa is the insufficient number of qualified teachers to respond to the growing demand for education. We also know that one big issue in terms of professional development is the precarious situation of most teachers, especially in rural areas and the lack of adequate financial incentives. Therefore, UNESCO has launched an initiative "Enhancing Teacher Education for bridging the Education quality gap in Africa" to improve the quality of teaching particularly in disadvantaged contexts by providing support to African Teacher Training Institutes in a selected number of African countries including Ethiopia. The Project was prepared within the framework of UNESCO's South-South cooperation and draws on Funds-in-Trust contribution by the government of China. The project aims also at

accelerating progress towards the attainment of quality EFA goals and the education-related MDGs

**SV: Is there a significant change when it comes to girls' education in Africa?**

SM: Beyond the figures, beyond the fact that there are millions of parents that are illiterate, there is something that my experience of 20 years is telling me; it is not true that African parents do not want to send their girls to school. The awareness is there and with their minimum resources they make every effort to send their children to school. They are aware of the benefit of education for the future life of their children. However, there is a lack of confidence in public schools (this explains the expansion of private schools in all urban areas). . In spite of persistent disparities among boys and girls, especially in poor rural areas (partly because of traditional cultural practices still prevailing on those areas) we are confident that this trend will continue and will benefit the overall development of the continent. One of the results of

the remarkable achievements of girls' education in Africa is the fact that more women are holding high-level positions compared to other regions.

**SV: Any messages that you would like to pass to your readers?**

SM: As Africans, we have to be proud of what we have achieved in 60 years of independence of our countries. But we have also to be aware of what kind of development we want for our continent and our people, in an era of globalization and growing world interdependence. Our villages are becoming more and more part of the world and we have to make sure that we are not left behind and that we do contribute to this global process. Development will become possible for Africa if we Africans take the lead of our development by counting on our own resources. . In UNESCO, we do believe that Africa has the potential and the capacity to do so. Education and culture are the best options for sustainable and lasting development. As we say, if you educate a woman you educate the entire nation.

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## Demba Diarra

### Secretary to the Commission

**SV: I thank you on behalf of the Staff Union for accepting to be interviewed by the Staff Voice magazine. Please tell us briefly about your background?**

DD: I graduated from the Ecole Supérieure de Commerce de Rouen, France with a “Diplôme d’Etudes Supérieures Commerciales, Administratives et Financières (DESCAF)” destining myself to join the banking world. As fate would however have it, my consultancy experience brought me to the ECA in 1988 when I was given the opportunity to help with the preliminary quantitative assessment of the first United Nations Transport and Communication Decade for Africa (UNTACDA) that was about to end. Building on that wonderful experience, I eventually joined ECA in 1990 as Project Administrative Officer responsible for backstopping the transport component of a two-year UNDP funded multi-sectoral assistance project to ECOWAS. Since then, I have been given progressive responsibilities in no less than four positions, including programme coordination with the Subregional Coordination Unit; substantive programme backstopping with the UN support to NEPAD Section; programme planning and monitoring and evaluation at OPM; and my appointment in 2010 as Secretary to the Commission in the Office of the Executive Secretary (OES).

**SV: You have been the Secretary of the Commission for over 2 years. What does your job entail?**

DD: This is a good question and I am glad that you brought it up. In spite of being quite a visible posi-

tion in the secretariat because of its direct association with the Executive Secretary, the role of the Secretary of the Commission is strangely enough not fully understood by many staff at ECA. And, I am confess that I was also not very clear about the functions of the Secretary of the Commission not so long ago. But now, two years on, I can tell you that the core function of the Secretary of the Commission is to serve as the prime interface of the Commission and its subsidiary bodies with ECA’s clients. By clients, I mean to say our member States, the UN family and our strategic partners such the AUC, the AfDB and all other inter-governmental organizations and non-governmental organizations in Africa.

The Secretary of the Commission is the entry level in OES for building good relations through liaison and coordination with ECA clients. This role places the Secretary of the Commission in the ideal position of acting as the depository of the institutional instruments of the Commission. As such, the Secretary of the Commission is responsible for following up on the decisions and resolutions of the Commission and its sectoral committees, as required. I must clarify, en passant, that what we refer to as the “Commission” is the body made up of our member States, typified by the Bureau of the ECA Conference of Ministers of Finance, Planning and Economic



Development, our highest policy organ, to which ECA serves as secretariat. The Commission is therefore distinct from the ECA secretariat. It is in line with this responsibility that the Secretary of the Commission became the conduit for submitting the resolutions and recommendations of ECA policy organs to the United Nations Economic and Social Council (ECOSOC).

The Secretary of the Commission’s time is also devoted to providing guidance to the Executive Secretary, the Division of Administration and staff members, regardless of their status, as well as liaising with UN Headquarters, the Ethiopian Ministry of Foreign Affairs (MoFA) and third parties on all legal issues, including host country agreements, memoranda of understanding, letters of agreement, mediation with MOFA, etc. I must however mention that all legal matters affecting the functioning of UN departments have long been centralized in the UNHQs Office of Legal Affairs (OLA). That is why the legal function of the Secretary of the Commission has been associated system-wide with that of



Legal Liaison Officer, the network of which meets annually to share best practices and learn from each other under the chairmanship of the USG for Legal Affairs.

**SV: Could you tell us how the AU, AfDB and ECA cooperate?**

DD: To gain a better understanding of this collaboration, I have to take you back to 1989, when a decision was made by the then Organization of African Unity (OAU) Summit to establish the joint OAU/AfDB/ECA Secretariat. This Secretariat was to bring about enhanced synergies and complementarities among the three premier pan-African institutions. The joint Secretariat was therefore to provide the framework for collaboration and cooperation between the three institutions in programme delivery of a number of identified joint activities. Because of a number of programmatic and resource constraints, the joint Secretariat did not really materialize until late 2010. In the interim, a joint Technical Committee was set up to basically identify and oversee the conduct of activities lending themselves to joint implementation. Although, this was a timid start, it ended up bringing over time the three institutions to build effectively on their respective comparative advantages, with AU providing the political leadership; ECA ensuring the technical expertise; and AfDB devising the resource mobilization strategy and advocacy. By carrying out a number of specific activities, the three institutions gain a better understanding of their individual roles in better accompanying African countries in their socio-economic development efforts. Some recent achievements and success stories include the joint ECA-AUC-AfDB Assessing Regional Integration in Africa (ARIA) flagship publication; the joint ECA-

AUC-AfDB-UNDP MDG report; the AUC-ECA joint conference of ministers of finance, planning and economic development; and the joint ECA-AUC Economic Report on Africa, just to name a few.

**SV: How do you see the future of this cooperation?**

DD: With the effective establishment of the joint Secretariat hosted by ECA, I believe that a new impetus has been given to this collaboration, which is going to be strengthened with the simultaneous changes in the management of both the ECA and the AUC. This was demonstrated at the retreat of the Heads of the three institutions that was held here on 11 and 12 January 2013. A major outcome of this retreat was the decision of the three institutions to collectively develop and promote a new African narrative on the continent's socio-economic ambitions grounded on a robust and authoritative analysis of past development experiences, present trends and future prospects. This new narrative, which will come in the form of a joint study on Africa over the next 50 years is intended the three institutions to agree on a shared vision of Africa 50 years down the line as well as on a concerted effort to better serve the socio-economic transformation agenda of Africa.

**SV: In your view, what are the major challenges for ECA?**

DD: I believe that one of the major challenges for ECA is going to be measured in its ability to create a niche for itself as the number of development institutions focusing on Africa increases. ECA will need to produce the right and most authoritative discourse on Africa's development. The smooth transformation of ECA into a formidable

"Think tank" is therefore what we must all contribute towards in the days, weeks and months ahead.

**SV: Any suggestions that you would like to make in order for ECA to be more effective?**

DD: I would like to believe that current efforts to retool ECA will help to chart the way forward for a secretariat that is more focused and yet specialized enough to effectively carve its niche in an ever more crowded institutional landscape being proposed for supporting Africa's development agenda. Africa cannot afford another missed historic opportunity.

**SV: Any message to the staff of the secretariat?**

DD: In these times of change such as the world, Africa and the secretariat are going through, I would like to encourage all my colleagues and friends to welcome this wind of reforms, be it at UNHQs or here in our very own compound. Changes always come with the opportunity for one to question his or her past deeds in order to confidently look into the future with renewed energy and excitement in spite of the formidable challenges ahead. And, please allow me at this juncture to refer to the anecdote that the UN Secretary-General recalled during his Town hall meeting last January with the Addis Ababa-based staff concerning the kind of excitement that one would display at the simple prospect of changing furnitures for the first time in a 20-year old house. To me, the on-going ECA's reform process is no different.

Thank you Mr. Diarra for this enlightening discussion.

*Interview by Seble Demeke*

# Vaccines: the promise of disease control

Dr Fiona Braka, World Health Organization, Ethiopia

Vaccines and immunization offer some of the most cost-effective means of saving lives and preventing diseases for a life time. It is estimated that vaccines prevent 2.5 million deaths globally each year. From the discovery of the first vaccine at the end of the eighteenth century (for the deadly small pox virus) to the 2010 launch of the MenA-FriVac meningococcal A vaccine, immunization has been one of the biggest public-health success stories of all time. Immunized children not only survive, they thrive. They have better chances of realizing their full human potential. These chances are further increased by vaccinations in adolescence and adulthood.

To this day, the small pox cam-



paign is the only successful human disease eradication campaign in history. At its peak, small pox killed over 2 million people every year and also blinded and disabled large numbers. Following a successful vaccination drive, the last naturally acquired case of small pox was in 1977. Polio, a terrible crippling disease, is at the brink of eradication. Twenty five years ago when the global community adopted the goal of ending polio, more than 350,000 children a year worldwide in 125 countries were killed or paralyzed by the disease. Since then, with the help of increased vaccination, the number of cases has gone down by 99.9% to just 222 cases by the end of 2012 in 6 countries, 3 of which have endemic transmission: Nigeria, Pakistan and Afghanistan. Africa accounts for over half of the current reported cases. Efforts are in place at global and Africa regional level to achieve elimination of measles and neonatal tetanus by 2012.

Great advances have been made in developing and introducing new vaccines and delivering exist-



ing ones. More people are being reached than ever before, and the utilization of existing and new vaccines by age groups other than infants is expanding. There is progress in Africa in reaching more children and reducing childhood mortality: routine immunization coverage has progressively increased from 66% in 2000 to 78% by end of 2010; measles mortality recorded a significant decline in the region by 85% between 2000 and 2010; and several countries have documented maternal and neonatal tetanus elimination.

Similarly, the Ethiopia immunization programme has made great strides over the past decade. The last known case of small pox in Ethiopia was in 1976; the last case of wild polio virus was in 2008; and the country has documented ma-

## Vaccine preventable diseases

- |                                |                           |  |
|--------------------------------|---------------------------|--|
| • Anthrax                      | • Measles                 | • Rubella                                |
| • Cholera                      | • Meningococcal disease   | • Influenza                              |
| • Diphtheria                   | • Mumps                   | • Tetanus                                |
| • Hepatitis A                  | • Pertusis                | • Tuberculosis                           |
| • Hepatitis B                  | • Pneumococcal infections | • Typhoid                                |
| • Haemophilus influenza type B | • Polio                   | • Tick-borne encephalitis                |
| • Human Papilloma Virus        | • Rabies                  | • Varicella and herpes zoster (Shingles) |
| • Japanese encephalitis        | • Rotavirus               | • Yellow Fever                           |

ternal and neonatal tetanus elimination status in most parts of the country. Immunization coverage steadily increased from 52% in 2003 to 86% by the end of 2011 (administrative sources). However there are indications that the coverage declined in 2012 and more effort is needed to revamp the performance in 2013. The national programme currently provides vaccines against ten killer diseases: Diphtheria, Pertussis, Tetanus, Tuberculosis, Polio, Measles, Hepatitis B, Haemophilus influenzae type B infections (mainly Pneumonia and Meningitis), and Pneumococcal infections. Plans are underway to introduce rotavirus and meningitis conjugate A vaccines by the end of 2013.

Despite the progress, several children still do not have access to these life-saving and free vaccines. Evidence suggests that community awareness, particularly about the scope of vaccines available and the need to complete the full vaccination schedule by one year of age, is a confounder for community demand.

The future of vaccines against additional major killer diseases is very bright. A vaccine against Malaria is in its final phase 3 trial stage; and invention of new vaccines for HIV and Tuberculosis are in the pipeline; these will save millions more lives.

Good health is the best gift you can give your child. Let them thrive... vaccinate now!

## New World Food Programme Sub Office Premise Construction Starts in Afar:

Melese Awoke, Senior Public Information Assistant, WFP



The construction of the new WFP sub Office in Semera has officially started with a ground breaking ceremony held on 23 January 2013. WFP had started operations in the region a year ago but did not have a premise for its needs and requirements so far. The Afar regional government has since then allocated a plot of land to WFP for this purpose.

Ms Lynne Miller, Deputy Country Director of WFP thanked the regional government for allocating a land for the construction of an office facility. "All of the works we do in this country take partnerships, and this is a good example to get an office and a guest house compound built," she said. "This new office will by and large facilitate our continued effort to address humanitarian needs in this region."

The construction work process is contracted to United Nations Office for Project Services (UNOPS) and is planned to be completed in 8 months. UNOPS itself has subcontracted the task to a local construction company known as

Orchid Business Group PLC. During the ceremony, Mr. Bamidele Ilelani, head of the UNOPS office in Ethiopia expressed his appreciation to WFP for choosing UNOPS to take the responsibility

of doing the construction work on behalf of WFP.

"UNOPS, being the service arm of the UN, helps partners in the UN system focus on their core mandate rather than go out of their way into this cumbersome task and is glad to be given the job of its expertise." Said Ilelani.

The new premise, which will cost around 20 million Birr, will include guest houses and other service facilities to be used by also other UN agencies.

The Mayor of the Semera city, Mr. Alhamdou Kaloyta Mohammed said during the ceremony that the construction of the new sub office, apart from its intended purpose, provides local communities with a good opportunity of creating jobs and helping alleviate unemployment problems in the city.

WFP is implementing relief and development programmes in the Afar region and currently assists over 770,000 people in need of humanitarian assistance.



## Staff Motivational and Inspirational Stories

## Training and Learning: Yimer Alamin, ITSS

Mr Yimer Alamin, is a staff member of the United Nations Economic Commission for Africa. He joined UNECA in June 1999 and worked more than 12 years as Senior Citrix, Wireless and Backup Administrator in the Information Technology Systems Section, Network Services Unit (UNECA/ITSS).

Mr. Yimer recently returned to Addis Ababa from Australia after successfully completing a Master of Science - Information Technology Management programme at the University of Wollongong, Australia.

Woz. Seble Demeke, Staff Voice magazine Editor-in-chief had a short interview about how he achieved this and his study experiences. Basically, Mr Yimer had felt that after more than 11 years in UNECA and in the IT industry, that to keep his IT knowledge current, and to remain competitive in such a dynamic field, it was essential to broaden his IT knowledge, to acquire valuable research experience and to enhance his IT management skills.

To pursue that, he decided to enroll in a Masters' programme in Information Technology Management which he found well suited to his academic desires and aspirations.

The first step was to take such entry requirement examinations as TOEFL and Graduate tests and apply for admission to many Universities.

Once accepted by the University of Wollongong, he had requested

ITSS and ECA for special leave without pay (SLWOP) for advanced studies as per United Nations staff rule 105.2. The management of ITSS and DOA supported his desire for advanced study and granted him SLWOP for a period of 1 and half years that enabled him to join the University of Wollongong in September 2010, more particularly, the faculty of Informatics, School of Information Systems and Technology, (both in UOW Dubai and UOW Australia). He graduated with Distinction and was awarded the MSc - Master of Information Technology Management.

Mr. Yimer believes that success can be achieved at any age particularly in advanced studies and urges other staff members to follow suit if they have a strong desire to do so. He also emphasizes that staff members should not necessarily define themselves by the job description assigned to them. They needed to look at themselves beyond that and take initiatives to unleash their potential and make a real difference for themselves.

While such advanced education to the Masters degree level is not an easy task and requires strong commitment and financial resources, it is worth investing in as it helps to reengineer one's career and to achieve professional success.

Mr. Yimer would like to use this



*In front of faculty of Informatics Building  
November 2012  
University of Wollongong*

opportunity to express his heartfelt appreciation to ITSS management for the support extended to him during his study time.



## Mobility with a promotion from one UN organization to another, IT IS POSSIBLE!

Aknaw Mekonnen, former UNSSCA present UNICEF Staff

I started my financial career with the National Bank of Ethiopia in 1987. I worked with them for a period of 9 years. When I joined the National Bank, I only had a diploma in accounting. I continued my education and in 1995, I obtained a B.A. Degree in accounting. The same year, I enrolled at the Addis Ababa, University for a diploma in Law. In the meantime, I got the opportunity to work for United Nations Staff Savings and Credit Association (UNSSCA). While working for UNSSCA as a junior accountant, I completed my studies and got a diploma in Law from Addis Ababa, University.

In 2001, I was promoted to Loan Officer level. In 2008, I was again promoted to Chief Accountant. At that moment, I joined SIKKIM MANIPA University of India via correspondence and obtained a Master of Business Administration (MBA), specializing in Finance. I am now selected by UNICEF as an operational officer at National Officer level (NOB) posted at their Bahar Dar office.

The above information deals with my background both educational and professional, and proves that a continuous effort will at the end pay off to achieve one's dreams. Challenges will always be there and what counts is how we deal with those challenges that we meet on our way. I would like to conclude by stating that the factors which contributed to my success

include my faith, positive thinking and hard work. If you believe that something is achievable you will end up achieving it.



### Exit Sign on the 6th Floor of the Secretariat Building:

by Seble Demeke, Editor-in-chief

It was on a Monday Morning, at 9:15 a.m., November 19, 2012. I went to the 6th floor of the Secretariat Building to meet with the United Nations Federal Credit Union (UNFCU) representatives, who were here from Nairobi. An incident rather important that needs to be taken seriously happened on that day. As I was entering the elevator, before I got inside, the light went off and the elevator suddenly stopped. Immediately I started looking for the EXIT SIGN around the elevator, left and right, and was unable to locate it. I then turned to the left and walked some distance, where I saw a sign which says to be used only in case of fire. But at that moment, thank God, there was no fire. I was just looking for a staircase which would take me down to the ground floor. I could not see any sign which said STAIRS around the elevator. While I was searching and looking left and right, I found two staff members standing by and talking. I asked them where is the EXIT SIGN, to the stairs to go down or up. Oh! they said, it is over there at the end of the corridor, next to the restroom where I could have never been able to identify it if it wasn't for their help. I

finally took the stairs and went down to the ground floor. I immediately asked the security officer on duty on the ground floor, if there was a sign which indicated where the STAIRS were for going up and down when the elevator was not working. There was no sign on the ground floor either and the security officer suggested that I could always ask the security person in charge on the ground floor to help me locate the sign.

But the question was "in case of emergency, fire or sickness and the elevator is not working, (God forbid!), people will panic. Let us assume that the place is dark, no lights, what are staff members supposed to do?"

The action I took was, I went straight to the head of the security and explained what had happened. The answer was yes, they were aware of the problem and had already informed FMS, the Section in charge, and showed me the e-mail exchange they had with FMS. Up until our time of publication, no action has been taken.

I believe that this is a serious case that needs to be brought to the attention of those responsible to take the necessary action since it concerns the safety and security of staff and the entire building.

## Farewell : Alemnesh Hailu, HRSS

I first joined the Economic Commission for Africa in 1982 and served in different capacities, in various divisions, prior to joining the Human Resources Services Section in 1991.

I then left on mission assignment in December 1999 till June 2006, to serve the United Nations Mission in Sierra Leone (Freetown). That was a very challenging assignment for me, because it was my first experience away from home and at a hazardous duty station. Nonetheless, I am grateful for the opportunity I was given to work in a diverse and multicultural environment that helped me prove myself and made me rise above the challenges presented.

After returning to UNECA, I was assigned to the Staff Services Unit which deals with staff entitlement and benefits. In all the 31 years of my career, and to the best of my knowledge, I have served my clients with diligence and dedication. Their positive and constructive verbal and written feedbacks about my work confirm that my contribution was appreciated and well received.

As you know HR work is very demanding due to many urgent, personal and official requests bombarding you all at once. Besides, the Staff Rules and Regulations do not always allow us to grant exceptions in order to help staff members as much as we would wish. In fact, that is often taken personally with resentment by some HR clients.

Therefore, while working in Human resources, one should be very patient, ready to help clients and explain HR rules with a positive attitude to gain their trust and serve them in a friendly and professional manner. One has to also plan the day-to-day work in

order to meet all requirements and meet exigencies of HR work.

Finally, I would like to take this moment to thank all those who made my long years of service worthwhile. My journey was pleasant and smoother because of them. I will never forget them.  
Thank you.



## A Success Story in solving Disputes and a Lesson to Learn: Tsetargachew Zewdie UNECA Staff Union

It happened on Thursday, November 27, 2012. The misunderstanding was between a UNECA Security Officer and two employees of a contractor working in the ECA compound. The cause of the misunderstanding was on the right way of using an affiliate pass to enter and exit the ECA building.

The two employees had approached the Salcost Exit, Gate 3. When they tried to leave out of the compound, Security informed them that they could not use an affiliate pass to leave and indicated to them that they should use the visitor's gate for exiting. However, both insisted on using Gate 3, refused to do as instructed and started arguing. They told off the Officer on duty and eventually left through the visitors' exit.

The security officer involved reported the event to his Supervisor. The next morning, Friday, 28 November, 2012, ECA Staff Union was informed by the Supervisor of the contractor employees, that the employees' passes had been revoked and taken

away from them by the Security and Safety Unit.



The Staff Union, after detailed enquiry, informed the complaining Supervisor, that the action of his employees was inappropriate. His employees should have been trained and told even before being hired for duty that they needed to comply with UN rules by accepting instructions from the Security Unit. This was a major responsibility for all employees working in the premises, including employees of contractors.

However, since this was happening for the first time with employees of the said contractor, one of the staff members of the Union, Mr. Tsetargachew Zewdie talked to both sides and succeeded in bringing both parties together, discussing and securing agreement to resolve their differences amicably. Both employees are now back to their duties, having understood their joint and several responsibilities regarding the security rules of the Organization.

**SV:** Hello Benyam it is nice to see you again, how are you?

BT: Good

**SV:** How would you have spent your day if you did not have this interview?

BT: I would have just stayed home and perhaps sleep.

**SV:** How old are you and which school do you go to?

BT: I am 8 years old and I go to Bingham Academy near Merkato.

**SV:** What is your grade level?

BT: I am in the second grade, because they made me repeat 1st grade again. First I went to an English School then to an American one. They have different schedules.

**SV:** When I met you about a month ago I saw you with a bag on you for raising funds? What was the purpose of your fund raising?

BT: There is a church in my neighborhood where there are people with problems on their eyes, ears, legs, mouth, etc. who are asking for help? I did my fund raising to help these people. There are some kids and grown ups. They just have old cloth and sleep on the floor. I talk to them sometimes and they bless me. I play with the kids sometimes.

**SV:** How much did you make and who are the people that you gave the money to?

BT: I made about 200 Birr and distributed it among the different families. They all come from different places.

**SV:** Do they teach you at school

about HIV/AIDS? What is HIV/AIDS?

BT: I don't know what HIV/AIDS is, I just got the bag from the UN.

**SV:** What is your favourite sport?

BT: I have two favorite sports, soccer and basket ball.

**SV:** Would you like to pass any message to your friends who will be reading your article?

There is one of my friends his name is Watty Absaba in America. I don't know in what state he is, my MOM knows. I just hope that he comes to Ethiopia.

**SV:** Any messages to all parents, including yours?

BT: It is very hard to answer. Maybe I will tell them, if all their kids could come and have a sleep over at my house.

**SV:** What would you like to be when you grow up?

BT: I don't know yet. But if I have a choice I would like to be a CIA Agent.

**SV:** Why do you want to be a CIA Agent?

BT: Because it is funnier to be a CIA Agent than just an ordinary Cop who arrests people. A CIA Agent has a mission and works with a partner under cover.

Thank you Benyam and have a nice day.

Interviewed by Seble Demeke



SG with Benyam Tesfaye, son of a UNECA staff member



Staff Development Unit (HRSS)

## Performance Management & Development (PM&D): Beyond just Forms and Signatures

There is no debate as to whether or not work delivered should be evaluated for employer satisfaction. What needs a closer look is how the evaluation tool should be used to allow Management to address three major issues.

### Overall objective of PM&D

It is more than just a belief that the PM&D tool provides a priceless opportunity for both staff and supervisors to take the evaluation process beyond just completing administrative forms and signing them at the end of each cycle. Indeed, much more emphasis should be laid on the more substantive aspects, namely, fostering increased empowerment and accountability of Managers and creating a culture of high performance, learning, dialogue & feedback as well as increased staff participation.

#### *a) The objective of productivity and career development*

The PM&D process is designed to allow for a detailed participative work planning for clarity of purpose, efficient allocation of human and material resources as well as for determination of performance expectations, thereby setting the ground for successful implementation of tasks and avoiding corrosive end-of-cycle disputes and the waste of time and resources

resulting from such disputes. Just doing outstanding plans would be futile unless the plans are supported with systematic and continuous follow-up, efforts towards the development of relevant skills and competencies, exchange of positive and constructive feedback within the framework of promoting the results-based performance culture in an effective team environment.

Responsible and ethical appraisal of the extent to which the performance objectives have been achieved is a major component of the PM&D process. The objective of this phase is to make it possible for supervisors to reward superior performance, to appropriately address underperformance and to identify areas of improvement on the work plan for the next performance cycle, all of which should feed into fostering the development career aspirations of the staff member.

#### *b) The objective of staff administration*

Staff benefits and entitlements such as emoluments, extension of contracts, consideration for promotion, within-grade increments (WIG), pension, separation entitlements, etc. are, as clearly indicated in the UN rules and regulations, granted subject to sat-

isfactory performance. The proper management of PM&D serves as the basis for an appropriate and fair administration of these entitlements and benefits by distinguishing satisfactory and poor performance as fairly as possible. This, in turn, helps motivate good performers and inspires underperformers and facilitates the effective administration of staff benefits and entitlements.

#### *c) The objective of strengthening organizational development and delivery of mandate*

The need to develop and sustain integral capacity to most effectively and efficiently deliver on the organisation's mandate is in many ways influenced by the way performance is managed. Performance Management is one of the key UN Secretariat-wide interventions/efforts aimed at increasing individual and organizational effectiveness. When implemented as designed, the staff performance management policy has the potential to guide and inform many of the organisation's functions including staff learning and development in terms of supporting individual and organizational training and capacity needs analysis; impact assessment of other human resources and programme interventions; supporting profiling/re-profiling and re-structuring initiatives; and monitoring and evaluation of delivery and deliverables at various levels.

The end results, it goes without saying, are career enhancement of staff and Managers, facilitation of staff management or administrative functions and achievement of the overall goals and objectives of the Organization.



To this effect, the UN invests extensively on equipping staff and Managers with tools renowned for best practice. Only recently, a shift has been made to adopt Inspira paving the way towards synergy between PM&D and the other two major HR functions. In the light of the potential benefits that could accrue from proper and appropriate application of the policy and tool of Performance Management,

it could make a world of difference if Managers in particular reflected and took action to strengthen the following:

- Timely compliance with various stages of the process: Work planning, Mid-Point Review and End-of-Cycle Appraisal;
- Ensuring quality work planning and goal setting:

instilling substantiveness into the process;

- Ensuring continuous and constructive dialogue and feedback;
- Using the tool and process to support staff members' career development aspirations; and
- Building accountability and ownership of the tool/process and monitoring the same.

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## United Nations Health Care Centre (UNHCC)

**How to stay healthy on your trip**

More than 900 million international journeys are undertaken every year. Global travel on this scale exposes many people to a range of health risks, determined by the health needs of the traveler and on the type of travel to be undertaken. Travelers may encounter sudden and significant changes in altitude, humidity, temperature and exposure to a variety of infectious diseases, which can result in illness. In addition, serious health risks may arise in areas where accommodation is of poor quality, hygiene and sanitation are inadequate, medical services are not well developed and clean water is unavailable. Accidents continue to be the most common cause of morbidity and mortality in travelers. Many of these risks can be minimized by taking precautions before, during and after travel.

All individuals planning to travel should, therefore, have an assessment of health risks associated with travel and seek advice on the potential hazards in the respective destinations and understand how best to protect themselves and minimize the risk of acquiring a disease. Assessment of health risks associated with travel

The health assessment includes the traveler's current state of health, and must consider underlying illnesses that could be affected by the journey, medical history, medication use, immunization status, drug or environmental allergies, and the possibility of pregnancy. Serious illnesses that should be identified include suppressed immunity, bleeding disorders, epilepsy, diabetes, heart disease, and psychological or

psychiatric conditions. Each condition should be carefully discussed with the traveler's physician before departure for appropriate measures to be taken before and during the stay abroad. Travelers on chronic medications should be aware of the possibilities of not always having these medications available in every country in the world and must take sufficient quantities to last them during the whole period of stay abroad. It is also important to divide the stock and put in different luggage to avoid losing everything if one piece of luggage does not arrive.

All travelers should also be aware of personal safety during travel (e.g., road and pedestrian safety; avoidance of animal bites; understanding of the effects of climate and altitude; awareness of risks such as assault, infections, and excessive alcohol use).

**What vaccinations do you need for your travel?**

Once the countries for the anticipated travel are identified, scheduling a visit to a doctor is essential—ideally 4 - 6 weeks before the trip because most vaccinations require a period of few days or weeks to become effective. Immunizations can be classified as required, routine, and recommended.

Routine vaccinations are the immunizations that are routinely provided as a part of one's normal health maintenance. These vaccines are necessary for protection from diseases that remain common in many parts of the world. Routine vaccinations are boosters for the standard immunizations of childhood (in

particular tetanus and diphtheria) as well as pneumococcal vaccine for travelers older than 65 years with chronic illnesses such as diabetes or renal disease.

Recommended vaccinations are predicated on a number of factors including one's travel destination, planned activities, season, previous immunizations, urban/rural location, one's age, and current health status. In general, these vaccinations are recommended to protect travelers from illnesses present in other parts of the world and to prevent the importation of infectious diseases across international borders. They include hepatitis A, hepatitis B, rabies, typhoid fever, meningococcal meningitis, Japanese encephalitis, and tick-borne encephalitis.

Required vaccinations: International health regulations require yellow fever vaccination for travel to certain countries in sub-Saharan Africa and tropical South America. In addition, those traveling during the Hajj are required by the government of Saudi Arabia to obtain the meningococcal vaccination.

**Common medical considerations during travel**

Basic understanding of the common illnesses specific to the country of travel is essential.

***Traveler's diarrhea***

By far, the most common health risk for travelers, especially those visiting developing countries, is traveler's diarrhea, which can range from mildly annoying to prolonged, painful, and debilitating. Travelers' diarrhea affects 30% to 60% of travelers to less developed areas of the world.



Travelers' diarrhea usually begins abruptly during your trip or shortly after you return home. Most cases improve within one to two days without treatment and clear up completely within a week. However, you can have multiple episodes of traveler's diarrhea during one trip. Most common symptoms include diarrhea, cramping vomiting and a low grade fever.

The primary cause is contamination of food or water by bacteria,

viruses, or parasites typically found in areas with poor sanitation. Self-treatment is the recommended management strategy for traveler's diarrhea. This includes increased fluid intake as needed with oral hydration salts, symptom management, and short-course antibiotic therapy. You should seek medical attention if symptoms do not improve after 48 hours.

***How do you prevent travelers' diarrhea?***

Travelers should try to eat at restaurants that have a reputation for food safety. Fruits and vegetables peeled by the traveler, dry foods, and foods that are piping hot and thoroughly cooked are generally safe for travelers. The following should be avoided: tap water, ice cubes, fruit juice, fresh salads, unpasteurized dairy products, cold sauces and toppings, open buffets, and undercooked or reheated foods. There is no vaccine for travelers' diarrhea.

### ***Malaria***

Malaria is the most important disease for travelers to avoid when travelling through endemic areas. A careful risk assessment should be made based on itinerary, type of malaria present at the travel destination, season, duration of travel, and access to medical care.

Malaria is largely a preventable disease. The best prevention and treatment methods for malaria include risk awareness, avoidance of mosquito bites (sleeping under netting that is treated with insecticide, staying in screened or well air-conditioned rooms, wearing clothing that reduces the amount of exposed skin, and using insect repellent), use of preventive drugs, and prompt diagnosis in the event of illness with fever during or after travel.

Malaria deaths in travelers are typically due to inappropriate chemoprophylaxis or non-compliance as a result of confusion, poor advice, difficult regimen, side effects, or personal beliefs. An unexplained fever within a period of six months to one year after a trip to a malaria endemic region should call for the traveler to declare the trip to the medical physicians to search for malaria.



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### ***Sexually Transmitted Diseases (STDs)***

Travelers may feel less inhibited sexually than at home and may place themselves at greater risk of acquiring STDs including HIV, Hepatitis B and Hepatitis C viruses. Prevention includes abstinence from sex or the use of safer sex precautions such as condoms in all encounters, and avoidance of relations with commercial sex workers. Hepatitis B vaccine is given when indicated. Remember that oral, anal and heterosexual methods all expose an individual to HIV infection and require the same amount of precaution.

### ***Altitude Sickness (Acute mountain sickness)***

Altitude sickness causes substantial morbidity and occasional deaths among travelers. The incidence and severity of the illness is related to the speed of ascent, the altitude achieved, and the degree of acclimation. Well over half of those who travel from sea level to an altitude of 3,500m (11,500 feet) will experience symptoms of altitude sickness or acute mountain sickness.

Altitude sickness is a condition resulting from a lack of adequate oxygen, caused by low oxygen pressure at high altitudes. It is usually manifested as headache, nausea, vomiting, lightheadedness, fatigue and lack of sleep. The best way to prevent altitude sickness is to ascend slowly. Some individuals will have their blood pressures elevated. CO-morbid conditions should be considered before taking a trip to a country of very high altitude.

Travelers with a recent history of heart disease (heart attack) should not travel within the coming three

to six weeks following the illness. The low cabin pressure and high altitude may aggravate the situation.

### ***Trauma***

Injury is greater threat to travelers than infections or unusual illnesses. The most common preventable causes of death during travel are accidents, mainly caused by road traffic accidents, falls, drowning when swimming, and animals related injuries.

### ***Pregnancy***

During the first 12 weeks there is a risk of abortion and miscarriage in the last 4 weeks with premature labour, bleeding, and other serious complications, the period in between is the safest period to travel. Flying on airlines is generally allowed until the last 4 weeks of pregnancy, but policy can vary among airlines. Pregnant women traveling should stay well hydrated and move about the cabin to reduce the risk of venous thrombosis.

### ***Post travel Care***

The most common conditions seen in returning travelers are diarrhea, respiratory tract illness, skin conditions, and fever. Although many bacterial and viral infections will occur while the traveler is abroad or soon after his or her return, diseases with longer incubation periods (e.g., viral hepatitis, malaria, tuberculosis) may present weeks or months after the traveler returns. General and disease-specific testing is usually needed to diagnose illness after travel. Patients with fever need immediate medical attention because of the risk of malaria or other serious illness.

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Publication and Conference Management Section  
(PCMS)



## Amharic Training Classes for foreigners in the Language Training Center of ECA

Dad Ould Maouloud, Arabic and Spanish Editor, Arabic Translation Unit (ATU)

In this article, I shed light on the great initiative taken by ECA in establishing Amharic Training Classes for foreigners in the Language Training Center, which in my opinion is an excellent opportunity for international staff to seize and register for learning this language in a very professional and, at the same time, enjoyable manner with the help of a young and very dedicated teacher. I especially advise

Arabic-speaking staff to join these classes as they will discover enormous similarities between the two languages which encourage them to keep on discovering the riches and peculiarities of this beautiful language. In doing so, they would find many doors open waiting for them to knock, and smiles and hugs welcoming them to the generous world of Habesha!

اللغة الأمهرية لغة سامية تنتمي إلى الفرع السامي الجنوبي من أسرة اللغات الأفريقية الآسيوية، والشكل الذي نعرفها عليه اليوم جاء نتيجة لتطور دام عدة قرون عن اللغة الجعزية (‘‘الغيز’’ كما يعرفها الإثيوبيون) التي عُثر على نصوص مكتوبة بها منذ مئات السنين قبل الميلاد. ويرى بعض الباحثين أن الأمهرية تأثرت باللغات الكوشية وخاصة فيما يتعلق بتركيبها النحوي الذي أخذ منحى يختلف عن اللغات السامية الأخرى. ويقول المؤرخون إن اللغة الأمهرية نشأت في المنطقة المعروفة بنفس الاسم في وسط إثيوبيا لتنتشر من هناك إلى مختلف مناطق إثيوبيا فصارت لغة متداولة في القرن الثالث عشر لتتحول اليوم إلى اللغة الرسمية ولغة الإدارة للدولة الإثيوبية الحديثة، حيث يتحدث بها معظم الإثيوبيين مع وجود اختلافات بسيطة بالنسبة للناطقين الأصليين بها، وبالرغم من تأثرها باللغات الأخرى المستخدمة في إثيوبيا وخاصة في العاصمة أديس أبابا التي توافدت عليها الملايين وخاصة خلال السنوات الأخيرة مع ازدهار النمو والبناء.

ومن المبادرات التي تستحق الشكر والتقدير افتتاح اللجنة الاقتصادية لأفريقيا للسنة الثانية على التوالي قسماً لتعلم اللغة الأمهرية لأول مرة في تاريخ تعليم اللغات الأجنبية باللجنة بعد إلحاح الكثير من الموظفين الدوليين على ضرورة إتاحة الفرصة لتعلم الأمهرية بشكل رسمي ممنهج. ويشرف على إعداد المنهج وتقديم الدروس الأستاذ الجامعي السيد وندوسن أداني، الذي أصبح الآن يدرّس القسم الثاني من طلاب اللغة الأمهرية خلال كافة أيام العمل تقريباً. وتمثل هذه الدروس فرصة فريدة للراغبين في تعلم هذه اللغة التي تمثل البوابة الإيجابية للولوج إلى الثقافة الإثيوبية والتعرف على أهلها بشكل أعمق وفهم منطق هذه اللغة السامية الذي يبدو بعيد المنال لأول وهلة بالنسبة للقادمين الجدد. زد على ذلك، أن الأستاذ القدير وندوسن يجعلك تحب اللغة لأنه لا يترك صغيرة ولا كبيرة إلا ووضحها وشرحها بكل صبر وتأن لتصبح التراكيب اللغوية المعقدة والأساليب النحوية سهلة مفهومة للمتعلّم مهما كان مستواه، حتى أنه يعلمك منذ البداية كيفية قول عبارة “ألغبني” لم أفهم” لكي يعيد عليك ما قال بكل فرح وسرور. الأستاذ وندوسن من عشاق مقارنة اللغات وهو مهتم جداً باللغات السامية بشكل خاص وتظهر الفرحة على محياه عندما يكتشف يوماً بعد يوم مدى التشابه الكبير بين اللغة الأمهرية واللغة العربية وخاصة ما بين لغة الضاد واللغة الجعزية التي هي أصل الأمهرية من تقارب كبير. وهكذا فإن قسم تعليم اللغة الأمهرية في اللجنة الاقتصادية لأفريقيا فرصة لا تقدر بثمن بالنسبة للناطقين بالعربية لتعلم اللغة الأمهرية بشكل محترف وعلمي على يد أستاذ جامعي قل نظيره بصدق. إنني أعرف الكثيرين ممن جاءوا إلى هذه البلاد الجميلة منذ ثلاثين سنة أو أكثر ورفضوا خوض غمار تعلم هذه اللغة الشبيهة بلغتنا بحجة أنهم لن يكتثوا طويلاً وأنها لغة ليست مهمة وأنهم يفضلون استغلال الوقت في أشياء أخرى، وهامهم اليوم نادمون لأنهم مكثوا طويلاً واكتشفوا أهمية اللغة في حياتهم اليومية خاصة عندما ينظر إليك الإثيوبيون بازدراء بعد أن يكتشفوا أنك أقمت بين ظهرانهم كل تلك السنوات دون أن تتعلم لغتهم، فيعتقدون وهم محقون في ذلك أنك لا تعير لثقافتهم أي اعتبار، ثم إن الرافضين لتعلم اللغة الأمهرية لم يستغلوا الوقت ولو خصصوا ساعات مشاهدة برامج التلفزيون التافهة والمكررة والمقلقة لتعلم الأمهرية لما ندموا على ذلك أبداً. إنني انصح الجميع

## Local Salary Survey (LSS) in Addis Ababa:

by Tsega Amensissa

As you may all know, there are two salary surveys. The first is the comprehensive salary survey which takes place every five years, which, under the old methodology, used to be four years. The second is the interim salary survey which takes place every year and builds on the foundation established by the comprehensive salary survey. Currently, the Local Salary Survey Committee (LSSC) is working on the 5-year comprehensive survey due in 2013. This task is in progress, and if everything goes as planned, will be finalized by end of March or early April 2013 and submitted to UNHQ. As soon as the process is completed, the LSSC will inform the staff of the outcome of the surveys via intranet and other means of communication including the Staff Voice magazine. There are now seven organizations to be considered as comparators for salary survey purposes which were selected at the time of the previous comprehensive survey in 2008.

The aim of the compensation system in the UN is to be among the best payer in the locality, without being the absolute best. What is done in the salary survey is to see whether the comparators have made any adjustments to their local salaries. If they have done so, we follow suit. The effects of inflation,

currency devaluation and general living condition are not considered as they are assumed to be taken into account by the compensation paid to staff members. Therefore, to match the best employers, the UN tracks their change in salary yearly and makes adjustments.

On the issue of pegging salary to a hard currency, the methodology states that if the overwhelming majority of the comparators do peg their salaries to the USD, then we can do the same. Since we have seven comparators, in order for UNHQ to consider our repeated plea, we must get five or more comparators who are currently paying in hard currency.

At present, the salary survey methodology is not fully taking into account the reality of this duty station as it does not cover all the required information. Currently, comparators should be established in the country for five years which, in my opinion, is too long a period and should be revised to between



1 and 3 years. The requirement that comparators have 50 or more staff is the another constraining factor and we suggest that the number of staff be much lesser than 50. Lastly, four out of the seven comparators must be retained during the comprehensive survey, meaning that we are only allowed three new organizations. This gives us little room to get the best paying organizations. It would be to our advantage if this requirement was relaxed to retain three out of the seven.

I am sure my colleagues in the LSSC will have more to say on this in the coming issues of the Staff Voice as this is a hot topic and needs to be discussed among staff members so that there is a common understanding of the salary survey method.

**Local Salary Survey Committee**

NO	NAME	ORG	NO	NAME	ORG.
1	AschalewTulu	WHO	11	EfremTegene	UNECA
2	Bizuwork Wolde	WHO	12	Lelena Mesfin	UNAIDS
3	Mammie Temesgen	UNHCR	13	Rebecca Abebe	UNICEF
4	Girma Yadeta	UNHCR	14	Tsehai Mamo	UNECA
5	Beleyou Teferra	UNFPA	15	Aster Kebede	UNICEF
6	Tihut Yohannes	UNICEF	16	Selam Bekele	UNICEF
7	Halima Abukar	UNECA	17	Bekele Nigatu	UNDP
8	Rebecca work Emmanuel	UNECA	18	Tesfaye Berhanu	WFP
9	Habtewold Binku	UNECA	19	Amrot Tadesse	FAO
10	Tsega Amensissa	UNECA			

### FICSA Capacity Building and Training Programme in Brazzaville

By Rebecca Work Emmanuel, Executive Committee Member, UNECA Staff Union

On the occasion of the FICSA Council which was held in Brazzaville, FICSA convened three simultaneous training workshops (in English and French) from 28 January 2013 to 1 February 2013

on General Service salary survey methodology, the United Nations pension system, and an information session on human resource management in the UN common system.



*Staff Representatives from UN System organizations at the GSSSM training in Brazzaville  
(Rebecca in the foreground with her certificate)*



*Staff Representatives from UN System organizations at the GSSSM training in Brazzaville  
(Aschalew Tulu, WHO Staff Representatives, in the background)*

The training was opened to staff of the UN and its specialized agencies. Participants were enrolled in the workshop irrespective of their duty station of assignment. Staff from duty stations earmarked for comprehensive salary surveys in the next few months were highly recommended to attend the workshop on GS salary survey methodology. Since I am a member of the Local Salary Survey Committees (LSSC) and staff representative, I was nominated to attend these workshops, with funding from ECA Management.

The workshops were held under the auspices of the WHO/AFRO Regional Office for Africa in Brazzaville, Congo, with the kind assistance of the local Staff Association, and were conducted by FICSA trainers.

The aim of the first session of the training held on 28 and 29 January 2013 on Salary survey methodology, was to enhance the knowledge of salary survey techniques to the maximum extent possible by providing us with a detailed overview of the ICSC methodology in force at field duty stations, covering survey participant roles and responsibilities as well as due proceedings.



# Staff Representatives Corner

The trainer also tried to cover the basic concepts related to the system of job evaluation and job classification. Within the framework of the methodology, the preparatory work, the data collection, the data analysis, the construction and the approval of the new salary scale were analyzed. In addition, we were also able to review interim adjustment procedures and special measures (inflation, devaluation and other situations).

Under the second session of the training held on 30 and 31 January 2013 on the UN Pension System, we conducted an overview of the

UNJSPF where we looked into what staff representatives and administrative staff should know about the UNSPF report of the United Nations General Assembly on retirement age. There was also a question and answer session which was fruitful for participants.

The last day of the training held on 1 February 2013 on human resource management in the common system was complementary to the previous ones. The goals were to present a general overview of the conditions of employment of staff in the UN common system as raised at the ICSC and the Fifth

Committee of the United Nations General Assembly and to facilitate discussions on classification, staff rules and regulations, staff rights, as well as staff/ management relations.

At the end of the training, a certificate was issued for each participant. It was with a promising heart that we left Brazzaville.

## Ghion Hotel



### Reduced prices for UN Staff as listed here under:

- Room accommodation = 20% reduction per occupied room and per day.
- Swimming pool service = 10% reduction per person – per day.
- Steam bath service = 10% “ “ “
- Sauna bath service = 10% “ “ “
- Ground tennis service = 10% “ “ “

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Fax: 251115510278/5505150  
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## Letters from Presidents of the three staff Federations – CCISUA, FICSA and UNISERV, sent to the Secretary-General in his capacity as Chair of the Chief Executives Board (CEB).

Dear Mr. Lopes,

On behalf of Ms. Paulina Analena, the President of the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA), attached please find a copy of the letters from the Presidents of the three staff Federations – CCISUA, FICSA and UNISERV, sent to the Secretary-General in his capacity as the Chair of the Chief Executives Board.

Kind regards,

Ana-Marija Jelincic

Ana-Marija Jelincic, (Ms.)  
Administrative Assistant  
United Nations Staff Union - Vienna  
United Nations Office at Vienna  
Room: E1112  
PO Box 500  
1400 Vienna, Austria

Tel: (+43-1) 26060-3588  
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Email: ana-marija.jelincic@unvienna.org



Geneva, 14 January 2013

Sir,

We are addressing this letter to you in your capacity as Chairperson of the Chief Executives Board (CEB).

CCISUA, FICSA and UNISERV, the staff federations representing the totality of the UN workforce, became aware of "A non-paper to guide discussions on the HLCM's Strategic Plan and the Committee's working modalities" (attached for ease of reference), which contains considerations of a system-wide nature, such as a new business model and the governance of the common system, paving the way for the development of a Strategic Plan. Many proposals contained in the document were particularly troubling to us as they risk undermining the very independence of the international civil service.

Moreover, it is with considerable disappointment that we learnt that extensive consultations were held since the 24<sup>th</sup> HLCM (Washington, September 2012) with forty-one senior managers from twenty-six organizations, including some which do not belong to the common system, while the three staff federations were not consulted or informed at any time.

We consider this an unacceptable breach of procedures and the Terms of Reference of the Committee itself which states "(...) HLCM is responsible for maintaining an ongoing dialogue with staff representatives on concerns of a system-wide nature (...)".

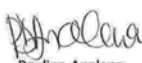
Keeping the elected staff representatives out of this process will have negative results as discussions and decisions will lack the fundamental input by the "most valuable resource of the organizations". The non-paper refers to staff as "the greatest expense of the UN system organizations often consuming 70 percent of the budget". It neglects the fact that staff is a resource not a burden - an asset not a liability - without which no organization would function, without whose support no reform would be successful.


In light of the above, we seek your urgent intervention to ensure that the next steps of this process will include due consultation with the staff representative bodies, which includes the following:

1. Informing the staff federations of the outcome of the Turin retreat and provide us with the report and the plan of action, if any;
2. Ensuring that due consultation is held between the staff federations and the HR Directors in Budapest on the occasion of the 26<sup>th</sup> HR Network;
3. Also ensuring that at the 25<sup>th</sup> HLCM (Rome, 7-8 March 2013) an item is put on the agenda, where an exchange of views with the staff federations will take place on the outcome of the Turin retreat.

For the tens of thousands of staff members we represent, the principle of transparency and good faith dialogue, based on mutual respect, is of paramount importance and we count on your urgent action in these matters.

Respectfully,

  
Paulina Analena  
President, CCISUA

  
Mauro Pace  
President, FICSA

  
Dimitri Samaras  
President, UNISERV

Encl.

cc. Francis Gurry, Chair, HLCM  
Remo Lalli, Secretary, HLCM  
Kingston Rhodes, Chairman, ICSC  
Regina Pawlik, Executive Secretary, ICSC  
Simona Petrova, Director, CEB Secretariat  
FICSA, CCISUA, UNISERV Members

## Letters from Presidents of the three staff Federations – CCISUA, FICSA and UNISERV, sent to the Secretary-General in his capacity as Chair of the Chief Executives Board (CEB).



Geneva, 17 January 2013

Sir,

We are addressing this letter to you in your capacity as Chairman of the Chief Executives Board on behalf of the United Nations common system staff represented in CCISUA, FICSA and UNISERV.

Representatives of staff from the three federations recently met in New York, in the Second Meeting of Leadership of UN Staff Unions, Associations and Councils, to discuss urgent issues of major concern to our membership.

One problem stood out as being of particular urgency and that is the uncontrolled growth in the number of colleagues classified as "non-staff", in the wake and need for cost containment. During the meeting it became apparent that the problem affects, to a large extent, all organizations.

In July 2012, at the seventy-fifth session of the International Civil Service Commission (ICSC), we made an attempt to raise the matter but *"the Commission noted that such types of personnel were not granted employment contracts under the organizations' staff rules and as such did not fall under the purview of the Commission"* (A/67/30, paragraph 101).

The staff meeting in New York believed that the use of non-staff to perform functions that belong to the core mandate, priorities and regular programmes of our respective organizations has to be halted due to several reasons including, *inter alia*:

- i. *Ethical reasons.* The existence of different categories of staff performing the same functions creates an unacceptable discrimination, contravening even fundamental labour rights and standards to fair remuneration, social security and other rights such as those to sick and annual leave. It also creates a permanent situation of instability that affects the staff morale and the organizational performance alike.
- ii. *Constitutional and governance.* The abuse of non-staff contracts configures a violation of the international character and, consequently, of the independence of the international civil service. Non-staff colleagues do not enjoy the same rights and immunities established for the regular staff, whose purpose is to safeguard independence and loyalty to the organizations. They are also not subject to geographical distribution criteria, thereby paving the way for "nationalization" of the international civil service and, in a worst case scenario, to nepotism and cronyism.
- iii. *Functional reasons.* The abuse of non-staff has a destructive impact on human resources management at all levels, since those colleagues are at a disadvantage for career, job security, mobility, to cite just a few examples.
- iv. *Financial reasons.* The abuse of non-staff gives Member States a false representation of the financial appropriations required to manage the human resources of the organizations, paving the way for cheap labour.
- v. *Legal reasons.* We are convinced that solid grounds exist for legal recourse, due to blatant and regular circumvention of the relevant rules and regulations.

Document CEB/2011/HLCM/HR/21 of 12 August 2011 shows that, on average, 45 per cent of the total workforce employed by the UN common system is constituted of non-staff, with extreme cases climbing up to 70 per cent.

We are particularly alarmed as we believe that the break-even point for adoption of immediate measures to stop this malpractice has come. Therefore, we respectfully request your intervention with the executive heads in the CEB to urge the adoption of measures aimed at rectifying this alarming *status quo* and take back the international civil service to its core nature, to better serve our mandate and the principles enshrined in the UN Charter.

In the meantime we shall make our best efforts to ensure that our colleagues defined as "non-staff" are granted access to the fundamental rights of association through the current representational structure.

Please accept, Sir, the assurances of our highest consideration.

Paulina Analena  
President, CCISUA

Mauro Pace  
President, FICSA

Dimitri Samaras  
President, UNISERV

cc. UN common system Executive Heads  
Kingston Rhodes, Chair, ICSC  
Simona Petrova, Director, CEB Secretariat  
Remo Lalli, Secretary, HLCM  
FICSA, CCISUA, UNISERV Members



## Response from the Executive Office of the Secretary- General

UNITED NATIONS  NATIONS UNIES

POSTAL ADDRESS - ADRESSE POSTALE : UNITED NATIONS, N.Y. 10017  
CABLE ADDRESS - ADRESSE TELEGRAPHIQUE : UNCTAD NEW YORK  
EXECUTIVE OFFICE OF THE SECRETARY-GENERAL  
CABINET DU SECRÉTAIRE GÉNÉRAL

REFERENCE:

31 January 2013

Dear Ms. Analena, Mr. Pace and Mr. Samaras,

Thank you for your letter of 14 January 2013 addressed to the Secretary-General regarding a "non-paper to guide discussions on the HLCM's Strategic Plan and the Committee's working modalities."

As you note, this is an internal non-paper for management discussions and not a proposal at this stage. Further to the decision of the High Level Committee on Management (HLCM), the Chief Executives Board (CEB) Secretariat has undertaken consultations with HLCM member organizations to develop a strategic plan with "specific focus on the need to prepare and conduct discussions of strategic nature on subjects of key relevance for the most senior managers of the United Nations System organizations." Based on the outcome of the consultations, a non-paper was prepared as a guiding background document for the discussions at the HLCM retreat held in early January 2013 in Turin.

Staff federations will be informed of the outcome of the retreat through a briefing by the Co-Chairs at the 26th meeting of the Human Resources Network in February 2013 in Budapest. Further, the draft Strategic Plan and working arrangements will be presented for discussion and approval at the 25th session of HLCM in March 2013, in Rome, where staff federations will also participate and due consultations will take place.

Ms. Paulina Analena  
President, CCISUA  
Vienna

Mr. Mauro Pace  
President, FICSA  
Rome

Mr. Dimitri Samaras  
President, UNISERV  
New York

Yours sincerely,  
  
Sugata Maitra  
Chief of Cabinet

## Major restructuring of ECA Work Programme

Addis Ababa, Ethiopia, 12 December 2012 (ECA) – The new Executive Secretary of the Economic Commission for Africa (ECA), Carlos Lopes today in Addis Ababa announced a major restructuring of the ECA work programme to better reflect a “changing world, a new phase of globalization” and the present realities of rapid urbanization in Africa which is recording steady economic growth but few jobs and which needs to accelerate its transformation agenda.

He told hundreds of ECA staff members in a Town Hall meeting that he had consulted a broad spectrum of stakeholders, including the ECA strategic partners and staff members over the past three months, and developed a better and more targeted structure with new business processes designed to serve Africa better.

Today, he announced the creation of Macroeconomic Policy Division, Regional Integration and Trade Division, Special Initiatives Division, Social Development Division and a strengthened and expanded African Centre for Statistics which will be charged with collating and collecting credible data and statistics on African development issues. These Divisions, he said, will take charge of the ECA renewed focus on “Policy Research”.

To carry out “knowledge delivery”, he announced the creation of an Office of Partnerships and a Capacity Development Division which is composed of an African Union and NEPAD Team as well as a team of highly skilled experts who will serve as Regional Advisers. With this Division, Lopes expects that ECA will better respond to the capacity needs

of the African Union and its NEPAD programme as well as benefit from the experience of renowned experts in various capacities around the world.

Since the most significant change has to do with data collection and statistical analysis, Lopes said the ECA five Subregional Offices (SROs) (in Lusaka, Kigali, Rabat, Niamey and Yaoundé) would be strengthened and re-focused to reflect this objective.

Accordingly, the SROs will have the primary task of serving as Data Centres, collecting credible statistics on various development issues and challenges in the countries that they cover. They will also cater to subregional “special initiatives”.

While some Divisions (Food Security and Sustainable Development; ICT, Science and Technology; and Governance and Public Administration Divisions) appeared to have disappeared, Lopes said their programmes had actually been absorbed in other new structures. For instance, Food Security, Agriculture and Land, are now part of the Regional Integration and Trade Division, while the African Gender Center is now part of a wider Social Development Division.

He said no priority of Africa had been overlooked in the present structure, stressing the overall objective of ECA being known for fewer things, but considered to be the best in those things.

“For example, we do not need to get involved in gender advocacy; instead we should develop the tools



for others to carry out such advocacy, and when we work on food security, it should have a focus on regional integration” he said.

While the new structure is expected to take effect from March 2013,

Lopes called on staff to join any of 10 task forces he established in order to ensure that all opinions and recommendations are factored into the operations of the new structure. The task forces will examine wide ranging areas including re-profiling, communications strategy and conferencing. He will adopt some recommendation and “publicly explain why he did not adopt others”

The task forces will examine wide ranging areas including re-profiling, communications strategy and conferencing. He said he will adopt some recommendations and publicly explain why he does not adopt others, he promised.

The overall reaction of ECA staff appears to be one of optimism as they get ready to embrace the change.

Issued by:

ECA Information and Communication Service

Press Release 213/2012

Addis Ababa Ethiopia

## ECA women staff members met with Carlos Lopes, Executive Secretary, UNECA, on 23 November 2012:

by Seble Demeke, Editor-in-chief

The meeting took place at the UNCC and lasted for over one hour. There was a good number of women staff members who attended. The ES opened the discussion by outlining the agenda for the meeting. The discussion was organized on question and answer basis. He explained the purpose which was mainly to exchange ideas and that he was there to listen to women staff members about their work situation in the Commission as well as any other general ideas, suggestions and proposals that they might wish to put forward. He stressed that his primary strategy was to change the ECA structure to make it more responsive to the needs and priorities of the continent. The ES had held a similar meeting with young staff members of the Commission during the previous week.

Regarding the restructuring process, he proposed that there would be more focus on the following points:

1. Specialization, meaning that people would be assigned to one specific area rather than to be involved in many fields of work at the same time, rendering them inefficient at any one of them.
2. ECA should be a think-tank where ideas were borne and not only a place for servicing conferences and meetings. The number of meetings should gradually be reduced.
3. The transition would be in stages:
  - a) Have a decision at the level of Senior Management Team (SMT)

- b) See what Africa needs rather than what ECA needs.
4. A matrix is going to be introduced which would take about a year to implement.
5. Regarding recruitment, he made it clear that posts at professional level were frozen immediately and that action would be followed by General Services posts. The same test condition for Ps will be done

for the G staff. Recruitment for the new posts (both P and G) would be on the basis of generic job descriptions.

The meeting, which was the first of its kind, could be recorded as a historic event in the sense that it provided a unique opportunity for women staff members to openly discuss their grievances, concerns and suggestions for a possible solution. Several issues regarding recruitment, selection and promotion of women staff members, in particular, to senior level positions were discussed...

### Elimination and prevention of all forms of Violence against women and Girls

UN Women convened a forum to engage a range of stakeholders in the preparations for Commission on the Status of Women (CSW57) to be held from 4 to 15 March 2013. The photographs below show the participants in Addis Ababa, Ethiopia at the United Nations Economic Commission for Africa.





# Farewell for Doreen Bongoy Mawalla, former Director of Administration



1) Doreen appreciating statements made by her colleagues at her farewell; 2) Doreen with her staff; 3) DoA staff chatting at the farewell party



# DoA Outreach Day, 30 November 2012



1



2



3



4



5



6

1) Debora Abebe, Melekt Amdu, Rokas Butanavicius, Menbere Mohammed, DoAStaff; 2) Marcel Ngoma-Mouaya, Chief, DRCU  
Hiwot D. Martinez, Reference Assistant, DRCU; 3) Etienne Kabou, head of PCMS, with the French Translation and Editorial Unit staff; 4) Charles Mwango Ndungu, Chief Documents Publishing (DPU), Wondwossen Girma, Supervisor, DPU; 5) Lamin Fatty, HRSS and Rokas Butanavicius, DoA; 6) Staff from Facilities Management Section;



## DoA Outreach Day, 30 November 2012







5



6

7

- 1) Staff enjoying the DoA outreach event near the Travel Unit stand;
- 2) Teshome Yohannes Kifle, Isabel Marie Chaves de Oliveira and Kablan Kouame, PCMS;
- 3) Tibebe Tesfaye, DoA/HRSS and Mulutsega Legesse DoA/GSS/Travel Unit;
- 4) Tigist Getachew, Kifle Belete, Mekdes Asmare, Budget Unit;
- 5) GSS Staff;
- 6) ITSS Staff;
- 7) Staff from the Finance Section



### The Executive Secretary hosted a New Year's Reception on Tuesday, 15 January 2013

The place of the reception was the UNCC Banquet Hall. The turnout was successful and staff members had the opportunity to meet with the ES and exchange views with him on different issues in a relaxed and informal environment. The pictures below show the warmth and cordiality of the atmosphere.



Participation



Relaxation



Relaxation



Communication



## Recent Events



Discussion



Staff brought together



Conferring



Fun!



Enjoyment





## Recent Events

### Pictures from the Town Hall Meeting with Mr. Ban Ki-moon, UN Secretary- General



SG's Arrival



Town Hall meeting with the SG



Congratulations



Accomplishment







UN System Retirees 2013



Friendship



Staff at the Town Hall meeting with the SG



Courtesy



Sharing Ideas



## Views from Issue 1

There is a continuous dialogue with management to see how Staff representatives could participate in the achievement of ECA's goals." Makane Faye, Chairman of the UNECA Staff Council.

"A messenger in NASA was asked 'what do you do here'. He responded by saying, 'my mission is to put someone on the moon'. I strongly believe in this." Abdalla Hamdok, Deputy Executive Secretary, UNECA.

"It is to me a one-sided policy as long as it does not include the General Service Category." Mulutsega Legesse. Vice-President, Staff Executive Committee, on the system-wide mobility scheme..

"We are together". Doreen Bongoy-Mawalla, Division of Administration (DoA).

"Unless staff get involved personally, there is no way of knowing what is happening." Kidist Belayneh, former Vice-Chair, Staff Council, UNECA.

"The management should also ensure that, in the process, staff regulations are adhered to and that disputes are solved amicably." Alemayehu Haile, member of Staff Council, UNECA.

"What we have succeeded in doing in the past three decades since 1975 in Mexico is to ensure that the achievement of gender equality and women's empowerment becomes a global agenda. 'Gender' is now part of our everyday language." Thokozile Ruzvidzo, Director, African Centre for Gender and Social Development (ACGSD).

"One reward of doing this job is the tremendous acknowledgement we get from member States for the support we give them." Aida Barbara Opoku-Mensah, Director, ICT, Science and Technology Division

"We recognize the value of every person. Our commitment is to high-quality client-centred health care. We respect and respond to the diverse needs of people we serve. We empower our clients with reliable and accessible health information." Dr. Grace Fombad, Officer-in-charge, United Nations Health Care Centre (UNHCC).

"We provide conference services with simultaneous interpretation to ECA, UN agencies, Ethiopian Government institutions, the private sector, NGOs and CSOs." Etienne Kabou, Chief, Publications and Conference Management Section, PCMS.

"You don't have a private life, you are always at the service of those who need your help and you don't know when that help will be needed." Ousseini Ouedraogo, Chief, Security and Safety Section.

"In the first instance, no matter what age or background, put God first, hold on to your integrity and principles in life. Let your professionalism be your greatest asset." Rose Aderolili, Chief, Human and Social Development Section, ACGSD.

"Even in the areas in which we are seen to be doing well, there is room for upscaling of efforts and for rectifying aspects that are not completely up to speed." Adeyemi Olayiwola Dipeolu, Chief of Staff, OES.

"The Printing Unit has evolved from a simple black-and-white operation to a full service operation that meets a wider range of client needs from conference documents, graphic design to major multi-colour publications." Charles Mwago Ndungu, Chief, Documents Publishing Unit (DPU).

"The pre-retirement preparation thus requires mental, physical and emotional preparedness to adjust to the hard realities of ..... new situation." Tedla Teshome, President, Association of Former International Civil Servants, AFICS-AA.

"Imagine those years where we used postal services and other slower communication means for our communication with each other and with our partners." Amdu Yirgeta, Service Desk, Team Leader, ITSS.

"In order to be efficient, there is a need to be trained in IT. I encourage everyone to take IT courses with us. Don't forget it's free!" Tigest Awoke, IT Trainer, ITSS.

"Staff directly or indirectly benefit from the Staff Union." Mekbibe Petros, Security Officer

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## Issue 2

"We are all privileged to be serving the UN at a time of so much excitement and opportunity for our host country Ethiopia." Eugene Owusu, UN Resident Coordinator, UNDP Resident Representative and UN Humanitarian Coordinator.

"I thank all of those who have made the magazine become a reality. They are many and in-



clude staff members, companies who offered to make publicity and those who offered discount prices to UN Staff members.” Makane Faye, Chairperson, UNECA Staff Council.

“We had been promised a few years ago, that a task force would be set up to look into local salary erosion in Ethiopia and elsewhere and the possibility of pegging GS salaries to the dollar.” Mulutesega Legesse, Vice-President, Executive Committee of UNECA Staff Union.

“Serving the United Nations is certainly one of the most noble ways of serving humanity.” Doreen Bongoy -Mawalla, Do A.

“I think the possibility of creating a federation of UN Staff Unions is an excellent idea to complement agency-specific staff associations that deal with individual agency issues.” Ted Chaiban, UNICEF Country Representative for Ethiopia on the proposed Federation of UN Staff Associations.

“The ACPC strives to ensure that its activities are demand-driven, focused on African questions, issues and options and as such the work of the Centre is relevant to African policy makers, civil society and business leaders, and society as a whole.” Youba Sokona, Co-ordinator of the African Climate Policy Centre (ACPC), Co-Chair of IPCC WGIII.

“With committed and dedicated leadership, common services could be made an effective tool to achieve the principles of doing more with less.” Ali Todaro, Chief, General Services Section (GSS).

“We are committed to the task of NEPADIZING ECA so that, in one

way or another, ECA outputs will be linked to NEPAD priorities.” Yinka Adeyemi, Senior Regional Advisor and OIC, Information and Communication Services (ICS).

“We have an ideal relationship with the Staff Union. This productive relationship between the Staff Union and Management is essential for achieving the mandate of the Organization.” Amareswara Rao, Chief, Human Resources Services Section (HRSS).

“Late submission of documents is one issue of particular concern to PCMS.” Marcel Ngoma – Mouaya, Chief, Documents Control, Referencing and Contractual Services Unit (DRCU), PCMS.

“the Staff Union and Administration concurrently run a system of periodic joint counseling sessions for staff who may have grievances, or who may need personalized guidance on any issue relating to their work life, career, etc. These sessions will be conducted by HR experts and Staff Union members.” Doreen Bongoy Mawalla, Do A.

“If you are unhappy with someone’s decision or the way that (s)he has acted, you know who the person is, and you feel comfortable doing it – speak directly to him or her. It’s direct, efficient and professional.” Miles Hastie, Legal Officer, The Office of Staff Legal Assistance in Addis Ababa.

“The only issue that brought us together was the salary issue. It is important to get together with the staff representatives in Addis Ababa. To do this, we need a defined Terms of Reference.” Setotaw Yimame, Staff Representative, (UNICEF) on the proposed Federation of UN Staff Associations.

“Consequently, the efforts towards popular participation do not necessarily mean that the Union is people-driven.” Denis Atabong, Staff Representative, African Union (AU).

“It will not be totally wrong to say, that despite many UN declarations and conventions, several decades have passed and the strong policy statements have been ineffective and the desired goal of 50 percent women at the UN system-wide level has not yet been achieved.” Mulutsega Legesse, Vice-President, Executive Committee of UNECA Staff Union.

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## Issue 3

“This sudden tragic time has also opened a new window for testing the long dreamt system of democracy for the continent.” Editorial Board

“To become part of the ‘African moment’, everything UNECA embarks on henceforth, should put Africa first, be meaningful, and aim at the transformation of the continent.” Carlos Lopes, Executive Secretary, UNECA

“...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.” Kidist Belayneh, former, Vice Chairperson, UNECA Staff Council.

“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 centre of their own affairs.” Mulutsega Legesse, Vice President, Staff Executive Committee, UNECA Staff Union, on Her Excellency Nkosazana Dlamini-Zuma, AU Chairperson

“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.” Abdalla Hamdok, Deputy Executive Secretary, UNECA.

“Because of its logistic experience, WFP is also involved in different services for the humanitarian community as a whole such as, the UN humanitarian air service (UNHAS) 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.” Abdou Dieng, WFP Country Director for Ethiopia.

“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.” Dennis Weller, USAID/Ethiopia, Mission Director.

“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%.” Josue Dione, Director, Food Security and Sustainable Develop-

ment Division (FSSDD).

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

“To me, good governance is how leaders exercise the trust and responsibility given to them by citizens in the management of public affairs..” Kojo Busia, Chief, African Peer Review Mechanism (APRM).

“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.” Abel Akara Ticha, Communication Officer, SRO-CA.

“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.” Dr. Andrea Bruni, WHO.

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## Upcoming Events

CCISUA 2013 General Assembly  
Second meeting of the Staff Management Coordinating Committee (SMCC)



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