## UNITED NATIONS
### ECONOMIC COMMISSION
### FOR AFRICA

## NATIONS UNIES
### COMMISSION ECONOMIQUE
### POUR L'AFRIQUE

## ARRANGEMENTS FOR THE LAUNCHING OF THE UNITED NATIONS SYSTEM-WIDE SPECIAL INITIATIVE ON AFRICA

1.    This is a **tentative plan** on the technical and logistical steps to be undertaken in preparation for the launching of the United Nations System-wide Special Initiative in Africa Hall (ECA HQs) by satellite on Friday, 15 March 1996 between 17.30 and 19.00 hours.

**Satellite link**

2.    The link from the Addis Ababa side will be handled jointly by the Ethiopian Telecommunications Authority (ETA) and the Ethiopian Television (ETV). The Broadcast & Conference Engineering Unit in New York will be responsible the for booking of two available TV channels on Atlantic Ocean Satellite 335.5° East (INTELSAT). The Unit will also make arrangements for the whole circuiting, i.e., provision of two sets of uplink and downlink channels for New York and Addis Ababa.

3.    ETA will provide the main dedicated lines between Africa Hall and the satellite earth station in Addis Ababa. Facilities to establish the link between Africa Hall and the earth station will be provided by Ethiopian Television. This entails installation of a 2-way temporary microwave programme link between ETV studio and Africa Hall, a 3-camera OB-Van to be used as an audio-video source by ETV, and a 2-way programme link between ETV studio and Ethiopian Telecom ITMC terminal. Additional services provided by ETV include installation/operation of equipment, production/staff and maxi screen (the latter yet to be confirmed).

4.    Mr. T. Smith, Chief of the Television and Video Tape Unit in New York, is in contact with ETA and ETV to assess cost estimates and discuss communication links including compatibility aspects between the two telecom systems. It is imperative that DPI also coordinate TV facilities and production aspects with ETV.

**Financing the launch**

5.    New York side will meet the costs for the satellite connection, which would cost an estimated 15,000-20,000 US Dollars. Cost estimates provided by ETV subject to change. Last adjustments to be made at conclusion of event.

**Audience**

6.    Letters of invitation will be sent shortly to the Ethiopian Government, all representatives of the diplomatic corps residing in Addis Ababa, members of the international community, United Nations Agencies and the press corps. The event will also be attended by staff members of the OAU and ECA. The guest of honour for the launching of the Special Initiative will be H.E. Ato Meles Zenawi, Prime Minister of the Federal Democratic Republic of Ethiopia and current Chairman of the Organization of African Unity. Mr. K.Y. Amoako, Executive Secretary of ECA will co-host the event.

**Scenario**

7.    TV satellite testing between New York and Addis Ababa will start one hour before the launching. Mr. Samir Sambar, Assistant Secretary-General for Public Information in New York will act as MC for the launching ceremony. A **protocol officer** in Addis Ababa to direct major "actors" on stage is imperative. Alternatively, an ECA Chief of Division must be available to coordinate the Addis Ababa event. There is a need to pay attention to each and every detail of the live broadcast, including a **timed sequence of events** and an **exact synchronization of the transmission.**

8.    ETV will finalize captions to be inserted on the screen for each Addis Ababa speaker. New York will insert their's.

9.  It is vital that ETV prepare a **story board** for the event which will be included as a production package. ECA may also wish to engage an **ETV director** to coordinate the broadcast for the Addis Ababa event in consultation with counterparts in New York. This script will provide an illustration for the breakdown of every second and where the camera focuses. This exercise will facilitate the work of ETV in setting up cameras in advance if they have a whole script of the transmission.

10.  Only thus can the launching ceremony in Addis Ababa be successful. It must not look sloppy in comparison with New York.

11.  It is desirable if English and French are used during the launching ceremony of the Special Initiative. The simultaneous interpretation facilities into each language at Africa Hall will be hooked with the ETV audio-video link. This aspect is particularly important during the question/answer session succeeding the launching. It is a foregone conclusion that the two audio feeds--transmit and receive--will be kept entirely separate so that either side does not receive an echo of the transmitted signal.

12.  Decoration of the meeting area will be kept simple. It is suggested to have table flags for speakers on the podium and a bouquet of flowers at the steps of the stage.

**Media Coverage**

13.  The information package for the launch of the Special Initiative prepared by New York will be widely distributed during the occasion. UNIS should play a vital role in media coverage and publicizing the launch widely in Africa and elsewhere. UNIS will issue a press release for use by the local media, TV, radio and press. UNIS should also endeavour to prepare a leaflet stressing ECA's significant role in the Special Initiative as well as a piece for the forthcoming special issue of the Africa Recovery.

**Cocktail reception**

14.  ECA will hold a cocktail reception after the launching ceremony for the diplomatic corps and invited guests at the Ethiopia Lounge. Tea, coffee and biscuits should be served to selected dignitaries at a different venue, i.e. Committee Room 10. To this end, Committee Rooms 10 and 13 will be properly set for accommodating the Prime Minister of Ethiopia, the ECA Executive Secretary, as well as other important dignitaries.

Ali Todaro - 28 February 1996

## Dear Colleagues,

This second issue reports on the progress of our renewal process since the first issue. ECA is now positioned and empowered to act on several fronts.

The series of consultations, starting with staff last year through to eminent African experts, policymakers and our own Bureau last month, have brought us to the point of implementation.

The two-day consultation with 40 high level African policymakers and experts in late January was highly successful. There was a strong spirit of participation among the consultants, who put energy and interest into working out suggestions. They felt drawn in, and the spirit of their response has been: "ECA is our institution, in our continent, doing what we want done."

The proposal for ECA to stress its role as a networker of policy analysis and development information was strongly supported. They saw ECA positioning itself to become increasingly the Networker, the Interpretor, the Articulator of Vision, the timely provider of information.

In my memorandum to you of 28 January, I announced the first major moves to reorganise ECA's administrative structure, as reported in these pages.

But the main feature in this issue is a report on two key studies which diagnose our problems and give us guidelines for action: on ECA's technical capacity, professional skills mix, and communications.

I want to share the findings of these studies with you. Some of the critical points echo comments made in the course of staff meetings. Some findings refer to "typical" short-

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### A letter from the Executive Secretary

there are exceptions to these at all levels, but we have to concede that these are exceptions which prove a general rule about ECA's short-comings. And the diagnoses and remedies are sharp, clear and constructive — distinctly "user friendly" for our renewal.

Each study proposes measures which call for staff training or skills upgrading opportunities, and for investment in human resources. These are very much my responsibility to organise.

The technical capacity study advocates that ECA should be a research user and transmitter rather than a research generator, a vital function and a niche which other agencies do not fully occupy.

We agree that filling this role should be our objective, while we develop and renew our technical capacity over the coming years. We must strengthen ECA's analytic backbone by strengthening its staff - through on-the-job training and exchanges, and bringing in new blood.

Sharpening our focus on five major programme areas, and key cross-cutting themes, is a response to these and other findings, that our focal choices should be made partly according to the things happening to African economies, and partly according to where ECA's comparative advantage lies.

It has been said many times that

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who we reach. Yet it has been flowing thin in ECA — blocked by inadequate structures, underplanned and underresourced.

We will not be able to play our central part in African development, until we raise the standard of what we communicate, and invigorate the way we get our message across.

We have already made a start, with the Change Management project under way in the area of integrated information management. Work has begun in several areas of communication, including renovating and developing the Library, the publications mailing lists, and improving the presentation of publications already in the production pipeline.

And our written output is being plugged in more and more to electronic publication, using the advances in information technology in which, through PADIS, we are already taking a lead among Africa-based international development organisations.

The consultant recently brought in as communications adviser for this early phase of the reorganisation is now coordinating a communications working group, including representatives from UNIS, DPS, PADIS and substantive divisions. The Communications Group will monitor and develop media relations and publications, and put a communications strategy in place.

Finally, I would like to thank all of you who have taken on Change Management responsibilities, for your hard and effective work — for getting into the spirit of the renewal, and helping to invigorate our change process.

# Two studies chart new approach for staffing and communications

## Fresh ideas, more training, sharper focus

THE ECA IS READY to start taking steps to strengthen professional staffing and streamline operations, now that the sharpened programme focus has received strong support, and organisational changes have been announced.

Guidelines for action on these fronts are laid out in two key studies which were part of the series of consultations in the renewal process begun last year. One, by a team of Africa-focused economists, is of ECA's technical capability./1/ Another is a study of ECA communications by a group of economic policy researchers. /2/ The findings and proposed strategies in the two reports — to strengthen *ECA's Technical Capability*, and to revitalise *ECA's Communications* — spotlight the problems and chart practical ways to move forward in these related areas.

The technical study draws three important conclusions:
1. It considers that the organisation "should be a research user and a research transmitter across the range of social science, rather than a research generator. This is a vital function which other agencies are not adequately covering, so that ECA has an important niche."
2. It finds that ECA's written output, its policy analysis publications, have not been adding value because they are not "at the coal-face" — not digging out or passing on new material. It proposes some urgent measures for quality control. Output must be sharpened, from quantity and wide range, to quality and concentration.
3. On the quality of ECA's professional staff, it concludes that to deliver value-added, the ECA needs to change the staff's composition, and their in-job self development. It proposes a variety of on-the-job training and exchange schemes, and a new staffing policy that needs to strike the right balance between a

regular flow of younger and better trained staff, and providing stable leadership to programme activities.

The study team's assessment of ECA's written output is of the kind broadly echoed in some comments from staff themselves, in the Open Space report and elsewhere.

Noting lack of client focus, the report states that "the typical ECA paper is not user-friendly." It lacks:
* clear identification of user groups.
* an executive summary
* a clear statement of the policy problem being addressed
* clear identification of what value the paper adds.

## Other critical comments

ECA recycles economic survey material from other agencies, but not so well presented, which users will already be receiving from those agencies.

The typical paper contains little economic analysis, no survey of existing literature, no roundup of recent academic thinking written for the non-technical policy audience but properly referenced so the reader can go back to original sources.

Greater use could be made of statistical software packages.

Translation is often poor, and physical presentation has not kept up with the remarkable advances in Desk Top Publishing (DTP).

Thus, the report concludes, ECA is not achieving the core role of filtering the social science literature, transforming pertinent research into something digestible by national poicymakers and their staffs, and disseminating it to African policy-makers, whose need is at a premium in this time of economic policy reform.

## Improving content

The immediate need is for quality control:
* by identifying the author, where possible

* by submitting draft documents to internal and external referees
* by doing executive summaries of all papers
* by each paper including a substantial review of the literature on the topic, and other standard inputs.

## Professional staff

The comprehensive survey of professional staff by the study team found that while the level of academic credentials was high, staff were seriously out of touch with recent developments in their subjects.

This was attributed to the age composition of staff, with a high proportion having received their formal training many years ago — aggravated by weaknesses in staff self-development on the job.

Materials in the "relatively good" ECA library are not being digested— "perhaps not even being used." An "astonishingly high" proportion of staff reported that they had learnt no new analytic approach or quantitative method in the past five years. Citations of the academic literature were "astonishingly low."

## New staffing policy

For solutions, the composition of staff, the incentive system, and opportunities for on-the-job training need to be rectified.

The report asserts that the only way of introducing certain skills into ECA is to bring in fresh or recent graduates, with a track record of some research in a focus area. At the same time, the value of organisation-specific work experience must be recognised. A new staffing policy needs to strike the right balance.

Direct involvement in research or policy analysis should increasingly be by new or younger staff with a relevant training and publication record. Recruitment should be tied to programmes rather than administrative units. Quality of externally refereed written output should be a major criterion. Recruitment should not be mainly from government agencies, more than research and academic institutions.

. The report notes that other policy focused institutions usually offer limited tenure for research and policy staff. From a larger intake on short-term contracts, the institution may better select staff for the longer-term management or operational posts.

1/The Technical Capability of the ECA: an Assessment and a Proposed Strategy
A Report by the Centre for the Study of African Economies, Oxford, December 1995

policy themes with changing patterns of recruitment.

### Incentives
A cadre of younger professional staff would gradually become unproductive if their work was not identifiable, and rewarded. Authorship of the output of ECA must be acknowledged in some way — and the report outlines several recognised ways of doing this, even where there is an anonymity rule.

Professional staff need in-job training, and the proposals depict a stream of interactions within ECA, and with external researchers and users; of regular in-house seminars building up to specialised courses.

ECA itself could put together networks in a range of social science themes. It could bring together the often fragmented communities of African scholars — an important value added activity in itself. ECA is ideally placed to act as a catalyst and coordinator in this networking role.

### ECA's comparative advantages
The report looks at the comparative advantages ECA has, in approaches and themes. Among the approaches where it can show the way:
• ECA is ideally suited to integrate the fragmented African research community through electronic networking, and the Internet, which could so radically reduce the costs of information.
• ECA can promote role models of success, signposting and spreading the message of those policy experiments across Africa which have worked.
• ECA can compare policy differences between African governments, and look at what has worked and what hasn't.

## Communications strategy

The report entitled *Getting the Message Across* is equally pointed about shortcomings, in this case in the way ECA's message is disseminated. It proposes a *Communications Strategy* to enable ECA to play a leading role in promoting African development and regional integration. It recommends changes in the organisation and management of ECA communications to achieve

target audiences, and providing intellectual leadership for African development.

The study envisages a steady flow of incisive policy analyses, a team of editors and communications professionals to draw on ECA's written output, for attractive publications which will capture wide attention, and an effective system for distributing the publications. It also looks at the need for strengthening ECA's media and public relations, to put the organisation at the African nerve centre, in the minds of the development community and the wider public.

### Publications
The study assesses ECA publications in design, printing quality, and distribution. It concludes that "the Commission's dissemination programme is in disarray. Its publications...reach neither a wide audience with information of general interest on African development and ECA activities, nor a smaller audience of key decision-makers whom the ECA might wish to influence...

"The Commission should be the first stop for anyone seeking information or ideas on African social or economic issues, but other institutions have increasingly taken over this role."

The report notes that a structural arrangement is at the root of many problems with ECA output: each of the present substantive divisions produces its own set of publications, and works to a programme target, preset by number of publications produced — not by relevance or interest. "ECA publications are

quantity not quality-led."

Also, there is no "house style". These decentralised and uncoordinated activities often lead to poorly produced publications which fail to reach the right audience. The type of reports which serve as background papers to ministerial meetings and other conferences are seldom clearly written and do not have clear summaries.

### Recommendations
On content, the study recommends that:
• existing publications of low quality in areas which are not strategic priorities for ECA should be discontinued as quickly as possible
• resources should go to improving those which cover important areas
• a few new publications should be launched over the next two years, which either improve the image or profile of ECA among its clients, or focus on substantive areas which ECA has established as high priority, where it aims to establish its leadership. It recommends starting a "working paper" series, each bearing the author's name, an ECA disclaimer, and noting the provisional character of the work — both to encourage high quality work from professional staff, and give them an opportunity to try out ideas. It also proposes ECA embarking soon on occasional short "policy briefing" papers, medium length "policy position" papers and longer "policy analysis" papers.
• small-scale publications with relatively short production cycles, including reactivated newsletters, should be launched first since this

## A CALL FOR STREAMLINING

Reviewing and streamlining UN publications programmes to ensure they are cost effective has long been a concern of the General Assembly advisory committee.

Last year's Report of the Advisory Committee on Administrative and Budgetary Questions, on the Proposed Programme and Budget for the Biennium 1996-97 notes that concerns raised ten years ago 'are still valid today...' The Committee looks forward to innovative measures...aimed at ensuring each publication will enjoy the fullest

programmes..The objective should be to streamline considerably the current publications programme and eliminate duplication, discontinue or merge publications according to relevance. It warns against repeat publishing of the same content in different formats, for example from draft to official stage.

It notes that the content of parliamentary reports can reappear as sales publications. It proposes a comprehensive survey of the role of publications, and making them more cost effective to ensure that all

facilitates learning by doing, and provides quick feedback.

• In production and distribution, the report proposes:
• harmonised house styles
• that some major publications be printed outside
• continuing to sort and strengthen the centralised mailing lists using appropriate databases and other lists
• continuing to evaluate outside mailing houses for distribution

## Media relations

ECA does not have its own press and public relations unit, but relies on the Information Services Unit (ISU), also known as UNIS, which reports directly to the Department of Public Information (DPI) based in New York.

The report details the short-comings found in the organisation and output of the unit, including its sporadic communication with the divisions, not enough press releases, press conferences and other responses to media opportunities for ECA, no press clippings service, inadequate cataloguing and filing, and outdated or inadequate equipment and training in inform-ation technology.

But it notes the difficulty for the ISU in trying to act as an effective link between the Commission and the media "when the Unit reports to New York and not to any official within the Commission itself."

## Staffing and structures

Concluding that the most important obstacle to improving communi-cations is the shortage of key skills, the study proposes steps to strengthen communications staff and structures within ECA, to improve media rela-tions and to handle publications management and coordination, writing, editing, design and layout, and mailing system design and management.

It proposes the appointment of an experienced communications pro-fessional to develop ECA's media contacts and to work closely with the Executive Secretary and divisional heads to promote ECA's role.

Communications staff would work in close cooperation with PADIS, which is already leading the develop-ment of electronic communication in African countries through electronic publications. Automation of the ECA Library is another coming

# Changes launched to make ECA "a better place to work"

## New structures in administration from April, in programmes from July

**M**ajor organisational changes, particularly in administration, were outlined by the Executive Secretary in a memoradum to all staff on 28 January.

"I am now ready to institute a new administrative structure, which will become effective on 1 April 1996," Mr Amoako announced. "We will use the intervening weeks to ensure a smooth transition."

On programme plans, he reaffirmed the stronger strategic focus, which will translate into five major divisions, conforming to the five core programme areas. The current 1996-97 work programme will be implemented within this new programme structure after 1 July 1996.

The three administrative functions are all critical points of leverage in the renewal of ECA and, along with financial planning and management, provide the key elements of the foundation for change.

The first is Human Resources Management (HRM): "We need a much stronger HRM capacity to support the changes we need to make." These include a strategic staffing plan for ECA, developing a one-stop customer oriented service for handling staff services, more candid performance appraisal, enhancing training opportunities, improved process for handling grievances, an active recruitment effort, and programmes for exchan-ges, internships and other staff de-velopment strategies.

The second is the information technology infrastructure — local area networks, desktop systems, electronic mail and other basic information services. "We...must bring to each staff member's desktop the basic tools of the information age — word processing, spreadsheets, databases, presentation graphics, e-mail and Internet access."

The third area is the administrative management of the ECA Health Services. Effective operation of the clinic, said Mr Amoako, is a critical aspect of the successful renewal of

health care for granted. Both the reality and the perception that quality health care is available to staff "is a basic requirement if we are to recruit new staff to ECA..." The new administrative structure will enable a closer management relationship with the clinic than was possible before.

Therefore, a Human Resource and Systems Management (HRSM) Division is being created, which will encompass the current Personnel section, the Information Systems Ser-vices section, the communications centre, and the Clinic. HRSM will have primary responsibility for an overall programme of change management. Resources will be moved from other parts of the former administrative division to strengthen the HRSM staffing.

Mr Amoako said that to achieve the strategic focus, cost effectiveness and partnerships "which are at the heart of ECA's renewal, we need to significantly strengthen our planning, monitoring and evaluation func-tions."

Therefore, the Programming, Finance and Evaluation (PFE) Division is being created. It will bring together PPCO, the Budget and Finance Section and the Evaluation Unit. Mr Samba Jack is confirmed as Chief of this Division, extending his current responsibilities.

Mr Amoako said his initial priority for PFE is the creation of a manage-ment information system which supports delegation of responsibility for resource management to line managers, holding them accountable for delivered results at an agreed cost.

In the area of extrabudgetary funding, programme managers will take over responsibility for mobil-ising resources and project formu-lation. PFE will be responsible for budget preparation and reporting to donors. The staff of the TACOO unit will be redeployed.

Administrative functions covering conference services, procurement, inventory control, facilities manage-ment, general services and security will be the responsibility of the new

(CGS) Division.

Turning to programmes, Mr Amoako said that the existing structure will be used until 1 July this year, giving time to begin work on the approved 1996-97 programme and to prepare for new programme structures, "and most importantly, to discuss future programme directions with the Conference of Ministers in May."

After 1 July, the current work programme will be implemented within the new programme structure, which received strong support from the 40 eminent Africans, including the ECA Bureau, who gathered in Addis Ababa in January.

"Our Strategic Directions are clear. There will be five programme concentrations and key cross-cutting issues...Our organisational structure needs to conform with the programme directions."

Mr Amoako announced that the new structures will be based on five major divisions conforming to the following five core programme areas:
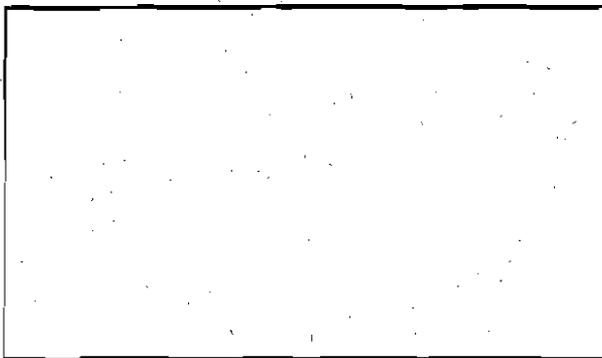• stronger thematic focus, so that there is a critical mass of technical expertise for each sub-programme which will translate into more team work and less hierarchy
• redeployment of MRAG staff to appropriate divisions, as previously agreed and planned
• assignment of routine oversight of the MULPOCs to the appropriate programme division handling economic integration issues.

Mr Amoako said that the Office of the Executive Secretary will be restructured to be smaller: in addition to himself, the Deputy Executive Secretary and a few support staff, there will be his Special Assistant, a Secretary to the Commission who will also handle legal affairs, and a Senior Communications Officer who will develop and provide oversight of ECA's communications strategy, including publications and dissemination, and media relations.

The African Centre for Women will be part of the Executive Secretary's Office, to ensure that gender concerns are an across-the-board factor in ECA programmes.

Mr Amoako concluded: "The debates are over on our basic administrative and programme directions...Now is the time for implementation." Looking forward to a series of organisational and process changes in the coming months, he assured staff: "You will find ECA more cleanly organised, more transparent and, I believe, a far better place to work."



*Hilton conclave: K.Y. Amoako with Minister Birru*

# Union's tribute to management: alien no more

## Change Management Team "a model of cooperation"
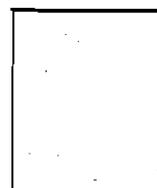


*Staff Union President Tilahun Ashenafi*

In a forthright New Year statement to an all-ECA gathering in Africa Hall last month, ECA Staff Union President, Mr. Tilahun Ashenafi, welcomed an end to "the divide between management and staff."

Speaking after the Executive Secretary had delivered his End of Year statement, Mr. Ashenafi said all indications pointed to Mr. K.Y. Amoako's appointment as a turning point. "In seven months ECA has broken many of its shackles," he added. No longer did staff consider management as alien, but as senior colleagues "determined as we are to attain the same goal: the betterment of ECA."

On the position of women, Mr. Ashenafi said Mr. Amoako had taken some courageous steps to rectify ECA's poor track record on women's career development, and urged him to take many more "to make sure that meritorious women are more than adequately represented in the higher

The president said that with the arrival of Mr. Amoako, the Staff Union- Change Management Team had been set up, and was a model of cooperation. "They are the premier team for putting ECA on the doorstep of the 21st century. At the invitation of the Executive Secretary we fully participate in their meetings, working with them for the same goal...We both know that in the case of disagreement, the Executive Secretary will be the final arbiter. We have full trust in the management skills of Mr. Amoako.

On the role of the Union, Mr. Ashenafi said: "We simply see to it that decisions made by the management are transparent, fair and aboveboard." Where restructuring was concerned, he said "We are crafting a new ECA". He ended with a vivid description of the challenge, and a rousing call to ECA staff: "We are expected to shove this continent to centre-stage, back from the peri-

economic stagnation."

He recalled that not only the Open Space meetings showed the calibre of staff. "Meetings with consultants, divisional meetings, cluster meetings, all proved that ECA staff possessed the necessary cutting edge... Never again will ECA play second fiddle to any other organisation within or without the UN system. Never again shall we hesitate to fulfil our advocacy role for Africa and for things which are African."

## ECA ReNews

A reactivated staff newsletter will be out this month offering a variety of news and features pertaining to staff activities and development ideas. Look for your copy around mid-month.

and financial control and monitoring.

The procedure governing the hiring of consultants has already been reviewed and reworked. The old procedure left much to be desired. Project team members noted that aside from being time-consuming (22 steps and numerous signatures), the process was neither logical or standardized, as wide differences in renumeration levels for similar services were common.

The members of the project, drawn from PPCO, Budget and Finance, General Services and Personnel, studied the procedure and, in concert with key staff, simplified the SSA process down to a manageable seven steps. That's progress!

### 4. Enhancing processing efficiencies in accounting and financial and budget reporting

The objective of this project is to build on the momemtum of change already evident in the Budget and Finance services. The project will work out and implement an action plan with clear and measurable goals to be achieved in the next twelve months in the following areas:
• Clearing all delays in data inputting, and subsequently processing transactions and inputting data on a timely basis, in line with specific timetables (e.g., travel commitments to be input in the system by two business days after receipt of relevant documents);
• Phasing out of all manual record-keeping;
• Training staff in efficient processing, record keeping and reporting practices;

The next issue of New Directions will highlight additional CMT projects. Please address any questions you have to the Editor.

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# Letters to the Editor

## Staff List

There is a persistent and worrisome (to some) rumour circulating the corridors of ECA. Is it true that a list of so-called "deadwood" staff has been assembled to help identify possible staff cuts? If so, how was the list put together? Was there a committee of staff placed in the unenviable position of sorting their colleagues into categories of productivity, one of those categories being the outbin? What were the sorting criteria used? A real sign of progress at ECA will be an honest answer to this question.

*We are assured that there is no "deadwood" list or any other list of staff that has been assembled to help identify staff cuts.*

## Popular Participation

Having read The Information Bulletin on the ECA Renewal Programme No.1 December 1995, I write to congratulate you for the innovation in the layout of the Bulletin.

I request that you use this medium to seek which of the CMT are coopting other staff members in their assignment. It seems to me that this aspect of group work is the preferred modality at the ECA of today and in fact in the UN system as one can see from the many OHRM updates. If you do know of any group that is coopting other staff members, I would appreciate learning which, in view of the constant reminder regarding team efforts.

Never before in the history of the ECA has this style of popular participation been the practice but like all new things, it might be a bit hard at this stage to fully comprehend and even harder to fully apply. I would therefore like to request that, should this suggestion not be contrary to accepted practice, you use this medium to also inform that even though not solicited, staff who have pertinent constructive suggestions should take the initiative of sending these not only to the relevant CMTs but also to the Coordinator of the CMT. Mr. N. Blayo. Many thanks

*Clementine Comfort Igwebe*
Programme Management Officer,
OHSD

I recommend that you contact Mr. Blayo and/or the Change Management Team leaders and express your interest in helping with the various projects. I am sure your suggestions and/or participation would be most welcome.

## Internet access

In previous circulars and meetings, the Executive Secretary has mentioned that all desktops in the ECA will have e-mail followed by access to the Internet. Will this Internet access be limited to UN employees or can outside individuals (non UN employees) connect by paying fees?

As you may already know, subscriptions to e-mail through PADIS do not include access to the Internet and may not for a while.
A response will be greatly appreciated in the next issue of New Directions. Thank you.

*Teshome Yohannes*
Documents Assistant, DPS

*PADIS e-mail is mainly intended for outsiders in development work. CC-mail is the UN e-mail service for ECA staff and other UN agencies. Both services have indirect access to the Internet on a store and forward basis. Eventually all ECA staff will have access to cc-mail when the LAN is extended to all offices. Additionally, by the middle of this year, ISS hopes to bring additional high-speed, high-band leased lines from New York to Addis which will enable ECA and other UN agencies to have full access to the Internet.*

# Change Management Team Update

## Progress marks the New Year

he first issue of *New Directions* introduced ECA staff to the Change Management Team and the various projects the teams would undertake. Beginning with this issue, *New Directions* will regularly highlight two or three projects/subprojects -- to detail project areas, report on progress and new developments, and hopefully answer questions and concerns you may have. In our first line up, we have two projects to present: Human Resources Management and Planning, Budgeting and Evaluating

### Human Resources Management

Designing and developing a streamlined recruitment system to attract and retain high-calibre staff is the objective of this project.

Further training in UN recruitment procedures is, of course, a top priority, and the team reports that this is already underway. Tools to assist recruitment staff are being developed - tools which, although perhaps simple - can be effective. For example, a recruitment checklist, already tested, can go a long way towards ensuring that nothing during the recruiment process is forgotten.

Recruitment forecasting is another priority. The Recruitment Section (RS) plans to develop extensive rosters to augment VA's, in close collaboration with managers so that present and future recruitment needs are identified. The RS will also ensure that new recruits are adequately briefed in all aspects of their benefits, service conditions and working environment.

The selection process will also be revamped. Job descriptions and requirements will be thoroughly reviewed and refined so that they become effective tools for identifying and evaluating the critical attributes required for each position. Testing where appropriatate and more indepth interviewing techniques are also in the pipeline.

Project success will be judged according to the following standards:

• Are vacancies being filled within a reasonable time?
• Are high calibre staff being recruited and retained?
• Do staff have high morale?
• Is job rotation a reasonable expectation for most staff?

### Integrating Programme Planning, Budgeting, Financial Administration, Monitoring and Evaluation Project

In terms of structure and focus, the new **Strategic Direction** and the new **Medium-Term Plan (MTP)** differ significantly from the 1996-1997 biennium Programme Budget. The two will converge in 1988, but the transition will require a concerted effort to make internal planning consistent with the new Strategic Directions and the new MTP. The following change projects will ensure the effective execution, monitoring and evalutation of the work programme until 1998.

### Projects

**1. Planning effective execution of the 1996-1997 Programme Budget**
The objectives of the project are:
• The establishment of arrangements within and across programme divisions for the execution of the 1996-1997 work programme;
• Identification of needed shifts in the 1996-1997 work programme and the development of a transition arrangement in response to the **Vision Statement**, the new MTP and the new organizational structure;
• Identification of activity content, methodology and approaches, and performance indicators for an expanded evaluation of work programme outputs; and
• Identification of the associated resources (XB & RB) and the assignment of budget responsibilities to programme managers.

The Strategic Vision meetings the Executive Secretary held in January got the projects off to an energetic start. As indicated in the Executive Secretary's recent memorandum to all staff concerning organizational

changes, a reconstituted Policy and Programme Coordination Office will combine with the Budget and Finance Section to provide catalytic support to the process.

**2. Establishment of a Management Reporting System**
Project objective: To establish a regular reporting system to keep the Executive Secretary and management abreast of programmes and performance issues. This system will allow management to:
• Evaluate the patterns of resource usage (e.g), compare the costs of reports, conferences etc., within and across Programme Divisions;
•Determine the costs of administrative functions by activity - e.g., cost of procurement, tran-slation services, etc.);
• Use resulting data for planning purposes (budgeting resources for new initiatives);
• Prioritize (resource redeployment opportunities; identifying savings from dropping activities, etc.);
• Compare plans with actual outputs;
• Establish budgetary controls that complement proposals to delegate budget spending authority to managers.

With these objectives in mind, the project will explore the possibility of institutionalizing a Time Recording System (TRS) and a Cost Accounting System (CAS) to provide detailed cost information through a variety of classifications including theme, activity, and organizational unit. The systems will be closely related to the PAS.

**3. Improvement and streamlining in the approval process for mission travel, consultancy and expert meetings expenses**
One of the objectives of this project is to decentralize control over expert meeting expenses in order to ensure greater efficiency and the accountability of Programme Managers within allocated divisional budgets. Decentralization will be combined with forward planning, periodic reporting and audits. Deviations from plans will be justified before expenditures are committed.

The project will also prepare and issue a set of policies and guidelines governing the mobilization of extra-budgetary resources, donor liaison, project formulation and implementation and budget preparation