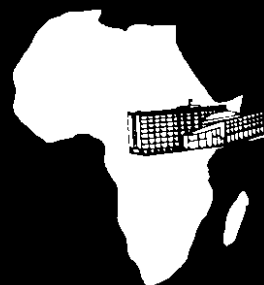




Africa UN Staff News



PUBLISHED BY
U.N. STAFF ASSOCIATION

AFRICA HALL
ADDIS ABABA



No. 3, JUNE/JULY 1975

OUR COVER

Mr. Adebayo Adedeji, the new Executive Secretary of the United Nations Economic Commission for Africa, being welcomed on his arrival at the Bole International Airport, Addis Ababa, by Mr. Mamadou Aw, the Deputy Executive Secretary of the Commission

EXECUTIVE SECRETARY
ARRIVES TO TAKE UP HIS NEW POST



Wednesday, 4 June 1975

Ethiopian Airlines Boeing 707, Flight No. 784, taxied down the runway and stopped in front of the VIP Lounge. Mr. Adebayo Adedeji, the new Executive Secretary of the Economic Commission for Africa, deplaned and entered the lounge to greet the Deputy Executive Secretary of the ECA, representatives of the diplomatic corps, UNDP, the Organization of African Unity, the Ethiopian Government, as well as the press.



Mr. Adedeji, after holding an interview with the press, left Bole International Airport in the company of H.E. the Ambassador of the Federal Republic of Nigeria and the Deputy Executive Secretary of ECA for Addis Ababa.



That Afternoon, the Executive Secretary was welcomed at the ECA Secretariat by his colleagues, where he was conducted on a brief tour of his new headquarters and where he met various Chiefs of Divisions.



Thursday, 5 June 1975

Mr. Adedeji addressed ECA staff members at 12.30 p.m. in the Plenary Hall, Mr. Aw, the Deputy Executive Secretary, welcomed Mr. Adedeji on behalf of the entire staff, and introduced him to his colleagues by saying:

"My dear colleagues,

I should like to **introduce** to you Mr. Adebayo Adedeji, who is, as you know, the new Executive Secretary of our Commission. I am not going to remind you of the details of his personal history, which you have all had opportunity to acquaint yourselves with in the press in

"Mes chers collègues,

Permettez-moi de vous présenter M. Adebayo Adedeji qui, comme vous le savez, est le nouveau secrétaire exécutif de notre Commission. Je ne voudrais pas rappeler le détail de la biographie de M. Adedeji que vous avez eu l'occasion les uns et les autres de

recent months since his appointment to this responsible post.

I would simply like to say that Mr. Adedeji is one of a line of African scholars who have been faced with the problems of development and under-development at the start of their careers, and you know that Mr. Adedeji's career has been particularly remarkable, since it took him to the high post of Federal Commissioner for Economic Development and Reconstruction in his country. Mr. Adedeji is also familiar with the problems of intra-African co-operation; in fact, it was the setting up of the Economic Community of West African States which prevented him from joining us on 1 June as planned.

I should add that Mr. Adedeji is not a newcomer to the United Nations either; he was a member of the committees for evaluation of the Economic and Social Council and he belongs to the group of 25 experts studying structural changes in the United Nations system.

It is, therefore, my dear colleagues, a man of experience who is today taking in hand the destiny of the Economic Commission for Africa. For that reason, I would like to say to Mr. Adedeji on behalf of you all "Welcome to Africa Hall. All our best wishes go with you in your responsible tasks, at the head of an organization Africa has a right to expect much of at this stage of our history."

Thank you."

lire dans la presse au cours de ces derniers mois, depuis qu'il a été porté à ses hautes fonctions.

Je voudrais seulement dire que M. Adedeji appartient à la lignée des universitaires africains qui ont été confrontés aux problèmes du développement et du sous-développement au début de leur carrière, et vous savez que la carrière de M. Adedeji a été particulièrement remarquable puisqu'elle l'a porté à la tête du Ministère fédéral de l'Economie, du Développement et de la Reconstruction de son pays. M. Adedeji est d'autre part familier avec les problèmes de coopération intra-africaine, puisque c'est le travail de constitution de la communauté économique des Etats de l'Afrique de l'Ouest qui l'a empêché d'être parmi nous le 1er juin comme cela avait été prévu.

Je voudrais ajouter que M. Adedeji n'est pas nouveau non plus aux Nations Unies, étant donné qu'il a appartenu à des comités d'évaluation du Conseil économique et social et qu'il appartient aussi au groupe des vingt-cinq experts invités à étudier la restructuration du système des Nations Unies.

C'est par conséquent, mes chers collègues, un homme bien averti qui prend en main les destinées de la Commission économique pour l'Afrique. C'est pourquoi je voudrais simplement dire à M. Adedeji, en votre nom à tous: "Bienvenue à la Maison de l'Afrique. Tous nos vœux vous accompagnent dans l'accomplissement de votre lourde mission, à la tête d'une organisation dont l'Afrique est en droit d'attendre beaucoup dans la conjoncture que nous vivons". Merci.

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The text of Mr. Adedeji's address to the staff was as follows:

"Colleagues,

It is indeed a great pleasure for me to be here with you today. As you all know, I arrived in Addis Ababa yesterday and since then I have tried to acquaint myself with the problems facing the Economic Commission for Africa. I am

"Mes chers collègues,

C'est vraiment avec le plus grand plaisir que je me trouve parmi vous aujourd'hui. Comme vous le savez, je suis arrivé hier à Addis-Abéba et depuis lors je m'efforce de me mettre au courant des problèmes auxquels la



View of staff in the Plenary Hall

trying to learn as fast as I can, and this morning I have been holding discussions and consultations with Chiefs of Division and Section.

My purpose in asking you to come here today is not to deliver a prepared text and a prepared message, but simply to give myself an opportunity to meet all of you at once, since it might be difficult for me to meet you individually without disrupting your work.

You are all members of a community: you are serving the Economic Commission for Africa specifically and humanity in general through the United Nations system. You are required by your terms of office to be loyal, diligent and conscientious. The strength of the Commission lies in the individuals who compose it. No matter how efficient the

Commission économique pour l'Afrique doit faire face. Je m'efforce d'apprendre aussi rapidement que possible, si bien que ce matin j'ai eu des entretiens et des consultations avec les chefs de division et de section.

Si je vous ai demandé de vous réunir ici aujourd'hui, ce n'est nullement pour vous donner lecture d'un texte ou d'un message rédigé à l'avance, mais c'est plutôt pour me donner l'occasion de vous rencontrer tous à la fois, étant donné qu'il m'eût été difficile de vous voir individuellement à tour de rôle sans vous déranger dans votre travail.

Vous appartenez tous à une communauté: vous êtes au service spécifiquement de la Commission économique pour l'Afrique et de l'humanité en général, par

head of the Commission may be; no matter how efficient his deputy may be; no matter how visionary and hard-working the heads of divisions may be - unless they are supported by professional and general staff of no less efficiency, of no less commitment to the Organization and its objectives, we will not be able to realize the objectives of this Organization. In the past you have all put in a lot of work to bring the Economic Commission for Africa to where it stands at present.

I have come to ask you for harder work, a greater sense of commitment and more devotion to the work of this Organization. I have no doubt in my mind that you will be as hard-working as ever, and that you can work even harder. In organizations with such a large staff, problems of a household nature are bound to arise from time to time, but I would like to appeal to all of you to work together as a team. We must learn to co-operate with one another, we must learn to solve our problems among ourselves. There must be unity among all the members of staff who compose the Economic Commission for Africa. There must be determination on everyone's part to solve all problems of a household nature, so that we can devote our sense of determination and resources to the tasks for which the Commission was established. I on my part will ensure that there is fair play and justice for all. Everybody will be given his or her due; everybody will be treated equally irrespective of where he or she may come from. We are all members of the same international community, and we must work together, irrespective of differences in language or culture or other distinctions. I should like to stress again that it is a great pleasure and privilege to be here with you, to assume what I regard as the very challenging task of ensuring that the Economic Commission for Africa continues to perform the tasks for which it was set up, bearing in mind the needs and realities of Africa in particular and the world at large. Thank you very much."

l'intermédiaire du système des Nations Unies. En vertu des termes de votre contrat, vous êtes tenus d'être loyaux, travailleurs et consciencieux. La force de la Commission réside dans les individus qui la composent. Pour dynamique que puisse être le chef de la Commission, pour dynamique que puisse être son adjoint, pour perspicaces et laborieux que puissent être les chefs de division, s'ils ne sont pas soutenus par des fonctionnaires et des employés, qu'ils appartiennent à la catégorie des administrateurs ou à celle des services généraux, tout aussi dynamiques, tout aussi dévoués à l'Organisation et à ses objectifs, il nous sera impossible d'atteindre ces objectifs. Dans le passé, vous vous êtes acquittés d'une énorme somme de travail pour hisser la Commission économique pour l'Afrique jusqu'au point où elle se trouve aujourd'hui.

Si j'ai quelque chose à vous demander, c'est de travailler avec encore plus d'ardeur, avec un sens encore plus assuré de vos obligations acceptées, avec un attachement encore plus grand aux travaux de notre Organisation. Je n'ai absolument aucun doute que vous serez tout aussi laborieux qu'auparavant, mais je sais que vous pouvez faire encore davantage. Dans les organisations dotés d'effectifs aussi importants, il est certain que des problèmes intérieurs pourront surgir de temps à autre, mais je tiens à vous demander instamment de travailler ensemble, en équipe. Nous devons apprendre à collaborer, nous devons apprendre à résoudre nos problèmes entre nous. Il faut que l'unité règne entre tous les éléments du personnel qui composent la Commission économique pour l'Afrique. Il faut que tous aient la volonté de résoudre les problèmes intérieurs, de telle sorte que nous puissions consacrer notre détermination et nos ressources aux tâches pour lesquelles la Commission a été fondée.

De mon côté, je ferai en sorte qu'il y ait partout et toujours loyauté et justice pour tous. Chacun recevra son dû; chacun sera traité dans un strict souci d'égalité, d'où qu'il vienne. Nous sommes tous membres de la même communauté internationale, si bien que nous devons travailler ensemble, quelles que soient les différences de langue, de culture ou autres distinctions. Je tiens encore à affirmer que c'est pour moi un grand plaisir et un grand privilège d'être ici parmi vous afin de m'acquitter de ce que je considère comme une tâche qui est une véritable gageure, à savoir de faire en sorte que la Commission économique pour l'Afrique continue à assumer les responsabilités pour lesquelles elle a été créée, sans jamais perdre de vue les besoins et les réalités de l'Afrique en particulier et du monde en général.



Mr. Adedeji after his address to the staff greets his colleagues individually

Wednesday, 11 June 1975

The Staff Council of the ECA Staff Association met with the Executive Secretary, Mr. Adebayo Adedeji, on Wednesday, 11 June 1975. At this meeting the following

address was delivered by Mr. Jeffrey-Coker, the Chairman of the Staff Council.

Mr. Executive Secretary,

On behalf of the ECA Staff Association, the ECA Staff Council would like to take the opportunity afforded by this meeting to congratulate you on your recent appointment as Executive Secretary of the Economic Commission for Africa and, also, to welcome you as a colleague in your present capacity of an International Civil Servant.

Some of us are already acquainted with you personally whilst, I am sure, a good many of the staff members of the ECA secretariat have come to know you not only through your academic and literary achievements, but also through your activities in the international scene during your tenure of office as Commissioner for Economic Development and Reconstruction in the Government of the Federal Republic of Nigeria.

In your maiden address to ECA staff members at the Plenary Hall on the 5th of June, the day following your assumption of duty in Addis Ababa, you emphasized that in your present assignment as executive head of the Commission's secretariat you would be guided by three essential principles, namely hard-work, fair-play and justice. As your colleagues and partners in what-appears-to-be the formidable task of working towards the accomplishment of the ideals and objectives of African development, we would like to associate ourselves very closely with the sentiments underlying the three essential principles by which you intend to be guided. The Staff Council, on its part, would also like to pledge the active co-operation, support and loyalty of the members of the ECA Staff Association, as well as those of the entire staff of the ECA Secretariat, in contributing towards the accomplishment of the development objectives of the African continent and its peoples and in fulfilling the ideals for which the United Nations Organization was established. In our concerted endeavours, we hope that you will be able to rely on the reservoir of goodwill both within and outside the ECA secretariat.

In an international organization, such as ours, problems are bound to arise from time to time, though not too frequently, which require a certain amount of co-operative action for their solution. Some of these problems very often concern the interests and welfare of ECA staff members, and we hope that we can rely on your sense of fair-play and justice to arrive at suitable solutions or satisfactory compromises. The need for maintaining good relations between management and staff on a continuous basis is recognised in the formula established for this purpose within the United Nations secretariat in order to facilitate the exchange of dialogue between the Organization's Divisions of Administration and its Staff. This formula recognises the institution of Staff Unions or Staff Associations established for the purpose of conducting negotiations between management and staff, aimed at finding suitable solutions or compromises for their mutual benefit. In the ECA secretariat, the Staff Association plays an important role in seeking solutions to staff problems. Negotiations are sometimes conducted direct with the Administration or preferably through the machinery of the Joint Advisory Committee composed of representatives of the ECA Staff Council and the ECA Division of Administration.

In order not to burden you at this stage with the varied and many problems which need to be solved through the appropriate negotiating machinery established within the ECA secretariat, we have prepared a "brief" which we hope will provide you with some background information on outstanding problems which will be brought to your attention in due course through the Joint Advisory Committee.

Finally, Mr. Executive Secretary, I would like to conclude by expressing, on behalf of members of the ECA Staff Association as well as the entire staff of the ECA secretariat, our good wishes for every success in the difficult and challenging tasks which you have now assumed as Executive Secretary of the United Nations Economic Commission for Africa. It is our fervent hope that your endeavours in this assignment will bring you the personal satisfaction of being closely associated with the development efforts and achievements of the African continent and its peoples, as well as those of the United Nations family.



The Staff Council meeting the Executive Secretary in the operation room.

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THE EXECUTIVE SECRETARY'S REPLY

In a reply to the address by the Chairman of the Staff Council at the meeting on 11 June 1975, the New Executive Secretary expressed his appreciation to the Council for taking the initiative in calling this meeting, as it was his plan to meet with the Staff Council as soon as he was settled.

The Executive Secretary spoke extemporaneously and the highlights of his statement were:

- Problems of a household nature will inevitably arise in an organization such as ours. However, you may rest assured that I shall be a sympathetic listener.

Sometimes we may even disagree on issues which could be difficult to solve due to lack of resources or which are beyond my sphere of competence. Whenever there is any disagreement, I will be an advocate of your interests and **try** for a fair deal between us in accordance with United Nations practices. If there is any fight to be fought on your behalf, I will **fight** on your behalf.

- We are in an organization whose contribution will affect the welfare of millions of people in Africa. The strength of any organization lies in the weakest of its staff members. The Staff Council for its part should make this organization a place where job satisfaction is gained by hard work. A sense of contribution should be felt by the entire staff. The aims and objectives of the organization can be accomplished by hard work, a sense of commitment and conscientiousness. If you give your contribution and best service to the organization, if you are loyal to the organization, you will find me to be great advocate of your interests.

Thank you very much, I can count, I am sure, on your loyalty and devotion.

The Executive Secretary has also accepted the invitation at a reception given in his honour at 5 p.m. on the same day in the Rotunda by the ECA Staff Association.

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FICSA ACTIVITIES

Mr. Kingsley Dube, member of FICSA Executive Committee and Ato Wondimu Alemayehu, Secretary of the Staff Council, represented the Economic Commission for Africa in Geneva at the XXVIIIth FICSA Council Session. Reproduced below are some highlights of this meeting.

The XXVIIIth FICSA Council held at ILO Headquarters, Geneva, 12-17 May 1975, was attended by 22 member Associations/Unions and two Organizations with Consultative Status. A total of 104 delegates representing the member Associations/Unions participated in the Council meeting.

A vast action programme aimed at securing equality of opportunity and treatment for women in the UN system was adopted by the Council of the Federation of International Civil Servants' Association (FICSA).

The programme attacks discrimination, overt or hidden, in recruitment, job assignment, promotion, staff benefits and other fields. It calls for action by the staff associations or unions of each organization in the UN system and concerted action covering the whole system through FICSA.

Other highlights of the Council session included the adoption of demands that -

- post adjustments should be recalculated to give full compensation for exchange rate losses to all staff, regardless of dependency status, in duty stations where the local currency has appreciated against the dollar;



Seen here with the Secretary-General of the United Nations, Mr. Kurt Waldheim, are the President and First Vice-President of FICSA, Mr. Armando Duque (UN/New York) and Mrs. Rosemary Bell (WHO/Geneva) respectively. The FICSA officers called on the Secretary-General recently. They were also warmly received by the newly-established International Civil Service Commission (ICSC).

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FICSA (cont'd)

- five classes of post adjustment should be incorporated into base salaries;
the maximum education grant should be raised to \$2,500;
- General Service staff with non-local status should continue to enjoy all rights and entitlements, and abuses such as the recruitment of non-residents under local conditions should be stopped;
- General Service salaries should be determined through negotiation at the local level and all administrations should pledge that Article 12 of the statute of the International Civil Service Commission will not be invoked without the prior consent of the staff representatives;

- Field staff, both professional and local, should have greater security of tenure;
- Local field staff conditions should be regularly reviewed to ensure that the best prevailing conditions are applied;
- The list of hardship areas should be reviewed and staff rules should be interpreted more liberally for staff serving in them;
- comprehensive policies for life-long education and training and career development for all officials should be established and implemented.

Three new members were admitted to the Federation: the FAO Association of Professional Staff, the FAO Field Staff Association and the WIPO Staff Association.

The Council elected as the new President of FICSA Armando Duque of UN New York, the outgoing First Vice-President. The rest of the new Executive Committee is as follows:

First Vice-President:	Rosemary Bell (WHO/Geneva)
Second Vice-President:	Pierluigi Vagliani (UNESCO/Paris)
General Secretary:	Ali Taqi (ILO/Geneva)
Treasurer:	Anders Tholle (UN/Geneva)
Members:	Kingsley Dube (ECA/Addis Ababa)
	Carlos Garcia (WHO/PAHO Washington)
	Carlos Novi (IMCO/London)
	J. Michael Taylor (FAO/FSA Rome)

X-X-XX-X-X-X-X-X-X-X

LETTER TO THE STAFF OF ECA

Life in Ethiopia is **very soothing**: thirteen months of sunshine New Year's day on 10 or 11 September, one may be 6 to 7 years younger (depending on how you look at it), but one inescapable fact is that the tenure of office of this Staff Council comes to an end in August 1975. A new elected ECA Staff Council - as always dedicated to the ideals of the United Nations Charter and to the improvement of working conditions at ECA - will join with FICSA to fight to achieve the goal of true equality within the United Nations system. The 1974/75 Staff Council expresses its sincere appreciation to all those on the Council who devoted their time - beyond the call of duty - in order to defend as well as to advance in the "arena" of personnel/management relations. One may wax sentimental at this point, but Ato Wondimu Alemayehu must be commended for his unbiased, devotion to his post as Secretary of the Staff Council.

Personal grievances, discontent and discrimination among the staff are not acceptable reasons for serving on the ECA STAFF Council. The Staff Council should work for the benefit of the entire staff, without regard to personal reward or censure! The Staff Association is only as strong as its membership. Show your strength by paying your subscription. Your Staff Council has more power if it can negotiate with ninety per cent membership behind. Remember the old adage, "A chain is only as strong as its weakest link." Join together to present unified support for your Staff Association. Fill in the attached form and send it to the Finance.

AUTHORIZATION FOR DEDUCTION OF MEMBERSHIP DUES FORM

To: Finance Section, Room 723

From:

(Name in full - please PRINT) (Grade or level)

Subject: Subscription dues for membership in the Staff Association

This is to authorize you to deduct from my salary for the month of _____ the sum of Eth.\$ _____, representing my annual membership dues in the Staff Association. It is my understanding that this will entitle me to all the privileges of members of the Association.

Signature: _____

Dear Editor,

On Sunday 29th June 1975 the ECA Table Tennis Club were invited by the Indian Embassy Club to play a Ping Pong Tournament at the Chancery.

You will be pleased to know that we were successful, although by a narrow margin 9-8 in points in the Men's Singles. However, in the Men's Doubles we trounced our opponents 6-1 in points. There were no individual prizes but we were awarded to trophies as a team, one for the Men's Singles and the other for the Men's Doubles.

The following ECA staff participated in this tournament:

Feleke Kebede
 Tenanun Balcha
 Hussein Siraj
 Mulugeta Kassa
 Wency Soares (Captain)

Wency Soares
 Library Section

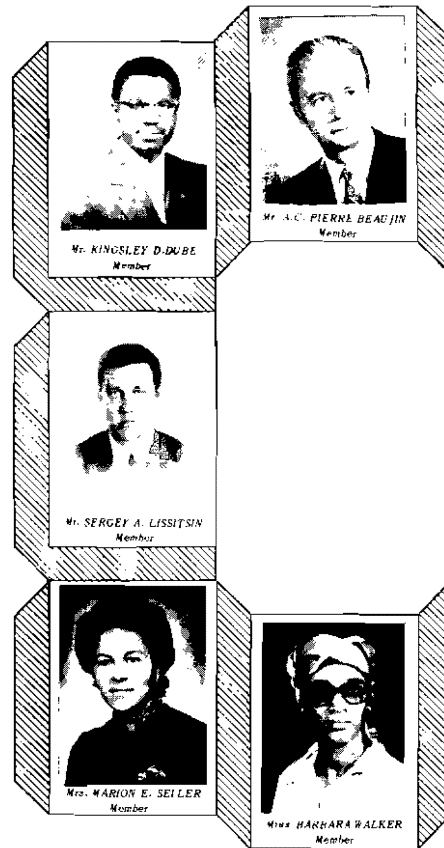
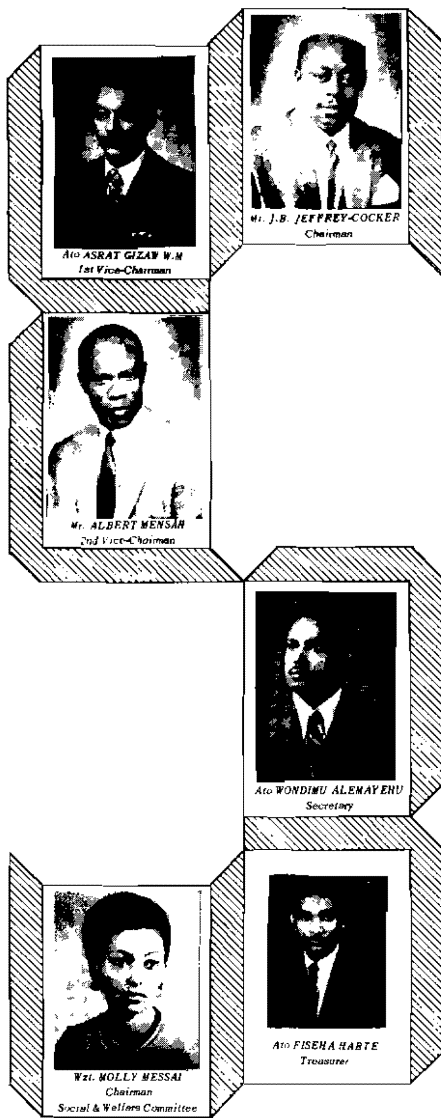
Congratulations to the ECA Table Tennis Club for this superb performance.

Ed.

Smile

- A gourmet is a man who is invited for an evening of wine, women, and song - and asks what kind of wine.

-- Exhilaration is that feeling you get just after a great idea hits you and just before you realize what's wrong with it.



UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA

MEMBERS OF THE STAFF COUNCIL
FOR THE YEAR 1974-75

Des. by MILLION # M

Comment from the Editor on Training

The Executive Secretary emphasized in his address to the staff on 5 June and again in his reply to the Chairman of the Staff Council, during a meeting held on 11 June 1975 that the strength of the Commission is only as strong as the weakest member of its staff. This statement, to my mind is a very accurate one. How then can the quality of staff be improved to the benefit of the staff member as well as the organization? The most direct way I can think of is training.

What is training? What type of training? For whom?

The Oxford Dictionary's definition of training is: "Bring (person) ... to desired state or standard of efficiency, etc. by instruction and practice ...". Practical as well as academic training should be available for all categories of ECA staff, in some cases on a compulsory basis. The Economic Commission for Africa is not a university or technical school, where staff members may consult a syllabus and choose the subjects they find interesting, whether they are job related or not. Training should be job oriented when sponsored by any organization. The ECA for its part could determine which areas of work within the Commission needs upgrading and then formulate plans to improve these sectors. To take an obvious example, the most pressing need, I feel, is for adequately-trained typists and secretaries within the Commission. A comprehensive programme could be devised, under the direction of a competent "training" officer, who would arrange a schedule of comprehensive courses in: typing, shorthand, secretarial practices (UN usage spelling, style, etc.) grammar, geography, general knowledge of the UN system, language proficiency (French and English) etc.

Secretarial staff in specific grades would be assigned to take the above-mentioned courses on a compulsory basis and to undergo an examination at the end of the training period to discover their level of attainment.

The same applies for the professional category of staff. After a certain number of years as an ECA staff member (perhaps four or five), a professional staff member should have the option, if he/she so desires, to take an advanced degree without jeopardizing his job security. The same should hold true for short-term training in a specific aspect of his/her job or profession. Job security should also be assured if the staff member chooses to pursue advanced studies or short-term upgrading at his/her own expense.

The benefits of training are many besides the obvious ones of improved efficiency, competence and morale. A few such benefits may be outlined from the side of both the individual and the organization:

Individual

1. Job satisfaction and interest.
2. Eligibility for promotions.
3. Ability to work in more than one area of competence.
4. Generation of interest in the continued improvement in ones status.
5. Confidence in the Administration of the ECA

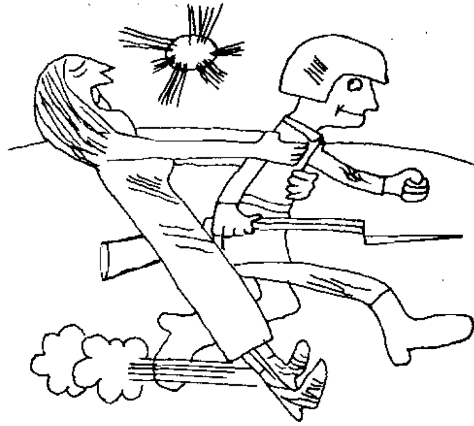
Organization

1. Better qualified staff permitting promotions within the organization.
2. Less difficulty in filling* vacancies on a higher level
3. Better utilization of staff.
4. Fewer complaints and time lost in disputes.
5. Mature communication between Administration and staff.

* We all know of posts which have remained unfilled due to "unavailability of candidates."

A. Mensah

INTERNATIONAL WOMEN'S YEAR



The pacifist influence of women could provide the brake we need against mob violence, war and world destruction.

WHO

(Reprinted from UNIDO Journal
No. 56 - February 1975)

If I were born a woman, I would rise in rebellion against any pretension on the part of man that woman is born to be his plaything. I have mentally become a woman in order to steal into her hear. I could not steal into my wife's heart until I decided to treat her differently than I used to do, and so I restored to her all her rights by dispossessing myself of all my so-called rights as her husband.

I realised that the wife is not the husband's bonds slave, but his companion and his helpmate, and an equal partner in all his joys and sorrows - as free as the husband to choose her own path.

Mahatma Gandhi

(UNIDO Journal, February 1975)

A RECONSTRUCTION OF THE FALL

"When the question came to Adam 'Where were you?' he answered: 'I thought it best to maintain a low profile because of our lack of proper attire. Both Eve and I thought, in the circumstances that a covering up was indicated.' 'Who told you you needed a cover-up?' We undertook a plan to gather further intelligence relative to our security in administration of the Garden.' 'Did you eat the fruit?' 'This is substantially correct.' 'What of the commandment not to touch the fruit?' 'Reviewing all the facts having any bearing on our decision-making process at the particular point of time, we treated that commandment as inoperative..... The source of the strategy was the woman you gave me. The plan emanated from her.'

"When the woman was questioned, she testified: 'It was a foul-up of communication. The serpent came to me and strongly suggested that the gathering of intelligence was vital in maintaining the security of our administration of the Garden. When the serpent was asked what he had to say, he answered: 'I want to see my

attorney. I want to go before a Grand Jury of my peers. I am not going to be the scapegoat of this whole affair.'

(from the Rhode Island Churchman)

Note from the Editor

Our colleagues on Action (The journal of the Staff Union of the United Nations at Geneva) and on the UNIDO staff Journal and other staff journals often publish very interesting articles which should be read by the members of our Association because they deal with problems which concern everyone in the United Nations. However, we receive only one or two copies of the journals published by our sister associations. So that our members can keep abreast of these articles, we intend to publish some of them in the pages of Africa UN Staff News with an indication of their sources. Since many of the articles published in Action are in French, we shall publish a free translation of them in English so that the 90 per cent of our members who understand only English may benefit from them.

PROMOTION BASED ON SENIORITY

Ten years ago the International Civil Service Advisory Board (ICSAB) made certain proposals aimed at eliminating blockages in the promotion system. In short, the Advisory Board suggested that Divisions of Administration should utilize a system in which promotion is based on seniority with efficiency also being taken into account so that everyone could envisage at least some prospects for a career.

Although this idea of promotion based on seniority supported by staff associations and by some administrations, including the United Nations Administration, little has been done over the past 10 years to see that it was adopted and implemented by organizations within the United Nations family. Thus, the situation has continued to deteriorate. However, it should be pointed out that deficiencies in the salary structure have in any case forced Headquarters to use this very system of promotion based on seniority to some extent.

Actually, the present procedures for promotion, which are based on a rather esoteric concept of merit and on a certain number of minimum requirements as to the time spent in a grade, are not such as to inspire the confidence of the staff, who see many excellent staff members stuck for years in the top level of their grade.

We are not asking that the present system should be replaced by a system based on seniority, but we do think that the two systems should complement each other since a system based on seniority is the only way to avoid stagnation and too many arbitrary decisions. The concept of "merit" as defined in the United Nations too often results less in an authentic evaluation of the talents and competence of a staff member than in a convenient formula which makes it possible to reward loyal members of a group with influence or a clique. For example, during

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the quarter of a century in which this system has been operating, there has been an unjustifiable increase in the number of administrative posts, and the general situation would tend to confirm the pessimistic definition of democracy given by Spengler as being "Government by those least capable of governing." It would seem that everyone is aware that the procedures applied by the United Nations are profoundly undemocratic.

There are many cases where G-3s, G-5s, G-7s and P-3s remain in the top level of their grade while being assigned duties requiring higher qualifications and greater job experience. The existing promotion procedures are of no help in remedying this situation. These staff members are discouraged and demoralized when they are not promoted.

The situation can be improved in two ways:

(a) By adopting a system of promotion based on seniority grade (automatic promotion to the following grade after a given number of years within the lower grade - 7 or 8 years, for example - unless the services of the staff member concerned are not satisfactory - criterion of efficiency);

(b) The relatively simple procedure which would be quite easy to apply, of grouping two grades, for example, P-1, P-2, P-3, P-4, G-3, G-4 and G-5, G-6. Annual promotions from level to level within each of these double grades would be entirely automatic unless the staff member concerned was unsatisfactory.

This system would by no means exclude the more rapid promotion of the staff members of exceptional ability. Later on, we will make detailed suggestions as to the practical ways and means of operating the proposed system.

We have already sent copies of this article to the Director General of the United Nations Office at Geneva to the Chief of the Secretariat of the High Commission for Refugees, and to UNCTAD, the Economic Commission for Europe, UNICEF and UNDP. A copy has also been sent to Mr. George Davidson, Under-Secretary-General for Administration and Management at the United Nations in New York.

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ADMINISTRATIVE METHODS

For the time being, we wish only to state this problem, which will be developed later on the basis of the survey and study now under way. At that time, we will try to formulate constructive conclusions and recommendations.

What, for example, is the basic function of the Personnel Division?

It would seem to us that its first responsibility would be to see that staff matters were administered as efficiently and rapidly as possible, i.e., in accordance with modern methods of administration and management.

Its second responsibility would be to see that constant improvements were made in the terms of employment and conditions of work of staff members, in their job and income security offered to them and in meeting their aspirations for steady promotions.

Third, grievances by individual staff members should be rapidly and impartially reviewed and solved out.

Thus, it will be necessary to consider the extent to which these basic requirements are being met.

We shall then have to examine various ways of improving the situation:

- (a) The possibility of providing scientific training, specially to staff members in the higher administrative posts (for example, those in the Division of Personnel) on the basis of modern methods of administration and management;
- (b) The need to find new people to fill high levels posts in personnel administration so that amateurism and pragmatism yield to scientific, efficient and humane personnel management.

In personnel administration it is just as vital to put new people into high level posts as it is to put new research workers - physicists, engineers, etc. - into posts in a scientific organization. If this is not done, the end result is paralysis, the trampling under foot of staff members, lack of progress and frequently in the case of personnel administration, arbitrary decisions concerning staff members and inefficiency within the organization.

Action No. 11, July 1974

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THE 1974 ECA GENERAL SERVICE STAFF PROMOTION EXERCISE
BY THE CHAIRMAN OF THE ECA STAFF COUNCIL

1. I have received complaints from various General Service staff members, whose names appeared on the 1974 approved Promotion Register, in connection with the unnecessary delay in effecting their promotion. In addition, there have been allegations that the ECA Staff Council has not been sufficiently active in following up the promotion issue. The purpose of this Article therefore is to present a clear picture of the situation since the 1974 promotion exercise was undertaken, as well as secure clarification and policy initiatives from the ECA Administration for the benefit of these general service staff members affected.
2. Shortly before the 1974 General Service promotion exercise, the ECA Administration issued the following information regarding the vacancy situation in the general service grades as at June 1974:

<u>Grade</u>	<u>Number of vacancies</u>	<u>Grade</u>	<u>Number of vacancies</u>
GS.2	Nil	GS.6	10
GS.3	1	GS.7	6
GS.4	Nil	GS.8	5
GS.5	1	GS.9	7

It is understood that consideration of the 1974 General Service Staff promotions proceeded on the basis of the above information made available by the ECA Division of Administration.

3. In order to present a clear picture of the outcome of the 1974 General Service promotion exercise, the following table has been prepared by the ECA Staff Council:

Grade	Vacancies at June 1974 notified by the ECA Administration	Total recommended by the Divisions	Total approved on recommendation of the appointment and Promotion Panel	No. of persons actually promoted since publication of 1974 Promotion Register	No. of outstanding approved promotions held against future vacancies	Remaining vacancies to be filled by candidates on the 1974 Promotion Register	Vacancies resulting from actual promotions still to be filled by candidates on the 1974 Promotion Register	Total existing vacancies	GENERAL REMARKS
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
GS.2	-	2	-	-	-	-	-	-	The appointment and Promotion Panel does not deal with promotions of personnel at the General Service grades 2, 3, 4 and 5.
GS.3	1	1	-	-	-	-	-	-	
GS.4	-	5	-	-	-	-	-	-	
GS.5	1	3	-	-	-	-	-	-	
GS.6	10	3	-	-	-	-	-	-	As the Panel does not deal with promotions from GS.5 to GS.6, no remarks are given under this column
GS.7	6	14	9	5	1	3	2	3	In view of the two consequential vacancies in GS.7 resulting from actual promotions from GS.7 to GS.8 plus the one remaining vacancy to be filled in GS.7, a total No. of 3 vacancies will need to be filled out of the 4 remaining candidates on the 1974 Prom. Regist.
GS.8	5	17	10 ^{1/}	2	3	8	6	6	In view of the 6 consequential vacancies in GS.8 resulting from actual promotions from GS.8 to GS.9 plus the 3 remaining vacancies to be filled on GS.8, a total number of 9 vacancies will need to be filled by the 8 candidates on the 1974 Promotion Register still awaiting effective promotion, leaving a balance of 1 vacant post.
GS.9	7	16	11 ^{1/}	6	1	5	-	1	Promotions of deserving staff members to the Junior Professional grades of P.1/P.2 will alleviate the present situation at the GS.9 level.

^{1/} Excludes one staff member each in GS.3 and GS.9 promoted and held against extra-budgetary posts.

Note: In addition there are at present the following vacancies: GS.5:1 - GS.6:1 - GS.8:1 - GS.9:2.

It may be necessary to investigate also the existence of any anomalies which ought to be removed in order to free certain posts of encumbrances, such as lower grade general service staff being held against higher grade posts, as a result of which promotions to such posts are being hampered at present.

4. As a result of the recommendations made by the Appointment and Promotion Panel, on the basis of which the 1974 Promotion Registers were established for the General Service grades 7, 8 and 9, the ECA Administration referred the matter to the United Nations Headquarters seeking guidance on how to handle those recommendations for promotion over and above the number of vacancies which existed in 1974. In this connection it is necessary to quote the following extract from the reply received from United Nations Headquarters in October 1974 addressed to Mr. Gardiner:

"This Office has received a memorandum from Mr. Rwambuya dated 25 September 1974 in which he asked for guidance on how to handle recommendations for promotion registers when the possibilities of implementing the promotions were non-existent. He brought to our attention the recommendation made to you by the Appointment and Promotion Panel at ECA where 12 names were recommended for the register despite the fact that you had remitted the recommendation back to the Panel with a clear indication that there were only five posts available for promotion. I very much regret inconsistent with the provisions of Staff Rule 104.14(f)(III)(A). This rule provides inter alia that registers shall be established in relation to an estimate of the total number of known and foreseeable vacancies to be filled by promotion at each grade level in the period until the next general review of staff.

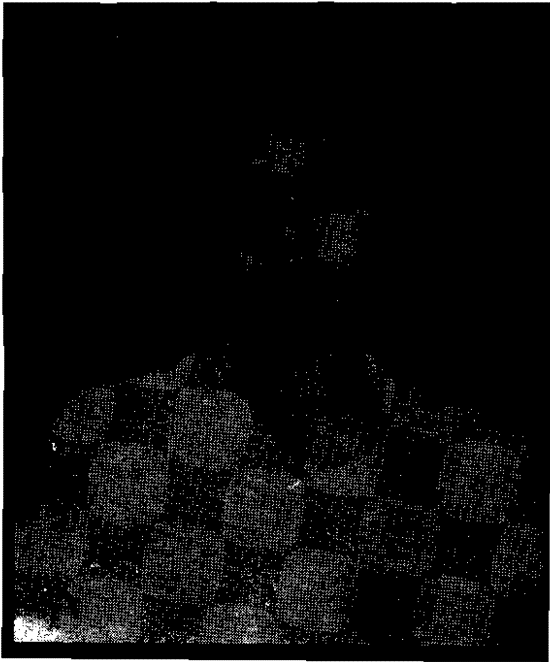
The Appointment and Promotion Board at Headquarters has consistently followed the policy of recommending a register which would be proportionate with the number of vacancies available at each particular level. The Board has from time to time permitted a slight increase in the number of persons recommended where there has been an assurance by the particular department that movement of staff within the register year would permit the promotion of those in excess of the persons originally recommended."

5. It would appear that the Appointment and Promotion Panel acted in good faith in making the recommendations for the 1974 promotion exercise in respect of the GS.7 and GS.8 levels on the basis of the figures shown in the table produced above, taking into account also the figures supplied by the ECA Administration with regard to the vacancies position as at June 1974. The ECA Staff Council has included this matter on the Agenda for the next meeting of the Joint Advisory Committee for serious examination.

However, the Panel had hoped that the promotion prospects of ECA General Service Staff (particularly the need to avoid frustrating stagnation at the GS.9 level) would be considerably improved if serious consideration was given to the Staff Council's recommendation that attention should be given to the possibility of promoting deserving staff members from GS.9 to the junior professional grades at P.1, P.2 levels.

Meanwhile, the Staff Council would welcome from the ECA Administration further clarification or explanation, as well as policy initiatives, if any, which the Administration intends to implement in order to relieve the General Service staff of the atmosphere of uncertainty which now surrounds their present and future promotion prospects.

I N M E M O R I A M



Woiz. YESHI WORKNEH

It is with profound regret that we heard about the untimly passing away of Woiz. YESHI WORKNEH.

Woiz. Yeshe Workneh was the wife of Ato DEMISSIE MENGESHA of the Reproduction Unit.

The Staff Council and the entire ECA Staff Association offer their most profound condolences to all the members of the family of the late Woiz. Yeshe Workneh.

We were greatly saddened by the news of the sudden death on 21 June 1975 of Lij BERNHANE SELASSIE YBSSA, father of our colleague VICTORIA BERNHANE of the Documents Section.

It is also with deep sorrow that we mourn the loss on 8 July 1975 of MELAKU IJJIGU the son of our colleague IJJIGU MEKURIA of the Finance Section.

The Staff Council and entire Staff Association offer their profound condolences and sympathy to both colleague and their families.
